

# SOUTH EAST VIEW

THE REGIONAL PERSPECTIVE | AUTUMN  
WINTER 07

## MILTON KEYNES 40 YEARS ON

AMBITIONS TO TURN THE NEW TOWN INTO A NEW CITY

### EXPORTER'S GUIDE

TEN STEPS TO IMPORT AND EXPORT SUCCESS

### ACTION NOT WORDS

RES IMPLEMENTATION PLAN LAUNCHED

PLUS: ALL THE LATEST NEWS FROM SEEDA AND THE SOUTH EAST



# PREVIEW

## SE Overview

The latest regional news plus Chief Executive, Pam Alexander, explains the importance of partnership working to realise the goals of the new Regional Economic Strategy (RES) Implementation Plan.

## SE Close-Up

With features on the region's economy, Milton Keynes, how to export successfully and an interview with Minister for the South East Jonathan Shaw

## SE at a Glance

An update on SEEDA's work across the region, recent appointments and upcoming dates for your diary

Dear Readers,

Welcome to this issue of South East VIEW.

During the summer, we undertook some in-depth research with our readers and have taken on board your comments and suggestions so hope you will find this edition interesting and relevant.

Milton Keynes, the venue of our Annual Open Public Meeting, is featured as it celebrates its 40th anniversary and the realisation of a dream to gain City status. With the help of RBS, we scrutinise the South East economy and find out more about the secrets of successful exporting. We also speak to the first Minister for the South East, Jonathan Shaw.

I'd welcome your feedback on South East VIEW for future issues, so do call me on 01483 470177 or email to editor@seeda.co.uk

Samantha Philpott, Editor

## View 2

For the alternative perspective



**PETE WINKELMAN, CHAIRMAN, MILTON KEYNES DONS F.C.**

"Milton Keynes is a city of firsts. The overwhelming support and partnership of the Milton Keynes stakeholders, including all three political parties, has enabled us to deliver and turn the dream into a reality for the people of Milton Keynes."



**DIGBY, LORD JONES OF BIRMINGHAM, MINISTER OF STATE FOR TRADE AND INVESTMENT**

"The flexibility of British business is a key strength but we face tough competition and cannot be complacent."



**ROSS WALKER, SENIOR ECONOMIST AT THE ROYAL BANK OF SCOTLAND**

"The South East is certainly an economic engine room for the UK, with high employment levels and a 78 per cent economic activity rate. It's helped by its connections to London, both through job opportunities for its residents and the demand for products and services from businesses based in the capital."

If English is not your first language, we can provide a summarised version of this document in Punjabi, Hindi, Gujarati, Urdu, Polish and Bengali. The document can also be provided in large print, Braille, disk and audio cassette. For a copy, please email:

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# IN THE NEWS

## Game on for NC Soft

World leading online game publishers, NC Soft (profiled in South East VIEW this spring), will create over 100 new high-skilled jobs in Brighton thanks to a £950,000 SEEDA grant. The Korean digital gaming developer and publisher set up a UK headquarters in 2004 and has already expanded to employ 112 people.

Following the successful development and launch of a series of new products, the company needs to expand and SEEDA is injecting a Selective Finance for Investment in England (SFIE) Grant, helping the company to further diversify. Geoff Heath, NC Soft's CEO, explains: "Brighton is a lively and



growing hub for the creative and software sector. Our expansion will stimulate local competition and the exchange of best practice in the region. SEEDA's support of our investment will help grow the business and keep us and Brighton at the forefront

of our industry, both nationally and internationally. We'll also be in a position to recruit and further develop the very best talent available." [www.ncsoft.com](http://www.ncsoft.com)

## Business IT Guide launched

Small businesses could save millions of pounds if they had the right IT infrastructure. Now the new online Business IT Guide, sponsored by SEEDA working with 'e-skills', can help provide solutions. Developed with industry experts, from organisations such as Oracle, EDS, IBM, Accenture, Cisco, Microsoft, Hewlett Packard, Smart421 and BT, it has been designed explicitly for, and tested with, small businesses.

In tests, 90 per cent of business owners said the advice provided was easy to understand; 88 per cent said it was relevant and 87 per cent thought it could impact their bottom line. But most importantly, 88 per cent would recommend it to other business owners. The site is easily navigable and starts with a self diagnosis section so a business can track what it most needs or wants. Whether it's buying a computer, deciding to upgrade to a server, switching to VoIP, or creating a website, the signposts to a solution are easily found. Hot tips and dozens of detailed guides to answer questions in depth are available, all regularly updated and extended. Visit [www.businessitguide.com](http://www.businessitguide.com), sign in and sign up for a wealth of information.



## Diabet-ing grants launched

SEEDA, the South East Health Technologies Alliance (SEHTA) and healthcare giant Johnson & Johnson have launched a £500,000 fund for diabetes research.

The Fund is aimed specifically at healthcare companies in the South East as well as academic institutions anywhere in the UK. Grants will be given for research into methods of diagnosing, monitoring and management of diabetes which affects millions of people in the UK. It is an innovative method of targeting resources from the private and public sector into the most promising lines of research.

Healthcare technology is one of SEEDA's strategic sector priorities and SEHTA, one of its specialist sector consortia, is tasked with promoting the commercial development of academic and commercial research. Johnson & Johnson subsidiary, Ortho-Clinical Diagnostics and the company's Corporate Office of Science and Technology are supporting the programme.

Ed Metcalfe, Head of Science, Technology, Entrepreneurship and Management at SEEDA says: "Thirty per cent of the UK's life sciences R&D is undertaken in the region. We believe this project has the potential to shape the future agenda for business to business knowledge transfer in this region." [www.sehta.co.uk](http://www.sehta.co.uk)



## MAS lifts off

The Manufacturing Advisory Service (MAS) has just finished one of its more uplifting assignments as it reports that, in the South East, it has added £123 million value in over 500 consultancy assignments since its inception in 2002. Its most recent project is to help Balloony, a company making 50 million balloons a year, put in place lean manufacturing, which has significantly improved output and quality.

Sponsored by The Department of Business Enterprise and Regulatory Reform (BERR), MAS is run in the South East by the EEF South, the regional manufacturers' organisation, with support from SEEDA. In 2008, its services will be extended to help any small or medium sized businesses with strategic planning and skills development, management advice, supply chain performance and resource efficiency. David Caddle, Principal Manufacturing Specialist for MAS South East, says: "We look forward to helping many more companies become more profitable and more productive as a result of the enhanced service."

[www.mas-se.org.uk](http://www.mas-se.org.uk)

# Progress and Performance

Pam Alexander talks about the launch of the RES Implementation Plan



I am delighted that we are hosting our Annual Open Public Meeting (AOPM) in Milton Keynes (MK) for the first time.

This coincides with the town's 40th anniversary, the opening of the brand new MK football stadium and a time when MK is looking positively to the future and gaining city status. Milton Keynes epitomises much of what the South East is all about. The home of the Open University, it also makes the most of its close proximity to London, it has excellent transport links; it promotes sustainable living at the heart of its community and it is enjoying a booming and growing economy. So this is an ideal place to launch our Regional Economic Strategy (RES) Implementation Plan.

We have always said it is not the design of the RES which mattered but how we deliver it. During the past year we have been working with all our partners to agree how we shall meet our 14 Targets and achieve the eight Transformational Actions in order to attain the three overriding RES objectives of three per cent per annum GVA growth, increased productivity for all, and a reduction in the South East's ecological footprint by 2016. Since we published the RES there have been highly significant policy

developments such as the Stern Review on climate change, the Leitch Review on Skills, the Sainsbury Review of science and innovation, the Eddington Report on Transport, the Barker Review of Land Use Planning, and the Lyons Review on local government. The direction being set in each of these firmly supports the directions we set together in the RES. But the speed of change demonstrates how much the context in which we work is constantly shifting and why the Implementation Plan must be a 'Living RES'. So we shall use our Annual Open Public Meeting each year to measure the region's performance against the RES Targets and review the effectiveness of the Implementation Plan in delivering the region's goals.

The Government's Sub-National Review of Economic Development and Regeneration sets out new roles for the RDAs and for local government. One of the key objectives is to integrate the Regional Economic Strategy with the Regional Spatial Strategy and align a single integrated Regional Strategy with Local Area Agreements and with national policy targets. We have anticipated this, here in the South

East, where SEEDA is working very closely with the South East England Regional Assembly to link the implementation of the RES and the South East Plan.

The role of all our partners is essential in implementing the RES: Whether Central Government setting national policy frameworks and funding programmes; the Regional and Local Skills for Productivity Alliances, or the South East Partnership for 2012, taking the lead in driving forward a Transformational Action or joint working between local authorities and Economic Partnerships to support business growth.

It is only together that we can deliver the RES, so the new Implementation Plan has been developed by all of us so that we have joint ownership of a shared vision. The challenge is not only to maintain the momentum but also to adjust to the changing environment in which we must deliver.

*For a copy of the Implementation Plan visit: [www.seeda.co.uk](http://www.seeda.co.uk)*

SEEDA Chief Executive  
Pam Alexander



## SE ECONOMICS

How is the South East economy performing and what does the future hold? South East VIEW talks to **Ross Walker**, Senior Economist at The Royal Bank of Scotland, about the outlook.

The South East contributed £166 billion gross value added (GVA) to the UK economy in 2006, that is 15.6 per cent of the UK total and second only to London. It represents £20,400 per head of population - 15.6 per cent above the national average, and allows the region to make a net contribution to the Chancellor of £11 billion a year.

"It is certainly an economic engine room for the UK," says Ross Walker. "The South East is prosperous, with high employment and a 78 per cent economic activity rate." But there is an umbilical connection with London. "The region is helped by its connections to London, both through job opportunities for its residents

and the demand for products and services from businesses based in the capital. Financial services, IT, telecoms, creative and business consultancies are all strong in the South East, many selling services to London based businesses."

### GREATER SOUTH EAST

The Regional Economic Strategy (RES) acknowledges this, underlining the influence of the 'Greater South East' - the South East, London and East of England. Looking at this bigger picture, over a third of the UK population live in the Greater South East; it is the world's 10th largest economy, with 71 of the UK's 131 Higher Education Institutions, and accounts for 40 per cent of government R&D and 60 per cent of business R&D in the UK.

### CONTOURS

Within the South East itself, the RES identified three sub-regional 'Contours'. The first of these is the Inner South East which includes the Gatwick Diamond, the London Fringe, especially the area around Heathrow, the Eastern Thames Valley, Central Oxfordshire, Milton Keynes and the Aylesbury Vale. This area is characterised by a high proportion of multi-nationals supported by a strong SME framework. It is the strongest 'Contour' in productivity and economic activity as well as being well served by international transport connections.

The other two 'Contours' are Rural South East and the Coastal Economy. Eighty per cent of the region's land mass is rural, ▶

## The South East Economic Profile

### Population:

- 8.16 million

### Gross Value Added 2006

- £166.3 billion
- 15.6% of UK GVA, second only to London
- £20,400 per head of population

### South East Contribution to the Exchequer:

- £11 billion net

### Exports

- £34,154 billion

### Employment

- 4.12 million people employed
- 78.6% of economically active people in employment
- 14.1% are self-employed
- 25.9% of population hold NVQ Level 4
- 46% hold NVQ Level 3

### Business

- 729,545 businesses operating in South East
- 291,000 VAT registered businesses
- 42 new businesses were started per 10,000 adults
- Business three year survival rates in South East are 73.2%, the highest in the UK
- Entrepreneurial activity stands at 6.2%, second highest in UK

▶ providing a home to a 100,000 businesses in manufacturing services, the visitor economy and leisure. Agriculture now accounts for just 2 per cent of the region's GVA, but its contribution is vital for retaining the quality of the region's environment, so important as a competitive advantage.

### COAST

Coastal South East through the Kent Thames Gateway, East Kent and Ashford, the Sussex Coast, South Hampshire and the Isle of Wight has an economy more dependent on traditional industries, such as low value manufacturing and tourism although there are highly successful clusters such as the marine sector.

Within the 'Contours' the RES has identified 21 Regional Hubs around key towns, such as Reading, Southampton, Brighton & Hove, Hastings and Ashford, as centres of economic activity and targeted for future growth.

"The region has enjoyed a buoyant economy for some time," says Ross Walker. "The latest RBS Purchasing Managers' Index Review of the regional economy among private companies in September, showed a strong increase in business activity and new orders. Employment is still growing although this has been slowing since April. The survey also reported a modest decline in 'work in progress' as well as higher input costs but a slowdown in output price rises."

He says this is in line with the generally expected outturn

of a 2.8 per cent increase in UK economic growth in 2007. "The expectation for 2008 is a slowdown with our forecast at around 2.2 per cent. Household spending is being squeezed – mortgage payments are up and consumer spending is slowing."

### TURBULENCE

The recent world turbulence has been unsettling, he adds, and there may be more to come. This could impact on the South East, given its connectivity with London's financial services sector.

But there was more promising manufacturing news from the EEF survey published in September. "It appears to corroborate other survey evidence showing the most favourable conditions in the manufacturing industry for a decade," says Ross Walker. "Strong activity in Asia and the more recent recovery in our main export market, Europe, are important factors. But industry also appears to have raised its game - few would have forecast the recovery in output growth we have seen given recent interest rate rises and a \$2 dollar pound. Reports that investment expenditure is also about to rise are encouraging - such investment will be essential to underpin ongoing growth."

"It's probably wise for business to be cautious nevertheless. There are some downside risks ahead which will need careful navigation and it may be wise not to have over exuberant expectations for the immediate future," he warns.

[www.rbs.com](http://www.rbs.com)

# Milton Keynes

## 40 YEARS OF UNITED DREAMS

In 1964, a Government study recommended the building of "a new city" near Bletchley. Three years later the creation of the biggest new town began; it was to be called Milton Keynes. Forty years later, has that dream been realised? **South East VIEW** finds out.



The name Milton Keynes came neither from the poet John Milton or the economist John Maynard Keynes. It was the name of one of the original villages within the 25,200 acres designated for the new city. Equidistant from London, Birmingham, Leicester, Oxford and Cambridge, the planned city had a target population of 250,000, enough for it to become self-sustaining and a major regional centre in its own right.

The Milton Keynes Development Corporation (MKDC) was set up to build the vision. Its goals were to create an attractive city that offered opportunity and freedom of choice, easy movement and access, good communications, balance and variety, public awareness and participation, and efficient and imaginative use of resources.

Above all it was to use all the lessons learned from the past. Contemporary planning said it was to have no hierarchical structure but a series of communities with a central business and shopping district supplementing local centres, themselves linked by the radical grid plan. It was also designed to incorporate the Garden City ideals of the 1920s and 30s, with heavily planted green spaces, man-made lakes and parkland. But what became most apparent, from the outset was the spirit of innovation and partnership involved.

The radical plans and large scale of Milton Keynes attracted



The new Milton Keynes Stadium

## "The aim is for Milton Keynes to be a fully recognised international city by 2031"

international attention and consequently the city includes work by celebrated architects, including Sir Richard MacCormac and Lord Norman Foster. It was the most ambitious plan for a New Town yet.

### BUILDING THE FUTURE

It has stood the test of time, proving to be one of the most flexible and adaptable of urban centres. It is still not a 'City' yet but by 2031, it is hoped that will change; the aim is for Milton Keynes to be a fully recognised free-standing city with an international reputation. And, again it is that spirit of partnership that will make this happen, with a host of organisations coming together to make sure development and rapid growth is as integrated and collaborative

as possible. Its past has been personified by a united vision; the organisations and sectors involved today are working to ensure its future is too.

### KEY PLAYERS

So who are these key players intending to turn the regional town into an international city? At the centre is Milton Keynes Partnership Committee (MKPC), the Milton Keynes Economy and Learning Partnership (MKELP) and Milton Keynes Council (MKC). Working with regional organisations such as SEEDA and the Government Office for the South East (GOSE), they are leading the sustainable growth of the town as it aims to follow the expansion plans laid out by the Office of the Deputy Prime Minister (ODPM) in 2004 in the



Milton Keynes by night

Sustainable Communities Plan. MKPC, a sub-committee of English Partnerships, has been tasked to ensure the all important co-ordinated approach to planning and delivery of growth and development in the new city. Jane Hamilton, Milton Keynes Partnership's Chief Operating Officer explains what this means.

"The Partnership brings together Milton Keynes Council, English Partnerships and Local Strategic Partnership, representatives from the health, community, business sectors and independent representation. MKPC co-ordinates and implements the delivery of growth, ensuring homes, infrastructure, jobs and community facilities are provided as part of a joined up approach. The day-to-day activities of MKPC are carried out by its staff of management, professional and technical experts, known collectively as Milton Keynes Partnership, (MKP). Within MKP, Invest Milton Keynes, was



Milton Keynes Park

established in June 2005 to bring new businesses and jobs and help existing businesses grow.

"Since 1969, the town has experienced considerable growth," Jane continues, "which only slowed down around 2000. In 2001, the Milton Keynes Economic Partnership (MKEP) was created to promote and develop a prosperous community. Then, in January 2004, it combined with the LifeLong Learning Partnership (LLP) to form MKELP and linked up with SEEDA to create a new economic vision, which laid out what needed to be done."



Midsummer Place

Colin Fox, Executive Director of MKELP, takes over the story: "The 30 year vision identified a clear structure which involved laying a solid foundation supporting three main pillars based around a thriving, diverse but broad-based knowledge economy. This whole structure is then underpinned to help the new town become an international city. When MKP was set up in June 2004, it embraced our vision and incorporated many elements of it in the 2031 Strategy for Growth. This is what we are all working towards. By that time Milton Keynes can be the city it planned to be a free-standing regional centre. ▶

► And if we all strive for this goal together, we know it can be achieved.”

**MAKING IT HAPPEN**

The theory is all there, as well as the organisational structure and the shared vision. But what has been done since the creation of the Strategy for Growth? “The Strategy was based on the Government seeing Milton Keynes as a regional centre with a population of around 350,000,” explains Jane Hamilton. “This meant MK needed to build around 70,000 houses between 2001 and 2031 which, according to our estimates, means the creation of 2,500 to 3,000 homes every year until 2031. Most of these will be located in defined expansion areas all around the city and at least a third of them need to be affordable. But we all know that you can’t just put up 3,000 houses and leave it at that. There has to be the infrastructure to support them – and that’s what we’ve been focusing on.”

John Best, Chief Executive of Milton Keynes Council, concurs: “We’re determined to build integrated communities – not just homes – with full infrastructures, from jobs and services to voluntary organisations and transport. And despite having an already growing city, with an increasingly diverse population, in which



**Building the future**

we’ve built eight new schools in the last five years and planned eight more in the next five, we need to accelerate the pace and address some pressing issues, such as transport and the state of the local economy. We need to build the knowledge economy of Milton Keynes on the strong base of the logistics and retail it already enjoys. We need the economy to be more diverse if we’re going to create jobs and attract people to work here, live here and stay here.”

**ARC OF INNOVATION**

Being on the Oxford to Cambridge Arc, Milton Keynes is perfectly placed to become part of an entrepreneurial cluster. The Arc is characterised by a spirit of innovation, scientific and technical achievement and entrepreneurship, dedicated to wealth creation through both indigenous growth and inward investment. With two centres of research excellence at either end, it has the potential to become a

world leader in the development of a knowledge-based economy. But how can Milton Keynes become the vital link between the two?

“The need for a university here was recognised a number of years ago, and when the expansion plans were released, we identified this as a key priority,” says Colin Fox. “For a long time now, a strong scientific cluster has grown up around Oxford, thanks to the research facilities and their off-shoot businesses. By setting up our own university and forging links not only to Oxford and Cambridge, but also other universities across the world, we can bring in a stream of skills and investment. We’ve already created a University Centre to begin the process of building the University, and to help draw in funding to complete it.” By building the University and delivering a world class research centre, Colin believes that jobs will be created around Milton Keynes,

causing graduates to stay, new students to be attracted and international firms to be drawn in and persuaded to invest, thus creating a truly sustainable city and business destination. The University is, however, some years away, which is why a main consideration for MKP and its partners over the last three years has been attracting a more immediate skilled workforce.

**CREATING A PLACE TO BE**

“The new housing is vital,” John Best tells us. “We want places that delight the people who live there and work well for them. And we want to give them a real choice of housing – not all low-density suburban housing, but more compact new homes and city centre living. By 2021 we want more landmarks for people to navigate the City by and get away from our roundabout reputation. This is a fantastic place to live, with its own theatre, football stadium, a legendary shopping centre and so much greenery – don’t forget that 20 million trees have been planted here since 1970. We’ve also always been a very ‘green’ city in the other sense and this will continue. The only drawback we can see in the future is a lack of public transport, but this is being addressed through Milton Keynes Transport Partnership’s new strategy.”

**PERFECT**

Nobody else notices this drawback, it seems. In fact, in a recent survey, 97 per cent of Milton Keynes businesses said that it was the perfect business location and 82 per cent of the workforce has described themselves as happy to be there. And in July this year, the town was found to have the largest employment growth between 1995 and 2004, according to the Institute of Public Policy Research (IPPR).

Grant Seeley, Director of Inward Investment for Invest Milton Keynes (IMK), told us: “It was fantastic news. We’ve enjoyed constant inward investment over the past decade. Last year, for example, saw a massive 58 investment successes, including 13 international arrivals from eight different countries. IMK is particularly proud that we’ve safeguarded 2,805 jobs. Right now, we have over £1.5 billion of investment currently committed and this is translating into architecture, infrastructure and a real buzz wherever you go.” Clearly, it’s an attractive place to live and work and this will help Milton Keynes attract a new, more knowledge-based and skilled workforce. But the unskilled workforce is not being forgotten. “On the contrary,” says MKP’s Jane Hamilton, “we’ve always taken the view that any expansion taking

place here in terms of economy and infrastructure needs to be for the benefit of every single member of the population. Together with MKELP, we’ve been focusing particularly on the framework for learning and skills provision in the current workforce, as well as a strategy for the regeneration of the more deprived areas.”

There is a lot to be done, but all the organisations in the town are talking the same language and working hard for the greater good. “We do have a lot of projects on,” says Jane, “and years more of hard work before we can become what we hope to be, but the fact that we all work so closely together to achieve it, ensures that the strategies and frameworks we put in place are followed consistently. And to have help and support from regional organisations like SEEDA just reinforces our ambitions.”

Deborah Wharton, SEEDA’s Area Director for Milton Keynes, adds: “It is good to find a group of organisations working so effectively together. This is exactly what SEEDA recommends – it is how we operate, working alongside, and investing with, our partners to help ambitions be fulfilled and goals achieved. The various partners in Milton Keynes are committed to achieving their goals and have every confidence this will happen. So do we.” [www.miltonkeynespartnership.info](http://www.miltonkeynespartnership.info)



The new Milton Keynes Stadium

## MK: THE BUSINESS VIEW PETE WINKELMAN: "MR. MK"

Pete Winkelman personifies the spirit of the city-in-waiting. Charming and charismatic, but assertive and ambitious, Mr Winkelman is the man who created the Milton Keynes football stadium for MK Dons, of which he is the Chairman, after a previous lifetime in the music business

### So how long have you lived in Milton Keynes?

I moved to Great Linford Manor, one of the country's leading residential recording studios, 15 years ago with my then young family and fell in love with the place. We were soon involved with the community through our Waterside Festival and with junior football through the exploits of my son Bobby.

### Loved it so much, you built a stadium for it...?

Ten years ago Bobby signed to Wycombe Wanderers at the age of 10 and I was travelling over 100 miles three times a week taking him to professional football coaching and games. With the music reputation of Milton Keynes for summer concerts and the idea to introduce professional football in the winter I thought let's build a stadium at the National Bowl. Denbigh North was identified as the preferred site and we discovered the first 1973 new city masterplan had described a 30,000 all seater stadium and that there was even a visualisation of it. This,

together with the collision of The Coliseum and Thunderbirds, became the design brief for architects HOK. They've incorporated elements of their previous designs, like the pitch and seating of Arsenal's Emirates Stadium, a similar lower bowl to The City of Manchester Stadium and the open concourse of Benifcas Stadium of Light. The result is StadiumMK

### How long did it take to get off the ground?

Introducing professional



Pete Winkelman

football and delivering the stadium has been a single track obsession of mine for nearly 10 years. I've been lucky to work with a network of people from both the public and private sectors but, sometimes, it's only been my naivety and enthusiasm that has helped us face the many hurdles. The overwhelming support and partnership of the Milton Keynes stakeholders, including all three political parties, has enabled us to deliver and turn the dream into a reality for the people of Milton Keynes. The first phase is now complete and it seats roughly 21,379, although it will meet the full UEFA Elite specification when all 31,000 seats are available in phase two.

### How did you get the funding?

The early days were spent investigating how stadia had been built around the world and, with the help of Milton Keynes Council and English Partnerships, we implemented a proven retail enabling development strategy plus bank funding. This brought an Asda Superstore and a regional IKEA to Milton Keynes allowing us to build a stadium with a phase one cost of

£46 million. When phase two is complete, the Stadium will have cost around £60 million. The public realm has also benefited - with an additional £3 million for Bletchley regeneration projects and £5 million in local highway improvements. I am particularly proud that the stadium development represents an inward investment of over £150 million creating over 3,500 new jobs.

### How does the population feel about it – the Stadium, that is?

Because we have set the bar so high by choosing to build an iconic city stadium, everyone is excited about it. MK is a city of firsts, with the first drive-thru restaurant, the first multi-screen cinema and the innovative Xscape building, and we've had positive encouragement to ensure the Stadium can meet the ambition of Milton Keynes and help reflect the new city's unique identity. This year, we've secured the expertise of former England player, Paul Ince, as the Manager of the MK Dons and we're playing some great football on our new pitch. Just this week we've also heard that we are to host our first England U21 International game and Milton Keynes can't wait.

## MK: THE BUSINESS VIEW Airkix: No fear of failure



Skydiving without the fear

"Indoor Skydiving but without the fear" thrills the people and businesses of Milton Keynes at Airkix, a new company growing fast. The Beckhams (apparently), jockey Frankie Dettori and the stars of Strictly Come Dancing are just a few of the many celebrities who rate the sport.

Based at MK Xscape, Airkix is the only purpose-built indoor skydiving centre in the UK. Indoor body flight originated in the USA and a company called SkyVenture has developed the vertical wind tunnel technology which recreates the vertical airflow essential for free fall sky diving. The Airkix facility opened for business in October 2005 and in the first full year turned over £2 million; 25 per cent more growth has already been recorded this year.

Chief Executive Officer, Simon Ward, expects this to continue. "Our market includes the general public and corporate customers as well as the sky diving fraternity and the military. Because body flight demands skill as well as providing great entertainment, our customers will come back again and again as they continue to improve

their skills. Our serious sky divers are not just good for us they are good for Milton Keynes – they come from across the UK and from abroad probably contributing up to 4,000 bed nights annually for the tourist economy." He sees the market as wide open, as there is a huge demand for first time parachute jumps, very much a parallel market.

The company chose Milton Keynes for its first tunnel because of the extreme sports offered. Besides the indoor snowboarding, skiing and tobogganing, wakeboarding or climbing offered alongside Airkix at MK Xscape, MK also offers more conventional activities through, for example, the National Hockey and Badminton Centres.

Simon Ward is busy scanning the UK for his next site, while building another tunnel in Milton Keynes is a long-term possibility. Simon Ward sums up a great business. "99 per cent of our customers go away grinning – freefall without the fear is going to be a growing attraction."

[www.airkix.com](http://www.airkix.com)

## MK: THE BUSINESS VIEW

### ALPS: Reinvention

ALPS Electric Company came to Milton Keynes in the rush of Japanese manufacturing investment into Western Europe. The game changed, the company did too.

ALPS Electric (UK) Limited has embraced the quality partnership model, so prevalent in Milton Keynes. Part of a global components manufacturer with a worldwide workforce of 45,000 and turnover of over US\$6 billion, it came to Milton Keynes in 1984 to be close to its TV and video recorder making customers.

Milton Keynes won the day because the Development Corporation made an impressive case for a 'dynamic company to come to a dynamic town'. Peter Woodland, Managing Director says, "It was an easy decision – it was truly location, location and location; near to our customers all over the UK but central, surrounded by international airports, major road networks and rail connections."

The company rapidly went from zero to 900 UK employees, 700 of them in the Milton Keynes factory, which grew to 14,000 sq metres in size, the largest Japanese owned plant in the South East.

However when ALPS' customers relocated to Central Europe, supply chain logic demanded the company move capacity in equal proportions. But Peter Woodland, a graduate of the London School of Oriental and African Studies, fluent Japanese speaker and from an international electronics sales background was determined to maintain a significant UK manufacturing operation and find a new future.



Prototype of miniature holographic projector

The immediate step was to find alternative markets and it was the automotive industry that brought new opportunity; more cars were being fitted with more electronic equipment. Another path was to undertake advanced manufacturing for other companies. ALPS has the know-how and experience and tapped the wave of new businesses commercialising academic research, to whom manufacturing was a 'chasm of death'. He says ALPS UK can deliver better total value than outsourcing to China. "Our unit cost might be higher but experience in managing total quality and flexible delivery keeps us competitive."

The most exciting development and biggest risk was Peter Woodland's vision that ALPS UK long-term future lay in moving the business higher up the technology chain. In 2001, he began to talk with Cambridge University which was looking to open a photonic centre. He persuaded his parent company, who had never done anything like this anywhere in the world, to invest £2.5 million as one of the strategic industrial partners alongside the DTI and the University, "We now have access to technologies we can develop commercially." The first result of this investment might be a miniature holographic projector able to show pictures direct from a mobile phone or a laptop. The pictures can be shown anywhere, over curved surfaces, and keeps their resolution even on, for example, a car windscreen.

[www.alps.co.uk](http://www.alps.co.uk)

# EXPORTING TO EXPAND

## THE PASSPORT TO SUCCESS

The South East region exported approximately £32,230 million worth of goods in 2005, highest among all UK regions. Exporting is therefore a key action in the RES and helping more of the region's businesses to trade internationally is a high priority. Expanding a business into an unknown market is always a daunting prospect, but there is a huge overseas customer base that can help many businesses to grow.





**T**here are 60 million people in the UK. That is a big customer base in anyone's books.

Or so it seems. Of course, not everyone needs your products and services. Not everyone is a consumer. Not everyone fits your client profile. When you take out these disinterested parties the pool gets smaller. Disregard a further proportion who will be won over by your competitors, and those that never get round to making the order, and already you can see that what was an Olympic-sized pool may, in fact, be no bigger than a puddle. By contrast, the European Union (EU) alone represents a market of 450 million people.

Let's consider the exporting myths: International growth

**“Business used to come from who you knew, but customers are looking for quality and the best deal so the market is more competitive now. You have to plan in order to succeed.”**

leads to instability and risks. Some businesses understand the home market and like to stick to what they know. Others simply would not survive without finding customers abroad, for example, seasonal businesses and companies with a saturated domestic market.

A recent study conducted by the University of Glasgow shows that new exporters boost their productivity by up to a third in their first year of exporting. This activity, far from compromising stability, can enhance it. It confirms that, in general in the UK, exporting companies are more productive and are more

## SUMMARY

### Why export?

- ✓ **Productivity** – firms that are new to exporting, on average experience a 34% increase in productivity in the year of entry
- ✓ **Risk** – less vulnerable to attack from competitors
- ✓ **Opportunity** – for growth
- ✓ **Flexibility** – ability to react to rise and fall of markets
- ✓ **Initiative** – freedom to expand, always on the front foot
- ✓ **Targets** – access to new potential customers

likely to stay in business. Markets around the world are strong and weak at different times, so international growth means a spread of risk, and therefore, greater stability. The eggs are no longer in one basket. Unknown markets are full of risks. It would be foolish to blindly move into a new market without doing research. Any new business in Britain needs to do the ground work before launching. The same goes for other countries and markets. Once the research is complete, the market is no longer unknown, and the risks are understood.

Companies that understand their clients and regularly conduct research are also more stable. Every business is different so there are no short cuts. You need to understand

whether you are equipped to export, and if not, what needs to be done. You need to understand your new client base, their customs and culture, and whether you need additional language skills.

### IT'S AN INSURMOUNTABLE CHALLENGE

Help is at hand. Business Link in the South East, managed by SEEDA, is a good place to start. A full range of articles is available on its website, from glossaries, interactive guides and checklists to more in-depth advice on protecting your intellectual property overseas and understanding ethical trading.

Chambers of Commerce also aim to increase the growth of local companies by encouraging potential exporters to explore overseas markets. Services range from assistance with creating new contacts and exploring overseas markets, to providing a fully comprehensive documentation service and advice on customs procedures.

SEEDA also partners UK Trade & Investment (UKTI), as UKTI South East which gives access to bespoke market research reports, and business contacts through its Passport to Export package.

Drew Collins, International Trade Adviser for UKTI South East, said: “Companies can tap into the UKTI's Overseas Market Introduction Service to communicate directly with trade teams in embassies,

high commissions and consulates across the world. Help is available at all stages as you are guided through the process. Visits can be arranged to improve your knowledge and ensure you meet the best potential customers.”

Professional organisations such as the Institute of Export aim to enhance the export performance of the UK by setting and raising professional standards in international trade management and export practice. This is achieved principally by the provision of education and training programmes.

If you are looking for stability, productivity and profit, exporting might just hold the answers.

## CONTACTS

**SEEDA:** [www.seeda.co.uk](http://www.seeda.co.uk) or [www.investsoutheastengland.co.uk](http://www.investsoutheastengland.co.uk)

**Business Link:** [www.businesslink.gov.uk/southeast/international](http://www.businesslink.gov.uk/southeast/international), Tel: 0845 600 9006

**UKTI:** [www.uktisoutheast.com](http://www.uktisoutheast.com), [info@uktisoutheast.com](mailto:info@uktisoutheast.com), Tel: 08457 35 45 55

**British Chambers of Commerce:** [www.chamberonline.co.uk](http://www.chamberonline.co.uk) or [info@britishchambers.org.uk](mailto:info@britishchambers.org.uk)

**Institute of Export:** [www.export.org.uk](http://www.export.org.uk), [institute@export.org.uk](mailto:institute@export.org.uk), Tel: 01733 404400

**HM Revenues & Customs:** [www.hmrc.gov.uk](http://www.hmrc.gov.uk) or [intenquiries@hmrc.gsi.gov.uk](mailto:intenquiries@hmrc.gsi.gov.uk), Tel: 0845 010 9000

## Sailing into success: Formula Yacht Spars

Planning and people have been at the heart of success for Formula Yacht Spars Ltd of Lymington, Hampshire, which was named this year's South East Exporter of the Year at the UK Trade & Investment awards.



A Formula Yacht Spars customer

The company, which makes masts, booms, spinnaker poles and rigging for racing yachts and superyachts, also won the High Growth Award, highlighting how exporting and growth go hand in hand.

Understanding global markets, good market research, developing new products and using the best technology and staff have all contributed to its international success. Forward-thinking product and project strategy has enabled the company to increase export turnover by more than nine-fold in three years. Exports now account for nearly 70 per cent of total turnover. Group Managing Director, Mark Merritt, said: "Moving into the unknown is a daunting step so one of the key solutions for us was to gather as much information as possible from a range of sources, including networking with businesses that had already trodden the path. Learning from others means you get to understand what can go wrong and how to avoid the same pitfalls. "Trust and two-way communications have helped

the company to build the right relationships.

Mark added: "Developing quality long-term relationships means that small issues don't become big problems. Trust, understanding and commitment can go a long way in smoothing the path to success."

The company's strategy to enter new markets started with a plan to ensure that the right infrastructure was in place first. With investment already committed and ambitious targets to aim for, the company was flexible enough to react to the changing markets and conditions.

Mark said: "Business used to come from who you knew, but customers are looking for quality and the best deal so the market is more competitive now. You have to plan in order to succeed." [www.formulaspars.com](http://www.formulaspars.com)

## Top technology: Bedfont Scientific

Overseas success was essential for the expansion of Bedfont Scientific, based in Rochester, Kent. Supported by UKTI, it was able to capitalise on the fact it had a niche product, and has now gained 2,000 customers around the globe.

Bedfont Scientific, which specialises in making a range of medical gas breath monitors, had tactical, as well as financial reasons, for expanding after it started to receive enquiries from overseas. There were few competitors in this market, but no international presence meant it was open to anyone. By having a proven product available internationally new entrants could be dissuaded from launching.

Being a small company, all 25 employees could understand and commit to the new journey into international markets. Bedfont Scientific's Managing Director, Trevor Smith, said: "With staff buy-in comes improved communications, accountability and responsibility. This was the key to our growth success. Once our core staff were committed we could empower middle management to execute the agreed plans." As part of its expansion two new multi-lingual members of staff joined the team, which ensured that some of the cultural and communication barriers in new markets could be tackled. Trevor added: "The biggest



Trevor Smith, MD of  
Bedfont Scientific

challenge we faced was the language barrier. We needed to make the company friendly and accessible. Without understanding the cultural delicacies of each market our overseas business would not be the success that it is."

To become a culturally diverse company, staff were at the heart of the plans. Funds were set aside for additional specialist training; all employees were made aware of the company's focus on export; overseas distributors were employed as they had a better understanding of the local issues; the company's literature and website was updated and translated in five languages.

"My advice for anyone wishing to expand internationally", Trevor said, "is to make full use of services offered by UKTI, the Chamber of Commerce and Business Link, as they all offer free advice." [www.bedfont.com](http://www.bedfont.com)

## 10 key steps to success

- 1 Research your market** - does your prospective customer need what you are selling at the price that will create a profit? What is the competition and how will they react?
- 2 Implement an export strategy and review your capabilities** - what would your business gain from exporting?
- 3 Construct an export plan** - define how you will enter the foreign market. Finalise a human resource and marketing strategy and allocate an adequate budget to cover export start-up costs.
- 4 Choose your sales presence** - establish whether you need a direct sales operation. Or is an agent or distributor more effective? How will you manage your overseas sales presence?
- 5 Promote your product** - how are you going to market and sell your product? Customise marketing to the target country.
- 6 Get the Customs side right** - contact HM Revenue & Customs to clarify requirements. Make sure your reporting practices are watertight.
- 7 Get paid on time** - ensure your cashflow will remain at a safe level. Guarantee sufficient credit for your future sales. Take out insurance cover if necessary.
- 8 Choose your distribution methods** - consider the implications of selling over long distances and across national frontiers.
- 9 Transport goods effectively** - assess and choose the most effective transport method and make sure the goods are insured by you or the importer.
- 10 After-sales policy** - regularly liaise with customers, export agents and banks. Monitor political unrest or other adverse conditions in the country of destination. Manage regular servicing and warranty claims.

# A more visible region

Jonathan Shaw is the new Minister for the South East. In one of his first interviews since taking up his post, Mr Shaw tells South East VIEW about what he will be doing for the region.

## Q Why appoint Ministers for the English regions?

The Government is committed to delivering economic growth and rising prosperity for all. To achieve this objective it is essential that every nation, region, locality and neighbourhood performs to its full economic potential. Regional Ministers give the citizens of the English regions a voice in Central Government. They will ensure that the Government recognises the diversity and the differing needs of the nine English regions. Regional Ministers will also make Central Government more visible and accountable in and to the regions.

## Q What is your remit and how will it interface with Departmental ministers?

As Minister for the South East, I will be both an advocate and representative of Central Government in the region. I will look to offer leadership in

relation to specific issues but also be able to broker local and regional engagement in important areas of concern. I will also represent the region at relevant Parliamentary debates and hearings. My role will not cut across that of Departmental Ministers, who will retain their current responsibilities, but I will be able to help join up the policies and delivery of Government departments and agencies as they affect the region.

## Q What is your top priority?

My experience living and the working in the region means that I am very familiar with some of the balances that need to be struck between various competing demands in the region. Housing is one such example that will be among my priorities, together with promoting sustainable economic development and a sharp focus on skills.

## Q What do you think are the major challenges for prosperity in the South East?

I know the Regional Sustainability Framework for the South East is currently out for consultation which sets out an evidence-based assessment of the major challenges faced by the region. I will be interested to see the outcome of the consultation.



Jonathan Shaw, MP

## Q How important do you think the pan-regional Greater South East work is?

I am looking forward to finding out more about the work that has been carried out at that level. I already have some experience of the potential for pan-regional co-operation through the successes of the Thames Gateway.

## Q The Sub-National Review of Economic Development and Neighbourhood Renewal has proposed changes in how we deliver at national, regional and local level. What will your role be in taking forward these proposals?

I am looking forward to working with SEEDA, the South East England Regional Assembly and other partners in supporting Sub-National Review delivery in the South East. I will discuss with regional and Ministerial colleagues where I can add the most value.

## Q What would you like to see the region achieve?

A better skilled workforce that enables all of our communities to grasp the economic opportunities that exist within our region and to provide more decent homes.

## Q Will the South East be more of a Government priority for investment now it has its own minister?

This region has seen levels of Government funding increase significantly over past years and current commitments will see this trend continue in coming years. Total government spending (capital and revenue) in the South East has increased in line with both population growth and dwelling completions. Identifiable public expenditure per head in the South East has risen 47 per cent over the period 2000-2001 to 2005-2006, notably higher than the nationwide growth over the same period of 37 per cent.

Growth in Capital expenditure has also risen substantially higher than inflation over the past five years.

However, it is important to recognise that there may be several different solutions to infrastructure problems and sometimes it may be the most local solution that can have the biggest positive impact. We should measure success not in terms of simple financial inputs but in terms of recognising the benefits that result from a given intervention. Securing behaviour change, for example, can reap huge rewards in this field, as can joining up related agendas, such as linking housing and transport provision or co-ordinating the delivery of IT and skills with labour markets, so as to reduce the need for physical transport in the first place. As we go forward, I will certainly be working to promote a holistic approach across government in meeting the needs of the region.

# SEEDA UPDATE



## Business Insights

Business Link regularly takes the temperature of business needs and concerns through its quarterly South East Business Monitor Survey, the latest of which looked at the impact of employment and environmental regulations.

The employment legislation study looked at the smoke free workplace and age discrimination regulations, as well as the changes to maternity and paternity rules. It showed that SMEs in the South East were aware of the regulations, and most reported that they understood the implications for their business. More than four fifths believed there would be little impact and, overall, companies are more likely to foresee positive rather than negative impacts. Some businesses, though, were concerned about the potential costs of the extended maternity and paternity rights.

The Business Monitor warned that whilst the Waste Electrical and Electronic Equipment (WEEE) regulations would affect the vast majority of SMEs to some extent, only 60 per cent were aware of the regulations at the time of the survey and only 50 per cent reported that they understood the implications for their business. Construction businesses were an exception as waste management is better understood in this sector. Surprisingly, the WEEE regulations were not viewed as negative by the majority of SMEs who understood them. Three quarters said it would have no impact on its business and 15 per cent believed it could have a positive impact.

**To register for Business Link's regulation updates, visit:**  
[www.businesslink.gov.uk/southeast/regulationupdates](http://www.businesslink.gov.uk/southeast/regulationupdates)

## Innovative support online

SEEDA, working with the East of England Development Agency and the London Development Agency, have launched an interactive online guide, [www.innovationmap.org](http://www.innovationmap.org), to promote stronger collaboration between universities and business in the Greater South East. Searchable by postcode, location and keywords, the Innovation Map is a source of research expertise and business-focused innovation in the Greater South East area. The portal contains information on innovation and Knowledge Transfer activities and facilities including support, skills, funding, help with R&D and graduate recruitment schemes.

## New cross-border co-operation project funding

Under the Interreg cross-border initiative, two programmes are set to be opened for projects run jointly by partners from Europe in a number of areas in the South East. Hampshire, West and East Sussex and Kent, plus Southampton, Portsmouth, the Isle of Wight, Brighton and Hove and Medway will all be eligible with their partner coastal regions in France Belgium and the Netherlands.

Priorities include supporting an economically competitive, attractive and accessible area and promoting and enhancing a safe and healthy environment. The final programme document will be submitted to the European Commission for approval in November and the programmes are due to start in 2008.

## Turning the tide for Portsmouth

In September 2006, Secretary of State Des Browne announced a review of Britain's three naval bases, one of which was Portsmouth. The Portsmouth Naval Base Stakeholders Group, including SEEDA, came together to ensure the base was kept in the region.

A successful publicity campaign ensued, winning widespread community support which helped to strengthen the carefully targeted lobbying activity to reach all those in the Government tasked with making the decision.

Ten months after the review began, it was announced that, not only would the Base be retained, but that Portsmouth would win work on the Navy's new Carrier programme as well.

It was estimated that Portsmouth Naval Base contributed £680 million to the local economy, including 17,000 jobs with another 35,000 jobs dependent on it.

The Stakeholder Group was set up and chaired by local MP Sarah McCarthy Fry. MPs across the local area were joined by the area's local authorities, led by Portsmouth City Council. SEEDA led the involvement of the business sector, working with BAE Systems, the Hampshire Economic Partnership and VT Group as well as other marine and aerospace organisations whose success was interlinked with the naval base.

SEEDA and Portsmouth City Council set out to present the



The band of HM Royal Marines

very strong economic case. A study was commissioned from the University of Portsmouth Business School's Centre for Local and Regional Economic Analysis which formed the basis of the case to be made to the Ministry of Defence. The Naval Base was shown to be at the heart of a network of ship design and engineering which helps to foster a strong marine technology sector as well as supporting the defence and aviation technology sector elsewhere in the region. Its requirements for many support services was also critical as well as helping directly and indirectly to the region's export activity.

To remove this economic engine would undermine a sub-region whose growth potential had been highlighted in the RES for the South East. Throughout, SEEDA's Chairman Jim Brathwaite attended high level meetings with Senior Ministers and officials to argue the case.

Acknowledging the work of the Group during a debate in the House of Commons, local MP, Michael Hancock, said: "I would like to thank the team from Portsmouth for its magnificent efforts. There are far too many people to be thanked individually but I would mention the local authority and Portsmouth City Council's Lead Officer, Barbara Thomson and her team, the team from SEEDA and the Royal Navy base commander David Steel, who did a magnificent job."

Area Director for Hampshire and Isle of Wight, Kathy Slack, who led the SEEDA team, says: "It was a magnificent partnership effort – what we wanted to prove was that Portsmouth and the South East was the right place for servicing Britain's 21st Century Navy, as well as ensuring that this vital sub-region did not have its ambitions for growth stalled."



## Chatham Interface on show

The Chatham Interface is a planned £190 million mixed-use development in 27 acres of the Historic Dockyard at Chatham Maritime. Under an agreement between SEEDA, Chatham Historic Dockyard Trust and award-winning regeneration specialists, City Lofts Group, the site will have new homes including affordable housing together, with neighbourhood shops and services as well as extensive public spaces. An exhibition showing the proposals took place in early October to get local views before planning permission is sought.



SEEDA's Jonathan Sadler with Sarah Beck of Medway Renaissance and Council Leader Rodney Chambers

## Developers listed for Rochester Riverside Residential

Four developers have been shortlisted to take forward the residential quarter of the Rochester Riverside site, one of SEEDA's flagship schemes in the heart of the Thames Gateway. They have been asked to present their proposals to the Rochester Riverside board, made up of representatives from SEEDA and Medway Council. A decision should be made on a preferred developer by the end of the year.

## Brighton belle

SEEDA funding of £23 million will help achieve two key projects in the Brighton 'Diamond for Growth and Investment' - the regeneration of the internationally famous convention centre and the building of the community stadium.

The Brighton Centre has hosted major events for more than 30 years, but it needs complete redevelopment to keep up with the international demands of the conference world. Brighton & Hove City Council and Standard Life Investments are leading the redevelopment of the Centre, which will hold 1,500 delegates and contain increased exhibition space as well as a major new retail offering and hotel.

SEEDA's involvement in the new community stadium, which will host major sporting events and provide a home for Brighton & Hove Albion,



The new Falmer Stadium

is providing £5.3 million for infrastructure improvements. Aside from making the building of the stadium possible, the improvements will encourage jobs and investment in the wider area, especially the academic corridor on the A27/A270.



## South East View's Pride

South East VIEW has been shortlisted for the Best Newspaper or Magazine category of the Chartered Institute of Public Relations South East PRide Awards 2007. The competition looks for outstanding examples of professional excellence in communications and winners must meet three criteria; by showing creativity and innovation in meeting a brief, high quality of execution and measured effectiveness.

The first round of judging by top industry professionals took place in August and South East VIEW came out with flying colours. The final awards will be announced on 21st November and the victors in each category will go forward to the CIPR President's Grand Prix to select national winners early in 2008.

## SEEDA welcomes cross rail

SEEDA has welcomed the Government's go-ahead for the multi-billion pound Crossrail link, from Berkshire through London to Essex. Work on the £16 billion scheme is expected to start in 2010, ultimately providing 24 trains an hour into the heart of the Capital from both East and West within 10 years.

The scheme is expected to generate in the region of 30,000 jobs and will add £20 billion to the UK Gross Domestic Product.



## WANTED women angels

Under five per cent of Business Angels are women, despite the UK being home to more women millionaires aged between 18 and 44 than men. Why don't wealthy women get involved in this exciting form of investment?

Finance South East ([www.financesoutheast.com](http://www.financesoutheast.com)) has just launched a 'Women Investing in Women' scheme to encourage more females to become Business Angels. Because women's businesses are on average funded with a third less capital than men, the scheme specifically aims to encourage investment in female-led firms. The scheme will include awareness events and training sessions aimed at female investors to help them become successful business shareholders. Sally Goodsell, Chief Executive Officer of Finance South East says: "Female Business Angels offer perspectives on investing in businesses different to their male peers. Women's preferences, motivations and investment activities offer innovative new ways of financing business."



## SEEDA APPOINTMENTS



**Oona Muirhead CBE**  
Oona Muirhead has been appointed Executive

Director, Sustainable Prosperity, responsible for leading SEEDA's drive to reduce the region's ecological footprint and improve social inclusion as a competitive, quality of life advantage for the South East.

**Andrew Hillier**

Andrew Hillier has been appointed as Communications Director. He takes responsibility for all SEEDA's communications, marketing, PR, media relations and public affairs activity at the Agency.

**Dr. Keren Jones**

Dr. Keren Jones has been appointed Director, Culture, Communities and Consumers responsible for policy delivery for sustainable communities and inclusion. She will also be charged with enhancing the contribution of culture to the region and championing consumer behaviour.



### DIARY DATES

**25th October**

SEEDA's Annual Open Public Meeting, Jury's Inn, Milton Keynes

**1st November**

Regional Waste Summit Reading Town Hall

**15th-16th November**

Cultural Shift Conference, The Ark, Basingstoke

**22nd November**

2012 Constructing Excellence Event - Aurora Gatwick, Crawley

**26th-27th November**

Future of Rail Freight in Europe - Le Meridian Hotel, Brussels

**28th-29th November**

Thames Gateway Forum 07 Excel, London

**28th-30th November**

UKBI Conference, Brighton

**29th-30th November**

Creating a Low Carbon South East, Southampton University

**6th March 2008**

South East Business Awards, Ascot Racecourse

*For more information contact the Marketing Team, Tel: 01483 484 200*

# IT JUST TAKES ONE IDEA...



## SOUTH EAST BUSINESS AWARDS

THE HUNT IS ON FOR BEST INSPIRATIONAL AND ENTREPRENEURIAL BUSINESSES IN THE SOUTH EAST

Do you have something to shout about?

Have you introduced a new idea to improve efficiency?

Launched a new product?

Successfully exported to a new market or have you just had a really good year?

If the answer to any of these questions is yes, then there's at least one business award category for you to enter.

Eight separate award categories mean there's something for everyone.

Whether you are an individual, small business, or large corporate, if you've

achieved something you're proud of then the South East Business Awards provide a platform to share your success.

For more information on the Awards and the application process visit:

[www.southeastbusinessawards.co.uk](http://www.southeastbusinessawards.co.uk)

Application deadline: 14th November 2007

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