

BERR FRAMEWORK		REGIONAL ECONOMIC STRATEGY			CORPORATE PLAN			
Regional Objectives	Outcome Indicators	RES Target / Transformational Actions	RES Outcomes by 2016	RES Outcomes 2008-11	SEEDA Outcomes 2008-11	SEEDA Outputs 2008-11	Milestones and Actions	Major partners and Programmes
Productivity	GVA per hour	Productivity headline target	Increase productivity per worker by an average 2.4% annually, from £39,000 in 2005 to at least 50,000 by 2016 (constant prices)	Increase productivity per worker by 3x2.4%, from £39,000 to around £42,000	All SEEDA work contributes to this RES target			N.B. contribution from activities across Corporate Plan and especially: Innovation, Enterprise, Employment, Skills
Employment	Proportion of population in work	10. Employment  TA: Raising Economic Activity Rates	Improve the productivity of the workforce and increase economic activity from 82% to 85% by bringing 110,000 net additional South East residents of working age into the labour market by 2016 (as a step towards bringing up to 250,000 residents into the labour market by 2026)	30,000 South East residents brought back into the labour market (N.B. pro rata target would be 44,000)	RSPA reformed to deliver on future skills and employment frameworks strategy  LSPAs developed into employment and skills boards  Flagship programme on 40-70 older workers rolled out across region  Established close working arrangements with Local Authorities with further development of LAAS on employment and skills	400 Jobs created/safeguarded per year  8,000 Employment supports per year	2008 Employment and skills boards operational with local action plans in place  2008 Regional framework for employment developed  2008 Regional and sub regional employment plans aligned  2008 40 – 70 older workers regional pilot developed  2009 Employment and skills boards working as the strategic arm for employment and skills delivery and linked to Local Area Agreements	<b>Main Partners:</b> Regional Skills for Productivity Alliance; Job Centre plus; Local Authorities; Learning & Skills Councils; Sector Skills Councils, Further Education; Higher Education  <b>Main Programmes:</b> Employment and Skills Boards; Employability and Sector Skills programmes which delivering local priorities  <b>European Programmes:</b> ERDF; European Social Fund, Rural European RDPE
Skills	Percentage of working population with basic, intermediate and higher level skills attainments	6. Skills  TA: Skills Escalator	Maximise the number of people ready for employment at all skill levels, and ensure they are continually equipped to progress in the labour market	73% of population at NVQ level 2 or above - on a working population of 5.2m, this means an increase of around 300,000 over the 2005 baseline  34% of population at NVQ level 4 or above - on a working population of 5.2m, this means an increase of around 200,000 over the 2005 baseline		5,000 Business supports per year  10,000 people assisted in skills development per year  600 people gain skills at level 2 or more	2008 Regional framework for skills produced  2008 Regional skills for productivity alliance partners aligned to framework for delivery  2009 50% of earliest training pools projects mainstreamed  2010 8 skills academies in operation by year 3  2010 40 – 70 older workers regional pilot developed	
Innovation		1. Global Business and Foreign Direct Investment	Increase the percentage of businesses located in the South East operating internationally from an estimated 10% in 2003 to 15% by 2016, maximising the South East's share of global Foreign Direct Investment	4,800 new business operating internationally 640 new investors	UKTI , supported by SEEDA, to maximise its contribution to the RES outcome of 4,800 businesses operating internationally and 640 new investors in the region	3,500 "Significant Assists" to export.  1,300 businesses on "Passport to Exports" scheme  150 new investors to locate to the region	2008: Integration of the international teams with SEEDA's innovation activity.  2008: Development of a new three year international plan.  2008: A review of Global Reps activity.	<b>Main Partners:</b> UKTI  <b>Main Programmes:</b> Regional Trade and Investment Service; Regional Trade and Investment Strategy; Selective Finance in England; Strategic Economic Partnerships; Thames Gateway and GSE 'offer'
	Business gross domestic expenditure on R+D as a proportion of GVA	2. Knowledge Transfer and R+D  TA: Science and Innovation Campuses	Increase the proportion of businesses in the South East reporting R&D links with universities from 11% in 2005 to 15% by 2016, and increase business expenditure on research and development in the South East from 3.2% of Gross Value Added in 2003 to 4% by 2016	Number of businesses reporting R+D links with universities increased from 11% to 12.8% BERD increases from £3300m to £3,565m, around £250m per annum	250 businesses engaged in major collaborations, 4-5% of RES target  £20M levered into the region from Technology Strategy Board funding	7 networks in place involving 1500 businesses  200 partnerships in place involving 200 businesses, including a minimum of 45 technology transfer agreements with European partners  7 Collaborative R+ D projects in place to involving 35 businesses  3 Innovation Platforms in place addressing technological challenges in 3 areas involving 30 businesses  2 science and innovation campuses in progress	2008: SE Innovation Action Plan in place.  2008: Direct funding is managed in partnership with the TSB.  2008: Sainsbury Review mainstreamed into SE thinking  2008: Development programme for science and innovation campuses in place  2010: Hi-tech, sustainable businesses are working with the knowledge base to increase the pace of innovation, particularly in the areas of: communication; healthcare; environmental/energy and including the services sector	<b>Main Partners:</b> SESETAC; National Technology Strategy Board  <b>Main Programmes:</b> Innovation Action Plan; Innovation Collaborations; Science and Innovation Campuses

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		3. Innovation and Creativity TA: Environmental Technologies	Increase the percentage of total South East business turnover attributable to new products from 12% in 2004 to 20% by 2016, and the percentage attributable to significantly improved products from 18% in 2004 to 25% by 2016	An increase in turnover attributable to new and improved products and services from £147bn to £206bn	Businesses benefiting from SEEDA investment in innovation and creativity will collectively report an average of turnover attributable to new products of at least 20% and turnover attributable to significantly improved products and services of at least 25%	2,000 businesses will have been assisted by SEEDAs innovation and creativity programmes. As a result, between them they will have raised £0.5bn new investment funding for their businesses. This group will have generated a total of £1bn new GVA. They will report that they are either satisfied or very satisfied with the support they have received in a customer satisfaction survey in 2011.  Environmental Technologies Transformational Action: 600 businesses assisted to get involved in collaborative innovation	2008: Innovation and Creativity Action Plan integrated with international teams  2008: New Innovation and Creativity Plan and Environmental Technology Global Strategy developed;  2009: New place-based innovation service concentrating on the diamonds for growth. New Sector Consortia strategy and action plan developed.  <b>Environmental Technologies Transformational Action:</b>  2008: Capacity building  2009: Implementation phase, 6 themes: 1. Market intelligence; 2. International sales campaign; 3. Collaborative sales and marketing; 4. Public sector procurement initiative; 5. Innovation programme; 6. Global wind energy programme	<b>Main Partners:</b>  <b>Main Programmes:</b> Business support - Innovation Hubs; Manufacturing Advisory Service  Finance for Innovation - Grants for R&D; Proof of Concept (PoCKeT) Fund; Finance SE core funding; Environmental Technology Global Strategy; Rural European RDPE
Enterprise	Number of VAT start-ups per 10,000 adult population	5. Enterprise	Increase the business stock by 35% from 35 businesses per 1,000 inhabitants in 2005 to 44 per 1,000 inhabitants by 2016, including 10,000 new businesses run by women by 2010	6-10,000 additional VAT registrations (i.e. net gain in registration) per annum  10,000 more businesses run by women by 2010	8,710 Businesses Created  5,000 business created and sustained after 12 months	81,000 individuals assisted who are considering starting a business; 24,000 start ups assisted; 10,000 new businesses run by women by 2010 (3,300 per annum)  Parity take-up of business support services in disadvantaged areas and underrepresented groups: 7% of businesses based in disadvantaged areas; 31% rural; 23% run by women; and 4% run by black and ethnic minorities.	2008: Business Support Strategy adopted  2009: Integration of Train to Gain skills brokerage with Business Link  2009: Regional Customer Management and Information System  2010: Migration to BSSP portfolio	<b>Main Partners:</b> Business Link; Learning and Skills Council; Regional Women's Enterprise Steering Group  <b>Main Programmes:</b> Business Link (including Enterprise Gateways); Train to Gain; Enterprise Culture (support to excluded groups); Regional Customer Management and Information System; Rural programmes/ Rural European RDPE
		7. Competition and Business Regulation	Increase the level of participation of South East businesses (especially small businesses and social enterprises) in tendering for public sector contracts	Traffic light changed to green by establishing SE Public Procurement Forum, developing the evidence base and using it to develop a regional strategy	Initial leadership in working with regional partners to develop a strategic approach in support of the national Enterprise Strategy, including influencing key fiscal and regulatory changes and developing a regional approach to public procurement	Strategic approach developed  National policy development influenced  European policy development influenced	2008: Establish SE Public Procurement Forum  2008: Regional strategy and action plan developed  2009-10: Deliver procurement projects to support underrepresented groups and local sustainable procurement pilots  2008-11: 2012 regional e-brokerage in place and delivering	<b>Main Partners:</b> NHS; Local Authorities  <b>Main Programmes:</b> Procurement projects to support under-represented groups (including the Enterprising Women Network); <b>Local sustainable procurement pilots;</b> Rural programme



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Sustainable Development and Economic Opportunity for All (Cross cutting issues)	4. Infrastructure TA: 100% Next Generation Broadband	Secure investment in infrastructure priorities to maintain international economic competitiveness	Traffic light changed to green by securing investment in infrastructure priorities and development milestones achieved: Airtrack; Brighton Mainline; SMART; M4 Capacity Enhancement; Next Generation Access (NGA) networks in all new build in the region.	Strategy development: a distinctive, informed sustainable economic development voice influences the development of planning and investment strategies in the region  Investment Planning: clear plans are set for public investment which delivers sustainable economic development	Strategy development: effective contribution to partial review of SE Plan; effective transition to new Single Regional Strategy; robust evidence base in place to support strategy development  Investment Planning: completion of Single Delivery Framework; increase in SE share of resources delivered via RTB, RHB and RFA; Regional Infrastructure Fund in place; Next Generation Access networks planned in all growth areas and diamonds.  Innovation: pilots and demonstration projects recognised as exemplars	2008: Single delivery framework in place and giving combined RSS/RES leadership on these targets 2008: Baseline of evidence and 'policy on' targets in place for transport and physical development, including SE strategies for reducing congestion and pollution from transport and to improve the energy efficiency of existing housing stock  2008: collaborative working agreement between national local authority advice and support agencies in place  2008: programme of skills/engagement activities established to support local authority growth aspirations  2011: Regional Infrastructure Fund in place and making a difference to timely provision of infrastructure  2011: Major infrastructure projects completed or on track  2010: Devolved delivery mechanisms in place at local level  2010: Local ICT strategy groups established in each growth area and diamond with strategic development plans in place	<b>Main Partners:</b> Regional Assembly Regional Transport Board Regional Housing Board  <b>Main Programmes:</b> Strategy Development; Investment Planning  Innovation: pilot and demonstration programmes  Skills development for sustainable economic development
	8. Transport	Reduce road congestion and pollution levels by improving travel choice, promoting public transport, managing demand and facilitating modal shifts	Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plans for improving travel choice, reducing road congestion, managing demand and facilitating modal shifts	Innovation: a proportion of SEEDA's own resources promotes innovative pilot and demonstration projects to move the transport, infrastructure and physical development agendas forward including demand reduction through smart working	Innovation: pilots and demonstration projects recognised as exemplars		
	9. Physical development	Ensure sufficient and affordable housing and employment space of the right quality, type and size to meet the needs of the region and support its competitiveness, and create the climate for long term investment through the efficient use of land resources, including mixed use developments	Traffic light changed to green by achieving SE Plan housing numbers on housing, completing employment land review and setting baseline on efficient use of land resources, including mixed use development	Skills development: an increased number of organisations and individuals have the skills to deliver sustainable economic development	Skills development: Minimum 50 local authority councillors and senior team members benefit from SEEDA support		
	11. Climate Change and Energy	Reduce CO <sub>2</sub> emissions attributable to the South East by 20% from the 2003 baseline by 2016 as a step towards the national target of achieving a 60% reduction on 1990 levels by 2050, and increase the contribution of renewable energy to at least 10% of energy supply in the South East by 2010 as a step towards achieving 20% by 2020	Growth in CO <sub>2</sub> emissions halted and plans in place to reduce by 20% from 2003 baseline by 2016 [pro rata target would be 8% reduction in CO <sub>2</sub> emissions from 8.9 to 8.2 tonnes per capita per annum, 19m to 17.5m tonnes in total]  760MW renewable energy installed by 2010, around 7% of regional electricity supply [pro rata target would be 1170MW capacity to deliver 10% supply]	1. SEEDA leadership and leverage results in an increase in renewables capacity and supply beyond the planned 760MW capacity and 7% supply.  2. SEEDA leverage and support results in plans adopted for significant emissions reductions from Diamonds areas.  3. Regional housing retrofit strategy agreed by Local Authorities, leading corporates and utilities.  4. SEEDA and other regional partners' own emissions reduced by 30%.	75% of all business supports include sustainability; 50% put plans in place to reduce carbon emissions in line with RES  SEEDA emissions reduced by 30%  SEEDA developments are at least at level 4 of the Sustainable Buildings Code.  Carbon offsetting fund levers 1:4 ratio of funding by year 3.  Diamond areas work levers 1: 1 ratio of funding.	2008: single Delivery Framework gives regional lead on this target  2008: SEEDA is exemplar organisation in terms of carbon emissions, energy and water use per employee  2009: Renewables Challenge Fund established alongside Environmental Technology Challenge.  2009: Carbon offsetting fund established.  2009: understanding of how to align/deliver at local level  2010: Energy Efficiency and Renewables advice work integrated into Business Link service  2010: Supply side projects begun and linked to demand-side Renewables challenges, eg Anaerobic Digestion and biomass CHP.	<b>Main Partners:</b> Regional bodies; Diamonds; Utilities companies and corporates; Envirobusiness  <b>Main Programmes:</b> Regional Carbon Off-setting Fund; Renewables Technology Panel and Challenge Fund; Renewables SE Energy Agency; SEEDA Going Green programme; Business Link; Rural European RDPE
	12. Sustainable Consumption and Production	Reduce per capita water consumption in the South East by 20% from 169 litres per day in 2003/04 to 135 litres per day by 2016, and achieve a 30% increase over the 2003 baseline in GVA generated per tonne of materials entering the waste stream by 2016	6% Reduction in water consumption per capita from 169 litres to around 158 litres  Increase in GVA generated per tonne of waste from £5,000 to around £5,300 GVA	1. SEEDA leadership and leverage supports the Environment Agency and business to continue making progress on water reduction target.  2. SEEDA business support activity contributes to business achieving its share of the 6% reduction in water consumption.  3. SEEDA leadership of Zero-Waste Region contributes to the reduction targets in the SE Plan and the increase in GVA generated per tonne of waste  4. Housing retrofitting programme contributes to water reduction target.	75% of all business supports include sustainability; 50% implemented at least one new water reduction or waste reduction activity  Materials diverted from landfill increased to over 70%	2008: Zero-Waste Region Strategy in place and starts delivery.  2009: Housing retrofitting strategy in place and starts delivery.  2010: BL contract renegotiated to address measurement of carbon/water/waste reduction from business supports.  2010: Regulations changed to provide right standards for waste re-use.	<b>Main Partners:</b> Environment Agency and regional bodies; Water Companies; Business Link  <b>Main Programmes:</b> Zero-Waste Region Project; Business support programmes; Smart Construction programme; Rural programmes/Rural European RDPE

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	<p>13. Natural Resources and the Environment</p>	<p>Achieve measurable improvements in the quality, bio-diversity and accessibility of green and open space</p>	<p>Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plan for ecosystem services</p>	<p>SEEDA support to Natural England results in clear regional strategies and action plans  SEEDA's own developments are exemplar projects of new regional strategies</p>	<p>1. Measurable increase in quality of green infrastructure in SEEDA projects from Strategic Development Fund - especially coastal and in Diamonds.  2. SEEDA influence results in increased quality of green infrastructure in Diamonds.  3. SEEDA influence and its own developments result in greater economic value from environmentally beneficial actions.</p>	<p>2008: With NE, spatial targeting framework developed to guide all Green Infrastructure work bringing together all agency priorities; and used in all SEEDA-funding physical development work. Economic analysis developed for provision of GI in new developments. Cross-agency/LA programmes identified so as to bend funding streams to best effect.  2009: Cross-agency/LA programmes start to be implemented.</p>	<p><b>Main Partners:</b> Natural England; Environment Agency</p> <p><b>Main Programmes:</b> Regional Economic 'adapatation' Strategy linked to Coastal Strategy; Regional Infrastructure Fund; Rural programmes/Rural European RDPE</p>
	<p>14. Sustainable Communities  TA: Making the Most of 2012</p>	<p>Enable more people to benefit from sustainable prosperity across the region and reduce polarisation between communities</p>	<p>Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plans for inclusion, culture and place-making that demonstrate clear contributions towards GVA, Productivity, Quality of Life and Wellbeing</p>	<p>SEEDA leadership results in clear regional strategies and action plans in placed based on robust evidence</p>	<p>Increased and more targeted private sector contributions to tackle deprivation  SE Festival Offer has high national and international profile and increased sustainability  Strong and distinctive cultural offer in each part of the region with clear understanding of the target audience and ability to increase GVA and community engagement  Significant progress in all aspects of SE 2012 offer  Cultural assets and improved public realm in key coastal resorts  Increased understanding of how to address persistent deprivation and economic and financial exclusion  SEEDA developments provide more economic inclusion, employment and cultural outputs/outcomes</p>	<p>2008: Regional data gathering and analysis tool created - regional ISEW developed and refined  2008: Cultural and Creative Industries Action Plan and Cultural Opportunities Framework developed  2008: regional approach to Migrant Workers developed  2009: Financial Inclusion Strategy developed and rolled out  2009: Best practice models in homelessness prevention and service delivery developed  2011: SE 2012 partnership delivers with SEEDA support  2011: Third Sector transition process agreed and delivered  2010: CR3 partnership developed and operational</p>	<p><b>Main Partners:</b> RAISE; Culture SE; SE Health Partnerships; Local authority Partnerships</p> <p><b>Main Programmes:e</b> Evidence Base; Economic Exclusion outside the workplace; Vibrant Places and Communities (including Coastal Resorts); Voluntary and Community Sector support; Health and Social Markets; Rural programmes/ Rural European RDPE</p>

