

ANNEX 2

1. GLOBAL BUSINESS AND FOREIGN DIRECT INVESTMENT

RES Target summary

Increase the percentage of businesses located in the South East operating internationally from an estimated 8% in 2003 to 12% by 2016, and maximise the South East's share of global Foreign Direct Investment

Regional Outcomes during Corporate Plan period

4,800 new businesses operating internationally
640 new investors

SEEDA's role

- Target sponsor
- Holding the Regional Trade and Investment Strategy
- Direct delivery of regional trade and investment service

Main Partners

- UKTI main partner. Aim for their strategy to be aligned with Regional Trade and Investment Strategy
- Strategic Economic Partnerships – key role in developing local offers

SEEDA Outcomes during Corporate Plan period

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

SEEDA Outputs during Corporate Plan period

3,500 "Significant Assists" to export.
1,300 businesses on "Passport to Exports" scheme
150 new investors to locate to the region

Major milestones

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|----------------|--|
| 2008-9 | Integration of the international teams with SEEDA's innovation activity. Development of a new three year international plan. A review of Global Reps activity. |
| 2009-10 | Implementation of new international plan |
| 2010-11 | Implementation of new international plan |

Priority Activities

1. Regional Trade and Investment Service

International representation: Asia Pacific; North America; Europe
International Trade Sector Advisors
Investor Development Managers

2. Selective Finance for Investment

Priority Places

Growth areas: Milton Keynes, Thames Gateway, Ashford

Sub-regional support for inward investment: through Economic Partnerships

Diamonds Greater activity at 'internationalising' companies in Diamonds with additional

Investor Development Manager support across the four key diamonds: Thames

Gateway, Gatwick, Milton Keynes, Urban South Hampshire

Greater South East international 'offer' and marketing

2. KNOWLEDGE TRANSFER AND EXPENDITURE ON RESEARCH AND DEVELOPMENT

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| <p>RES Target summary</p> <p>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 expenditure on research and development in the South East from 3.2% of Gross Value Added in 2003 to 4% by 2016</p> | |
| <p>Regional Outcomes during Corporate Plan period</p> <p>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</p> | |
| <p>SEEDA's role</p> <ul style="list-style-type: none"> • Working closely with SESETAC to develop the partnership with the Technology Strategy Board • Holding the SE Innovation Action Plan • Partnership delivery of Knowledge Transfer funding • Direct delivery of Science and Innovation Campus Transformational Action | <p>Main Partners</p> <p>SESETAC Technology Strategy Board</p> |
| <p>SEEDA Outcomes during Corporate Plan period</p> <p>265 businesses engaged in major collaborations, 4-5% of RES target £20M levered into the region from Technology Strategy Board funding</p> | |
| <p>SEEDA Outputs during Corporate Plan period</p> <p>7 networks in place involving 1500 businesses 200 partnerships in place involving 200 businesses 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 A programme of science and innovation campus development.</p> | |
| <p>Major milestones</p> | |
| <p>2008-9</p> | <p>SE Innovation Action Plan in place.</p> <p>Direct funding is managed in partnership with the TSB.</p> <p>Sainsbury Review mainstreamed into SE thinking</p> |
| <p>2009-10</p> | |
| <p>2010-11</p> | <p>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</p> |



Priority Activities

1. Innovation Action Plan

- Networks
- Partnerships
- Collaborative R+D
- Innovation Platforms

2. Innovation Collaborations

- Sector Consortia
- Space sector projects: Astraera, AlphaSat etc
- GSE Golden Triangle

3. Science and Innovation Campuses

- Institute for Sustainability at Ebbsfleet
- Harwell Chilton

Priority Places

This activity will be centred on the concentrations of knowledge bases in the region, particularly in the Inner South East and in the Diamonds for Investment and Growth. These will act as focal points for innovation networks to create a clear, simple and effective offer to business.

Science and Innovation Campuses at Ebbsfleet, Harwell Chilton



3. INNOVATION AND CREATIVITY

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| <p>RES Target summary 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% to 25% by 2016</p> | |
| <p>Regional Outcomes during Corporate Plan period An increase in turnover attributable to new and improved products and services from £147bn to £206bn</p> | |
| <p>SEEDA's role</p> <ul style="list-style-type: none"> • Target sponsor • Direct delivery of innovation and creativity 'offer' to business through Business Link service contracts, Enterprise Hubs etc • Holding strategy and policy through SE Innovation Action Plan • Direct delivery of Global Leadership in Environmental Technologies transformational action | <p>Main Partners</p> <p>Sector Consortia Business Link Design Council Cultural Agencies Higher Education Institutions</p> |
| <p>SEEDA Outcomes during Corporate Plan period 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%</p> | |
| <p>SEEDA Outputs during Corporate Plan period 2,000 businesses will have been assisted by SEEDAs innovation and creativity programmes. They will have raised £0.5bn new investment funding for their businesses and 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.</p> <p>Environmental Technologies Transformational Action: 600 businesses assisted to get involved in collaborative innovation</p> | |
| <p>Major milestones</p> | |
| <p>2008-9</p> | <p>Innovation and Creativity Action Plan integrated with international teams</p> <p>New Innovation and Creativity Plan and Environmental Technology Global Strategy developed</p> <p>Capacity building for Environmental Technologies Transformational Action</p> |
| <p>2009-10</p> | <p>New place-based innovation service concentrating on the diamonds for growth. New Sector Consortia strategy and action plan developed.</p> |
| <p>2010-11</p> | <p>Environmental Technologies Transformational Action 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</p> |



Priority Activities

1. Business support

- Innovation Hubs in 10 locations
- Manufacturing Advisory Service

2. Finance for innovation

- Grants for Research and Development
- Proof of Concept (PoCKeT) Fund
- Finance South East Core Funding

3. Environmental Technology Global Strategy

Priority Places

Activity will be focused on Diamonds for Investment and Growth, particularly on stimulating innovation and creativity in key coastal towns. There is also a strong synergy with the Science and Innovation Campuses Transformational Action.

Innovation Hubs in 10 locations but biggest focus on the four key Diamonds for Investment and Growth (Thames Gateway, S.Hants, Gatwick and MK)



4, 8, 9. INFRASTRUCTURE, TRANSPORT AND PHYSICAL DEVELOPMENT

RES Target summary

Infrastructure: Secure investment in infrastructure priorities to maintain international economic competitiveness

Transport: Reduce road congestion and pollution levels by improving travel choice, promoting public transport, managing demand and facilitating modal shifts

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 development

Regional Outcomes during Corporate Plan period

Infrastructure: RES 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.

Transport: RES 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

Physical Development: RES 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

SEEDA's role

- **Strategy Development:** Ensure that a distinctive and informed sustainable economic development voice influences the development of planning and investment strategies in the region.
- **Investment Planning:** Setting clear investment plans both for SEEDA's own investments and (working with others) for other public investment which delivers sustainable economic development. Ensure the Plans use robust and transparent prioritisation processes which deliver strategic priorities. Deliver major SEEDA investments in accordance with these investment plans.
- **Innovation:** Using a proportion of SEEDA's own resources to promote innovative pilot and demonstration projects to move the transport, infrastructure and physical development agendas forward.
- **Skills Development:** Developing the skills base in the region (professionals, politicians, community) to deliver sustainable economic development.

Main Partners

- Regional Assembly
- Regional Transport Board
- Regional Housing Board



SEEDA Outcomes during Corporate Plan period

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

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

Skills Development: an increased number of organisations and individuals have the skills to deliver sustainable economic development

SEEDA Outputs during Corporate Plan period

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

Skills Development: Minimum 50 local authority councillors and senior team members benefit from SEEDA support

Major milestones

| | |
|----------------|---|
| 2008-9 | Single delivery framework in place and giving combined RSS/RES leadership on these targets 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 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 |
| 2009-10 | Devolved delivery mechanisms in place at local level Local ICT strategy groups established in each growth area and diamond with strategic development plans in place |
| 2010-11 | Regional Infrastructure Fund in place and making a difference to timely provision of infrastructure Major infrastructure projects completed or on track |



Priority Activities

Strategy Development

- Major investment programme: AirTrack; Brighton Mainline capacity enhancement; SMART ; M4 capacity enhancement; Access management package for Port of Dover
- SE Strategy for reducing congestion and pollution from transport
- Housing policy and practice
- SE Strategy for improved energy and water efficiency of existing housing stock

Investment Planning

- Thames Gateway Economic Development Investment Plan: infrastructure, transport, innovative projects, skills development

Innovation

- Pilots and demonstration projects

Skills Development

- South East Excellence
- SEEDA funding or providing capacity on regeneration to Local Authorities when needed, eg Dover Pride

Priority Places

Infrastructure: The strategic access corridors of the Thames Valley, Thames Gateway, Solent to Midlands, South Coast and London-Dover Straits with a specific gateway hub focus on Heathrow, Gatwick and Ebbsfleet, reflecting the Regional Transport Strategy's hubs and spokes concept.

Transport: Priority strategic corridors, hubs and spokes are set out in the Regional Transport Strategy, linking areas of economic success to each other and to areas of opportunity within and beyond the region. There will be particular focus on global gateways, major corridors and Diamonds for Investment and Growth.

Physical Development: The primary focus will be on those areas where the greatest growth is planned and where there are projects of major regional significance, as set out in the South East Plan.

5. ENTERPRISE

RES Target summary

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

Regional Outcomes during Corporate Plan period

- 6-10,000 additional VAT registrations (i.e. net gain in registration) per annum
- 10,000 more businesses run by women by 2010

SEEDA's role

- Develop an integrated and simplified approach to business support
- Establish Business Link as the primary access point for publicly funded business support
- Implement improved and better targeted support for women's enterprise, under represented and disadvantaged groups
- Influence legislation through lead RDA role for Enterprise (including National Enterprise Task Forces)

Main Partners

- Business Link
- Learning and Skills Council
- Regional Women's Enterprise Steering Group

SEEDA Outcomes during Corporate Plan period

8,710 Businesses Created

5,000 business created and sustained after 12 months

SEEDA Outputs during Corporate Plan period

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.

Major milestones

| | |
|----------------|---|
| 2008-9 | Business Support Strategy adopted |
| 2009-10 | Integration of Train to Gain skills brokerage with Business Link Regional Customer Management and Information System |
| 2010-11 | Migration to BSSP portfolio |



Priority Activities

1. Business Link, including the Enterprise Gateway programme and targeted support for women-owned businesses
2. Enterprise Culture (including under-represented and hard-to-reach groups)
3. Train to Gain
4. Regional Customer Relationship Management

Priority Places

Business Link is a national service, managed by SEEDA and delivered locally through 6 Business Link Providers. Business Link will play an active role in LAAs, particularly in respect of enterprise creation and business support.

Business Link Providers will work with local partners to ensure the Business Link offer, including the Enterprise Gateway programme, is focus, informed and directed to address local priorities

Focused projects, targeted at under-represented and disadvantaged groups, will help to stimulate an enterprise culture in areas with low start-up rates such as North and East Kent; Coastal Sussex; South East Hampshire; and the Isle of Wight



6 AND 10. SKILLS AND EMPLOYMENT

RES Target summary

Employment: Improve the productivity of the workforce and increase economic activity from 82% to 85% by bringing 110,000 net additional South East residents into the labour market by 2016 (as a step towards bringing up to 250,000 residents into the labour market by 2026)

Skills: Maximise the number of people ready for employment at all skill levels, and ensure they are continually equipped to progress in the labour market

Regional Outcomes during Corporate Plan period

Employment: 30,000 South East residents brought back into the labour market (N.B. pro rata target would be 44,000)

Skills: 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

SEEDA's role

Facilitator of the role and responsibilities of members of the Regional Skills for Productivity Alliance as target sponsor for both Employment and Skills

Main Partners

Regional Skills for Productivity Alliance
Job Centre plus
Local Authorities
Learning & Skills Councils
Sector Skills Councils
Further Education
Higher Education

SEEDA Outcomes during Corporate Plan period

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

SEEDA Outputs during Corporate Plan period

Employment

400 Jobs created/safeguarded per year

8,000 employment supports per year

Skills

5,000 Business supports per year

10,000 people assisted in skills development per year

600 people gain skills at level 2 or more



Major milestones

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|----------------|--|
| 2008-9 | Employment and skills boards operational with local action plans in place Regional framework for employment developed Regional and sub regional employment plans aligned 40 – 70 older workers regional pilot developed Regional framework for skills produced Regional skills for productivity alliance partners aligned to framework for delivery |
| 2009-10 | Employment and skills boards working as the strategic arm for employment and skills delivery and linked to Local Area Agreements 50% of earliest training pools projects mainstreamed |
| 2010-11 | 8 skills academies in operation 40 – 70 older workers regional programme rolled out |

Priority Activities

1. Regional Skills for Productivity Alliance:

- Mapping, evidence and regional priorities underneath the National Framework
- Development of a regional framework aligning all key stakeholders activities and funding in support of common agreed priorities.
- Representation of demand side/employer networks for the region to provide additional support, leverage and relevance for skills and employment needs.

2. Employment and Skills Boards:

- Development of current local skills for productivity alliances [LSPA] into local skills and employment boards.
- Mapping, evidence and local priorities informing and aligning with RSPA. Also acting to inform LAA and MAA employment and skills strategies.
- Effective brokers between demand side needs and supply side offers to meet evidenced sub regional priorities.

3. Employability:

- Development of a regional employability framework.
- Support Local employment Boards and Jobcentre plus programmes to meet evidenced sub regional needs.
- Develop employability pilots with identified groups, especially older workers, lone parents and incapacity benefit recipients.
- Enable employment and skills boards to link and roll out strategies across the region.

4. Sector Skills:

- High level demand-led skills support for innovation and Knowledge Transfer including Training Pools and Regional Resource Centre programmes.
- Continued support to development of National skills academies in the region.
- Strengthen linkages between SSCs and LSEBs to enable development of joint initiatives to ensure the Sector Skills Agreements are delivered on a sub-regional level.
- Develop provision of sector specific train to gain skills brokerage.

5. European Programmes: ESF and ERDF 2008-13

6. Education-led Regeneration: learning campuses developed at Basingstoke, Crawley, Harwell, Folkestone and Ashford



Priority Places

- All LAAs have employment and skills as key themes.
- Urban South Hampshire MAA- a key focus will be skills and employment.
- Capacity building for LSPAs and partners.
- Learning Campuses: Basingstoke, Crawley, Harwell, Folkestone, Ashford
- Place-based sectoral skills needs



7. COMPETITION AND BUSINESS REGULATION

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|---|---|
| <p>RES Target summary Increase the level of participation of South East businesses (especially small business and social enterprise) in tendering for Public Sector contracts</p> | |
| <p>Regional Outcomes during Corporate Plan period RES traffic light changed to green by establishing SE Public Procurement Forum, developing the evidence base and using it to develop a regional strategy</p> | |
| <p>SEEDA's role</p> <ul style="list-style-type: none"> • Target sponsor • Holder of policy and strategy for procurement & competition. To include: local sustainable procurement; supply chain diversity; and regional standard for implementing social impact measures in public procurement contracts in partnership with Beacon Councils; • Influencing legislation in London and Brussels (including RDA Lead Role to feed into BERR) | <p>Main Partners NHS Local Authorities</p> |
| <p>SEEDA Outcomes during Corporate Plan period 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</p> | |
| <p>SEEDA Outputs during Corporate Plan period Strategic approach developed National policy development influenced European policy development influenced</p> | |
| <p>Major milestones</p> | |
| <p>2008-9</p> | <p>Establish SE Public Procurement Forum</p> <p>Regional strategy and action plan developed</p> |
| <p>2009-10</p> | <p>Deliver procurement projects to support underrepresented groups and local sustainable procurement pilots</p> |
| <p>2010-11</p> | <p>2012 regional e-brokerage has delivered</p> |
| <p>Priority Activities</p> <ol style="list-style-type: none"> 1. Evidence base 2. SE Public Procurement Forum 3. Regional Strategy and action plan 4. 2012 regional electronic brokerage | |
| <p>Priority Places The spatial priorities in respect of public sector procurement will be determined locally through Local Area Agreements taking account of individual public sector structures, for instance the development of local commissioning strategies within the NHS. Two possible pilot areas in Kent and Hampshire where substantial work is already being planned.</p> | |



11. CLIMATE CHANGE AND ENERGY

RES Target summary

Reduce CO₂ 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 electricity supply in the South East by 2010 as a step towards achieving 20% by 2020

Regional Outcomes during Corporate Plan period

Growth in CO₂ emissions halted and plans in place to reduce by 20% from 2003 baseline by 2016 [pro rata target would be 8% reduction in CO₂ 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]

SEEDA's role

- Target sponsor whilst regional partnership established, including leadership of a regional carbon reduction action plan for public sector
- Working closely with Regional Assembly on a Regional Carbon Action Plan as part of Regional Climate Change Strategy
- Working with the South East Climate Change Partnership on a regional "centre of excellence"

Main Partners

Regional bodies
Diamonds
Utilities companies and corporates
Envirobusiness

SEEDA Outcomes during Corporate Plan period

SEEDA leadership and leverage results in an increase in renewables capacity and supply beyond the planned 760MW capacity and 7% supply.

SEEDA leverage and support results in plans adopted for significant emissions reductions from Diamonds areas.

Regional housing retrofit strategy agreed by Local Authorities, leading corporates and utilities.

SEEDA and other regional partners' own emissions reduced by 30%.

SEEDA Outputs during Corporate Plan period

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.



Major milestones

| | |
|----------------|---|
| 2008-9 | Single Delivery Framework gives regional lead on this target SEEDA is exemplar organisation in terms of carbon emissions, energy and water use per employee |
| 2009-10 | Renewables Challenge Fund established alongside Environmental Technology Challenge. Carbon offsetting fund established. Understanding of how to align/deliver at local level |
| 2010-11 | Energy Efficiency and Renewables advice work integrated into Business Link service Supply side projects begun and linked to demand-side Renewables challenges, eg Anaerobic Digestion and biomass CHP. |

Priority Activities

1. Regional bodies and diamonds:

- Influence regional bodies, and Diamonds Local Authorities to adopt 20% carbon/energy/water efficiency plans
- Develop housing retrofit plan with Diamonds Local Authorities and Corporates
- SEEDA developments are exemplars for carbon, energy and water efficiency, and for use of renewables.

2. Regional carbon off-setting fund

3. Renewables Technology Panel and Challenge Fund

4. 'Renewables SE' Energy Agency: Develop with partners a regional "centre of excellence" to provide single authoritative access to advice, guidance, and best practice

5. SEEDA 'Going Green' programme

Priority Places

Develop a coherent regional framework for renewables, with sub-regional priorities, to include:

- a. TG/Kent - London Array supply chain development and biomass development
- b. Solent/PUSH – Wave/Tidal and Biomass
- c. Surrey & Thames Valley – Biomass/waste



12. SUSTAINABLE CONSUMPTION AND PRODUCTION

RES Target summary

Reduce per capita water consumption in the South East by 20% from 169 litres per day in 2003/4 to 135 litres per day by 2016
 Achieve a 30% increase over the 2003 baseline in GVA generated per tonne of materials entering the waste stream by 2016.

Regional Outcomes during Corporate Plan period

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

SEEDA's role

- Target sponsor whilst regional partnership established
- Direct delivery of resource efficiency programmes through Business Link
- Stimulation of supply chains, local/home-based business and home-working
- Direct delivery of exemplar development projects through SEEDA Strategic Development Fund

Main Partners

Environment Agency and regional bodies
 Water Companies
 Business Link

SEEDA Outcomes during Corporate Plan period

SEEDA leadership and leverage supports the Environment Agency and business to continue making progress on water reduction target.

SEEDA business support activity contributes to business achieving its share of the 6% reduction in water consumption.

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

Housing retrofitting programme contributes to water reduction target.

SEEDA Outputs during Corporate Plan period

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%

Major milestones

| | |
|----------------|---|
| 2008-9 | Zero-Waste Region Strategy in place and starts delivery |
| 2009-10 | Housing retrofitting strategy in place and starts delivery. |
| 2010-11 | BL contract renegotiated to address measurement of carbon/water/waste reduction from business supports. Regulations changed to provide right standards for waste re-use. |



Priority Activities

1. **Zero-waste region project:** focusing initially on particular waste flows, eg wood, construction, cooking oil
2. **Business support on resource efficiency:** delivered through Business Link and linked to the Business Resource Efficiency and Waste programme
3. **Smart construction:** business support, supply chain development and skills

Priority Places

Reducing water consumption and waste generation will need to be delivered across the whole of the region, though sub-regions with a high concentration of businesses and population – or which are going for sustainable growth - will have further to go to achieving these targets and will be a priority for action.

- **Key focus:** Ebbsfleet
- Concentration on Diamonds

Concentration on major areas of construction activity, for example Milton Keynes and Aylesbury Value, Thames Gateway, Ashford, Shoreham, Hastings



13. NATURAL RESOURCES AND THE ENVIRONMENT

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|--|---|
| <p>RES Target summary Achieve measurable improvements in the quality, bio-diversity and accessibility of green and open space</p> | |
| <p>Regional Outcomes during Corporate Plan period RES traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plan for ecosystem services</p> | |
| <p>SEEDA's role</p> <ul style="list-style-type: none"> Working closely with Natural England as target sponsor Development with Natural England of regional economic 'adaptation strategy' linked to coastal strategy Development of Regional Infrastructure Fund to cover green infrastructure | <p>Main Partners Natural England Environment Agency</p> |
| <p>SEEDA Outcomes during Corporate Plan period 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>SEEDA Outputs during Corporate Plan period Measurable increase in quality of green infrastructure in SEEDA projects from Strategic Development Fund - especially coastal and in Diamonds. SEEDA influence results in increased quality of green infrastructure in Diamonds. SEEDA influence and its own developments result in greater economic value from environmentally beneficial actions.</p> | |
| <p>Major milestones</p> | |
| <p>2008-9</p> | <p>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.</p> |
| <p>2009-10</p> | <p>Cross-agency/LA programmes start to be implemented.</p> |
| <p>2010-11</p> | |



Priority Activities

- 1. Economic aspects of Land Use:** contribute to development of a regional economic 'climate change adaptation strategy', including pilot land management practices and rural protected landscapes
- 2. Green infrastructure:** Develop framework for building green infrastructure into developments in the Diamonds, especially the Thames Gateway 'parklands'
- 3. Exemplar projects:** direct delivery through SEEDA Strategic Development Fund

Priority Places

Whilst access to green spaces is needed across the region, the Diamonds for Investment and Growth will be a priority for green infrastructure due to the increased needs from population and business growth, and the consequential pressures on ecological systems and land.

- Diamonds for Growth: Thames Gateway Parklands; PUSH; Milton Keynes;
- The Coast
- Rural landscapes

East Kent Country Park



14. SUSTAINABLE COMMUNITIES

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|--|---|
| <p>RES Target summary Enable more people to benefit from sustainable prosperity across the region and reduce polarisation between communities</p> | |
| <p>Regional Outcomes during Corporate Plan period RES 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's role</p> <ul style="list-style-type: none"> • Target sponsor • Developing policy and strategy and supporting regional interventions across the Sustainable Communities agenda joining up the cultural, social and health dimensions. | <p>Main Partners</p> <p>RAISE Culture SE SE Health Partnerships Local authority Partnerships</p> |
| <p>SEEDA Outcomes during Corporate Plan period SEEDA leadership results in clear regional strategies and action plans in placed based on robust evidence</p> | |
| <p>SEEDA Outputs during Corporate Plan period</p> <p>Increased and more targeted private sector contributions to tackle deprivation</p> <p>SE Festival Offer has high national and international profile and increased sustainability</p> <p>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</p> <p>Significant progress in all aspects of SE 2012 offer</p> <p>Cultural assets and improved public realm in key coastal resorts</p> <p>Increased understanding of how to address persistent deprivation and economic and financial exclusion</p> <p>SEEDA developments provide more economic inclusion, employment and cultural outputs/outcomes</p> | |
| <p>Major milestones</p> | |
| <p>2008-9</p> | <p>Regional data gathering and analysis tool created - regional ISEW developed and refined</p> <p>Cultural and Creative Industries Action Plan and Cultural Opportunities Framework developed</p> <p>Regional approach to Migrant Workers developed</p> |
| <p>2009-10</p> | <p>Financial Inclusion Strategy developed and rolled out</p> <p>Best practice models in homelessness prevention and service delivery developed</p> |
| <p>2010-11</p> | <p>SE 2012 partnership delivers with SEEDA support</p> <p>Third Sector transition process agreed and delivered</p> <p>CR3 partnership developed and operational</p> |



Priority Activities

1. Evidence base

- Regional ISEW, development and refinement of standard. Needs annual update
- Joint support for the Cultural Observatory
- develop equalities, diversity and inclusion evidence base to include identifying good practice and piloting interventions
- develop Regional Cultural and Creative Industries Action Plan and Cultural Opportunities Framework
- research changes in consumer demand and market opportunities for new health, social and cultural products and services, particularly those that could help lift underperforming areas

2. Economic exclusion outside workplace

- Financial Inclusion Strategy, including lobbying for tax and benefit reform
- Work-readiness of young people [what? Strategy?]
- Wealth from health a) addressing health barriers to work b) develop coastal towns USP as a healthy place to live, work and visit
- 2012 as vehicle for economic inclusion, including £1.9 match funding for Legacy Trust

3. Vibrant places and communities

- SE Excellence: improving knowledge, skills, participation in place-making & the public domain (note that funding for this is provided through Development and Infrastructure budgets)
- Migrant Workers and Community Cohesion and faith based capacity building and piloting work
- Cultural, social and health audits and impact studies and produce community development strategies for physical development projects in order to widen socio-economic outcomes from physical development.
- Cultural Events and Festivals Programme – Support to partners based on economic impact studies
- 2012: South East Partnership co-ordination, general events and marketing, promotion and support for joint posts

4. Voluntary and Community Sector support

- VCS Transition Programme including support for RAISE/SIPSE and other VCS infrastructure
- CR3: based on a corporate cabinet to harness private sector resources for community benefit delivered by VCS organisations and prioritised by SEEDA's evidence base of need
- Regional standard for social impact

5. Health and social markets

- Social Markets and Consumers - support partners to identify opportunities for gaps in market provision as a result of demographic change e.g. assisted living and develop new markets in healthy goods, services and lifestyles
- Culture and Consumers: support partners building on DCMS recommendations to widen consumer base
- 2012 as vehicle for stimulating GVA growth in social and cultural markets



Priority Places

Action should be focussed on the major areas of deprivation and exclusion, noting that for example areas of worklessness and health inequality may not map onto each other, so targeted efforts need to be evidence-based.

- Coastal Contour and Diamonds for Growth

Policy, strategy and regional interventions to support LAs development of Sustainable Communities strategies and LAAs

