

Business Plan 2003/04

**SOUTH EAST ENGLAND
DEVELOPMENT AGENCY**

BUSINESS PLAN 2003-04

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Introduction

SEEDA's Business Plan for 2003-04 stems from its Corporate Plan for 2003-06 which, in turn, is consistent with the broader regional perspective of the Regional Economic Strategy 2002-12, and the associated RES Action Plans. The Business Plan describes how SEEDA's own activities will contribute to the RES Action Plans in 2003-04, and provides the basis for reporting progress. The Business Plan also sets out the activities that will contribute to the Framework for Regional Employment and Skills Action – the FRESA – which addresses employment and skills priorities and issues across the Regional Economic Strategy.

Working with partners is integral to delivery, and this Plan lists the relevant partners under each priority. Our expectation of these partners is that they will be involved in one or both of the following respects:

- (a) contributing their own commitment to action in support of the RES, to be set out in the RES Action Plans.
- (b) working directly with SEEDA in the delivery of SEEDA's activities listed in the Business Plan.

How the plan is organised

The Funding Plan on page 44 sets out the main budget headings under each RES Objective. The activities to which these budgets relate appear under the appropriate RES priority (some budgets will support more than one priority within its RES Objective).

The Plan also describes SEEDA's plans from the sub-regional perspective. In order to better co-ordinate our sub-regional activities across the various Divisions within SEEDA, we have recently introduced Area Teams, to add strategic value by co-ordinating SEEDA's contribution to the priorities identified sub-regionally and ensuring that the Agency's corporate policies and plans work in a holistic fashion to reflect these priorities. They will directly programme manage SEEDA's funding of devolved delivery (including the remaining Single Regeneration Budget (SRB) programmes), and ensure the implementation of the Regional Economic Strategy at sub-regional level, including where appropriate through the Area Investment Frameworks and the new partnerships we are encouraging.

This is the first Business Plan which reflects SEEDA's new focus, and we are confident that it will enable us to respond to the new challenges ahead.

Activity By RES Priority

RES Objective 1 – Competitive Business

1 Accelerate business start-ups and improve the survival rate of young companies

Partners: Business Links, Small Business Service, Economic Partnerships, local delivery partnerships, local authorities, private sector providers of business support, Enterprise Hubs and Gateways, Finance South East, Regional Business Support Board (RBSB) and SEEDA Sector Groups.

SEEDA's focus under this priority is to establish and develop a region wide network of incubation services and premises for young and growing companies (including social enterprises), and to help tackle obstacles to their survival and growth, working with other key partners.

As the network develops, SEEDA's strategic value-added is to:

- Enhance the quality of support offered to young companies, drawing on the lessons of international best practice.
- Enable the individual incubation centres to operate as a true network, sharing expertise and developing joint projects.
- Ensure the network interacts with and contributes to other related RES priorities, in particular sector and cluster development, technology transfer, promotion of inward investment, and development of social enterprise.

RES AP ref	Activity	Milestones	Date
1.1	Raise awareness of the range and availability of business support to new and young businesses.	<i>Work with members of the RBSB to build content of the business portal and raise awareness.</i>	Q2 then on-going
	Improve signposting of business support.	<i>Working with Business Links, Hubs, Sector Groups, Sector Skills Councils and Networks to develop an Innovation Programme for Networks covering innovation processes, time to market and technology transfer.</i>	Q3
	Great ideas in Science and Technology (GRIST) to promote science and technology transfer and provide support for graduate start ups and a support network for graduate entrepreneurs.	<i>Launch GRIST, competition for loans. Support network launched. Graduate start ups go live.</i>	Q2 Q3 Q4
1.2	Development of the Enterprise Hubs and Enterprise Gateways networks supporting business incubation.	<i>Ensure that a further 10 Hubs are operational, meeting the target of 20 hubs across the region. Ensure that 7 Gateways are operational.</i>	Q4 Q4
	Assist second stage growth of companies.	<i>Develop, define and launch the Accelerator Programme.</i>	Q4
	Provide support for enterprise in disadvantaged communities.	<i>Use RSA grants, as part of a portfolio of financial incentives, to encourage and facilitate 9 investment projects.</i>	Q4
	Prepare a start-up strategy for the region, drawing on the expertise of partner organisations, sub-regional activities and other specialist providers of support.	<i>Agree regional framework.</i>	Q2

	Work towards an integrated customer approach for start-ups, raising awareness and building an enterprise culture.	<i>Contributions to the business portal and delivery of an awareness raising campaign.</i>	On-going
	Assisting local partnerships in supporting business development.	<i>Actions agreed in SRB Delivery Plan for 2003/4 completed.</i>	Q4
	Provide high quality support for existing companies.	<i>Deliver and further develop programme of investor development.</i>	On-going
1.3	Continue to work with the region's HEIs in order to encourage spin out of technologies and the commercialisation of ideas.	<i>Ongoing support and development of Enterprise Hub network ensuring that best practice is developed drawing from other regions and, through the global regions initiative from abroad.</i> <i>Encourage the use of Broadband technologies in Hatcheries and Enterprise Hubs.</i>	On-going Ongoing
	Further develop and roll out Hatcheries in collaboration with HEIs and through GRIST.	<i>Include hatchery programme in all new enterprise hubs and start to roll out into existing hubs.</i> <i>Link enterprise hubs to existing hatcheries in SE Universities and develop links abroad through the global regions programme.</i>	On-going Q1
	Capitalise on opportunities to share best practice with European partners through European Research and Development and Innovative Actions programmes.	<i>Enterprise Hub and Gateways European Strategy produced and being implemented.</i>	Q2
1.4	Undertake direct development and investment in flexible and affordable workspace.	<i>Let contract for construction of Enterprise Centre (Gosport).</i> <i>Procurement of 2 sites for development of Hub and Gateway physical infrastructure.</i> <i>Appraise and contract subject to approval, 3 mini cluster projects in collaboration with incubation programme.</i>	Q3 Q4 Q3
	Promote the redundant building programme to provide workspace in the priority rural areas and on farms.	<i>Seminar on Redundant Building Fund for priority regeneration areas.</i> <i>Articles publishing and promoting SEEDA Farm Diversification Fund.</i>	Q1 Q1
1.5	Support FSE in delivering the Regional Venture Capital Fund and Early Growth Fund.	<i>Launch of Early Growth Fund.</i>	Q2
	Design and fund programmes to help companies become investment ready.	<i>Continue to roll out Investment Readiness Programme across Hub/ Gateway network.</i>	On-going
	Raise awareness of the funding escalator, encouraging and advising companies in the region to access funding through FSE. Identify and address funding gaps within the funding escalator.	<i>Continued promotion of FSE to RBSB members.</i>	Q3 & On-going
	Develop a Community Development Finance initiative.	<i>Launch of CDFI in South East.</i>	Q2
	Establish process for effective networks to access funding.	<i>Assist FSE in supporting South East Business Angel Networks.</i>	Q4

2. Enable existing businesses to adapt, prosper and grow through innovation

Partners: Business Links, Small Business Service, Economic Partnerships, local delivery partnerships, local authorities, private sector providers of business support, Enterprise Hubs and Gateways, Finance South East, Regional Business Support Board and SEEDA Sector Groups.

SEEDA's approach under this priority is to use the leverage and reach out to businesses available through a wide range of networks and partners. The aim is to generate incremental, and wherever possible step change, improvements in business performance. There is a particular focus on manufacturing, tourism and the rural economy.

SEEDA's strategic value-added is to:

- (a) Ensure the widespread adoption of business improvement processes and activities (eg lean manufacturing, participation in clusters) that have a proven beneficial impact on business performance and survival.
- (b) Act as a catalyst and enabler for better access to the resources of technology and expertise within the region's universities and research institutes.
- (c) Develop and harness wider business commitment to the principles of Corporate Social Responsibility.

RES AP ref	Activity	Milestones	Date
2.1	Encourage spin out of technologies and the commercialisation of ideas.	<i>On-going support and development of the Enterprise Hub network.</i>	On-going
2.2	Encourage the development of value added business networks within the region.	<i>Use Sector Groups to encourage networks supported by the Business Link Collaborative Fund to become self-sustaining and to develop "focused programmes" i.e. covering specific initiatives such as Bench Marking and Innovation.</i>	Q4
	Facilitate the spread of best practice through Sector Groups and network co-ordination in the region and interface with best practice networks across the country and internationally.	<i>Launch the Lean Programme and ensure that at least 70 companies participate in Lean.</i> <i>On-going training and development of Hub/Gateway Directors and networks.</i>	Q4 On-going
	Support the development of specific activities and projects in support of manufacturing firms.	<i>Continue to support the Manufacturing Advisory Service (MAS). Ensure that at least 200 companies obtain assistance through the Manufacturing Advice Process.</i> <i>Through the Manufacturing Sector Groups, develop a manufacturing network program.</i> <i>Plan for continuation of the MAS beyond current 3-year contract.</i>	On-going Q1
	Deliver a Clusters Fund to support cluster development projects, encouraging the development of supply chains within the region and the engagement of more employers in sector technology and learning networks.	<i>To work with Sector Groups in the direction of SEEDA Cluster Strategy including Cluster Research.</i> <i>Ensure the development of 8 to 12 Clusters within the South East.</i> <i>To work with the appropriate Sector Groups to create the Motor Sport Centre of Excellence and the Brain Science Centre.</i>	Q2 Q3 Q4

	Establish on a firm basis SEEDA's partnership with the New Tourist Board as the strategic leadership body for tourism in the region.	<i>Working with the new Tourist Board, and other partners, develop a regional tourism strategy, including rural tourism, taking into account the regional spatial strategy for tourism.</i> <i>Deliver funding to the new Board on the basis of the agreed Business Plan.</i>	Q3 All Qs
	Encourage investment in people's skills.	<i>Working with Sector Groups, using the PharmBio Skills Business Plan as a template, develop coherent business plans for skills across all Sectors including in particular the Manufacturing Sector Group.</i> <i>Using the FRESA and the South East Workforce Skills Pilot, develop links with sectors to ensure skills for employment.</i> <i>Use Labour Market Intelligence in a holistic and cyclical way to inform the demand and supply of skills in the SE.</i>	Q4 All
	Promote and develop Sustainable Business Practice.	<i>Launch SEEDA sustainable business awards programme for 2003. Awards Presentation.</i>	Q1 Q3
	Provide specialist support and advice to rural based businesses in priority areas and small rural towns.	<i>Develop a Food Sector Group focussed on the needs of SMEs and land use.</i> <i>Contracts with 6 Business Links for support to rural-based businesses finalised.</i>	Q4 Q1
	Work with key agencies and businesses to stimulate understanding and demand for local products from the region.	<i>33 local produce brunch evens with Bed and Breakfast sector.</i> <i>Conference with Catering Sector on local produce.</i>	Q2
2.3	Encourage businesses to embrace the principles and practice of corporate social responsibility.	<i>Complete and disseminate results of CSR research.</i> <i>Establish and launch a regional business symposium to promote best practice and networking in Corporate Social Responsibility.</i>	Q3 Q3

3 Encourage international business activity

Partners: Invest UK, Sub-regional inward investment partners, Other RDAs, International Trade Associations, KBE partners, TPUK, Business Links, DTI, IUK, FCO, key companies.

SEEDA delivers the inward investment service for the region, working with partners. Through its Global Regions network, it is enabling a very wide view of the international linkages essential to the future success of the region: this network targets improved access to market opportunities for trade, investment and joint ventures, especially those involving leading edge technology and systems.

RES AP ref	Activity	Milestones	Date
3.1	Promote the region to encourage investment, working closely with TPUK.	<i>Implement and review international trade show programme.</i>	All Qs
	Fund overseas representatives and encourage linkages with partners as appropriate in the region.	<i>Review progress of existing four overseas representatives and set new plans/targets.</i> <i>Achieve representation in two new overseas Asian locations.</i>	Q2 & Q4 Q4
	Work with Invest UK and other partners to generate and handle investment leads and projects.	<i>Continue to work with Invest UK in handling inward investment projects.</i>	On-going
3.2	Establish a programme of aftercare paying particular attention to the retention of those companies of strategic importance across the region.	<i>Work with overseas FCO staff and SEEDA overseas representatives to broaden the work of the IDMs.</i>	Q4
3.3	Build links with overseas representatives in key regions in order to develop strong networks with potential investment and business opportunities, and exploit existing HEI linkages. Develop a global network of academics to support Inward Investment and best practice in entrepreneurship and innovation.	<i>Continue relationship with six existing Knowledge Based Economies (KBEs) holding three events by Q2 and three more by Q4.</i> <i>Initiate discussions with a further six selected KBE regions, and hold two events.</i> <i>Ensure collaboration on key sectors and emerging technologies and develop strategy through academic exchanges.</i> <i>Promote mutual benefits such as e-learning and overseas recruitment.</i>	Q2 & Q4 Q4 On-going Q4
	Facilitate the development of a coherent network of key global regions.	<i>Ensure appropriate linkages between SEEDA Clusters and relevant Clusters in the global regions network.</i> <i>Develop European funding bid with regional partners.</i>	Q4 Q4
3.4	Facilitate the supply of high quality sector specific international advice, targeted to SMEs.	<i>Work with Business Link Wessex, finalise recruitment of team and set action plans and targets.</i> <i>Review effectiveness of team .</i>	Q1 Q4
	Research impacts of EU enlargement on the region's businesses.	<i>Development and delivery of appropriate research and programmes to mitigate effects of EU enlargement.</i>	Q4

RES Objective 2 – Successful People

4 Skills for prosperity

Partners: Regional Employment and Skills Forum, Association of South East Colleges (AOSEC), Education Business Link Organisations (EBLOs), Further Education, Higher Education Funding Council for England (HEFCE), Higher Education South East (HESE), HEIs, Local Education Authorities, Learning Partnerships, Local Learning and Skills Councils (LLSCs), Regional Business Support Board, Sector Groups, Sector Skills Councils (SSC), Sector Skills Development Agency (SSDA), Trade Unions, Small Business Service (SBS), South East Business Links, region Business Support Board and businesses.

SEEDA's focus under this priority is to address sector skills shortages, raise management and entrepreneurship skills in SMEs at all levels and promote workplace learning. SEEDA will also work closely with HEIs across the South East to maximize their contribution towards the success of the region through skills development, knowledge transfer and making the most of graduate entrepreneurs.

SEEDA's strategic added-value is to:

- (a) Take forward a number of FRESA actions designed to reduce labour market failure and influence current activity to better reflect labour market needs.
- (b) Working with partners, facilitate development of a regional infrastructure for understanding and meeting the basic, intermediate and high level skills needs of sectors and associated clusters across the region.
- (c) To lead in partnership with the region's six Local Learning and Skills Councils on the development of the South East Workforce Skills Pilot, which will develop new approaches to meeting the needs of adults and businesses.
- (d) Raise capacity for delivery of world-class management and leadership skills development tailored for SMEs, improving survival rates and supporting growth.
- (e) Facilitate links between education and business.
- (f) Enable and support HE presence in priority regeneration areas.

RES AP ref/ FRESA SO ref	Activity	Milestones	Date
All + All	Continue to fully engage and support the Framework for Regional Employment and Skills Action (FRESA) process.	<i>Launch Action South East - the FRESA implementation brand.</i> <i>Continue to chair Regional Employment and Skills Forum.</i> <i>Appoint FRESA co-ordinator.</i>	Q1 On-going Q1
4.2 + FRESA SO 2	Ensure skills support for sector and cluster development - infrastructure. Promote stronger links between the education sector and the business sector.	<i>Continue to develop South East Sector Skills Forum and associated Skills Unit.</i> <i>In partnership with SSDA, establish the SEEDA/SSDA Business Hub for the South East.</i> <i>Continue to fund sector specific secondments.</i>	On-going Q2 On-going
	Ensure skills support for sector and cluster development through the South East Workforce Skills Pilot in conjunction with the Local LSCs, Sector Skills Councils in the region and FE and HEIs concerning higher level skills.	<i>Pilot Business Plan finalised.</i> <i>Take forward key actions focusing on sector skills development (construction, advanced manufacturing and care) and leadership and management skills.</i>	Q1 Q2-Q4

	Work with Sector Skills Councils and aspirant SSCs to deliver skills training to priority sectors across all levels, with intermediate and technician skills as a priority.	<p><i>Disemminate 10 Sectoral Studies.</i></p> <p><i>Using national, sectoral and Regional LMI, develop 5 specific sector skills action plans.</i></p> <p><i>Develop implementation plan for Pharm/biotech Resource Centres, for delivery 2004/5.</i></p> <p><i>Continue to fund sub-regional Sector Skills Managers.</i></p>	<p>Q2</p> <p>Q4</p> <p>Q4</p> <p>On-going</p>
4.3 + FRESA SO 2.3	Enhance the regional role of universities, working with the South East Science and Technology Advisory Council (SESTAC) .	<i>Regular SESTAC meetings. Commission research to develop regional strategies involving secondees from Research Councils.</i>	On-going
	Support for increased access to HE provision in regeneration priority areas.	<i>Actions to develop further HE centres in Milton Keynes, Ashford, Thames Gateway and Hastings.</i>	Q4
4.4 + FRESA SO2	Raising ICT skills across the workforce	<p><i>Computer Club for Girls (CC4G) courseware fully developed with 124 schools and over 2000 girls participating.</i></p> <p><i>Launch e-skills degree.</i></p> <p><i>IT4all campaign goes live.</i></p> <p><i>2 Pilot initiatives to improve ICT skills through rural development Programme or Market Towns Initiative.</i></p>	<p>Q3</p> <p>Q2</p> <p>Q2</p> <p>Q4</p>
4.5 + FRESA SO 1	Develop a Regional Management Strategy and Action Plan to meet management development needs across the region using a champion to promote Management Development to key sectors, organisations and businesses.	<p><i>Report, strategy and action plan finalised.</i></p> <p><i>Employers recruited on to pilots, and management skills delivered to SMEs across the region.</i></p> <p><i>Champion works with partners to implement strategy.</i></p> <p><i>Development of management web-portal.</i></p> <p><i>RBSB to support drive to promote management and leadership development across the region's business base.</i></p>	<p>Q2</p> <p>Q2-Q3</p> <p>Q2-Q4</p> <p>Q3</p> <p>On-going</p>
4.6 + FRESA SO 1.6	<p>Research into new forms of work organisation and work-life balance.</p> <p>Match funding for other ESF priorities including advanced manufacturing, leadership and management, centres of excellence and improving LMI.</p> <p>Research into diversity issues affecting the workforce .</p> <p>Research into skills gaps and Upskilling the workforce .</p>	<p><i>Invite ESF bids</i></p> <p><i>Match funding</i></p> <p><i>Research undertaken</i></p>	<p>Q3</p> <p>Q4</p> <p>Q4</p> <p>Q3</p>

5 Participation in prosperity

Partners: Regional Employment and Skills Forum, Regional Business Support Board, businesses, Connexions, Further Education, HEIs, Information, Advice and Guidance Partnerships, Jobcentre Plus, Learning Partnerships, Local Authorities, Local Learning and Skills Councils (LLSCs), Sector Skills Councils (SSCs), Sector Skills Development Agency (SSDA), South East Basic Skills Regional Co-ordination Network, Small Business Service (SBS), South East Business Links, Trade Unions, Urban and Rural Regeneration Partnerships, Voluntary Sector.

SEEDA's focus under this priority is to engage groups who are excluded from work. The South East has a high overall employment rate. However, this masks pockets where the workforce is under utilized, and groups who are excluded from work.

High employment rates in the South East mean that many people with basic skills needs are in employment. In the past, due to social stigma and poor access to learning and training opportunities, their needs were largely ignored.

SEEDA's strategic value-added is to:

- (a) Take forward a number of FRESA actions designed to reduce labour market failure and influence current activity to better reflect labour market needs.
- (b) Facilitate development of a sub-regional basic skills in the workplace network, improving diagnosis of needs, planning of provision and building capacity.
- (c) Pilot new approaches re-engaging groups with the labour market.

RES AP ref	Activity	Milestones	Date
5.1 + FRESA SO 4 & 7	Re-employment Fund: with Jobcentre Plus develop dedicated fund to address business start-up/support, retraining and employability issues arising from major closures in priority areas.	<i>Fund operational and providing support to priority areas.</i>	Q3
5.2+ FRESA SO 4	Promote initiatives to maximise employability and involvement for all.	<p><i>'Upgrade Yourself' Marketing campaign launched to young people.</i></p> <p><i>Pilot projects x2 to include initiatives where childcare and facilities supplied to encourage access to learning for individuals who have child caring responsibilities.</i></p> <p><i>Continue to develop Regional Centre for Older Workers.</i></p> <p><i>Enrol 2000 people aged over 50 on a variety of lifelong learning initiatives.</i></p> <p><i>Develop a comprehensive PRIME network for older workers throughout the region.</i></p> <p><i>Continue Get Wired for Free.</i></p>	<p>Q1</p> <p>Q3</p> <p>Q1-Q4</p> <p>Q4</p> <p>On-going</p> <p>On-going</p>
5.3	Support basic skills development in more disadvantaged rural areas of the region.	<i>Support 4 initiatives to improve skills development through Rural Development Programme or Market Towns programme .</i>	Q4

5.4+ FRESA SO 1	Regional Basic Skills Network appointed to co-ordinate strategic action and activity to facilitate a 'step change' increase in Workplace Basic Skills in the South East.	<p><i>Operational, fully functioning network across sub-regions.</i></p> <p><i>Map provision across the region, informing supply and demand.</i></p> <p><i>Capacity build tutor base.</i></p>	<p>Q1</p> <p>Q2</p> <p>On-going</p>
5.5+ FRESA SO 1	Support for the delivery of basic skills and ESOL training in the South East's 71 NHS Trusts, including primary care trusts and associated care sectors through innovative work-based schemes.	<p><i>Develop strategy for Basic Skills in the NHS for the SE, rolling out good practice.</i></p> <p><i>Support development of the NHS University.</i></p> <p><i>Roll out workplace basic skills programmes to NHS and Primary Care trusts across the region.</i></p>	<p>Q1</p> <p>On-going</p> <p>Q2-Q4</p>
5.6+ FRESA SO 1	Workplace Basic Skills development through innovative training to meet the needs of the learner in the workplace.	<p><i>Capacity build flagship county projects.</i></p> <p><i>Provision of training.</i></p>	<p>On-going</p> <p>On-going</p>

6 Learning for all

Partners: Regional Employment and Skills Forum, Association of South East Colleges (AOSEC), Regional Business Support Board, Businesses, Connexions, Education Business Link Organisations (EBLOs), Further Education, HEIs, Information Advice and Guidance Partnerships, Local Authorities, Local Education Authorities, Local Learning and Skills Councils (LLSCs), Regeneration Partnerships, Sector Skills Councils (SSCs), Sector Skills Development Agency (SSDA), Skills Insight, South East England Intelligence, Network (SEE-IN), Trades Unions, UK Online, University for Industry, Voluntary Sector.

SEEDA's focus under this priority is to improve community access to learning. Its strategic value-added is to :

- (a) Take forward a number of FRESA actions designed to reduce labour market failure and influence current activity to better reflect labour market needs.
- (b) Work with partners to ensure learning and development is delivered as the customer (individuals and businesses) want it, not as suppliers prescribe.
- (c) SEEDA will continue to support Skills Insight in providing reliable and useable Labour Market Intelligence which is key both in planning future provision and informing businesses and the workforce of the opportunities available to them through Information, Advice and Guidance services.
- (d) Support and facilitate a Regional Agreement on Skills and Economic Intelligence to ensure labour market intelligence is used to maximum benefit across the region.
- (e) Continue to develop the region's Framework for Regional Employment and Skills Action (FRESA) through the Regional Employment and Skills Forum.

RES AP ref	Activity	Milestones	Date
6.1+ FRESA SO 5	Labour Market Intelligence- Skills Insight Supporting the regional centre for excellence in analysis and dissemination of skills intelligence and information.	<i>Annual Skills Review and update .</i> <i>Quarterly bulletins.</i> <i>Sector studies x 5 .</i>	Q3 Each Q Q4
6.2+ FRESA SO 4	Take forward the findings of the Learning Centres Initiative addressing basic skills, management skills and IT skills in urban and rural areas.	<i>3 two-year projects developing learning centres initiated.</i> <i>Launch of mobile unit.</i> <i>Continue to fund 4 Basic Skills learning centres in deprived communities and learning pods in the workplace.</i> <i>Establish 2 new learning centres in rural areas through the Rural Development or Market Towns Programmes.</i> <i>Two pilot projects enabling learning through culture, art and sport (ESF) .</i>	Q1 Q1 On-going Q4 Q3 & Q4
6.3 + FRESA O 4	Continue support to local partnerships for skills development.	<i>Actions agreed in the SRB Delivery Plans for 2003/4 completed.</i>	Q4

7 Social dialogue

Partners: Regional Employment and Skills Forum, Businesses and representative organisations (e.g. CBI, FSB, IoD), Business Networks, Employer Representative Organisations, Trades Unions.

SEEDA will continue to work in partnership with the TUC and a broad range of partners in facilitating workplace partnerships involving employers, Trade Unions, managers and workplace representatives.

SEEDA's strategic value-added is to:

- (a) Develop and promote models for social dialogue - the mechanism which enables joint working.
- (b) Research 'smarter' ways of working and disseminate findings to partners, making the most of the region's workforce and improving productivity.
- (c) Continue to engage social partners in the regional economic agenda.

RES AP ref FRESA SO	Activity	Milestones	Date TBC
7.1 SO1,7	TUC Secondment to support Social Dialogue Forum.	<p><i>Social Dialogue Action Plan.</i></p> <p><i>Further develop Social Dialogue Forum.</i></p> <p><i>Produce a series of thematic best practice leaflets.</i></p> <p><i>Hold a Social Dialogue Conference on the theme of improving productivity through people.</i></p>	<p>Q1</p> <p>Q1 & Q2</p> <p>Q4</p> <p>Q2</p>
	Devise a programme further to develop partnership and social dialogue.	<p><i>Consult local partners on the need for, and focus of social dialogue.</i></p> <p><i>Pilot two local social dialogue fora in the region covering specific geographical areas and bringing together public and private sectors.</i></p> <p><i>Research Partnership models within the region.</i></p> <p><i>Support specific local projects which focus on smarter ways of working.</i></p>	<p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q4</p>
7.2 SO1,7	Explore local, sub-regional, regional and European Models of social dialogue.	<p><i>Undertake research on alternative models of social dialogue.</i></p> <p><i>Present recommendations on findings and best practice to Social Dialogue Forum.</i></p>	<p>Q1</p> <p>Q2</p>

RES Objective 3 – Vibrant Communities

8 Enable community participation and local leadership

Partners: – South East England Regional Assembly; Government Office for the South East; Countryside Agency; Environment Agency; local authorities; Groundwork; RAISE; SEREN; Rural Community Councils; Councils for Voluntary Service; Faith Forum; South East Funders Forum; Local Strategic Partnerships; regeneration partnerships; Parish and Town Councils.

SEEDA's role under this priority is to help communities play an active role in shaping the future of their areas.

SEEDA's strategic added value is to:

- (a) Help connect existing networks to contribute to the development of community capabilities.
- (b) Promote structures and systems which optimise action to address concentrations of deprivation in urban and rural communities.
- (c) Help build communities' capacity through regional networks and community managed organisations.
- (d) Help enable and encourage participation in community activities.

RES AP ref	Activity	Milestones	Date
8.1	Support the preparation of Area Investment Frameworks in Priority Regeneration Areas.	<i>All AIFs complete.</i>	Q3
	Develop delivery arrangements for devolved grant with local partners, targeting resources on areas of deprivation.	<i>Mechanism for future devolved grant agreed by end Q2.</i>	
8.2	Secure the delivery of committed SRB programmes.	<i>Actions agreed in the SRB Delivery Plans for 2003/4 completed.</i>	Q4
	Develop and implement 5 point Plan for Hastings and Bexhill.	<i>Establish the Executive Delivery Vehicle with an agreed Business Plan.</i>	Q1
		<i>Start on site for Hastings Media Centre.</i>	Q3
		<i>University Centre at Hastings open to first intake of students.</i>	Q3
		<i>Commence Millennium Communities Infrastructure and pre development works.</i>	Q4
		<i>Commence Hastings Town Centre Infrastructure and pre development works.</i>	Q4
		<i>Commence development of Hastings Station.</i>	Q4
	Support projects to deliver regeneration in priority rural areas.	<i>Final year of Rural Development Programme in East Sussex; Isle of Wight and Kent fully completed.</i>	Q4
		<i>New mechanisms for future support through the AIF process agreed .</i>	Q4

	Support Leader+	<i>Support regional network – SEEDA supported projects for 2003/4 completed. Action Plans for 2004/5 agreed.</i>	On-going Q4
8.3	Support the Rural Communities Council network.	<i>Agreement on type of support.</i>	Q1
8.4	Play full part in the work of the Regional Social Inclusion Task Force.	<i>Regional conference. Support funding agreed for Funders' Forum and Social Inclusion Task Force.</i>	Q2 Q1
	Support the development of the regional voluntary and community sector networks.	<i>RAISE business plan agreed.</i>	Q1
	Build capacity in the voluntary sector to engage in Europe.		Q4
	Develop community best practice network as part of Seonline.	<i>1000 community projects online.</i>	Q3
	Support regional regeneration network.	<i>Managing agent in place by end Q1 Co-location with the SE Excellence in Renaissance.</i>	Q4
	Identify and disseminate best practice of SRB programmes.	<i>Study of capacity-building complete and disseminated.</i>	Q2
	Promote asset-based community regeneration programmes.	<i>Disseminate research findings and agree SEEDA response.</i>	Q1

9 Achieve an urban renaissance by making towns and cities work

Partners: Local authorities, development industry, Construction Sector Group, Commission for the Built Environment, professional institutions, Government Office for the South East, South East England Regional Assembly, English Partnerships, Housing Corporation, Registered Social Landlords, cultural agencies, voluntary and community sector, South East Rural Towns Partnership, South East Rural Community Councils.

SEEDA's strategic value-added is to:

- (a) Provide leadership – pulling people and organisations together to agree solutions to identified problems.
- (b) Co-ordinate across boundaries and agencies, but working only where SEEDA can complement the work of others.
- (c) Demonstrate – with limited funds one of SEEDA's roles is to show the market, through the Agency's own work, that quality development does pay.
- (d) Co-operate – work with other partners to make maximum use of our skills base.

RES AP ref	Activity	Milestones	Date
9.1	Deliver Chatham Maritime as a flagship regeneration initiative in the Thames Gateway.	<i>Agree the level and nature of SEEDA support to new multiversity at Chatham Maritime.</i>	Q1
		<i>Shopping Centre open in the Boiler Shop.</i>	Q2
		<i>Development partner secured for the interface land with Chatham Maritime Historic Dockyard.</i>	Q4
	Support Medway Council in the redevelopment of Rochester Riverside.	<i>Land assembly complete and development strategy agreed.</i>	Q4
9.2	Support the delivery mechanisms identified for the 3 Growth Areas in the South East (Thames Gateway, Ashford and Milton Keynes) through advice, land acquisition and development.	<i>Agree roles and responsibilities with the Housing Corporation, English Partnerships and the growth area delivery vehicles.</i>	Q1
		<i>Agree SEEDA's site acquisition strategy for Thames Gateway, Ashford and Milton Keynes.</i>	Q1
		<i>First phase acquisitions complete.</i>	Q4
9.3	Promote the vitality of town centres and improvements to the public realm, including environmental improvements.	<i>Agree framework and objectives for a SEEDA town centre programme and identify partners for pilot.</i>	Q2
	Renaissance of Priority Railway Stations.	<i>Support an integrated approach to land use and transport development around key railway stations, with Oxford and Reading as 2 pilots.</i>	Q4
9.4	Support projects to deliver regeneration in the 11 priority small rural towns.	<i>All Action Plans agreed.</i>	Q2
		<i>Several projects in the Action Plans completed.</i>	Q4
	New support for small rural towns across the region.	<i>The new SEEDA programme agreed with South East Rural Towns Partnership (SERTP) and the SEEDA Board.</i>	Q2
		<i>New support structures in place.</i>	Q4

9.5	Support skills development of professionals involved in development design and regeneration in the region.	<i>Launch South East Excellence in Renaissance.</i>	Q1
	Increase the profile and quality of design and architecture for delivering sustainable communities.	<i>Work with local authorities to promote the appointment of design champions.</i>	Q1
		<i>Review the progress and operation of the Regional Design Panel.</i>	Q3
		<i>Support the development of a new Architecture Centre in Milton Keynes.</i>	Q1
		<i>Support the development of an Architecture Centre in the Solent area.</i>	Q4
	Identify and deliver best practice in urban renaissance incorporating the engagement of communities in the design and development of the physical environment.	<i>Development framework, implementation plan and design code and guidance completed for Aylesham and Leigh Park.</i>	Q3

10 Connect diversity with prosperity

Partners South East England Regional Assembly; Regional Business Support Board; Government Office for the South East; Countryside Agency; RAISE; SEREN; Rural Community Councils; businesses; local community and voluntary groups; Trade Unions; public sector employers.

SEEDA's strategic value-added is to:

- (a) Help unlock the potential of the regions' diverse communities through establishing mechanisms and processes to engage communities across the region and to encourage social cohesion.
- (b) Identify and promote best practice to demonstrate that diversity pays.

RES AP ref	Activity	Milestones	Date
10.1	Support the development of the South East Race Equality network and the Multi-Ethnic Business Network.	<i>SEREN Business Plan approved.</i>	Q1
	Encourage the development of networks for women and other groups.	<i>Map existing women's networks and identify gaps.</i>	Q2
		<i>Secure the development of a Social Enterprise Network.</i>	Q3
	Develop a regional programme of support for women business owners in cooperation with SBS South East and regional partners.	<i>Agree regional framework.</i>	Q2
10.2	Identify and promote good national and international practice in delivering benefits to diverse communities.	<i>Study of capacity-building complete and disseminated.</i>	Q2
	Through business engagement activity, promote best practice in diversity employment.	<i>10 business engagement activities.</i>	Q4
		<i>Agreed framework of working with RBSB members.</i>	Q2
	Ensure SEEDA's policies actively promote and secure good diversity practice.	<i>Audit policies and train staff.</i>	Q2
		<i>Regional conference.</i>	Q3

RES Objective 4: Effective Infrastructure

11 Support the development of sound community infrastructures and services

Partners: South East England Regional Assembly; Government Office for the South East; NHS; Health Authorities; Countryside Agency; English Heritage; Sport England South East; Arts Council England South East; South East Museum Library and Archive Council; South East England Cultural Consortium; local authorities; Rural Community Councils; Parish and Town Councils; Police/Crime Reduction Partnerships; regeneration partnerships; community and voluntary groups; businesses.

While the majority of key actions will be led by others, SEEDA's role is to work with regional and local partnerships to add strategic value and ensure a wide range of community infrastructure and services are planned and developed in holistic and connected strategies.

RES AP ref	Activity	Milestones	Date
All	Work with regional partners to identify projects where SEEDA can add value.		On-going
11.1 11.3 11.5	Ensure sub-regional partners consider action to reduce crime and health inequalities and to harness creative, culture and sports activities in AIF Action Plans.	AIFs complete.	Q3
11.1, 11.3, 11.5	Initiatives to reduce crime, improve health and develop cultural and sporting activities through SEEDA's committed SRB programme.	Actions agreed in SRB Delivery Plans for 2003/4 completed.	Q4
11.3	Support for rural services in the more deprived rural communities and selected small rural towns.	Support 4 initiatives to provide new or improved services through Rural Development Programme or Market Towns programme.	Q4
11.3	Support for community buildings in the more deprived rural communities and selected small rural towns.	Support 4 initiatives to provide new or improve community buildings through Rural Development Programme or Market Towns programme.	Q4

12 Secure quality affordable housing

Partners: Government Office for the South East, Housing Corporation, English Partnerships, Local Authorities, Development Industry, Registered Social Landlords, South East England Regional Assembly, National Housing Federation, Housing Forum.

Consultation to inform the 2002 RES showed that affordable housing has now clearly become one of the top three critical issues that the region must address. SEEDA is working to identify those areas where, as the Regional Development Agency, it can add value to the work of local and regional organisations to:

- (a) Increase the supply of affordable housing.
- (b) Improve the quality and design of housing.

RES AP ref	Activity	Milestones	Date
12.1	As member of the Regional Housing Board, develop and support regional housing priorities.	<i>Contribute to the development of the first Regional Housing Strategy.</i>	Q1 & Q2
	Facilitate the delivery of housing through acquisition, land assembly, remediation or other activity that enables sites to be brought forward for housing.	<i>Complete BLAT Business Plan and obtain DTI approval to establish company.</i> <i>Complete acquisition of 10-15 small brownfield sites.</i>	Q1 Q4
12.3	Support local authorities and regional bodies to develop new and more effective approaches to the provision of affordable housing, particularly in areas of high demand and rural areas.	<i>Identify and gain agreement to how SEEDA can best add value.</i>	Q1
12.5	Lead and progress initiatives to raise the standards of design and construction in the region, to ensure the region is able to deliver the planned level of housing.	<i>Launch South East Excellence in Renaissance.</i>	Q1
FRESA S06	Work with FRESA partners focusing on creating the housing infrastructure to support a sustainable supply of workers with access to employment opportunities.	<i>Set up a regional Task Force.</i>	Q1

13 Secure a sustainable transport network

Partners: local authorities, freight operators, Strategic Rail Authority, Train Operating Companies, Network Rail, Highways Agency, South East England Regional Assembly, European partners.

SEEDA's strategic value-added is to identify, jointly with the Assembly, those actions that are central to achieving economic development and competitiveness objectives for the region, which will also contribute to the delivery of the Regional Transport Strategy.

RES AP ref	Activity	Milestones	Date
13.2	High Speed Train Network – INTERREG project.	<i>EU Commission decision on application for funding.</i>	Q1
	Rail Ferries – INTERREG project to study a modal shift for freight from road to rail, by re-establishing rail ferry links from Dover to Continental ports.	<i>EU Commission decision on application for funding.</i>	Q1
	SERAS second consultation in conjunction with LDA, EEDA and other RDAs.	<i>Revision and update of joint RDA response.</i> <i>Establish SEEDA's formal response.</i>	Q1 Q2
	Domestic use of CTRL.	<i>Respond to SRA consultation to obtain optimum outcome for the region.</i>	Q4
	East-West Rail Link - development of western element of the scheme.	<i>Join steering group.</i> <i>Decision on whether to set up SPV jointly with EWRL, EEDA and SRA to deliver "missing link".</i>	Q1 Q2
	Contribute to the delivery of transport solutions to improve access between South Coast towns and London.	<i>Pilot support for fast train service from Hastings as part of the Five Point Plan.</i>	Q1
FRESA SO6	Work with FRESA partners focusing on creating the transport infrastructure to support a sustainable supply of workers with access to employment opportunities.	<i>Set up a regional task force.</i>	Q1

14: Maximise access to and take up of broadband facilities

Partners: Regional Employment and Skills Forum, Regional Business Support Board, BURA, Department for Trade and Industry (DTI), Enterprise Hubs, Government Office South East (GOSE), Local Authorities, Local Learning and Skills Councils, Small Business Service (SBS), South East Business Links, private sector carriers (including BT, Easynet, Fibrenet etc); SWRDA, Interforum, community broadband organisations.

SEEDA has a dual approach to broadband, seeking to both catalyse and assist the development of the regions physical broadband infrastructure, as well as promoting the value of broadband to business and home consumers, thereby driving up demand. It is vital that these two objectives are driven with maximum energy and application in order to prevent a mismatch between supply and demand.

The effectiveness of SEEDA's actions will be gauged through the quarterly reporting of coverage and take-up metrics to the SEEDA Board.

SEEDA's strategic value-added is to:

- (a) Facilitate the aggregation of broadband demand.
- (b) Act as a bridge between private sector broadband providers and local interest groups in order to develop optimal solutions for rural and remote areas.
- (c) Bring together many partners to enable the sharing, dissemination and signposting of knowledge and information, in particular best practice.
- (d) Develop Seonline to encourage joined up working and co-ordinated action, add value to existing web based information services and help to prevent duplication.

RES AP ref	Activity	Milestones	Date
14.1, 14.2	Broadband Promotion Activities.	<p><i>Run approximately 100 broadband roadshows for enterprises with partners including IoD, business Links, Economic Partnerships, FSB etc.</i></p> <p><i>Organise a series of broadband conferences, including a rural one, aimed at increasing awareness and networking, especially among public sector partners.</i></p> <p><i>Create a mobile demonstration capability and deliver broadband demonstrations throughout the region at supermarket sites, libraries, events etc.</i></p> <p><i>Run a 'Broadband Week' to include a high profile television and radio campaign, aimed at both enterprises and individuals.</i></p> <p><i>Quarterly reporting of coverage and take-up metrics to the SEEDA Board.</i></p>	<p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q3</p> <p>All Q5</p>
14.3	Establish pilot 'broadplaces' across the region to enable mobile and remote working.	<p><i>Conduct a survey of demand.</i></p> <p><i>Establish 2 centres in the region.</i></p>	<p>Q2</p> <p>Q4</p>

14.4	Further develop Seeonline to meet emerging needs of businesses, communities and individuals.	<p><i>Launch Seeonline portal.</i></p> <p><i>Agree development plans for the site.</i></p> <p><i>Completion of Best Practice in Regeneration section.</i></p> <p><i>Launch at least 4 new content sections.</i></p>	<p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q4</p>
14.5	Broadband roll-out.	<p><i>Establish partnerships with Local Authorities for demand aggregation and wireless projects.</i></p> <p><i>Initiate procurement process for Coastal Superhighway.</i></p> <p><i>Establish and agree strategy for rural area broadband, with two pilot initiatives.</i></p> <p><i>Establish partnership resulting in broadband enablement of all Hastings & Bexhill telephone exchanges.</i></p> <p><i>Initiate procurement process for Hastings & Bexhill duct and fibre infrastructure.</i></p> <p><i>Create a Special Purpose Vehicle to aggregate public sector demand for bandwidth.</i></p> <p><i>Submit for funding approval a plan to ensure universal availability of Fibre To The Home for all new houses built in the Milton Keynes, Ashford and Thames Gateway growth areas.</i></p>	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q4</p> <p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q2</p>

15 Reclaim and re-use brownfield land to support sustainable, cohesive communities

Partners: Development industry, English Partnerships, local authorities, health authorities, education institutions, Registered Social Landlords, Government Departments as landowners (eg Ministry of Defence).

SEEDA's strategic value-added is to:

- (a) Provide a clear strategic framework for tackling brownfield land in the region.
- (b) Use its expertise and resources to bring forward key sites in the Priority Regeneration Areas that are subject to market failure.

RES AP ref	Activity	Milestones	Date
15.1	Provide specialist advice and act as a strategic enabler for public sector partners looking to take forward brownfield land opportunities.	<i>Property Advisory Team operational.</i> <i>Commission strategic site review of Berkshire, Oxfordshire, Buckinghamshire and Surrey.</i> <i>Produce regional brownfield land strategy and action plan, including rural sites.</i>	Q 1 Q2 Q3/4
	Develop delivery mechanisms that contribute towards the brownfield land agenda.	<i>Review powers and scope of the East Kent Spatial Development Company.</i>	Q3
	Deliver a programme of strategic interventions jointly with English Partnerships.	<i>Concordats / Memorandums of Understanding agreed between SEEDA / English Partnerships covering:</i> <i>- Growth Areas.</i> <i>- Housing in selected locations elsewhere in the region.</i>	Q1 Q2
	Use land assembly and remediation powers to bring forward brownfield land for development.	<i>Projects during the year to include:</i> <i>Vosper Thornycroft (site acquired).</i> <i>Project Cowes (development strategy agreed).</i> <i>Oxford Castle & Prison (funding agreed).</i> <i>Buckland Mill, Dover (development partner agreed).</i> <i>Twyfords, Isle of Sheppey (site acquired).</i> <i>Ropetackle, Shoreham (first phase development complete).</i>	Q1 Q2 Q3 Q3 Q1 Q4

	Achieve the regeneration of the former Kent Coalfield as part of the National Coalfield Development Programme.	<p><i>Tilmanstone</i> Complete sale of last serviced development site, and complete exit report to assess economic impact of completed project on East Kent.</p> <p><i>Betteshanger Colliery</i> Complete land acquisition, preliminary land reclamation works, design proposals and commence major marketing programme.</p> <p><i>Chislet Colliery</i> Complete first three land sales, complete preliminary land reclamation and servicing works, and prepare structure for development agreement.</p> <p><i>Snowdown Colliery</i> Complete negotiations to secure land ownership, prepare funding case, and prepare programme of preliminary environmental and landscape improvement works.</p>	<p>Q2</p> <p>Q2</p> <p>Q3</p> <p>Q2</p>
	Make best use of redundant buildings in rural areas.	<i>9 new schemes agreed for redundant buildings in the priority rural regeneration areas.</i>	Q4
15.3	Secure Sustainable Construction.	<i>Establish Rethinking Construction programme.</i>	Q1

RES Objective 5: Sustainable Use of Natural Resources

16 Invest in environmental capital to maximise its contribution to a sustainable regional economy

Partners: South East England Regional Assembly; Government Office for the South East; Countryside Agency; Environment Agency; English Nature; English Heritage; Regional Tourist Board; local authorities; Groundwork; land-based businesses and organisations; statutory and voluntary environmental bodies; Parish and Town Councils.

SEEDA's role under this priority is to work with partners to promote awareness and understanding of the environment as a key strength of the South East economy.

SEEDA's strategic added value is to:

- (a) Work with partners to encourage initiatives that maintain and enhance the value of the natural, built and historic environment as an economic asset.
- (b) Identify opportunities to help enhance and restore biodiversity.
- (c) Work with partners to promote and support sustainable tourism based on the quality of the natural, built and historic environment.

RES AP ref	Activity	Milestones	Date
16.1	Support research and demonstration projects in environment-led regeneration, and disseminate examples of best practice.	<i>Develop initiatives with partners. 2 environment-led regeneration projects identified and programmed.</i>	Q3
16.2	Work with sectors dependent upon the environment as a resource.		
	Promote better understanding of managing and maintaining the countryside.	<i>Conference with GOSE, SEERA, Countryside Agency and other stakeholders.</i>	Q3
	Environmental programme.	<i>Prepare SEEDA policy paper for possible working with environmental groups and charities (e.g. groundwork, Sustrans, RSPB).</i>	Q2
16.3	Secure investment in enhancing and restoring biodiversity, to generate better economic, environmental and social returns in the future.	<i>Basis for forward programme agreed.</i>	Q2
16.4	Support and promote initiatives to develop the environment through sustainable tourism.	<i>Agree initiatives with the new regional Tourist Board through the Rural Action Plan referred to in 2.2</i>	Q4
	Develop and improve green tourism.	<i>Extend SE Walks concept to rest of region – network set up.</i>	Q4
		<i>6 new farm accommodation projects supported through SEEDA Farm Diversification Fund.</i>	Q4

17 Secure greater prosperity for the land-based sector through sustainable land management

Partners: South East England Regional Assembly; Government Office for the South East; DEFRA; Countryside Agency; English Nature; Food Standards Agency; National Farmers Union; Country Land and Business Association; Farming Wildlife Advisory Group; businesses; local rural partnerships and the voluntary sector.

SEEDA's role under this priority is to work with partners to provide integrated support to maintain a viable and vibrant land-based sector that continues both to manage the landscape and produce food.

SEEDA's strategic added value is to:

- Focus particular support to farmers to help diversify their activities through new opportunities eg:
 - adding value to their produce.
 - rural tourism.
 - new industrial and renewable energy crops.
- Support strategies and actions on woodland regeneration and woodland management.

RES AP ref	Activity	Milestones	Date
17.1	Support agriculture and lobby for effective reforms to CAP.	<i>Seminar with Local Authorities.</i>	Q2
	Develop Action Plan for Future of Food and Farming with DEFRA.	<i>Action plan prepared and agreed with.</i>	Q2
	Support local produce.	<i>New Local Produce Sector group referred to in 2.3.</i>	Q1
17.2	Support farmers to diversify.	<i>20 new farm diversification schemes agreed under SEEDA's Farm Diversification Fund.</i>	Q4
		<i>5 key food chain businesses developed through livestock revival programme.</i>	Q4
17.3	Act as lead RDA on the development of renewable energy resources.	<i>Co-ordinate responses on renewable energy as and when required and on time.</i>	
	Encourage the production of industrial and renewable energy crops, working with DEFRA.	<i>Develop a new energy network/supply chain.</i>	Q4
		<i>Report compiled on biofuels, together with other RDAs.</i>	Q4
17.4	Support woodland management.	<i>New Regional Statement of Forestry prepared with Forestry Commission – first draft prepared.</i>	Q4
	Support sustainable building cluster group and the development of regional woodland products.	<i>Strategy for action agreed with key stakeholders.</i>	Q4
	Support for quality landscapes.	<i>Develop SEEDA's future support for AONBs and new National Parks – paper to regional partnership of AONBs.</i>	Q3

18 Achieve sustainable management of water, waste and energy

Partners: South East England Regional Assembly; Government Office for the South East; Businesses; DTI; Forestry Commission; Environment Agency; Local Authorities; South East Sustainable Business Partnership; WRAP; Universities; Carbon Trust; Environmental Technology Sector.

SEEDA's role for this priority is to work with partners to support the sustainable management of water resources; promote and demonstrate the economic value of 'waste' as a resource; improve energy efficiency and an increase in the proportion of energy derived from renewable sources.

SEEDA's strategic added value is to work with partners to:

- (a) Develop strategies and programmes of support where necessary.
- (b) Develop supply chain network.
- (c) Develop best practice demonstration projects.

RES AP ref	Activity	Milestones	Date
18.1	Investigate the use of farmland for flood control, including its potential as a source of income to farmers.	<i>Formal agreement with the Environment Agency to work with SEEDA to examine possibilities.</i> <i>Best practice examples investigated and evaluated.</i>	Q3 Q3
18.2	Promote and demonstrate the value of waste as a resource, encouraging re-use and recycling. Examine the opportunities for waste management from anaerobic digestion of abattoir and other wastes.	<i>Demonstration Resource Park – develop Business Plan and partner engagement.</i> <i>Have in place at least one sub-regional waste market development initiative.</i> <i>Seminar.</i>	Q3 Q2 Q4
18.3	Support Improved Energy Efficiency and an Increase in the Proportion of Energy derived from renewable sources.	<i>Produce prioritised plan to deliver objectives of Energy White Paper for Energy Efficiency and Renewable Energy support.</i> <i>4 demonstration projects in place.</i>	Q2 Q4
	Support initiatives to develop renewable energy in the region, including support for renewable energy demonstration projects.	<i>Develop new SEEDA awards for sustainable energy category for business.</i> <i>Invite local authorities to submit best practice examples of renewable energy and conference.</i>	Q3 Q4 Q4
	Support initiatives to promote and develop biomass energy in the region.	<i>New regional Forestry Framework agreed, with policy agreed on biomass.</i> <i>Two new demonstration biomass projects agreed.</i>	Q4 Q4

Other SEEDA Activity

A Europe

Many of SEEDA's activities in this Plan have a European dimension or draw on support from European Union programmes. In addition, SEEDA has a strategic responsibility for ensuring the delivery of Structural Funds and that partner views are represented. The RDA also undertook in the first Regional Economic Strategy to produce a European Strategy on behalf of the region, which aims to maximise the benefits of membership of the European Union. SEEDA has facilitated the setting up of a co-located office in Brussels with sub-regional partners to further this agenda.

Nature / purpose of activity	Milestones	Date
Managing South East England House in Brussels on behalf of regional partners for the benefit of the region.	<i>Closer working between offices.</i> <i>4 regional events per year.</i> <i>4 funding bids supported.</i>	On-going Q1,2,3,4 Q4
Taking a strategic lead role in management of the Structural Funds.	<i>Participation in relevant Steering and Monitoring Committees.</i> <i>Mid-term evaluation of Objective 2.</i> <i>Mid-term evaluation of ESF Regional Development Plan.</i>	On-going Q4 Q4
Supporting Joint Europe Committee.	<i>4x meetings.</i> <i>2 meetings with MEPs.</i>	On-going Q2,Q4
Supporting Regional European Strategy.	<i>4 opportunities for funding identified.</i> <i>2 opportunities for influencing policy identified.</i> <i>1 policy paper</i>	Q4 Q2

B Culture

Cultural projects are supported under a number of priorities in the Business Plan. In particular, SEEDA supports the Cultural and Creative Industries through its Sector Groups, and through cluster and skills development; the importance of the cultural agenda in regeneration and urban renaissance is also strongly emphasised. SEEDA aims to work closely with the key cultural agencies through a number of joint posts and secondments. SEEDA has a commitment to work with the Cultural Consortium on the Cultural Agenda.

Nature / purpose of activity	Milestones	Date
Deliver SEEDA's contribution to the Cultural Agenda together with the Cultural Consortium and regional cultural agencies.	<i>2 Enterprise Gateways to include cultural and creative components.</i>	Q4
	<i>1 pilot using culture to engage individuals/ communities in learning.</i>	Q4
	<i>Ensure guidance to AIFs addresses cultural sector needs and investment opportunities.</i>	Q3
Support the Oxford Inspires bid and ensure activity contributes to longer term development of Oxford and environs.	<i>Ongoing support.</i>	Q1
	<i>Assess best further involvement in light of bid outcome.</i>	Q2
Continue to support business development for the cultural sector.	<i>Business of Culture event.</i>	Q3
Commission policy research following Economic Impact research.	<i>Research completed.</i>	Q4
Develop links with cultural agencies to ensure integrated funding and policy.	<i>1 joint post. 2 secondments.</i>	On-going
Encourage good quality of design in public art.	<i>1 public art competition.</i>	Q4

C South East Economic Partnerships

Nature / purpose of activity	Milestones	Date
Supporting the 11 South East Economic Partnerships to act as co-ordinators, strategic leaders and facilitating bodies.	<i>Provide financial support under Heads of Agreement which set out the agreed activities.</i>	Q1 & Q3
	<i>Work with the SEEPs to support their role in the delivery of the RES sub-regional Action Plans.</i>	On-going

D Communications

Nature / purpose of activity	Milestones	Date
Improved reach of information to target audiences by increasing its relevance eg by sector or sub-regional area.	<i>Website development.</i>	Q1
	<i>Other media presentations.</i>	On-going
Raised profile and understanding of the importance of the region and SEEDA's contribution.	<i>National Media relations actions.</i>	Q1
	<i>Commentary in key regional press.</i>	Q2
Engaging the business community.	<i>Communications audit and strategy.</i>	Q2
The availability of the right publications, of a high quality, to inform all stakeholders and interested parties about the region, the Regional Strategy, and SEEDA's role and achievements.	Publication review and re-design.	Q3

E Performance Management

Action	Milestones	Date
Develop a corporate performance management framework.	<i>Agreement of Framework by Programme Committee and Core Executive.</i>	Q1
	<i>Design and implement 4 key evaluations.</i>	Q2 - 4

F Research

Nature / purpose of activity	Milestones	Date
Launch and promote the South East England Intelligence Network (SEE-IN), a regional arrangement for collaboration on research and analysis.	<i>SEE-IN web portal launch.</i>	Q1
	<i>Improved dissemination of SEEDA's research findings.</i>	
Provide timely, accurate and relevant economic intelligence and mapping required to deliver and monitor the Regional Economic Strategy.	<i>Evidence based policy delivery in the region.</i>	Q4
	<i>Framework monitoring the performance of the regional economy in place.</i>	
	<i>Research and mapping in support of individual projects.</i>	On-going

G Developing the organisation – Human Resources

Activities	Milestones	Date
Identify the structures and resources required across the organisation to achieve business objectives and source appropriate people.	<i>Recruitment undertaken in accordance with plan, including reflecting the region's diversity in our recruitment.</i>	On-going
Ensure that SEEDA's staff learn and develop to enable them to contribute optimally to the achievement of business objectives and maximise their own career development.	<p><i>Learning and development undertaken in accordance with corporate, team and individual plans.</i></p> <p><i>Programme of economic development training and learning activities implemented.</i></p> <p><i>External review against Investors in People standards.</i></p>	<p>On-going</p> <p>Q2</p>
Ensure that SEEDA staff are led, managed and motivated in accordance with best employment practice in order that they can contribute to and develop within the organisation to their full potential.	<p><i>Programme of ongoing management development activities throughout year.</i></p> <p><i>Build on outcomes of equal pay audit to ensure pay and reward structure are fair and encourage and support high levels of performance.</i></p>	On-going

Sub-regional Activity

Surrey and Sussex

Surrey and Sussex are marked by diversity and contrasts. The area encompasses some of the region's most successful businesses and most prosperous communities, and also some of the region's deepest deprivation. Brighton & Hove is the South East's newest city and one of its most vibrant urban centres, while rural development and stewardship of environmental assets are recurrent themes throughout the area. Links with London pose important issues for Surrey in particular, in terms of labour and skills shortages, affordable housing and transport congestion. The Sussex Coast is characterised by pockets of deprivation that nevertheless offer great economic potential, set in an area with outstanding environmental assets. A unifying theme for the area as a whole is the paramount importance of improving links between economically successful and less prosperous localities for mutual advantage.

Working with Partnerships

Sub-regional priorities have been agreed with the area's 4 economic partnerships in Brighton & Hove, East Sussex, Surrey and West Sussex. These priorities form an integral part of the revised Regional Economic Strategy, and provide a robust framework for practical actions across the area. Collaboration between partnerships is already happening and will be promoted further where appropriate, for example regarding the Blackwater Valley and the Gatwick area.

The Hastings and Bexhill Task Force has been established to secure the comprehensive regeneration of area. Early in 2003-04 an Executive Delivery Vehicle will be formed with an agreed Business Plan, to progress the Five Point Plan already agreed by the Task Force with Ministers.

Area Investment Frameworks will be prepared for the priority regeneration areas of East Sussex, Brighton & Hove and Coastal West Sussex, with partnership arrangements established to drive forward specific actions agreed in each area.

Actions and Milestones in 2003-04

During 2003-04 we will:

- Chair the Hastings and Bexhill Task Force and secure the following priority actions –
 - Complete Phase 1 of the University Centre at Hastings
 - Start on site with the Hastings Media Centre
 - Bring forward key industrial and commercial sites in Bexhill and Rye
 - Commence the redevelopment of Hastings Station
- Support the development of business clusters in advanced engineering, bio-technology, building and construction, care services, creative industries, financial services, information and communications technology, medical equipment, motorsports, new media, pharmaceuticals, research and tourism, rural industries and tourism.
- Continue the management and support of Single Regeneration Budget programmes to the approximate value of £13m, targeted at specific deprived areas in:
 - Adur
 - Bexhill
 - Brighton & Hove
 - Eastbourne
 - Hailsham
 - Hastings
 - Littlehampton
 - Rye

- Maintain a range of initiatives to assist rural development, including:
 - Completion of the Eastern East Sussex Rural Development Programme, delivered through the Weald and Rother Rural Partnership, also supporting the associated Leader+ initiative
 - Continue support for the market towns of Hailsham, Heathfield, Battle and Rye, following Action Plans agreed in each area
- Continue to develop the network of Enterprise Hubs and Enterprise Gateways by:
 - Maintaining support for existing Hubs in Brighton & Hove, Crawley and Surrey (spanning 3 sites in University of Surrey, Royal Holloway, and the Leatherhead Food Institute)
 - Enabling the Eastbourne Hub to become operational
 - Support the development of Gateways in Brighton and Hove, Hastings, Newhaven and Shoreham
- Support a range of initiatives addressing specific learning and skills issues in the area, including:
 - Establishing a network of 200 Best Practice Ambassadors in 100 businesses across Sussex, focused on developing supervisors, managers and leaders
 - Developing management skills among more than 400 Directors in small and medium enterprises across Surrey
 - Working with Hastings and St Leonards Primary Care Trust to improve recruitment, retention and return to work in health and social care
- Make a practical contribution to addressing the need for affordable housing, including support for a Brownfield Land Assembly Trust which will deliver sites in Hastings
- Support the implementation of Strategic Sites Studies along the Sussex Coast, and progress a range of major sites (including completion of land remediation at Ropetackle, Shoreham).
- Stimulate access to and take up of broadband across the area through a variety of initiatives, including the establishment of a Coastal Superhighway serving East Sussex.

Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes

Milton Keynes, Oxfordshire, Buckinghamshire and Berkshire are areas which are characterised by a strong focus on business. Oxford is a centre of excellence for learning and research and plays host to a range of internationally regarded research and development institutions including the new Diamond Synchrotron. The Thames Valley is among the top ten knowledge-based regions in Europe. However there is a diverse agenda across the area. Much of rural Buckinghamshire is classified as Areas of Outstanding Natural Beauty but there is a pressing need for rural regeneration in many parts of the county. Milton Keynes is a priority growth area and has an ambitious programme of growth. Underpinning this will be the continued support of community regeneration and other projects to ensure better access by all communities to the area's success.

Working with Partnerships

Thames Valley, Buckinghamshire, Oxford and Milton Keynes economic partnerships have identified sub-regional economic priorities. They share a commitment to delivering the RES action plans. Activities are focused around a need to attract new investors, work with existing companies to secure the future economic and business growth of the region as well as underpinning the growth agenda. Transport issues are an integral part of this agenda and are

identified in the RES action plans. Economic partnerships are working across boundaries to address the Oxford to Cambridge Arc, East West Rail link and other areas.

We are currently working with local partners to set in place arrangements for the future investment planning and organisation of support to the most deprived wards. Work to date has involved support and encouragement from SEEDA to work together to develop mechanisms for joint investment planning by the public, private and voluntary sectors.

Actions and Milestones in 2003-4

- Work on the growth agenda with Milton Keynes and Aylesbury with partners to support the additional housing requirements with appropriate infrastructure, capacity building, skills and employment supply underpinning. Additionally:
 - Increasing the profile and quality of design and architecture for delivering sustainable communities will be demonstrated in part by support for the development of a new Architecture Centre in Milton Keynes.
 - The Oxford to Cambridge Arc (O2C) is the development of the spatial concept of the Oxford to Cambridge arc into a recognised area, which is a world leader in the development of a knowledge-based economy and will underpin much of the work of the economic partnerships.
- Continue with the physical regeneration of the area including:
 - Support for the Oxford West End, Castle and Prison and Heart of Slough major development projects.
 - Strategic site reviews will be commissioned for Berkshire, Oxfordshire, and Buckinghamshire.
- Continue the management and support of Single Regeneration Budget Programmes. There are 9 ongoing SRB programmes with a total expenditure of £3.9 million for 03/04 targeted at specific deprived areas in the area.
- Continue to develop and deliver Enterprise Hubs and Gateways by:
 - Have 7 Enterprise Hubs operational in 2003/4 in High Wycombe, North Oxfordshire, Oxford Biotechnet, Harwell, Wallingford, Milton Keynes and Slough.
 - Have 3 enterprise gateways operational in Farringdon, Chiltern Woodworks and Slough.
- Further develop the skills issue of the area including:
 - Sector skills managers are placed in each of the LSCs in the area to address sector skills development and they are working closely with local companies and partners.
 - Basic skills training is taking place in Berkshire through Berkshire Basics for Business, which has modelled a brokerage package to deliver basic skills in the workplace to SMEs.
 - Using IT as a tool to deliver and network a system to provide continuous learning opportunities to SMEs.
- Encourage local partners to take forward broadband issues through universal availability, promoting take up and support to communities including:
 - wireless overlay to rectify some of Milton Keynes existing broadband access problems.
 - supporting the Oxfordshire Community Network and its desire to enable the network for business.
- Support for rural communities and economies in Oxfordshire and Buckinghamshire, including the Leader plus programme that is being rolled out in West Oxfordshire, the rural towns partnership and farm diversification grants.

- Encouraging the development of sectors and clusters including:
 - Media, technology and telecoms businesses by providing support through two key networks: Wired Berkshire and Wired Oxfordshire.
 - Network support is provided to the pharmaceutical, Biotechnology and Medical instrumentation sector businesses in the Oxfordshire area by the SEEDA funded Oxfordshire Bioscience Network.
 - Provision of additional laboratory space to the growing second stage Pharmabio companies in Oxfordshire.
 - Cluster projects are under development in the Oxfordshire/ Thames Valley area covering the film and creative industries working with Shepperton and Pinewood studios, life sciences and recycling.

Kent and Medway

In the South East, Kent and Medway is unique. Occupying the critical space between London and the Continental mainland, its economy is intertwined through commuting patterns, business and sectoral links and a shared interest in the Thames Gateway and other transport corridors. It is located within the golden triangle of London, Paris and Brussels with the Channel Tunnel link directly connecting all three cities.

Kent has a population of 1.6 million, and a workforce of over 760,000. There are 4 universities, and a mixed skilled workforce serves the main industrial sectors in the county including biotechnology and pharmaceuticals, financial services, food processing, high tech engineering, automotive, and information and communication technology. However, it also has 54 of the 119 most deprived wards in the region, with parts of the county awarded European Objective 2 status, securing additional economic and social regeneration funding. Taken together therefore, Kent & Medway offers a real mix of challenges to be addressed and opportunities to be grasped.

Working with Partnerships

Sub-regional economic priorities have been identified and agreed with Kent and Medway Economic Board. They represent a shared commitment to drive the work forward over the life of the RES and to drive strategic value added sub-regional activities on behalf of the agency. A list of shared priorities is detailed in the RES action plan.

We are currently working to develop three large delivery partnerships in the priority regeneration areas of East Kent, North Kent, and the Channel Corridor. Work to date has included support and encouragement from SEEDA to bring local partners together to prepare Area Investment Frameworks (AIFs) and supporting Action Plans as mechanisms for joint investment planning by the public, private and voluntary sectors.

Actions and Milestones in 2003-04

- Regeneration

We will continue to support 13 SRB schemes in the sub-region, representing a total SEEDA investment of just over £7 million in community regeneration in 2003/04. These funds also provide significant leverage from other local partners.

The largest programmes (lifetime SRB funds of more than £3 million) continue to address particular areas and issues of deprivation, with a main focus on the most deprived wards:

- Folkestone with a series of initiatives including a Business Centre, youth outreach and early years centres.
- North Kent Thames Gateway to develop community capacity, promote healthy living

- and maximise social and economic opportunity.
- Dover urban and East Kent Coalfields developing community transport, environment and facilities as well as community capacity, skills and employment.
- Thanet whose funding from all SRB rounds totalling £27 million is now managed as an integrated regeneration scheme to improve the economic and social fabric.
- The all Kent initiative on Drugs to reduce drug dependency and improve drug awareness.

Working with English Partnerships, and the Community Regeneration Forum, SEEDA is working to deliver a programme of strategic interventions to achieve the regeneration of the former Kent Coalfield as part of the National Coalfield Development Programme. Total SEEDA investment for the coming year represents £4.666 million.

We will deliver the creating quality places urban renaissance initiative in Aylesham.

- Enterprise Hubs and Gateways

SEEDA is working with partners in delivering a network of Hubs and Gateways in Kent and Medway. To date we have established Hubs in East Malling (focusing on the food science sector) and in Sittingbourne (focusing on the biotechnology sector), with good progress currently being made in establishing a Canterbury Hub. We are also developing an Enterprise Gateway in Medway which will focus on ICT with other Gateway proposals being worked up during 2003/04.

- Rural programmes

In addition to the regional rural programmes delivered by SEEDA, there are a number of initiatives specific to Kent and Medway. These include the Kent Rural Development Programme (£320,526), the Market Towns programme in Minster, Hythe, Cranbrook and Lenham (estimated c£500k spend for 2003/4), the LEADER+ European programme for Mid Kent described below (£100k) and grant aid for a number of Redundant Building and Farm Diversification grants in Kent. SEEDA is continuing to support a rural Enterprise Hub at Horticultural Research institute at East Malling in Kent as part of the wider Enterprise Hub network across the region.

- Involvement with European programmes

We will continue to work with the European programmes in Kent:

The Objective 2 - ERDF programme administered by Government Offices South East (GOSE). It provides economic and social regeneration funding for eligible areas, i.e. Thanet. Where it applies, Objective 2 is an important match-funding partner to the SRB programmes that SEEDA supports in the sub-region.

The LEADER + - European initiative for assisting rural communities in improving the quality of life and economic prosperity in the local area. The Mid Kent LEADER+ partnership has £1.878m to distribute over 5 years up to 2006.

URBAN – represents a £7.4m funding targeted at 10 contiguous target wards in Dartford and Gravesham from July 2001- 2008. It aims to address issues under three priority measures: (a) social inclusion; (b) community access to learning; and (c) business infrastructure and regeneration. Approximately £1m has been committed to date and SEEDA is involved to ensure there are synergies between our funding programmes and a strategic fit to the implementation of the RES.

- Working in Growth Areas

Both Ashford and the Thames Gateway have been highlighted by Central Government as priority areas for growth, while a number of other areas also have capacity to accommodate both housing and employment developments. SEEDA is working with local partners to embrace the breadth of sustainable economic development in these areas while delivering

the Chatham Maritime project as a £15 million flagship regeneration initiative over 3 years in the Thames Gateway and supporting the £17 million redevelopment of Rochester Riverside over the next two years with Medway Council.

- **Broadband Infrastructure**

In partnership with the DTI – UK Broadband Unit, SEEDA is working with local partners to broadband enable and facilitate the development of high-speed network services and infrastructure as part of the Coastal Superhighway Initiative with an emphasis on coastal areas in Kent and East Sussex. We are also encouraging local partners to consider how they would like to take forward broadband issues within the context of their Area Investment Frameworks and associated action plans.

- **Sub-Regional Skills Initiatives**

SEEDA is working with partners in taking forward a range of skills projects in Kent and Medway. As an example, SEEDA is working with the East Kent Hospital Trust, on the NHS IT break into Health scheme, to address basic skills needs of low skilled workers in the health sector. This successful approach is now being expanded to other trusts in the region.

Hampshire and Isle of Wight

Hampshire and the Isle of Wight offer enormous opportunities for the further development of the Region. Hampshire is one of the most powerful sub-regional economies in the South East. Its diverse region contains important sectors for growth, has the potential for land reclamation for housing and employment and has impressive regeneration programmes enabling the people and businesses to play an active part in creating future prosperity.

The Isle of Wight has also the potential to play a key role in development of the South. The development of high added value business and exploitation of niche markets, such as international yacht racing, provide an opportunity to breathe new life into the island.

The entire sub region suffers from pockets of deprivation, in some cases extreme. Urgent action is needed if we are to maximise the potential of the sub region's people, business and land. Over 80% of the sub region is rural, representing a key asset in terms of both beautiful countryside and a valuable business base for environmental technologies.

Working with Partnerships

We will work with key partnerships across the region but in particular with the Hampshire Economic Partnership and the Isle of Wight Partnership. We will also work with the key strategic players overseeing the development of Area Investment Frameworks in the South East. We are currently working to develop three delivery partnerships in Portsmouth and South East Hampshire, Southampton and the Isle of Wight to deliver key actions with SEEDA funding from 2004/5.

We will support the development of strategies for action set out in Area Investment Frameworks for Portsmouth and South East Hampshire, Southampton and the Isle of Wight and within RES sub regional action plans developed by the Economic Partnerships. We will also work with Wessex Business Link and Hampshire and the Isle of Wight Learning and Skills Council on the delivery of key RES actions.

Actions and Milestones in 2003-04

- **Business Development**

We will provide support and funding for the development of business clusters. We will

continue to formalise the clusters (Composites - Isle of Wight, Marine - Solent and Isle of Wight, Aerospace and Defence - North and South Hampshire) and build networks to encourage and facilitate more collaboration between businesses forming the cluster.

We will work with partners on key flagship infrastructure approaches combining land, employment and housing development such as:

- (d) Project Cowes, Cowes, Isle of Wight, for the development of a high quality centre for international yacht racing.
- (e) Vosper Thornycroft, Southampton, where clearance of the site will improve the shoreline and provide opportunities for mixed development that will contribute to the regeneration of Southampton and particularly the deprived area of Weston.
- (f) Where we are bringing forward brownfield land for development in Broadmarsh.

We will deliver best practice in urban renaissance through the creating quality places initiative based in Leigh Park in Havant.

- Enterprise Hubs and Gateways

We will work with partners to deliver a network of enterprise hubs and gateways. To date we have established hubs in Southampton (focusing on Phototonics, Electronics, Telecommunications, Computing, Media and Creative Industries, Marine Technologies), Solent (with sites in Portsmouth, Havant, Gosport and Fareham) (focusing on ICT, Marine, Defence) and on the Isle of Wight (focusing on Composites (large structures), electronics) and plan to build on this network with 4 gateways to be located in Hampshire / Isle of Wight over the next 2/3 years (sites undetermined as yet as this is decided with partners).

- Skills Initiatives

We will deliver innovative skills solutions in support of business development such as:

- (g) The highly acclaimed basic skills in the workplace project in Basingstoke that will draw in 100 employers and over 1000 employees.
- (h) The basic skills initiative with the NHS trusts in North Hampshire (and North Surrey).
- (i) Specialist provision to support the composites sector.

We will develop leadership and management skills through the creation of 10 business peer networks through Wessex Business Link.

- Regeneration

We will continue to rollout SRB schemes to regenerate particular deprived areas across the sub region to the approximate value of £15m. Schemes will be continuing in:

- (j) Southampton with a focus on childcare skills, retail skills and environment improvements.
- (k) Portsmouth with a focus on provision of nursery facilities, a healthy living centre and environmental works.
- (l) Havant on training and craft workshops.
- (m) Gosport on community work on Rowner estate.
- (n) Isle of Wight with a focus on improvements in Ryde and business development activities.

- Rural Activities

We will carry out initiatives targeted at rural areas such as LEADER+, Market Towns Initiative and the Rural Development Programme. These programmes have a particular emphasis on the improvement of tourism as a contributor to their economies with subsequent knock on effects to the South East. One major focus is on retaining the natural beauty of

the areas while encouraging people to enjoy them without any negative impact.

- Broadband

We will work with partners on imaginative broadband solutions, in particular supporting a broadband forum and detailed feasibility study for the IOW in the forefront of broadband development on the Isle of Wight. We will explore approaches to aggregating demand from the public sector and developing wireless/satellite solutions for some rural locations.

- Other

We will act proactively in large-scale redundancies, such as Proctor and Gamble, playing a key role alongside other key partners, such as Jobcentre Plus, in helping the companies, employees and communities.

We will work with Partners to promote demonstration projects on renewable energy and waste market development, such as the proposed 'Eco-Park' project near Basingstoke.

Forecast Tier 3 Outputs

The following table shows forecasts against Core and Supplementary Milestones. It should be noted that some outputs in 2003-04 will relate to activity in earlier years. Some activity in 2003-04 will generate outputs in later years.

Target	2003-04	2004-05	2005-06
CORE			
Employment opportunities created and safeguarded.	4,000	4,600	5,500
Brownfield land remediated (Ha).	50	55	60
Learning opportunities of above 30 hours.	12,000	12,000	12,000
New businesses being sustained for more than 12 months.	100	150	200
Investment benefiting deprived areas.	£37m	£38m	£40m
SUPPLEMENTARIES			
S1A Businesses located in/using the facilities of incubator units.	250	300	350
S1B Businesses leaving Incubator Units.	50	60	85
S2 Businesses receiving specialist advice.	5,860	8,583	11,468
S3 Businesses active in cluster, technology or learning network.	2,530	2,850	3,490
S4 Adults receiving basic skills training (3+ hours).	10,230	10,235	10,235
Individuals receiving ICT training (3+ hours).	12,850	12,880	12,880
Adults receiving higher level skills training (3+ hours).	7,600	7,600	7,600
Individuals and Businesses receiving Broadband Access.	2,800	4,100	3,300

Key Risks and Risk Management

Risks to the Plan fall under three main headings: macro-economy risk, micro-economy/market risk, and delivery risk.

Macro-economy risk

At the present time the national and world economy faces major uncertainties, with substantial political and economic risk factors having the potential to bigger economic slow down or even recession. We see significant risks emerging to previously forecast growth rates for the SE economy.

SEEDA's forecast outputs of jobs and businesses created and sustained are particularly vulnerable to these factors. While we have already built a degree of caution into these forecasts, they will be kept under careful review. Given the lead times in programme actions generating these outputs it will be difficult to reallocate resource with effects in the current financial year, though this too will be kept under review.

Micro-economy/market risk

The success of many of our projects and programmes is vulnerable to risk of failure by businesses/individuals/other organisation to take up in the anticipated numbers what SEEDA is offering. This could be a consequence of macro-economy or other financial pressures, or because the offer is not sufficiently attractive.

Each programme's risk profile in this respect will be identified. The key to risk management will be to install adequate monitoring and feedback mechanisms and remedies; the latter could involve programme redesign and/or measures to reach more potential programme beneficiaries. It is also important to be ready to review activities that do not work: the innovative nature of many SEEDA initiatives carries with it higher risk.

Delivery risk

The majority of activities are achieved in conjunction with partners. Therefore their success depends on adequate performance and support by both SEEDA and partners. Projects are often also dependant on successful completion of associated initiatives, under the responsibility of SEEDA or other partners.

Experience has shown that the management of delivery timescales is particularly demanding, with a tendency for SEEDA and partners to underestimate the time it takes to fully develop complex and innovative initiatives.

Risks are minimised through thorough planning and sufficient consultation with partners. Clear milestones have to be agreed and potential risks identified jointly with partners. Project development and progress can then be regularly monitored and reviewed on an agreed basis.

Funding Plan

All figures in £K.

1. Programme funding by RES objective

	Total		Total
	£'000		£'000
Competitive Business		Successful People	
Incubation	7,120	Higher Education/Science and Technology	400
International / Trade	1,690	Management / Entrepreneurs	960
Sector Groups	5,090	Motivating Learning	1,200
Sector Skills Development	1,900	Basic Skills	3,500
Business Finance/RSA	2,210	Employability / Social Dialogue	660
SRB / Rural / Devolved Delivery	1,900	Community Skills	1,400
Promoting Enterprise	340	Research / Evaluation	450
Total	20,250	ESF	2,500
		SRB / Rural / Devolved Delivery	7,000
Vibrant Communities		Wired Region and Broadband	2,100
SRB and Devolved Delivery	33,500	Total	20,170
Rural	2,400	Sustainable Use of Natural Resources	
Social Inclusion	2,850	Sustainable Development	400
Total	38,750	Rural	1,000
Effective Infrastructure		Total	1,400
Brownfield Sites and Premises	18,660	Strategy	
Sustainable communities	4,400	Economic Partnerships	1,000
Hastings	14,500	Research	250
Kent Coalfield	7,000	Evaluation	250
Rochester	7,000	Europe	100
Total	51,560	Total	1,600

2. Overall budget

Programme Budget

Capital	86,020
Current	47,710
Total Programme £m	133,730

Administration Budget

Staff pay and on-costs *	11,520
IT, Office and Premises	3,150
Admin Capital	1,280
Total Admin £m	15,950

Non cash items

Depreciation	700
Development Asset W/D	3,550
Provisions – lease	150
Cost of capital	2,600
Total Non Cash £m	7,000

3. Plan total resourcing

Total Single Pot – Capital	70,564
Total Single Pot – Current	59,974
Coalfields - Capital	7,000
ESF - Current	2,500
**EYF (01/02) – Capital	8,636
EYF(01/02) – Current	2,076
EYF (02/03) - Current	5,200
EYF (02/03) – Capital	700
Total Plan £m	156,650

* of which about half consists of staff employed in the direct delivery of programmes
 ** End Year Flexibility (already notified by DTI)

South East England Development Agency (SEEDA) Organisation Chart – May 2003

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Chairman

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Glossary

AIF	Area Investment Framework	HESE	Higher Education South East
AONB	Area of Outstanding Natural Beauty	IoD	Institute of Directors
AOSEC	Association of South East Colleges	IDM	Investor Development Manager
BLAT	Brownfield Land Assembly Trust	KBE	Knowledge Based Economy
BURA	British Urban Regeneration Association	LDA	London Development Agency
CAP	Common Agricultural Policy	LLSC	Local Learning and Skills Council
CBI	Confederation of British Industry	MAS	Manufacturing Advisory Service
CC4G	Computer Club for Girls	MEP	Member of the European Parliament
CDFI	Community Development Finance Initiative	NHS	National Health Service
CSR	Corporate Social Responsibility	O2C	Oxford to Cambridge Arc
CTRL	Channel Tunnel Rail Link	RAISE	Regional Action and Involvement South East
DEFRA	Department for the Environment, Food and Rural Affairs	RBSB	Regional Business Support Board
DTI	Department for Trade and Industry	RDA	Regional Development Agency
EBLO	Education Business Link Organisation	RES	Regional Economic Strategy
EEDA	East of England Development Agency	RSA	Regional Selective Assistance
EMAS	Eco Management and Audit Scheme	RSPB	Royal Society for the Protection of Birds
ESF	European Social Fund	SEE-IN	South East England Intelligence Network
ESOL	English for Speakers of Other Languages	SEEP	South East Economic Partnership
EWRL	East – West Rail Link	SERAS	South East and East Regional Airport Study
EU	European Union	SEREN	South East Race Equality Network
FCO	Foreign & Commonwealth Office	SERTP	South East Rural Towns Partnership
FE	Further Education	SESTAC	South East Science and Technology Advisory Council
FRESA	Framework for Regional Employment and Skills Action	SBS	Small Business Service
FSB	Financial Services Board	SME	Small and Medium sized Enterprise
FSE	Finance South East	SPV	Special Purpose Vehicle
GOSE	Government Office for the South East	SRA	Strategic Rail Authority
GRIST	Great Ideas in Science & Technology	SRB	Single Regeneration Budget
HE	Higher Education	SSC	Sector Skills Council
HEI	Higher Education Institution	SSDA	Sector Skills Development Agency
HEFCE	Higher Education Funding Council for England	SWRDA	South West Regional Development Agency
		TUC	Trades Union Congress
		WRAP	Waste and Resources Action Programme

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