

**SOUTH EAST ENGLAND DEVELOPMENT
AGENCY**

BUSINESS PLAN 2004-05

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INTRODUCTION

SEEDA's Business Plan for 2004-05 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 2004-05, 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.

Overview:

In this second year of the 2003-6 Corporate Plan, there is a focus on consolidation and continuity of SEEDA's successful initiatives developed over the past 2-3 years. There is less headroom than in the past for new initiatives, and an increased focus on SEEDA's strategic and enabling role, and on influencing Government policies and spending priorities. Wherever possible we aim to ensure, working with partners, that SEEDA's innovative programmes become adopted into mainstream funding from DTI, DFES and other departments. SEEDA's own, highly restricted, funds cannot sustain permanent funding of growing numbers of activities, and it is important that we retain the capacity to innovate in areas of market failure. The plan therefore provides for progressive shifts out of some areas of delivery.

Area Teams and Area Investment Framework:

The Plan also describes SEEDA's plans from the sub-regional perspective. In order better to co-ordinate our sub-regional activities across the various Divisions within SEEDA, our Area Teams, who have been in place for a year, 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. The Area Teams have been working with partners in the priority areas for regeneration to carry forward the programme 1 Area Investment Frameworks (AIFs) started in 2001. These are for the first time in 2004-05 beginning to guide the allocation of SEEDA investments. The AIF partnerships will themselves receive some limited funding to enable this process to develop further. Outside these areas SEEDA has begun to develop a similar if less formalised process, working through Economic Partnerships, to ensure a holistic approach to all the pockets of severe deprivation through the region.

The availability of ring-fenced funding from the ODPM's Sustainable Communities Plan will provide new capacity for supporting regeneration and growth in the Thames Gateway, Ashford, Aylesbury and Milton Keynes. This adds to the Coalfields Programme for East Kent, which is now an established element of SEEDA's activities funded outside the single pot.

How the Plan is organised

The Funding Plan on page 63 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).

ACTIVITY BY RES PRIORITY

RES OBJECTIVE 1 – COMPETITIVE BUSINESSES

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

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:

- (a) Enhance the quality of support offered to young companies, drawing on the lessons of international best practice.
- (b) Enable the individual incubation centres to operate as a true network, sharing expertise and developing joint projects.
- (c) 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 other Global Regions activity, and development of social enterprise.

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, business membership organisations and SEEDA Sector Groups.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Successful People
- Vibrant Communities

RES AP ref	Activity	Milestones	Date
1.1	<i>Raise awareness and build an enterprise culture</i>		
	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.</i>	Q2
		<i>Support network launched.</i>	Q3
		<i>Graduate start ups go live.</i>	Q4
1.2	<i>Increase start-up, survival and growth rates of a broad range of small businesses</i>		
	Development of the Enterprise Hubs and Enterprise Gateways networks supporting business incubation. Implement new Hub and Gateway business plan.	<i>18 Hubs and 6 Gateways fully operational.</i>	Q4
		<i>Reconfigure 4 Hubs under new re contracting framework.</i>	Q4
		<i>Launch phase 1 of Hub Network Portal.</i>	Q1
		<i>Hold quarterly Hub and Gateway Network Meeting to identify /disseminate best practice.</i>	Quarterly
		<i>Further develop synergy between Hubs/Gateways, Sectors/Clusters and Global Regions activity.</i>	Q2
		<i>Seek to acquire and develop at least a further two sites in the South East region for Enterprise Centre Programme.</i>	Q4

		<p><i>Seek funding to establish an enterprise Hub in Hastings and Bexhill with links to incubation space and the University Centre Hastings (and 2.1)</i></p> <p><i>Continue to develop linkages between University Centre Hastings and the Enterprise Hub to develop synergies with the Hatchery, GRIST and FRESA.</i></p> <p><i>Further development of the Enterprise Hub network and connections with HEIs and Research Institutions.</i></p>	<p>Q4</p> <p>Q1-Q4</p> <p>Q1</p>
1.3	<i>Increase the capability of the region's knowledge base to generate new businesses using new technologies and ideas</i>		
	<p>Continue to work with the region's HEIs in order to encourage spin out of technologies and the commercialisation of ideas.</p>	<p><i>HEIs and Hubs to work together to increase pipeline of start-ups.</i></p> <p><i>Publication of commercialization toolbox.</i></p>	<p>Q1-Q4</p> <p>Q3</p>
	<p>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.</p>	<p><i>Encourage the use of Broadband technologies in Hatcheries and Enterprise Hubs.</i></p>	<p>Q1-Q4</p>
	<p>Further develop and roll out Hatcheries in collaboration with HEIs and promote student entrepreneurship (through GRIST).</p>	<p><i>Roll out further two hatcheries.</i></p> <p><i>Link enterprise hubs to existing hatcheries in SE Universities and develop links abroad through the global regions programme.</i></p>	<p>Q3</p> <p>Q1-Q4</p>
	<p>Capitalize on opportunities to share best practice with European partners through European Research and Development and Innovative Actions programmes.</p>	<p><i>Support for Transenterprise Programme.</i></p> <p><i>Take forward joint automotive and aerospace projects with European partners.</i></p>	<p>Q1-Q4</p> <p>Q1-Q4</p>
1.4	<i>Ensure the supply of suitable flexible and affordable workspace</i>		
	<p>Undertake the direct development and investment in flexible and affordable workspace.</p>	<p><i>Complete phase 2 of the Media Centre Hastings offering incubation space.</i></p> <p><i>Finalise the design and funding package for the Innovation Centre in Hastings.</i></p> <p><i>Seek to acquire and develop at least a further two sites in the South East region for Enterprise Centre Programme.</i></p>	<p>Q2-Q3</p> <p>Q2</p>
	<p>Make best use of redundant buildings in rural areas to create new jobs and new businesses in the more deprived rural areas.</p>	<p><i>9 new schemes agreed for redundant buildings in priority rural regeneration areas.</i></p>	<p>Q4</p>
	<p>Demonstrate and share best practice.</p>	<p><i>12 Best practice examples in SEEDA portfolio.</i></p>	<p>Q4</p>
	<p>Stimulate and Support the growth of Social Enterprise through new start up businesses and growth of existing businesses.</p>	<p><i>Social Enterprise partnership in place.</i></p> <p><i>Mapping complete in Partnership.</i></p>	<p>Q3</p> <p>Q3</p>

1.5	<i>Enhance the availability of business finance</i>		
	Through continued support for FSE, identify and address gaps within the funding escalator and generally improve access to finance for businesses.	<i>Continue core-funding of FSE.</i> <i>Launch of FSE's Early Growth Fund.</i> <i>Launch of FSE's South East Business Angel project.</i> <i>Further support FSE's 'investment readiness' programmes with Enterprise Hubs/Gateways and Business Links.</i>	Q1-Q4 Q1 Q3 Q1-Q4
	Promote and Manage the SEEDA Community Development Finance Initiative.	<i>First loans from CDFI in South East.</i>	Q2
	Provide support for enterprise in disadvantaged communities.	<i>Take on responsibility for DTI's new product for investment in disadvantaged areas (Selective Finance for Investment in England - SFIE)</i>	Q1

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

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. The Government's Innovation Review, Lambert Review and the National Technology Strategy will form the national context for this work, with South East Science Engineering and Technology Advisory Council (SESETAC) providing strategic advice at the regional level. SEEDA will also continue to lead for all RDAs on innovation and science/technology issues.

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.

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, business membership organisations, SEEDA Sector Groups and South East Sustainable Business Partnership.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Successful People
- Vibrant Communities
- Effective Infrastructure

RES AP ref	Activity	Milestones	Date
All	Develop SEEDA's role as lead RDA on Science and Innovation, Research and Research Councils.	Lead and co-ordinate development of RDAs' position on science and innovation, Research and Research Councils and represent their views nationally.	Q1-Q4
2.1	<i>Support knowledge transfer into the business community</i>		
	Encourage spin out of technologies and the commercialisation of ideas via Enterprise Hubs and second round Higher Education Innovation Funding (HEIF2).	<i>Further development of the Enterprise Hub network and connections with HEIs and Research Institutions.</i>	Q1-Q4
		<i>Provide a comprehensive assessment of HEIF 2 bids (drawing upon the RES and FRESA) and to use this to advise the HEFCE Regional Advisory Group.</i>	Q1
		<i>Provide a representative voice of RDAs on the assessment of HEIF2 bids through representation on the HEIF2 National Advisory Panel.</i>	Q1
2.2	<i>Drive the adoption of best practice through network, and ensure high quality support for business networks</i>		

	<p>Establish a joint and structured approach to the future provision of Business Support in the region.</p>	<p><i>Agree with SBS and Business Links (BLs) how new SEEDA contracts with BLs from 1 April 2005 will operate.</i></p> <p><i>Implement new arrangements alongside consideration of BLs revised Delivery Plans.</i></p> <p><i>Work with members of the RBSB to ensure provision of cohesive business support services across the region.</i></p>	<p>Q2</p> <p>Q3-Q4</p> <p>Q1-Q4</p>
	<p>Encourage the development of value added business networks within the region.</p>	<p><i>Further support selected business networks.</i></p> <p><i>Develop a regional 'network of networks'.</i></p> <p><i>Develop and introduce a network scorecard for evaluating the effectiveness of networks.</i></p> <p><i>Develop and service Employers Forum and Sector Group with local partners.</i></p> <p><i>Seek funding to establish a Rapid Product Development Group linked to University Centre Hastings.</i></p>	<p>Q1-Q4</p> <p>Q3</p> <p>Q3</p> <p>Q1-Q4</p> <p>Q1-Q4</p>
	<p>Facilitate the spread of best practice through Sector Groups and network coordination in the region and through linkage with best practice networks across the country and internationally.</p>	<p><i>On-going training and development of Hub/Gateway Directors and networks.</i></p> <p><i>Further develop the synergy between SEEDA's sector/cluster activities and those under the incubation, Global Regions and Learning and Skills programmes.</i></p>	<p>Q1-Q4</p> <p>Q1-Q4</p>
	<p>Support the development of specific activities and projects in support of manufacturing firms.</p> <p>Continue to support the Manufacturing Advisory Service (MAS) ensuring that at least 200 companies obtain assistance through the Manufacturing Advice Process.</p>	<p><i>Develop a comprehensive support service for manufacturing, building on the success of MAS and SEEDA lean, for implementation from 1 April 2005.</i></p>	<p>Q4</p>
	<p>Promote the development of sustainable business clusters</p>	<p><i>Ensure that the 17 clusters currently operating within the region are fully evaluated and that long-term strategic programmes are developed to support and grow those which are sustainable.</i></p> <p><i>Work with the appropriate sector groups to create the motor sport centre of excellence, the brain science centre and the NHS – Intellectual Property Hub.</i></p>	<p>Q2</p> <p>Q4</p>
	<p>Continue SEEDA's funding and strategic support for Tourism South East to further the contribution the sector makes to the economy of the region.</p>	<p><i>Work with Tourism South East on the development and implementation of their Strategy and Action Plan, including the further development of local tourism alliances.</i></p>	<p>Q1-Q4</p>
	<p>Continue to influence Business Links to deliver their support to rural based businesses.</p>	<p><i>Input into their Annual Business Plans.</i></p>	<p>Q3</p>

	Continue to support the network of Sustainable Business Partnerships.	<i>Work closely with the existing network & help develop it to meet the needs of the wider business community.</i>	Q1-Q4
	Work closely with the partnerships to develop the annual report as a means of celebrating & sharing best practice.	<i>Publish the Annual Report for The Sustainable Business Partnerships.</i>	Q3
	Enable businesses to adapt to the effects of climate change.	<i>Support the SE Climate Change Partnership's research project into the impacts and opportunities of climate change for business sectors.</i>	Q2
	Work with key agencies and businesses to stimulate understanding and demand for local products in the region.	<i>Regional Local Food group and local food clusters fully engaged with Trafalgar Day proposals. Conference with Catering Sector.</i>	Q3 Q2
2.3	<i>Support rural businesses by encouraging investment in new technologies, processes and markets</i>		
	Encourage the partnerships who have devolved funding to continue to provide specialist support and advice to rural based businesses in priority regeneration areas and small rural town.	<i>Achieve objectives according to the partnerships Action Plans.</i>	Q4
2.5	<i>Encourage businesses to embrace the principles and practice of Corporate Social Responsibility</i>		
	Develop SEEDA's role as lead RDA on Corporate Social Responsibility.	<i>Work closely with other RDA's & The DTI to influence both UK Government Policy & EU Legislation; co-ordinate responses on CSR as and when required and on time.</i>	Q1-Q4

3 Encourage international business activity

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, technology transfer and academic links. It focuses on leading edge technology and systems.

Partners: UKTI, Sub- regional inward investment partners, Other RDAs, International Trade Associations, Global Regions partners, Business Links, DTI, IUK, FCO, key companies.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Successful People
- Vibrant Communities
- Effective Infrastructure

RES AP ref	Activity	Milestones	Date
3.1	<i>Attract foreign direct investment both to reinforce the global competitiveness of the region's priority sectors and to bring additional economic activity where it is needed</i>		
	Working closely with UKTI and Global Regions partners, promote the Region internationally to encourage Foreign Direct Investment (FDI) and other methods of business growth.	<i>Undertake a programme of promotional events that complement sector/cluster activity and make maximum use of UKTI – supported programmes.</i>	Q1-Q4
	In-house research to identify growth sectors and geographical spread of participating companies in the key markets to better focus activities of overseas representatives.	<i>Ongoing programme working with overseas representatives.</i>	Q1-4
	Work with UKTI London and their overseas representatives to ensure that the Region is consistently considered as a potential location for the projects they generate.	<i>SEEDA geographic team meetings with their counterparts in UKTI London on a six monthly basis.</i>	Q2/Q4
	Maintain and grow the relationship between SEEDA overseas representatives and those of UKTI.	<i>Regular meetings and ongoing changes of information.</i>	Q1-Q4
	Bidding for and facilitating regional programs for company Inward Missions sponsored by UKTI.	<i>Hosting six business-led Missions during the 2004-05 financial year.</i>	Q1-Q4
	Introduce an enhanced feedback mechanism to Sub-regional Economic Partners on projects in which they have been involved.	<i>Introduction of a formal information feedback system.</i>	Q1-Q4
3.2	<i>Implement a strategic programme of investor development</i>		
	Maintain and continue to develop SEEDA's UK Investor Development Programme.	<i>Develop and maintain relationships with up to 500 strategically important companies.</i>	Q1-Q4

	Develop and formalise a follow-up mechanism to ensure that first-time investors become fully embedded in the Region.	<i>To achieve an absolute minimum of one visit to each new investor and secure an 80% retention rate over the first twelve months.</i>	Q1-Q4
	Implement a programme with North American agents to develop relationships in the USA with parent companies of significant investors in the Region.	<i>To involve 50 US companies during the present programme and evaluate at the year end.</i>	Q1-Q4
3.3	<i>Develop and implement a network of Global Regions</i>		
	Prioritise activity with Global Regions network to maximize contribution to RES objectives. Direct and manage the activities of SEEDA's overseas representatives to achieve target outputs on FDI and wider Global Regions objectives.	<i>Agree programme and targets.</i>	Q1
		<i>Monitor outputs against targets.</i>	Q1-Q4
		<i>Review targets and outputs.</i>	Q4
3.4	<i>Support the delivery of the International Trade Strategy</i>		
	Maintain specialist and high quality sector-specific international business advice targeted at SMEs, working with UKTI and Business Link organizations.	<i>Ensuring that a minimum of 240 companies receive specialist advice.</i>	Q1-Q4
	Foster the success of existing companies by encouraging sustainable business practice.	<i>Ensure participation of key companies in Sustainable Business Awards and Sustainable Business Conference.</i>	Q2/Q3

RES OBJECTIVE 2 – SUCCESSFUL PEOPLE

4 Skills for Prosperity

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) Through the Regional Skills for Productivity Alliance 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 through the regional FRESA and 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 Programme, which will develop new approaches to meeting the skills 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 and renewal areas.

Partners: Regional Skills for Productivity Alliance, Government Office for the South East, Sector Skills Forum, Connexions, 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, businesses and South East Sustainable Business Partnership.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Vibrant Communities
- Effective Infrastructure

RES AP ref/ FRESA SO ref	Activity	Milestones	Date
All + All FRESA	Continue to fully engage and support the Regional Skills for Productivity Alliance (RSPA) and Framework for Regional Employment and Skills Action (FRESA) process.	<i>Transformation of the FRESA to the RSPA.</i>	Q1
		<i>Identify core tasks and priorities for the RSPA.</i>	Q1
		<i>Secure labour market intelligence that meets the needs of the RSPA.</i>	Q2
		<i>Establish Local Skills for Productivity Alliances.</i>	Q2
		<i>Identify potential pilot projects.</i>	Q3
		<i>Identify core funders for piloting and mainstreaming work.</i>	Q3

All	Raise capacity, understanding and skills relating to sustainable business practice amongst senior business managers in the region.	<i>Establish dialogue/strategy between the Learning and Skills agenda and the Sustainable Business agenda.</i>	Q1
4.1	<i>Ensure skills support for sector and cluster development</i>		
	Match funding for other ESF priorities including advanced manufacturing, leadership and management, centres of excellence and improving Labour Market Intelligence.	<i>Second ESF application round takes places.</i> <i>Bids assessed and contracts negotiated and awarded.</i>	Q1 Q1/2
	Encourage investment in people's skills.	<i>Work with Sector Groups to develop coherent business plans for skills across all sectors, using the Health Care Technology Skills Business Plan as a template.</i> <i>Develop links with sectors to ensure skills for employment, using FRESA/RSPA and the South East Workforce Skills Programme.</i> <i>Use Labour Market Intelligence in a holistic and cyclical way to inform the demand and supply of skills in the South East.</i>	Q4 Q4 Q1-Q4
	Further develop and support the capacity and capability of the South East sector Skills Forum to provide the demand side of skills needs, and to advise the RSPA of sector skills priorities.	<i>To lead on Sector Skills development within the RDA National Employment and Skills Group.</i> <i>Foster and maintain strong working relationships with the Sector Skills Development Agency (SSDA) and DfES to influence national policy and regional/local implementation for sector skills, including sector skills agreements.</i>	Q1-Q4 Q1-Q4
	Ensure skills support for sector and cluster development through the South East Workforce Skills Programme in partnership with the Local LSCs, Sector Skills Councils in the region and FE and HEIs concerning higher level skills.	<i>Fund and support regional network of seven Sector Skills Development Managers (SSDMs), located in each of the six local LSCs and in the WSP.</i> <i>Through SSDMs, SSCs and joint SEEDA/LSC Strategy Group, broker partnerships for development of Centres of Vocational Excellence (CoVE) and specialist training centres that meet the skill needs of the regional economy.</i> <i>Lead on ensuring partner implementation plans for key sectors, particularly the WSP priority sectors – care, construction and advanced engineering.</i> <i>Commence development of integrated packages of business support services that respond to sector needs.</i>	Q1-Q4 Q1-Q4 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.	<i>Work with SSDA, SSCs and regional partners to capture regional LMI to inform national sector skills agreements and regional sector skills action plans.</i> <i>Regional Sector Skills Agreements established for three sectors.</i>	Q1-Q4 Q4

4.2	Promote management and entrepreneurial development		
4.2 + FRESA SO 2	Ensure skills support for sector and cluster development – infrastructure.	<i>Support the enhancement of employer learning networks.</i>	Q1-Q4
	Promote stronger links between the education sector and the business sector.	<i>Provide strategic input to development of regional brokerage for employers through a sectoral approach (links to Workforce Skills Programme (WSP) development of a regional brokerage model).</i>	Q1-Q4
4.3	Enhance the regional role of universities		
4.3 + FRESA SO 2.3	Enhance the regional role of universities, working with the South East Science, Engineering and Technology Advisory Council (SESETAC).	<i>Regular SESETAC meetings.</i>	Q1-Q4
		<i>Establish priority SESETAC task groups and action plans.</i>	Q2
		<i>Launch pilot initiatives to stimulate the demand side of business-HEI collaboration.</i>	Q3/Q4
+ 1.1	Support for increased access to HE provision in growth areas and regeneration priority areas.	<i>Commission business planning and demand surveys for Ashford, Thames Gateway and Milton Keynes.</i>	Q1
4.4	Promote workplace learning		
4.4 + FRESA SO 2	Raising ICT skills across the workforce.	<i>Identify for HEIs to deliver a new industry focused e-skills degree.</i>	Q2
		<i>Initiate student recruitment of first undergraduate cohort to the e-skills degree.</i>	Q3
		<i>Validate e-skills degree.</i>	Q2/Q4
		<i>Complete the Computer Clubs for Girls rollout.</i>	Q1-Q4
4.5	Encourage work life balance		
4.5 + FRESA SO 1	Implement the Regional Management, Leadership and Entrepreneurship Strategy and Action Plan to meet management development needs across the region and promote Management Development to key sectors, organisations and businesses.	<i>Identify and address the demand/need for management training amongst SMEs.</i>	Q1-Q4
		<i>Identify and target management training for middle managers within large businesses.</i>	Q1-Q4
		<i>Establish entrepreneurship network.</i>	Q1
		<i>Initiate regional entrepreneurship competition.</i>	Q2/3
		<i>Agree regional entrepreneurship action plan.</i>	Q2
4.6 + FRESA SO 1.6	Research into new forms of work organisation and work-life balance.	<i>ESF funded research project examining shared workplace best practice.</i>	Q3

5 Participation in Prosperity

SEEDA's focus under this priority is to engage those who are, for whatever reason, excluded from contributing to and participating in the region's economic development. The South East has a high overall employment rate. However, there remain both individuals and groups who would like to work but are prevented from doing so, or who are in work but find barriers prevent them fulfilling their potential. Some, but not all, of those suffering from exclusion are concentrated in areas of deprivation.

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) Through FRESA take forward a number of FRESA actions designed to reduce labour market failure and influence current activity to better reflect labour market needs;
- (b) Enhance and strengthen the 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.

Partners: Regional Skills for Productivity Alliance, Government Office for the South East, Sector Skills Forum, 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 and Community Sector.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Vibrant Communities

RES AP ref	Activity	Milestones	Date
5.1	<i>Maximise employability and involvement for all, especially among groups facing exclusion, discrimination, and disadvantage</i>		
5.1 + FRESA SO 4 & 7	Re-employment Fund: With Jobcentre Plus develop dedicated fund that will address business start-up/support, retraining and employability issues arising from major closures in priority areas.	<i>Re-employment Unit resourced and launched.</i>	Q1
		<i>Contracted, partner agreement signed.</i>	Q2
		<i>Formal launch of the Delivery of Unit.</i>	Q3
		<i>Progress of Unit Monitored and Pilot evaluated.</i>	Q3
		<i>Jobcentre Plus nationally engaged.</i>	Q4
5.3	<i>Implement a comprehensive network of basic skills provision</i>		
	Encourage the partnerships who have devolved funding to continue to provide support for the development of basic skills in the more disadvantaged rural areas of the region.	<i>4 initiatives to improve skills through the rural element of the AIFs and the small town partnerships.</i>	Q4
5.3 + FRESA	Regional Basic Skills Network appointed to co-ordinate strategic action and activity to	<i>Operational, fully functional network across sub-regions.</i>	Q1

SO 1	facilitate a 'step change' increase in Workplace Basic Skills in the South East.	<p><i>Develop business plan for network delivery.</i></p> <p><i>Capacity build tutor base and provide workplace continuous professional development (CPD).</i></p> <p><i>Delivery of a series of dissemination, policy and good practice events.</i></p>	<p>Q1</p> <p>Q2</p> <p>Q2/3/4</p>
5.3 + 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>Launch strategy for basic skills in the NHS for the South East, rolling out good practice.</i></p> <p><i>Support development of NHS University.</i></p> <p><i>Roll out the delivery of basic skills programmes to the NHS and primary care trusts across the region.</i></p>	<p>Q1</p> <p>Q1-Q4</p> <p>Q2/3/4</p>
5.3 + FRESA SO 1	Workplace Basic Skills development through innovative training to meet the needs of the learner in the workplace.	<p><i>Sustainability planning for flagship projects.</i></p> <p><i>Support further development of county flagship projects.</i></p> <p><i>Provision of training.</i></p>	<p>Q1</p> <p>Q2/3/4</p> <p>Q1-Q4</p>

6 Learning for All

SEEDA's focus under this priority is to improve community access to learning since learning rewards economically, socially and in terms of personal growth. SEEDA's strategic value-added is:

- (a) Through the Regional Skills for Productivity Alliance 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) Ensure that the Regional Skills for Productivity Alliance strengthens and enhances the regional Framework for Regional Employment and Skills Action (FRESA) through the Regional Employment and Skills Forum.

Partners: Regional Skills for Productivity Alliance, Government Office for the South East, 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 and Community Sector.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Vibrant Communities

RES AP ref	Activity	Milestones	Date
6.1	<i>Prepare businesses and the workforce for future changes in the workplace</i>		
6.1 + FRESA SO5	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>Labour Market Intelligence produced for the RSPA that is fit for purpose.</i>	Q3 All Q1-Q4
6.3	<i>Reach out to workplace and improve education - business links</i>		
6.3 + FRESA SO4	Continue support to local partnerships for skills development.	<i>Explore support in the context of the RSPA.</i>	Q1-Q4

7 Social Dialogue

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.

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

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses

RES AP ref FRESA SO	Activity	Milestones	Date
7.1	<i>Develop and promote models of social dialogue</i>		
	<i>Devise a programme further to develop partnership and social dialogue.</i>	<i>Deliver two events that promote partnership and social dialogue.</i>	Q1-Q4
		<i>Explore the potential for workforce 'pooling' mechanisms.</i>	Q1-Q4
7.2	<i>Encourage 'smarter' ways of working</i>		
7.2 + SO1, 7	<i>Explore local, sub-regional, regional and European Models of social dialogue.</i>	<i>Explore the transferability of models and best practice within the context of the RSPA.</i>	Q1-Q4

RES OBJECTIVE 3 – VIBRANT COMMUNITIES

8 Enable community participation and local leadership

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 un 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.

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 and South East Sustainable Business Partnership.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People

RES AP ref	Activity	Milestones	Date
8.1	<i>Engage communities in existing and new partnership structure</i>		
	Developing Area Investment Frameworks (AIFs) and the capacity of AIF partnerships.	<i>Advise Partnerships of how SEEDA has incorporated AIFS and their support in its Business Plan.</i>	Q1
		<i>Refine evaluation mechanisms for AIFs.</i>	Q2
		<i>Review Funding Allocation for AIFs and their Partnerships.</i>	Q3
	Manage the effective delivery of existing SRB programmes	<i>Quarterly returns analysed and evaluated</i>	Q1-Q4
8.2	<i>Addressing deprivation wherever it occurs</i>		
	Development and implement a five point plan for Hastings and Bexhill.	<i>Complete transfer of SEEDA site acquisitions to Hastings and Bexhill Renaissance Ltd.</i>	Q1
		<i>Phase 2 University Centre completed.</i>	Q3
		<i>Complete feasibility study for Innovation Centre.</i>	Q2
		<i>Commence infrastructure works for the Queensway Business Park.</i>	Q3
		<i>Media Centre Phase 2 completed.</i>	Q4
		<i>Secure planning approval for Station Plaza development.</i>	Q3

		<i>Secure planning approval for Pelham Square.</i>	Q4
		<i>Complete feasibility study for Marina Pavilion.</i>	Q2
		<i>Complete design competition for Bexhill Town Centre.</i>	Q1
	Support regeneration in the priority rural regeneration areas.	<i>Rural projects identified in the relevant AIF's and projects developed and taken forward.</i>	Q4
	Continued Leader+ support to rural development.	<i>Action Plans for 2005/6 agreed.</i>	Q4
8.4	<i>Enable and encourage participation in community activities</i>		
	Play full part in the work of the Regional Social Inclusion Partnership (SIPSE).	<i>Review SIPSE action plan.</i>	Q1
		<i>Regional Social Inclusion Conference.</i>	Q3
	Support the voluntary and community sector infrastructure.	<i>Review RAISE business plan.</i>	Q1
	Build ICT infrastructure and skills of the Voluntary and Community Sector.	<i>Review SEREN business plan.</i>	Q1
		<i>Establishment of a network of VCS organisations dealing with recycling and refurbishment.</i>	Q2
	Develop integrated regional Regeneration Network.	<i>New project management appointment.</i>	Q1
		<i>Agreed programme with Urban renaissance and CoVE.</i>	Q4
	Promote the development of integrated faith networks for community cohesion.	<i>Conference.</i>	Q1 and Q3
		<i>Role out of community development pilot.</i>	Q2
	Encourage businesses, through the promotion of sustainable business practices, to engage with local community activities.	<i>Addition of a special awards for Community Relations in the 2004 SEEDA Sustainable Business Awards and increasing emphasis on the community aspects of sustainable business with Sustainable Business Partnership events and publications.</i>	Q1

9. Achieve an urban renaissance by making towns and cities work

Under the Urban Renaissance agenda SEEDA is working towards changing the culture of the South East in terms of what is being called place-making. SEEDA's strategic value-added is to:

- (a) Ensure those in the region seeking to influence the built environment have the right skills and knowledge to make a positive contribution to building sustainable communities
- (b) Achieve behaviour change amongst development industry, community and public bodies to recognise the contribution that design quality makes to civic pride and economic growth
- (c) Demonstrate, with participation from partners where possible, best practice in urban renaissance including community consultation and quality design.

Partners: Local authorities, development industry, Construction Sector Group, Commission for Architecture in 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, South East Architecture Centres.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People
- Effective Infrastructure
- Sustainable Use of Natural Resources

RES AP ref	Activity	Milestones	Date
9.1	Secure an urban renaissance in Thames Gateway Kent		
	Deliver Chatham Maritime as a flagship regeneration initiative in the Thames Gateway.	Chatham Maritime: <i>Sale of riverside site for office development</i> <i>Sale of sites to the new University of Medway.</i> <i>Complete restoration of Pump House No. 5. for conversion to housing.</i> <i>Agree terms for the disposal of 3 hectares of brownfield for development.</i>	 Q3 Q3 Q2 Q4
	Support Medway Council in the redevelopment of Rochester Riverside.	Rochester Riverside: <i>Complete acquisition of land at Rochester Riverside.</i> <i>Commence Stage 1 demolition.</i> <i>Complete site investigation.</i> <i>Prepare Master Plan.</i> <i>Prepare Design Guide.</i>	 Q3 Q1 Q2 Q4 Q4
	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.	Thames Gateway: <i>Core sites identified in Northfleet embankment area and first sites acquired.</i>	 Q1

		<p>Swanscombe/Northfleet and Dartford masterplanning exercise complete.</p> <p>Further site acquisitions at Queenborough/Rushenden Isle of Sheppey investigated.</p> <p>Adoption of Queenborough/Rushenden Masterplan as the local development framework.</p> <p>Dartford Town Centre & Northern Gateway town centre vision and masterplan exercise complete.</p> <p>Core site identified and acquired in the Northern Gateway Dartford.</p> <p>Comprehensive development strategy proposal complete for North East Gravesend Regeneration.</p>	<p>Q2</p> <p>Q2</p> <p>Q4</p> <p>Q3</p> <p>Q1</p> <p>Q4</p>
9.2	Support the major growth areas of Ashford and Milton Keynes		
	<p>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.</p>	<p>Ashford</p> <p>Continue with acquisition of key sites identified within Ashford interim delivery plan, utilising the Agency's CPO powers if required.</p> <p>Agree joint venture arrangements with Kent County Council to deliver site elements already within public ownership.</p> <p>Agree economic visioning and master planning arrangements for sites as part of new development framework for Ashford town centre.</p> <p>Milton Keynes</p> <p>Complete economic visioning for Aylesbury and Milton Keynes.</p> <p>Establishment of Urban Redevelopment Authority for Milton Keynes.</p> <p>Commencement of limited liability Partnership for Aylesbury.</p>	<p>Q4</p> <p>Q2</p> <p>Q3</p> <p>Q1</p> <p>Q1</p> <p>Q2</p>
9.3	Promote sustainable forms of urban development		
	<p>Promote the vitality of town centres and improvements to the public realm, including environmental improvements.</p>	<p>Secure planning approvals for major schemes in Hastings town centre aimed at creating a central business district capable of delivering sustainable regeneration and an enhanced urban environment.</p> <p>Complete design competition for Bexhill town centre.</p> <p>Hold Civitas South East Regional Event in Woking</p>	<p>Q4</p> <p>Q1</p> <p>Q1</p>

	Develop SEEDA's role as lead RDA on sustainable construction.	<i>Lead and coordinate development of joint RDAs' position on sustainable construction and represent their views nationally.</i>	Q1-Q4
	Promote sustainable forms of building construction and support best practice demonstration projects	<i>Review, update and disseminate SEEDA's Sustainability Checklist for Developers.</i> <i>Support the work and development of the ecoSE Partnership in promoting high standards of sustainability in new housing.</i>	Q2 Q1-Q4
9.4	<i>Promote the region's small rural towns as a key focus for sustainable development</i>		
	Support projects to deliver regeneration in the 11 priority small rural towns.	<i>Projects identified in the approved Action Plans developed and completed</i>	Q1-Q4
	Commence new region wide support programme for small rural towns.	<i>Formal launch of new programme.</i> <i>Formal Working relationships established with the AIFs and Economic Partnerships and County co-ordinator network in place.</i>	Q1 Q3
9.5	<i>Raise standards of urban quality and design in the South East</i>		
	Support skills development of professionals involved in development design and regeneration in the region.	<i>Complete demand research for the South East Centre of Excellence.</i> <i>Launch South East Centre of Excellence.</i> <i>Launch Regional Shaping Places initiative.</i>	Q1 Q3 Q4
	Increase the profile and quality of design and architecture for delivering sustainable communities.	<i>Review contracting arrangements for the South East Regional Design Panel.</i> <i>Recruit a Director for the Architecture Centre in the Solent.</i> <i>Organise 3 club events for the South East Design Champions Club.</i>	Q3 Q2 Q2, Q3 and Q4
	Identify and deliver best practice in urban renaissance incorporating the engagement of communities in the design and development of the physical environment.	<i>Complete Aylesham as an example of Creating Quality Places.</i> <i>Complete Development Framework for the Warren, Leigh Park.</i> <i>Complete Evaluation of phase 1 Creating Quality Places.</i>	Q3 Q1 Q3

10 Connect diversity with prosperity

The South East has a wealth of diversity in its people, but it is an asset we have yet to engage fully in the economic success of the region. 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.

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 and South East Sustainable Business Partnership.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful Businesses

RES AP ref	Activity	Milestones	Date
10.1	<i>Establish mechanisms and processes to engage the region's diverse communities</i>		
	Support the development of the South East Race Equality network and the Multi-Ethnic Business Network.	<i>REVISED Race equality Scheme in place.</i> <i>Review Multi ethnic business network and produce forward plan.</i> <i>Regional action plan in place.</i>	Q1 Q2 Q2
	Support the implementation of the Women's Enterprise Strategic Framework (WESF) in the region working with SBS, Business Links and Women entrepreneurs.	<i>Centre of Women enterprise created.</i>	Q2
10.2	<i>Identify and promote best practice to demonstrate that diversity pays</i>		
	Identify and promote good national and international practice in delivering benefits to diverse communities.	Promote good practice to AIF Partnerships and LSPs in Priority Regeneration Areas.	Q3
	Identify and promote case studies demonstrating the benefits of diversity to the business sector.	<i>Addition of a special award for Diversity in the 2004 SEEDA Sustainable Business Awards and highlight details of this in case study material.</i>	Q1
	Through business engagement activity, promote best practice in diversity employment.	<i>Regional Conference on Regional Equality and Diversity.</i> <i>Training for HR directors on issues to do with diversity.</i>	Q3 Q4
	Ensure SEEDA's policies actively promote and secure good diversity practice.	<i>Action plan in place.</i> <i>Provide diversity management toolkits for operational use.</i> <i>Training for SEEDA staff and board members.</i>	Q1 Q2 Q3

RES OBJECTIVE 4: EFFECTIVE INFRASTRUCTURE

11 Support the development of sound community infrastructures and services

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.

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.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People

RES AP ref	Activity	Milestones	Date
11.1	<i>Ensure a healthy region</i>		
	Activities in AIF action plans.	<i>AIF Performance Plans complete.</i>	Q4
	Ensure sub-regional partners consider action to reduce crime and health inequalities and to harness creative culture and sports activities through SRB programmes.	<i>SRB Delivery Plans Completed and delivered.</i>	Q4
11.3	<i>Reduce crime and the fear of crime</i>		
	Encourage the partnerships who have devolved funding to continue to support rural services in the more disadvantaged communities and the 11 small rural towns.	<i>Support 4 initiatives to provide new or improved services.</i>	Q4

12 Secure quality affordable housing

Consultation to inform the 2002 RES showed that affordable housing is one of the top three critical issues that the region must address. SEEDA is a member of the Regional Housing Board and is a core partner in the preparation, consultation and publication of a Regional Housing Strategy. SEEDA's to add strategic added value is to:

- (a) Identify and promote the contribution modern methods of construction can make to the supply of housing
- (b) Establish demonstration projects to promote quality sustainable, affordable housing (including BLAT).
- (c) Developing and leading a 'Housing Quality, Decency & Environmental Sustainability Group' to inform the Regional Housing Board and Regional Housing Forum, using focus groups to work up detailed issues.

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.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People
- Vibrant Communities

RES AP ref	Activity	Milestones	Date
12.1	Promote the needs of the region, and the provision of affordable housing		
	As member of the Regional Housing Board, develop and support regional housing priorities.	<i>Contribute to the development of the Regional Strategy leading to a review submission in 2005.</i>	Q4
		<i>Link Regional Design Panel and Centre of Excellence work into the Regional Housing Strategy.</i>	Q3
12.2	Support the large scale development in major growth areas and Millennium Communities		
	Support large scale developments in major growth areas and Millennium Communities.	<i>Agree with key partners an urban design framework for the Ore Valley Millennium Communities scheme.</i>	Q4
		<i>Submit planning application for Ore Valley infrastructure.</i>	Q4
12.3	Promote and establish mechanisms to bring forward appropriate urban sites for housing, and support the provision of affordable housing in rural areas		
	Facilitate the delivery of housing through acquisition, land assembly, remediation or other activity that enables sites to be brought forward for housing.	<i>Set up corporate structure for Brownfield Land Assembly Trust.</i>	Q2
		<i>Seek at least £5m partnership funding.</i>	Q2
		<i>Acquire 20 sites in target locations and carry out site remediation where necessary.</i>	Q4

12.5	Promote innovation and share best practice		
	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.	<p><i>Launch South East Centre of Excellence.</i></p> <p><i>Hold inaugural meetings of Housing Quality, Decency & Environmental Sustainability Group & develop a workplan to inform the Regional Housing Board and Regional Housing Forum.</i></p> <p><i>Hold event/conference on Modern Methods of construction to explore contribution to housing supply.</i></p> <p><i>Identify specific sites for demonstration projects to promote quality well-designed sustainable & affordable housing (through SEEDA development programme).</i></p>	<p>Q3</p> <p>Q1</p> <p>Q3</p> <p>Q1</p>
+ FRESA SO6	Work with FRESA partners focusing on creating the housing infrastructure to support a sustainable supply of workers with access to employment opportunities.	<p><i>Align FRESA objective SO6 with the RSPA.</i></p> <p><i>Explore options for partnership.</i></p>	<p>Q1</p> <p>Q2/Q3</p>

12a. Ensure SEEDA fulfils its role in the Planning Process

SEEDA's strategic value added is to:

- Identify planning applications of strategic and economic significance and comment within the statutory time scale
- Influence the planning process to consider regional economic development priorities
- Facilitate pre-application negotiations where appropriate

Partners: Statutory Consultees, local planning authorities in the region, adjoining RDA's, Private Sector Developers.

RES AP ref	Activity	Milestones	Date
New Statutory Duty introduced Sept 2003	Develop selection criteria to identify planning applications of regional, economic significance.	<p><i>Notify all 67 planning authorities in the region of SEEDA consultation criteria.</i></p> <p><i>Develop justification catalogue on selection criteria for internal use.</i></p>	<p>Q2</p> <p>Q1</p>
	Carry out statutory role for selected schemes and local authorities.	<p><i>Commence role.</i></p> <p><i>Review role and resources and report to ODPM.</i></p>	<p>Q2</p> <p>Q4</p>
	Input to South East Plan preparation.	<i>Response to consultations and support for the process during 2004-05.</i>	Q2-Q4
	Support Local Planning Authorities in new Local Development Framework process.	<p><i>Pilot engagement with Bracknell Borough Council.</i></p> <p><i>Link in with RDAs.</i></p>	<p>Q2</p> <p>Q1-Q4</p>

13. Secure a sustainable transport network

An effective transport system that can efficiently support the regional, national and international movement of people and freight is at the heart of RES and SEEDA's strategic value-added is to:

- Influence regional priorities for transport effectiveness in the RES
- Facilitate local projects to put a regional transport context into delivery
- Broker relationships between transport providers and development sector
- Input into the Regional Spatial Strategy and statutory consultee functions
- Demonstrate best practice through exemplar mixed use/mixed tenure projects.

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

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People
- Vibrant Communities

RES AP ref	Activity	Milestones	Date
13.1	<i>Regional Transport Compact</i>		
	Support for regional transport partnership development and strategic policy contributions.	<i>Inter-regional assessment of access to Heathrow issues.</i> <i>Contributions to route management strategies from Highways Agency across the region.</i> <i>Contribution to SRA re-franchising and strategic planning assessments.</i> <i>Surface Infrastructure of National Economic Importance (SINEI) study identifying economic justification to prioritise surface infrastructure of national importance submitted to Government.</i> <i>Develop approach to regional transport board with AWM leading the pilot phase.</i>	Q2 Q3 Q1-Q3 Q1 Q2
13.2	<i>National and International Transport Links</i>		
	High Speed Train Network – INTERREG project.	<i>EU Commission decision on application received for HST Integration projects.</i> <i>Project management delivery process to commence for £25 million investment projects.</i>	Q1 Q1
	FINESSE 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.</i> <i>Project planning and commissioning of 3 pilot studies.</i>	Q1 Q2
	Leverage of ERDF funding through Infrastructure and planning projects that deliver priority government policy.	<i>Submission of co-partnered ERDF bid to lever £1 million into SEEDA projects in Queenborough and Sittingbourne (bid by</i>	Q1

		<i>German lead partner).</i> <i>Submission of 3rd SEEDA bid, ERDF infrastructure project focusing on Reading, Hastings and Dover.</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>Align FRESA objective SO6 with the RSPA.</i> <i>Explore options for partnership.</i>	Q1 Q2/Q3
13.3	<i>Cross Regional Transport</i>		
	Support proposed pilots that contribute to the delivery of cross-regional transport solutions.	<i>Complete commercial assessment for Reading station.</i> <i>Scoping and feasibility study for Southampton Regional Hub development around the airport..</i> <i>Perform economic study components relating to European funded projects for Hastings, Dover, Ashford, North Kent, and Reading..</i>	Q1 Q2 Q1-Q4
	Support for specific rail proposals of required economic significance.	<i>Draft business cases for Airtrack & East West Rail Link (western section) to be submitted to Strategic Rail Authority.</i>	Q1
13.4	<i>Economic development and regeneration</i>		
	Implement the Hastings and Bexhill Task Force Five Point Plan/Business Plan.	<i>Fund 'Early Bird' timetable improvements from Hastings to London.</i> <i>Promote improvementst to A21 corridor and press for funding decision from the Highways Agency.</i> <i>In co-operation wih East Sussex CC complete funding bid for Hastings and Bexhill Link Road.</i> <i>Develop multi agency advocacy for improved Hastings-Asford link.</i>	Q1-Q4 Q1 Q3 Q1

14: Maximise access to and take up of broadband facilities

SEEDA has a dual approach to broadband, seeking to further the development of the region's physical broadband infrastructure, as well as promoting the usage and benefits of broadband to business and home consumers, thereby driving up demand.

SEEDA's strategic value-added is to:

- (a) Work with the Regional Aggregation Board to facilitate the aggregation of broadband demand;
- (b) Act as a bridge between private sector broadband providers and local interest groups in order to develop and promote optimal solutions for rural and remote areas;
- (c) Develop SEEOonline to encourage joined up working and co-ordinated action, bringing together many partners to enable the sharing, dissemination and signposting of knowledge and information, in particular best practice.
- (d) Focus and support the activities of our partners on key usages of broadband in strategic areas of economic deprivation and social regeneration. E.g. e-learning and skills improvement and teleworking.
- (e) Coordinate the drive for the longer-term provisioning of high-speed next generation broadband technologies for business and home use.

Partners: Regional Business Support Board, BURA, Department for Trade and Industry (DTI), Enterprise Hubs, Government Office South East (GOSE), Local Authorities, Small Business Service (SBS), South East Business Links, private sector carriers (including BT, Easynet, Fibrenet etc); SWRDA, Interforum, community broadband organizations South East Regional Aggregation Board, Wired Sussex, Wired Wessex, Institute of Directors.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People
- Vibrant Communities
- Effective Infrastructure

RES AP ref	Activity	Milestones	Date
All	Develop SEEDA's role as lead RDA on Broadband	Lead and co-ordinate development of RDAs' position on broadband.	Q1-Q4
14.1	<i>Stimulate demand for broadband</i>		
	Broadband Promotion Activities.	<i>Launch and evaluate 4 county broadband partnerships.</i>	Q1-Q4
		<i>Provide advice to the business community through the Broadband experience Centre on the benefits and capabilities of broadband .</i>	Q1-Q4
	Establish pilot 'broadplaces' across the region to enable mobile and remote working.	<i>Begin development of wired region teleworking strategy.</i>	Q2
		<i>Complete investigation and propose future action plan.</i>	Q3
		<i>Implement action plan provided partner and/or private sector funding can be secured.</i>	Q4
14.3	<i>Promote and develop regional and local portals</i>		
	Further develop SEEOonline to meet	<i>50% of key partners are registered users.</i>	Q1

	emerging needs of businesses, communities and individuals.	<p><i>Marketing and communications plan published.</i></p> <p><i>10% of all other partners are registered users.</i></p> <p><i>First phase marketing programme launched (dependent upon CMS being up and running).</i></p> <p><i>New live content in every zone published.</i></p> <p><i>20% of all other partners registered users.</i></p> <p><i>Second phase marketing programme launched.</i></p> <p><i>30% of all other partners plus 80% of all key partners are registered users.</i></p>	<p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q4</p>
14.4	<i>Develop the region's broadband infrastructure</i>		
	Broadband roll-out.	<p><i>Set up of regional aggregation body completed and fully operational.</i></p> <p><i>New community broadband co-operatives grant programme designed and launched.</i></p>	<p>Q1</p> <p>Q1-Q4</p>

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

SEEDA aims to add strategic value through:

- (a) Acquiring and remediating key brownfield sites in priority regeneration areas
- (b) Demonstrating best practice through exemplar mixed use/mixed tenure projects.
- (c) Using development frameworks, master plans, development briefs, design codes etc as mechanisms for shaping development in the region
- (d) Ensuring more environmentally sustainable development through demonstration BREEAM and Ecohomes developments
- (e) Influencing market perception of an area and reducing the perceived risk to investment in order to encourage private sector investment

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

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses
- Successful People
- Vibrant Communities

RES AP ref	Activity	Milestones	Date
15.1	Secure the re-use of brownfield land and make the most of brownfield assets		
	Develop delivery mechanisms for implementing the brownfield land agenda.	<i>Major utility contract let by the East Kent Spatial Development Company.</i>	Q1
	Deliver a programme of strategic interventions jointly with English Partnerships.	<i>Woolston Riverside, Southampton:</i> <ul style="list-style-type: none"> - Commencement of demolition. - Undertake public consultation. - Secure interim planning guidance and approval of masterplan. - Submit planning application. 	Q1 Q2 Q3 Q3
		<i>GKN, Cowes, Isle of Wight:</i> <ul style="list-style-type: none"> - Commencement of demolition. - Undertake public consultation. - Submit planning application. 	Q2 Q2 Q3
	Use land assembly and remediation powers to bring forward brownfield land for development.	<i>Projects during the year to include:</i> <i>Oxford Prison & Castle;</i> <ul style="list-style-type: none"> - Final funding payment made. <i>Cowes Waterfront projects;</i> <ul style="list-style-type: none"> (a) <i>West Medina Mills;</i> <ul style="list-style-type: none"> - Commence site works. (b) <i>3 Gates Road;</i> <ul style="list-style-type: none"> - Commence on-site infrastructure. - Complete initial disposals. 	Q2 Q4 Q2 Q3

		<p><i>Harts Farm Way, Havant;</i></p> <ul style="list-style-type: none"> - <i>Disposal of site.</i> <p><i>Johnson & Johnson, Portsmouth;</i></p> <ul style="list-style-type: none"> - <i>Submit Disposal of Phase II.</i> <p><i>Ropetackle, West Sussex;</i></p> <ul style="list-style-type: none"> - <i>Submit Commence marketing of residential units.</i> <p><i>Buckland Mill, Dover;</i></p> <ul style="list-style-type: none"> - <i>Select development partner.</i> - <i>Sign Development Agreement.</i> - <i>Submit planning applications.</i> <p><i>Shearway Business Park, Folkestone;</i></p> <ul style="list-style-type: none"> - <i>Submit provision of estate road extension to enable further land sales and development.</i> 	<p>Q3</p> <p>Q4</p> <p>Q4</p> <p>Q2</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>
	Achieve the regeneration of the former Kent Coalfield as part of the National Coalfield Development Programme.	<p><i>Betteshanger Colliery;</i></p> <ul style="list-style-type: none"> - <i>Award major Infrastructure Contract.</i> - <i>Commence market strategy.</i> - <i>Complete community parks.</i> <p><i>Chislet Colliery</i></p> <ul style="list-style-type: none"> - <i>Market remaining development plots.</i> - <i>Complete access road.</i> <p><i>Snowdown Colliery</i></p> <ul style="list-style-type: none"> - <i>Complete options paper.</i> 	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q1</p> <p>Q4</p> <p>Q2</p>
15.2	<i>Secure best value from public sector land holdings</i>		
	Provide specialist advice and act as a strategic enabler for public sector partners looking to take forward brownfield land opportunities.	<p><i>Produce regional brownfield land strategy and action plan.</i></p> <p><i>Work with Oxford City and County Councils to put in place an appropriate development framework and delivery mechanism to renew the West End area of Oxford.</i></p>	<p>Q4</p> <p>Q3</p>

RES OBJECTIVE 5: SUSTAINABLE USE OF NATURAL RESOURCES

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

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.

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.

RES AP ref	Activity	Milestones	Date
16.1	<i>Promote awareness and understanding of the environment as a key strength of the South East economy</i>		
	Promote better understanding of managing and maintaining the countryside.	<i>Stage conference with GOSE; DEFRA.</i>	Q2
16.2	<i>Maintain the value of the environment as an economic asset.</i>		
	Maintain the value of the environment as an economic asset.	<i>Review the progress and trends of activities in the Environmental Economy to inform the 2005 RES review.</i>	Q3
16.3	<i>Secure investment in enhancing and restoring biodiversity, to generate better economic, environmental and social returns in the future.</i>		
	Support research and demonstration projects in environment-led regeneration.	<i>Support partners in preparing two scoping studies on the opportunities for 'Regional Parks' in priority regeneration areas.</i>	Q4
	Work with partners to develop policies and priorities for environmental enhancement to inform regional strategies.	<i>Produce a set of agreed policies and spatial priorities through the South East England Biodiversity Forum.</i>	Q2
	Promote the Building for Nature initiative.	<i>Produce standards and guidelines for incorporating biodiversity into development proposals.</i>	Q3
16.4	<i>Promote and support sustainable tourism based on the quality of the natural, built and historic environment</i>		
	Support and promote initiatives to develop the environment through sustainable tourism.	<i>Agree initiatives with Tourism South East.</i>	Q2

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

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:

- (a) 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.
- (b) Support strategies and actions on woodland regeneration and woodland 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.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses

RES AP ref	Activity	Milestones	Date
17.1	<i>Support sustainable agriculture</i>		
	Support local produce.	<i>Regional sector group prepares Regional Food Strategy.</i>	Q4
		<i>Cluster Groups Actions Plans completed successfully.</i>	Q4
		<i>Action Plan for Red Meat Clusters agreed and completed successfully.</i>	Q4
	Encourage new opportunities for anaerobic digestion for animal waste and food waste, needed for businesses in the region to meet new EU regulations.	<i>Strategy for SEEDA support agreed.</i>	Q3
17.2	<i>Support farmers to diversify and achieve higher added value</i>		
	Support farmers to diversify with the aid of SEEDA's Farm Diversification Fund.	<i>15 new farm diversification schemes agreed .</i>	Q4
	Develop and improve green tourism through SEEDA Farm Diversification Grants.	<i>3 new farm accommodation projects supported.</i>	Q4
	Encourage the production of industrial and renewable energy crops.	<i>Action Plan of renewable energy network carried out successfully.</i>	Q4
17.4	<i>Support woodland management and quality landscapes</i>		
	Support woodland management.	<i>Regional Statement on Forestry agreed with stakeholders.</i>	Q2
		<i>Formal Action plan developed and agreed.</i>	Q4
	Support for quality landscapes.	<i>Seminar to discuss emerging issues for Areas of Outstanding Natural Beauty.</i>	Q3

18 Achieve sustainable management of water, waste and energy

The growth forecast by the Sustainable Communities Plan for the South East presents the Region with many challenges and opportunities. High amongst the priorities is to achieve the scale of development envisaged in a sustainable manner. This will entail using scarce natural resources wisely, developing the business opportunities for efficient new technologies, raising awareness of the issues and ensuring that new development enhances rather than diminishes the quality of the environment.

SEEDA is already engaged with these issues, but will now have a greater part to play as a result of assuming the national lead role for RDAs on Waste, Sustainable Energy and Sustainable Construction. SEEDA will take the lead in coordinating and articulating the RDAs' views on national policy issues and will be well placed to enable the South East to benefit from knowledge and experience across the country.

SEEDA's role for this priority is to work with partners to support 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 the supply chain network.
- (c) Develop best practice demonstration projects.

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.

Links to Other Objectives

There are close links between this priority and the activities under other SEEDA objectives:

- Competitive Businesses

RES AP ref	Activity	Milestones	Date
All	<i>Encourage, promote and demonstrate benefits of using resources efficiently in businesses through both the Sustainable Business Partnerships and the SEEDA Sustainable Business Awards for the South East</i>	<i>Sustainable Business Awards Ceremony to recognise and promote sustainable water, waste and energy management.</i>	Q3
18.1	<i>Support the sustainable management of water resources including water saving</i>		
	Support sustainable management of water resources including water saving.	<i>Commence partnership project to develop sustainable management practices in South East River Catchments.</i>	Q3
	Develop a shared view of water resource priorities for the South East.	<i>South East Water Resources Forum will provide advice on water issues to inform preparation of the draft South East Plan.</i>	Q2
18.2	<i>Promote and demonstrate the economic value of waste as a resource</i>		
	Promote and demonstrate the value of waste as a resource, encouraging re-use and recycling.	<i>Support the Waste Market Development Group in identifying, promoting and demonstrating economic uses for waste materials.</i>	Q1-Q4 Q1

		<i>Commission Industrial Symbiosis Programme to cover the SE Region.</i>	
	Develop SEEDA's role as lead RDA on waste.	<i>Identify and represent RDAs' views on waste related issues in the development of national policy.</i>	Q1-Q4
18.3	<i>Support improved energy efficiency and an increase in the proportion of energy derived from renewable sources</i>		
	Promote improved energy efficiency and an increase in the proportion of energy derived from renewable sources.	<i>Support DTI initiative to establish a Regional Energy Office for the South East.</i> <i>Agree strategy on SEEDA support initiatives to develop renewable energy in the Region, including support for renewable energy demonstration projects.</i>	Q4 Q2
	Develop SEEDA's role as lead RDA on sustainable energy.	<i>Coordinate and RDAs' position on sustainable energy matters and represent their views national policy.</i>	Q1-Q4

OTHER SEEDA ACTIVITY

A Europe

SEEDA has a strategic responsibility for ensuring the effective delivery of Structural Funds in the region and for representing partners' views. The RDA undertook a consultation to produce the region's first European Strategy and is working with partners to review the Action Plan. The Strategy aims to maximise the benefits of membership to the European Union.

SEEDA continues to facilitate the management of South East England House – a co-located office in Brussels. European activities and programmes are streamlined within SEEDA – the European team acts as strategic co-ordinator, and advisor.

The Joint Europe Committee is an advisory committee joint between SEEDA and the Regional Assembly. It aims to represent and lobby for the South East in the European arena.

Nature / purpose of activity	Milestones	Date
Managing South East England House in Brussels on behalf of the region.	<i>Closer working between offices.</i> <i>4 briefing papers on transport, enterprise, regional policy and governance.</i> <i>4 regional events per year.</i>	Q1-Q4 Q1-Q4 Q1-Q4
Taking a strategic lead role in management of the Structural Funds and in discussions on future programmes.	<i>Participation in relevant Steering and Monitoring Committees.</i>	Q1-Q4
Supporting Joint Europe Committee.	<i>4x meetings.</i> <i>1 meeting with MEPs.</i>	Q1-Q4 Q3
Supporting European Strategy.	<i>Event to review Action Plan.</i> <i>2 opportunities to influence policy identified.</i> <i>1 policy paper.</i>	Q1 Q2, 4 Q3
Lead on Interreg3C programme with other regions in Europe.	<i>Application to European Commission.</i> <i>If bid successful, appoint project manager.</i>	Q1 Q3
Develop links with prosperous regions.	<i>4 links established.</i>	Q2 - 4

ESF External Business Plan

Nature/purpose of activity	Milestones	Date
Secure ESF funding allocation for SEEDA's ESF Co-financing objectives under 4 Measures of ESF.	<i>Measure Level Plans approved.</i> <i>Contract issued.</i>	Q1 Q2
Secure ESF funded provision to meet SEEDA Co-financing objectives.	<i>Tendering rounds.</i>	Q1, Q4
Raise awareness of SEEDA ESF Co-financing & publicise outcomes.	<i>Evaluation report.</i>	Q1

	<i>2 x articles in SE View.</i>	Q1, Q3
	<i>Dissemination Event.</i>	Q1
Work strategically with other Co-financing Organisations & GOSE to harmonise and improve Co-financing processes.	<i>4 x Meetings.</i>	Q1 - Q4
	<i>Revised prospectus & tendering forms.</i>	Q1

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
Continue to research into the evidence base for cultural activities.	<i>1 piece of research.</i>	Q3
Further develop key relationship with Cultural Consortium and cultural agencies.	<i>3 joint posts.</i>	Q1-Q4
	<i>2 secondments.</i>	Q1-Q4
	<i>1 adviser.</i>	Q1-Q4
	<i>Memorandum of understanding.</i>	Q2
	<i>Cultural dinner.</i>	Q3
	<i>Business of learning event.</i>	Q4
Ensure culture is an essential part of the business planning process.	<i>Culture proof projects through Project Appraisal.</i>	Q1-Q4
	<i>Ensure AIFs address cultural sector needs and that funding plans of agencies are integrated.</i>	Q1-Q4
Encourage excellence in commissioning of public art.	<i>Shortlisting event.</i>	Q1
	<i>Final awards.</i>	Q4
Support the Oxford Inspires bid.	<i>Assess best further involvement in light.</i>	Q2

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>	Q1-Q4

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>Revamp of corporate website.</i>	Q1-Q4
	<i>Increase partner links on website.</i>	Q1-Q4
Raised profile and understanding of the importance of the region and SEEDA's contribution.	<i>National Media Relations.</i>	Q1
	<i>Commentary in key regional press.</i>	Q2
Engaging the business community.	<i>Corporate Relations Strategy. Written and implemented.</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.	<i>Publication audit.</i>	Q2
	<i>Facelift of SEView.</i>	Q1

E Strategic Review

Nature / purpose of activity	Milestones	Date
Implement modified Project Appraisal process introduced for Single Pot Guidance.	<i>New Appraisal Panel established.</i>	Q1-2
Work alongside government departments and all RDAs on the creation of an improved PSA and performance management framework, including by chairing the RDA Strategy Directors Forum this year.	<i>Agree core PSAs.</i>	Q1
	<i>Targetry Framework agreed.</i>	Q3
Work upon new Corporate Plan following SR 2004 announcements.	<i>Corporate Plan submitted to DTI.</i>	Q4

F Research

Nature / purpose of activity	Milestones	Date
Enhance and promote the South East England Intelligence Network (SEE-IN), a regional arrangement for collaboration on research and analysis.	<i>Provide GIS facility on SEE-IN portal.</i>	Q1
	<i>Establish Regional Research Practitioners' Group with organise Regional Intelligence Conference.</i>	Q3
Provide timely, accurate and relevant economic intelligence required to deliver and monitor the Regional Economic Strategy.	<i>Evidence based policy delivery in the region.</i>	Q1-Q4
	<i>Update Economic Profile of the South East to measure performance of the current RES and provide evidence base to underpin its revision in 2005.</i>	Q4
	<i>Research and mapping in support of individual projects and programmes.</i>	Q1-Q4

	<i>Carry out a Sustainable appraisal of the RES to inform implementation of the current Strategy and future Review.</i>	Q2
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G Developing the organisation – Human Resources and Systems

Activities	Milestones	Date
Improving the HR information base to better capture and use accurate and relevant data for measurement and decision-making.	<i>Implementation of new information base.</i> <i>Undertake a skills audit of staff.</i> <i>Evaluation of learning and development activities.</i> <i>Audit of sickness absence.</i>	Q1 Q2/3 Q1-Q4 Q1-Q4
Ensuring that HR systems, structures, policies and procedures reflect new legislation, best practice and the needs evolving needs of SEEDA.	<i>Exploring reward mechanisms with SEEDA, including pay, progression, rewarding performance and skills development).</i>	Q2/3
Giving a higher priority to the skills and responsibilities of managing staff.	<i>Ensuring that objective setting and performance review are undertaken consistently within SEEDA.</i> <i>Ensuring that all staff have access to personal development planning.</i> <i>To provide networking sessions that address specific management themes.</i>	Q1-Q4 Q1-Q4 Q1-Q4
Placing greater emphasis upon key learning and development priorities.	<i>Identification of key development needs for each Division within SEEDA.</i>	Q1
Supporting staff to deliver objectives through a culture and work ethos that is sensitive to work-life balance.	<i>Undertake stress (workstyles) audit.</i> <i>Explore the potential to introduce occupational health facilities.</i> <i>Exploring flexible working patterns.</i>	Q3/4 Q1/2 Q4
Identify the structure and resources required across the organisation to achieve business objectives and source appropriate people.	<i>Recruitment and mapping in support of individual projects.</i>	Q1-Q4
Ensure that SEEDA's staff learn and develop to enable them to contribute optimally to the achievement of business objectives and maximises their own career development.	<i>Learning and development undertaken in accordance with corporate, team and individual plans. Programme of economic development training and learning activities implemented.</i> <i>External review against investors in People standards.</i>	Q1-Q4 Q2
Ensure that SEEDA staff are led, managed and motivated in accordance with best practice in order that they can contribute to and develop within the organisation to their full potential.	<i>Programme of ongoing management development activities throughout year.</i> <i>Build on outcomes of equal pay audit to ensure pay and reward structure are fair and</i>	Q1-Q4 Q1-Q4

	<i>encourage and support high levels of performance.</i>	
Continue to update and implement new processes and systems to achieve efficiency.	<i>Complete roll out of the new Finance and HR system.</i>	Q1
	<i>Roll out the new designed PMS.</i>	Q1
	<i>Create a new programme of process and system review.</i>	Q2

SUB-REGIONAL ACTIVITY

Surrey and Sussex

Surrey and Sussex encompass some of the region's most successful businesses and most prosperous communities, along with some of the region's deepest and most extensive deprivation. Brighton & Hove is one of the south East's most vibrant urban centres, while rural development and stewardship of environmental assets are recurrent themes throughout the area. Guildford and Woking are leading business locations in their own right, and have moved well beyond their traditional image as commuter towns. The Sussex Coast is characterised by areas of deprivation that nevertheless offer great economic potential, set in an area with outstanding natural assets. Meanwhile the area around Gatwick Airport straddling eastern Surrey and northern West Sussex is emerging as an area of major growth potential.

Surrey

SEEDA will continue to work with partners across Surrey to implement the Surrey Economic Partnership strategy 'Five Steps to Success'. Having agreed a Surrey Business Plan with other leading funding and policy organisations, SEEDA has committed to the following actions during 2004-05:

- SEEDA will continue to support the Surrey Enterprise Hub and related work with clusters, including food technology and bio-medical
- SEEDA will play an active role in developing strategic responses to learning and skills issues across Surrey. In particular, support for the Surrey Strategic Area Review process will continue, and SEEDA will contribute the Surrey Skills for Productivity Alliance to ensure responsiveness to employer needs
- SEEDA will support collaboration between Surrey and West Sussex Economic Partnerships to develop a strategy for growth in the Gatwick Diamond area, ensuring that the area is recognised and developed as an international business location. SEEDA will also support work between Surrey and Thames Valley Economic Partnerships to explore links between Guildford, Woking and West Surrey and the adjoining Thames Valley
- SEEDA will continue to lobby in support of Airtrack, and will support the development of a new business case for the scheme.
- SEEDA will participate in Surrey County Council's Self Reliance Strategy, working with other service providers to meet the needs of the County's most deprived communities
- SEEDA will support the development of a new vision for Woking Town Centre, working with the Prince's Foundation's Civitas programme to crystallise debate and develop a regional exemplar of urban renaissance.

Area Investment Frameworks

Area Investment Frameworks have now been developed for four priority regeneration areas along the Sussex Coast, and performance plans for 2004-05 will be in place in each area by the end of June. Key priorities for development with partners in 2004-05 are as follows:

- **Coastal West Sussex**

- (a) **Improving business infrastructure.** Potentially a range of business units to be provided, brownfield land recycled, improved business environment to retain existing jobs and businesses, strategic sites to attract new employers.
- (c) **Support for Businesses.** Increase the number of small business start ups and improve survival rates, provide an improved business environment to retain existing businesses, increase the number of new business managers, and increase the take-up and use of broadband technology.
- (d) **Raising aspirations.** Increase the level of the workforce skills base, improved knowledge of the needs of businesses and skills required.

- (e) **Improved skills and learning opportunities** (outcomes - improved educational attainment/infrastructure, new learning centres or centres of vocational excellence, improved access to skills training and basic training).
 - (f) **Community participation** particularly engagement with the AIF process.
 - (g) **Prosperity & Well being of towns.** New mixed-use development, vision for each town centre.
 - (h) **A Healthy region.** A marked reduction in health inequalities.
- **Brighton & Hove with Adur**
 - (a) **Sector specific initiatives supporting cluster development. An increase in the number of start-ups and improved performance of local business.** Enterprise Gateway development, a framework for sites intervention, sector specific training and research projects developed, capacity building of business sector to increase networking and involvement in regeneration initiatives.
 - (b) **Developing, promoting and supporting equal access to new and existing cultural, leisure and sporting facilities, and supporting the visitor economy.** The development of key infrastructure projects, the promotion of arts, sport and cultural initiatives to attract visitors into the Area.
 - (c) **Increase the provision of affordable housing.** To increase in the number of affordable housing units which a proportion of which will be for key workers
 - (d) **Supporting the development of local business and key sectors, improve the transport infrastructure.** This is likely to be achieved through master plans/development briefs prepared to support the strategic aims of the AIF leading to an increase in the volume of flexible and affordable workspace to support inward investment, business start-ups and growth. Key infrastructure projects brought forward and transport improvements.
 - (e) **Increase the opportunity to access and participate in high quality learning and training opportunities.** Tackle low educational attainment, increase basic skills provision and access, develop and implement specific employment/training projects and establish and improve new specific training frameworks for businesses.
 - **East Sussex**
 - (a) **Business Development and Enterprise.** Encourage business enterprise, deliver support, and sector and site development initiatives to attract, increase and retain business investment. For Example unified business support for East Sussex; strengthen Newhaven's role as a key port, and securing wider economic benefits.
 - (b) **Education and Skills.** Raise basic and higher level skills, and improve adult skills and educational attainment. For example the seamless integration of higher-level learning and skills provision with key economic development initiatives, and the creation of hub and spoke provision with priorities in areas of high level of deprivation and unemployment.
 - (c) **Transport and Communications.** A step-change in the provision and utilisation of ICT/Broadband, and the quality of the transport infrastructure. For example increasing the number of businesses with Broadband and undertaking e-commerce, and developing a strategic road network upgrade.
 - (d) **Urban and Rural revival.** A cross-agency approach to tackle deprivation and facilitate urban and rural regeneration by linking physical and environmental improvements to wider policy goals to strengthen the business base and tackle deprivation and social problems. Particular focus will be on health, housing (particularly on the provision of affordable housing), crime prevention, supporting children and young people, and improving the access to services for all.

- **Hastings & Bexhill**

- (a) **Basic Skills and Employability.** Access to training; pathways to employment through sector skills training, particularly Local Labour in Construction.
- (b) **Innovation and Enterprise. Enterprise Gateway.** Initial funding for Gateway Director.
- (c) **Social Infrastructure and Community Capacity Building** to support access to opportunities. Bexhill Community Facility – feasibility study work.

SeaSpace, the Hastings and Bexhill Task Force, will continue to implement its business plan guided by a Steering Group comprising SEEDA, East Sussex County Council, Hastings Borough Council, Rother District Council and English Partnerships. Arrangements for the creation of an Executive Delivery Vehicle Hastings and Bexhill Renaissance (HBRL) will be completed early in 2004.

Actions and Milestones in 2004-05

During 2004-05 we will:

- **Hastings and Bexhill**

Chair the Hastings and Bexhill Task Force Steering Group and secure the following priority actions:

Complete Phase 2 of the University Centre at Hastings

- (a) Complete Phase 2 of the Hastings Creative Media Media Centre
- (b) Secure planning approvals for the major developments at Station Plaza and Pelham Place
- (c) Commence development of the Queensway Business Park

- **Area Investment Frameworks**

Support the development and implementation of performance plans with each of the 4 Area Investment Framework Partnerships, supported by £2.05m of funding devolved from SEEDA for local delivery.

- **Single Regeneration Budget**

Continue the management and support of Single Regeneration Budget programmes with an aggregate contribution from SEEDA of £8.2m, targeted at specific deprived communities in:

- Bexhill
- Brighton & Hove
- Eastbourne
- Hailsham
- Hastings
- Littlehampton
- Rye
- Worthing

- **Rural Investment**

Maintain a range of initiatives to support rural development, including:

- Continued support for the market towns of Battle, Hailsham, Heathfield and Rye
- Establishment of a new programme of support for small rural towns in both East and West Sussex

- **Enterprise Hubs and Gateways**

Continue to develop the network of Enterprise Hubs and Enterprise Gateways by:

- Maintain support for existing Hubs in Brighton & Hove, Crawley, Eastbourne and Surrey
- Support existing Gateway Directors in Newhaven and Shoreham, while completing construction of the Shoreham incubator complex and commencing construction of the Newhaven incubator complex
- Support local initiatives to make progress towards further Gateways in Hastings, Rural East Sussex and Rural Surrey

- **Skills**

Support a range of initiatives addressing specific learning and skills issues across the area, including:

- Activities to improve levels of basic skills in the workplace (with a particular focus on needs in the 4 AIF areas, the Gatwick Economic Area and in specific pockets of deprivation across Surrey)
- Initiatives to address specific sector skills issues in the area, including advanced engineering, construction and care

- **Broadband**

Stimulate the take-up and usage of broadband facilities by businesses and communities, including support for county broadband partnerships in East and West Sussex.

Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes

Sub Regional Activity

Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes are successful in the region, and indeed in the country, with a strong and growing business base. The Thames Valley is home to many leading global businesses, while Oxfordshire and Buckinghamshire have a vibrant small business, entrepreneurial culture with many high-tech SMEs. Milton Keynes is a growing diversified business economy. However, in addition to leading edge business programme there are many issues across the area that need to be addressed to ensure opportunity for all. The rural regeneration issues in West Oxfordshire, parts of Bucks and West Berks are important often concealed within the large areas of Areas of Outstanding Natural Beauty. Milton Keynes and Aylesbury Vale are priority growth areas with ambitious plans for growth and development to be delivered until 2016. Underpinning the growth will be the continued support for community regeneration and economic inclusion to ensure better access by communities to areas of success.

Working with Partnerships

Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes economic partnerships have identified sub regional economic priorities, which they have been working hard to achieve through the RES action plans. During the year we will continue to work with them to spread their influence and strategic direction, particularly in relation to the growth agenda. This will be achieved through regular attendance at board meetings, working to maximise their influence and leverage and encouraging cross border collaboration with other partners. Cross border issues are being addressed through the Oxford to Cambridge Arc, East West rail and other related initiatives. Economic Partnerships will play a critical role in attracting new investors, working existing companies and securing the future economic and business growth of the region.

The development of the devolved delivery partnerships is important in this area. Whilst there are no priority regeneration areas, which require an AIF, there are 10 wards of deprivation across the area, with needs to be tackled by an integrated and holistic effort from all partners and funding streams as in the AIF areas. The economic partnerships will be a key player in the development of this approach ("mini-AIFs") in Milton Keynes, Oxfordshire, Buckinghamshire and Berkshire.

Actions and Milestones 2004-05

Working in the Growth Areas

Continued work on the growth agenda with Milton Keynes and Aylesbury, through influence, development and participation in local delivery vehicles, Growth Implementation group and the Milton Keynes and South Midlands Sub Regional Board. Through involvement in economic and skills development studies, capacity building and labour supply.

- Involvement and influence in the CMK project to sustainably develop the centre of Milton Keynes – this will include the reuse of experience gained from the Oakgrove development, as regards ICT infrastructure and will look to ways to champion the provisions of the Communications Act for local authority ownership of ICT infrastructure
- Work with CABE to develop a sub-regional architecture centre to cover the Milton Keynes, Oxford, Bucks and Berkshire Area.
- Design Champions Club event to be held in Oxfordshire.
- Support the development of the Oakgrove Millennium Community in Milton through the use of advanced ICT . Support provided will include use of SEEDA personnel in tender evaluation and technical consultancy as required.

- Continue to support Milton Keynes Council, NTL, BT, etc. in rolling out innovative solutions (e.g 10GHz Broadband Wireless Access) to the lack of availability of broadband within the existing boundaries of Milton Keynes.
- The Oxford to Cambridge Arc (O2C) to fulfil its potential and continue to underpin the economic development work of the economic partnerships but also to underpin the Milton Keynes and South Midlands growth agenda as outlined in the Communities Plan and East West Rail.

• **Regeneration**

Continued physical regeneration of the area including:

- Working with Oxford City and County Councils to put in place an appropriate development framework for the West End Area of Oxford.
- Continue the development of Oxford Castle and Prison.
- Strategic review of brownfield sites to be taken as part of developing a Brownfield Land Strategy across the region.
- Continue to work with local partners to secure a sustainable transport network.
- Support the commercial assessment for Reading Station.
- Draft business case for East West Rail Link to be submitted to SRA.

Continue the management and support of Single Regeneration Programmes. There are 6 ongoing SRB programmes with a total expenditure £2.6m for 04/05 targeted at specific area of deprivation.

Development of a mini AIF, working with economic partnerships, local authorities, community groups and business partners are starting to identify the strategic needs and produce a framework for each area. The models being developed are different in each area to best meet local need.

• **Enterprise Hubs and Gateways**

Continue to develop and deliver Enterprise Hubs and Gateways by:

- Establishing the proposed Aylesbury Enterprise Hub
- Working closely with the existing hubs in Oxfordshire including re contracting the North Oxfordshire Hub.
- Implementing the new Enterprise Hub Network Business Plan across the patch to include Slough, Milton Keynes, High Wycombe and Newbury Hubs.
- Continued support will be given to Chilterns and Faringdon Gateways to include the establishment of a hatchery for both.

• **Skills**

Further develop the skills issues in the area:

- Sector skills managers continuing to address specific skills development needs on a sub regional basis working closely with local companies and partners
- Basic skills programmes are well established in Berks and Oxfordshire with the Bucks programme on basic skills penetrating Milton Keynes for the first time.
- NHS Basic skills programme will be extended to Stoke Mandeville and Aylesbury District Hospitals during the year.

• **Rural Investment**

Support for rural communities and economies delivered by SEEDA, in particular to Oxfordshire and Buckinghamshire:

- Bucks, Oxfordshire and Berks local foods cluster
- Leader Plus programme in West Oxfordshire

- Rural Town partnerships and farm diversification grants.
- Broadband availability in rural areas, through satellite grants and community grants, in particular supporting the expansion of existing networks previously championed by SEEDA (Village Networks (Steeple Claydon), WISP (Ickford), Wychwoods (Oxfordshire Rural Broadband)). Promote the development of PPPs, as rolled out in West Sussex, East Sussex, Kent, etc., to accelerate the take up and availability of broadband throughout the area. Motivate Countryside Agency to take a higher profile lead in this respect.

- **Leverage from SEEDA personnel**

Gaining maximum leverage from SEEDA personnel in the sub-region through from closer working with partners and sharing intelligence. SEEDA personnel in the sub-region include area teams, hub champions and directors, Investor Development Managers, Sector Skills Managers and cluster facilitators.

Kent and Medway

With 54 of the region's 119 most deprived wards in the sub-region, parts of the county awarded European Objective 2 status, and two of the four nationally designated growth areas, Kent and Medway offers a real mix of challenges and opportunities.

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. Two international rail stations (Ashford and the planned station at Ebbsfleet), major freight and passenger ports (e.g. Dover and Sheerness), an international airport at Manston, and three motorways (M2, M20, M26) provide the transport infrastructure for the county.

Kent & Medway has a total population of 1.6 million, with the Medway Towns forming the main urban conurbation accounting for some 250,000 of the population. Four universities (Kent, Greenwich, Imperial at Wye, Canterbury Christ Church University College) accommodate over 26,000 students, and there is a mixed skilled workforce of over 760,000, many of whom are employed in the key sectors of financial and business services; distribution, hotel and catering; transport and communications; and biotechnology / pharmaceuticals.

Rochester and Canterbury provide the two main cultural centres and there are many heritage sites providing a rich built environment. Some of the popular visitor attractions include Leeds Castle, the White Cliffs of Dover, Dover Castle, Canterbury and Rochester Cathedral, Rochester Castle, and the Historic Dockyard at Chatham.

The Kent coast is characterised by a number of medium-sized seaside towns. There is a need for coastal town renewal, and regeneration is required in many of the towns in order to address some of the key issues: perceived and actual remoteness, ageing and transient populations, changing demands and the need to balance the needs of day-trippers with residents. Many of the seaside towns have had speculative, short-term developments and have consequently suffered through a lack of planned investment.

Working in Partnership

There are three priority regeneration areas in Kent: (a) North – covering Dartford, Gravesend, Medway and Swale; (b) East – covering Thanet, Canterbury and Dover; and (c) the Channel Corridor – covering Maidstone, Ashford and Shepway. Area Investment Frameworks and supporting action plans for these areas provide the strategic context to guide investment. SEEDA will be using these documents to influence all of its investments, including £2.9m made available in support of local projects.

Sub-regional economic priorities have been identified and agreed with the Kent & Medway Economic Board (KMEB). They represent a shared commitment to drive forward the work to support delivery of the RES and strategic added value on behalf of the agency.

Actions & Milestones in 2004 / 05

SEEDA investment in Kent & Medway is in the order of some £25m for 04/05, with a proportion of approximately £80m allocated via ODPM and the European Commission being delivered in 04/05 (plans for this expenditure extend through to 07/08). While more detail on individual projects is contained within the business plan, some of the major investments in Kent & Medway are:

Working in the 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 in Kent & Medway have the capacity to accommodate both housing and employment development.

Ashford's strategic location and role as gateway to Europe will be strengthened with the completion of the high-speed rail link to London in 2007. There is substantial scope for further growth through diversifying its employment base, redeveloping its town centre, and increasing the annual rate of new housing to provide at least 31,000 new homes and 28,000 new jobs by 2031. Ashford has secured £12.6m from ODPM, with SEEDA leading the investment of £4.75m across a range of projects including the development of an economic vision and growth strategy.

Thames Gateway Kent (TGK) refers specifically to the Kent & Medway section of the Thames Gateway which comprises most, but not all, wards within Medway, Dartford, Gravesham, and Swale. The totality of these authority boundaries is referred to as North Kent¹. There are ambitious plans for development across North Kent: approximately 100,000 new jobs and 50,000 new homes over the next 20 years. Total ODPM investment is £446m for the Thames Gateway of which £142.7m has been secured for North Kent. SEEDA will deliver £53.4m of this investment across a range of physical development projects, engaging with the local communities as part of this work.

- **Chatham Maritime**

Work will continue in bringing forward a mixed-use development offering a variety of business, leisure and residential facilities at an estimated investment value of £400m from public and private sectors. Total SEEDA investment in this flagship project within the Medway Towns is £40m.

- **Rochester Riverside**

This project is being undertaken in collaboration with Medway Council and represents a total investment of £70m by SEEDA, Medway Council and the ODPM. The project extends over 70 acres of brownfield land in the centre of Rochester along the River Medway. A mixed-use development will be taken forward once the land has been assembled and decontaminated

- **Kent Coalfields**

Working with English Partnerships and the Community Regeneration Forum, SEEDA is continuing to deliver a £34.2m regeneration programme for the former Kent Coalfields. Activities focus on: (a) the reclamation of more than 190 hectares (470 acres) of brownfield industrial land in East Kent on the four former colliery sites: Betteshanger, Snowdown, Tilsmanstone and Chislet; (b) stimulating investment to create approximately 88,255 m² (950,000 sq ft) of new employment floorspace; and (c) attracting approximately £75m of private sector investment to East Kent.

- **East Kent Spatial Development Company** – this is an innovative project that seeks to break through market barriers to investment by removing infrastructure constraints. The EKSDC enables and manages the delivery of essential strategic utility infrastructure in order to support the development of sites in the area. The Company has the capability to forward fund investment in utility infrastructure by private sector utility providers, recouping funds over time as sites are taken up by developers and monies reimbursed in compliance with contractual arrangements. The initial funding package of £11.4 funded by SEEDA, both directly and through SRB, ERDF and English Partnerships is now assembled.

¹ The districts of Dartford and Gravesham are also known collectively as Kent Thameside, where a considerable part of TGK projected housing and business development will occur.

- **Single Regeneration Budget (SRB)**

To date we have made £60.9m SRB investment in Kent & Medway; a further £4.2m is forecast for 2004/05 and £2.9m in 2005/06. This total SRB investment of £68m has encouraged £41.9m of private sector investment and £103.4m of other public sector investment. There are currently 11 'live' schemes addressing issues of deprivation targeting the most deprived wards in the sub-region. As SRB funding comes to an end during 04/05 and 05/06, we will continue to work with partnerships in the preparation of appropriate exit strategies. Two of the largest schemes in Kent & Medway are:

- (a) Thanet Horizons - this programme aims to create a confident local community by improving the uptake of education and training, the provision of sustainable economic and social assets, and the empowerment of the population in Thanet. Current projects include the Thanet Business Support Strategy, business start-up grants, supporting tourism, and the development of Margate Old Town. The strategic aims are to:
 - deliver support to local SME's and to support the development of higher education and innovation;
 - support the improvement in provision of utilities and infrastructure;
 - deliver urban regeneration in an integrated socially cohesive way to include arts and sports in the towns of Ramsgate and Margate; and
 - support the Thanet Community Development Trust in engaging with the community to deliver neighbourhood regeneration.
- (b) North Kent Gateways – this programme supports community infrastructure improving local services to encourage direct involvement of the community in the regeneration of local neighbourhoods. Key projects include the Chattenden Back To Work project, the All Saints Neighbourhood Renewal Initiative, and Under One Roof which is a child and family initiative in Swanscombe. The projects seek to have an impact on the following:
 - Unemployment;
 - Criminal activity;
 - Community health;
 - Educational achievement and reduction of skills shortages; and
 - Physical environment.

- **Enterprise**

Hubs are established in Canterbury, Sittingbourne and East Malling with Gateways currently planned for Folkestone, Romney March and Medway. Incubation and other business activities, i.e. sector and cluster development, will continue to support the sector focus in Kent: financial and business services; distribution, hotel and catering; transport and communications; and biotechnology / pharmaceuticals.

Businesses that are located in the eligible areas of Kent, i.e. Thanet, Dover, and Shepway also benefit from Regional Selective Assistance (RSA). SEEDA administers this discretionary grant which provides assistance towards projects with fixed capital expenditure over £500,000 and which creates or safeguards employment in the assisted areas.

We are also working with Locate in Kent to promote and secure inward investment to the sub-region, assisting with company relocation and expansions, providing a range of business information and advisory services.

- **Skills Development**

The Universities at Medway is a major collaborative project involving a number of FE/HE providers, including the University of Greenwich, the University of Kent, Mid Kent College and Canterbury Christ Church University College (CCCUC). The project also involves SEEDA, Medway Council, Kent LSC, HEFCE and the private sector. The University site is at Chatham Maritime and the regeneration benefits will extend well beyond the Medway Towns. Total value of this project is approx £50m, with £15m made available from ODPM and £8.6m investment from SEEDA.

- **Rural Investment**

In addition to the regional rural programmes there are a number of initiatives specific to Kent & Medway. These include the Market Towns Programme, the LEADER + European Programme for mid Kent, and grant aid for a number of Redundant Building and Farm Diversification grants. The approximate value for these programmes is £800k. As mentioned above, SEEDA is also exploring the potential for a rural Enterprise Gateway in Romney Marsh, Shepway.

- **European Investment**

We will continue to deliver and encourage the allocation of European funding in support of sub-regional priorities. The most notable programmes in Kent are: (a) the £22m Objective 2 ERDF programme covering parts of Thanet and Dover; (b) the £1.8m LEADER + initiative for assisting rural communities; (c) £7.4m of funds under URBAN targeted at 10 contiguous wards in Dartford and Gravesham to support social inclusion, community access to learning, business infrastructure and regeneration; and (d) a proportion of the €3m funds under the South East Programme for Innovative Actions (SEPIA) targeted at stimulating business development in Thanet, enabling SMEs to meet the challenges of trading successfully in regional, national and international markets.

- **Transport**

There are two key projects delivered within the sub-region:

- (a) HST Integration is a large infrastructure investment project funded under the European INTERREG IIIB programme in North West Europe. SEEDA is the lead partner leveraging £7m of ERDF monies into the project which involves a variety of partners in Kent & Medway, London, Nord-Pas de Calais, Flanders Region, the Netherlands and Germany. The UK focus of the project is on the Cross Tunnel Rail Link (CTRL) and the four locations of the International passenger stations. There are clear links with Ashford and developments at Ebbsfleet regarding the implementation of the Communities Plan, particularly related to transport and access issues. Additional ERDF monies will be made available for Fastrack, for masterplanning Northfleet and for developing better links between Ashford Station and the town centre; and
- (b) FINESSE which is also a European INTERREG IIIB funded initiative involving a multinational partnership led by SEEDA. This flagship project seeks to explore the viability of intermodal rail-ferry services in order to improve the connectivity of NW European regions and nations in tackling transport bottlenecks and road congestion. The outcome of the project will be an action plan for intermodal freight transport services between Kent and mainland Europe using rail and ferry technology.

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 redevelopment of brownfield land 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. 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** (AIF) in the South East. AIFs are now completed covering the three areas of Southampton, SE Hants including Portsmouth, and the Isle of Wight. We will work with wider partnerships, especially Local Strategic Partnerships, to ensure that the investment plans of other funders address the funding gaps identified through the AIF process.

SEEDA are using the AIFs as the guideline for investment in the three AIF areas.

We will support the development of strategies for action set out in Area Investment Frameworks for SE Hants, 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.

We will support the spread of good practice across the area and will support the development of linked activities such as promotion and branding of sub region/cities and tourism and sporting events. We will continue to develop ideas with partners on taking forward lessons derived from the global regions activity, especially in the development of a high technology base that forms strong links between higher education and business. We will play an active role in the development of the spatial studies being taken forward by the SE Assembly.

Actions and Milestones in 2004-05

- **Business Development**

We will provide support 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 approaches combining land, employment and housing development such as:

- (a) **Cowes Waterfront**, Isle of Wight, for the development of a high quality centre for international yacht racing, and a research centred composite industry.

- (b) **Woolston Riverside**, Southampton, where redevelopment of this ex shipyard 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.
- (c) **Broadmarsh Havant**, where we are bringing forward Brownfield land for development.

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). We will establish the Farnborough Enterprise Hub, specialising in defence and aerospace by July of this year. Furthermore we plan to build on this network with Enterprise Gateways across the sub region, as identified by partners.

- **Skills**

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

- (a) The highly acclaimed basic skills in the workplace projects that have been developed with partners across the County.
- (b) The basic skills initiative with the NHS trusts in North Hampshire (and North Surrey).
- (c) Specialist provision to support the composites sector

We will continue to develop leadership and management skills with 10 business peer networks through Wessex Business Link.

We will support Hants and IOW LLSC and Wessex BL in the establishment of a Local Skills Alliance that will have business issues, productivity and workforce development at its core.

- **Regeneration**

We will continue to rollout SRB schemes to regenerate particular deprived areas across the sub region to the approximate value of £13m. We will be exploring with partners how we can ensure that SRB schemes can line up with AIF priorities. Schemes will be continuing in:

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

We will work with partners, including business on approaches to regenerate Portsmouth as part of the City Growth Strategy initiative, part funded by DTI.

- **Rural Activities**

We will carry out initiatives targeted at rural areas such as LEADER+, and the Market Towns Initiative , which is to be extended across the whole of Hampshire. 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. We will support ventures that increase the uptake of broadband across Hampshire and the Isle of Wight with a particular emphasis on take up by local communities, business take up and improvements in broadband content. We will be spearheading our work at aggregating public sector broadband services on the Isle of Wight.

- **Other**

We will work alongside the MOD and partners in planning for any changes resulting from the defence training review, continuing to work with key stakeholders in Bordon and Whitehill.

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. And the combined heat and power project at Southampton.

FORECAST TIER 3 OUTPUTS

The following table shows forecasts against Core and Supplementary Milestones. It should be noted that some outputs in 2004-05 will relate to activity in earlier years. Some activity in 2004-05 will generate outputs in later years.

Output	03-04 Figures in CP	04-05 Figures in CP	Forecast Outturn 2003/04	Business Plan 2004/05
CORE				
Jobs created and safeguarded through SEEDA-funded projects	4000	4600	3600	3400
Jobs created and safeguarded through Foreign Direct Investment			1530	1530
Hectares of remediated brownfield Land	50	55	67	57
Individual learning opportunities of above 30 hours	12000	12000	13000	6000
New businesses sustained after 12 months	100	100	350	450
Private sector leverage into deprived areas	£37M	£38M	£32M	£15M
SUPPLEMENTARY (4)				
Businesses located in/using facilities of incubator units	250	300	400	400
Businesses leaving Incubator units	50	60	40	40
Businesses receiving specialist advice	5860	8583	14000	8400
Businesses active in cluster, technology or learning network	2530	2850	4000	2850
Adults receiving basic skills training 3+ hours	10230	10235	15000	11000
Individuals receiving ICT training 3+ hours	12850	12880	18000	10800
Adults receiving higher level skills training (3+ hours)	7600	7600	4800	3650
Individuals and Businesses receiving Broadband Access	2800	4100	980	800

Notes on the above table:

Jobs

Experience has shown that it is very difficult to predict when investor development projects will materialise as they may be delayed by decisions within the business and wider economic conditions.

There will be additional jobs resulting from the AIFs but these will build up gradually as the AIFs become established and they will not immediately equal SRB figures. There will be additional outputs as a result of AIFs but it is not possible to quantify them at this time. There is also likely to be significant strategic added value as a result of the AIFs and the Re-employment Unit.

Individual Learning Opportunities of above 30 hours.

There has been a shift in emphasis with SEEDA concentrating less on delivering learning opportunities and more on providing strategic leadership and funding which is focused on innovation and pilots. This has led to a reduction in learning opportunities that can now be delivered by other organisations. This is a positive development and there will be increased strategic added value as a result of this change in emphasis.

There has also been a significant increase in the number of learning opportunities under 30 hours that are expected to be delivered. This reflects employer demands for skills rather than qualifications and the need to provide flexible short course provision. These are not core outputs but they are as important, and arguably more so, as they represent a contribution to skills provision in the region that is not readily available from the mainstream skills providers in a form that meets employer needs.

It should also be noted that with targets having been substantially exceeded in 2003-04, including from programmes such as SRB that are reaching the end of their life, they were at a level that we did not expect to sustain.

New Businesses Sustained after 12 months

This figure has been increased significantly. There is an emphasis on assisting business survival in 2004/05 with increased figures across the divisions, particularly as a result of the Management Development Projects that are expected to deliver a significant number of outputs in this area. This is where the learning opportunities under 30 hours are having an impact.

Private Sector Leverage into Deprived Areas

The reduction in SRB has inevitably had an effect of this figure that has been reduced significantly. It remains very difficult to capture non SRB Private Sector Leverage because of the extremely narrow definition for this output. Private Sector Leverage is frequently achieved into areas around or adjoining areas that come within the definition of deprived areas rather than directly into the area itself. For instance in 2003/04 there would have been an additional £1.2M Private Sector Leverage within the Milton Keynes and Oxford area alone simply as a result of SRB. This leverage has not been counted as none of it was into wards that fall within the technical definition of deprived areas. The output definition needs to be developed further to enable private sector leverage which *benefits* deprived areas to be adequately captured as there is no guidance at present on how this might be measured.

Businesses located in/using facilities of incubator units

It is anticipated that the number of businesses located in/using facilities of incubator units will be 400, compared to the original Corporate Plan figure of 300 for 2004/05.

This reflects the maturity of the enterprise hubs and gateways programme.

Businesses Leaving Incubator Units

The revised figure is lower than was originally anticipated because in practice the companies that were expected to move on have not actually done so. They are on three-year leases and appreciate the environment provided by the hubs so they are not yet ready to change location.

Businesses Receiving Specialist Advice

Whilst overall the revised Corporate Plan figure is close to the original figure the overall quality and strategic added value of the advice is higher. At the present time the future of the Manufacturing Advisory Service remains uncertain although there are indications that it will continue beyond September 2004. If this proves to be the case the figures will be revised upwards.

Adults receiving basic skills training 3+ hours

SEEDA has innovated successfully in the delivery of workplace based basic skills. Our objective is to achieve mainstreaming of this work into LSC adult learning budgets, but in the meantime activity will continue at a level sufficient to deliver over the two Corporate Plan years of 2003-05 outputs (26,000) that exceed the total forecast for the two years (20,465) by 27%.

Individuals receiving ICT training 3+ hours

This figure has been revised downwards to reflect programme changes, though SEEDA's performance will deliver over the two Corporate Plan years 2003-05 training that will in total (28,800) still exceed targets for the two years (25,730) by 12%. SEEDA will also be working through the Regional Skills for Productivity Alliance and other regional mechanisms to persuade the LSC to make a greater financial contribution to the delivery of work based ICT skills.

Adults receiving higher level skills training 3+ hours

This figure has been revised downwards (for both Corporate Plan years) because, as noted above, other provision and funding has proved to be more readily available in this area, affecting our investment decisions and the speed of take up of what we have offered.

Individuals and Businesses receiving Broadband Access

The revised figure reflects changes in SEEDA's approach to the uptake of Broadband as a result of changes in BT Broadband policy. SEEDA's policy has had an impact upon the commercial decisions of major providers such as BT, and in the meantime the market place has been changed, both by the BT decision to set trigger levels for ADSL enabling for all but 14 of the region's exchanges, and by the setting up of the Regional Aggregation Board. SEEDA's priority will be to move from support for access to encouraging take up through the county partnerships,

We are examining new measures for broadband access and take-up in the new PSA targets for 2005/06

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

Uncertainties in the national and world economy involve political and economic risk factors having the potential to influence business development and economic growth in the region.

SEEDA's forecast outputs of jobs and businesses created and sustained are particularly vulnerable to these external 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 outputs, it can be difficult to reallocate resources which impact within 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, or other organisation to take up what SEEDA is offering in the anticipated numbers. 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 will be identified. The key to risk management is to identify the risks and 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 may carry 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 others. Projects are often also dependant on successful completion of associated initiatives.

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

Risks are minimised by 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, in accordance with the SEEDA Risk Management Strategy.

FUNDING PLAN

All figures in £ millions

Programme funding by RES Objective

Competitive Businesses

Incubation including workspace	9.7
International	1.4
Sectors including Sector skills	5.1
Business Finance/SFIE	1.9
SRB/devolved/Rural	3.9
Promoting Enterprise	0.2
ESF	1.5

Total 23.7

Successful People

HE/S&T	1.0
L&S Skills programmes	5.7
ESF	1.0
SRB/Devolved/Rural	5.4
Wired Region	1.1

Total 14.2

Vibrant Communities

SRB/Devolved delivery	26.7
Rural	1.6
Social Inclusion	1.6
Sustainable Communities Plan (SCP)	16.5

Total 46.4

Effective Infrastructure

Brownfield sites & premises	16.8
Sustainable communities	1.6
Hastings	12.9
Kent Coalfield	9.0
Rochester Riverside	10.0
Sustainable Communities Plan (SCP)	16.6

Total 66.9

Sustainable use of resources

Sustainable development	0.6
Rural	1.0

Total 1.6

Strategy

Economic Partnerships	0.9
Research/Evaluation	0.05
Europe	0.15

Total 1.1

Grand total 153.9
Less SCP, ESF, Coalfields 44.6

Total Single Pot 109.3

Overall budget including Programme Funding above

<u>Plan resourcing:</u>		<u>Non cash items:</u>	
Total Capital	74	Depreciation	0.8
Total Current	59.4	Development Asset W/D	3.80
Total Indicative £m	133.4*	Cost of capital	3.30
		Total Non Cash £m	7.90
 <u>Programme funding:</u>		 <u>Administration funding:</u>	
Capital	68	Staff pay and on-costs *	10.1
Current	41.3	IT, Office and Premises	1.7
Total Programme £m	109.3	Admin Capital	4.6
		Total Admin £m	16.4

Excludes coalfields, growth areas and European ring fenced funds, plus any carry over from 2003/4.
*of which about half consists of staff employed in the direct delivery of programmes.

South East England Development Agency (SEEDA) Organisation Chart – March 2004

James E Brathwaite CBE
CHAIRMAN

BOARD MEMBERS

Rob Anderson, Professor Sir Clive Booth (Deputy Chairman), Elizabeth Brighthouse, Poul Christensen CBE., Robert Douglas (Deputy Chairman), Sarah Hohler, Keith House, Peter Jones, Janis Kong OBE, Mary McAnally, Terry Mills, John Peel, Dr Peter Read FRCP, Phil Wood,

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Glossary

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

SRB	Single Regeneration Budget
SSC	Sector Skills Council
SSDA	Sector Skills Development Agency
SWRDA	South West Regional Development Agency
TUC	Trades Union Congress
UKTI	UK Trade and Investment
WRAP	Waste and Resources Action Programme
WSP	Workforce Skills Performance