



Building a World Class Region

An Economic Strategy for the South East of England

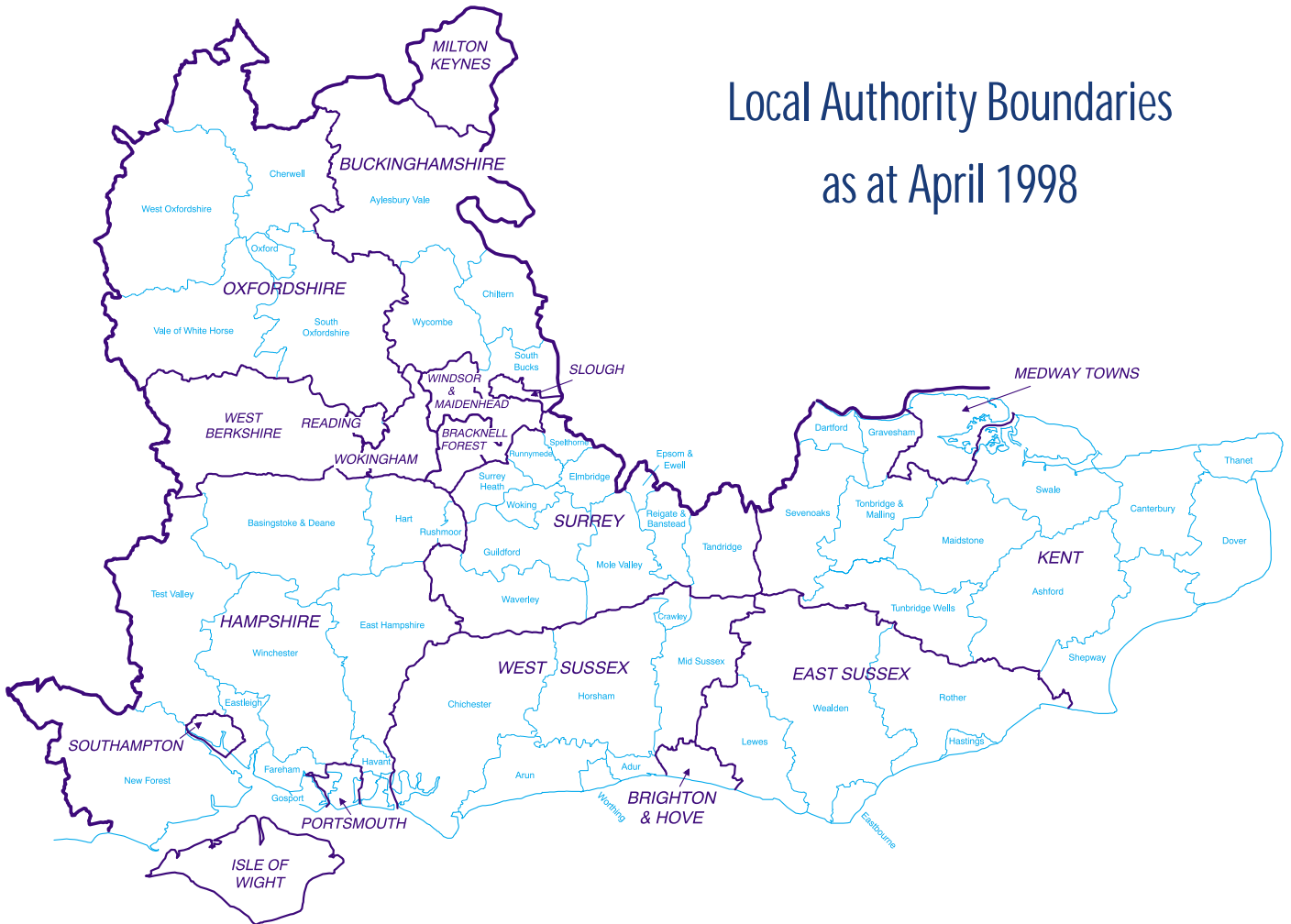


SEEDA SOUTH EAST
ENGLAND
DEVELOPMENT
AGENCY
Working for England's World Class Region



Map of the South East Region

Local Authority Boundaries
as at April 1998



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The Chairman's Introduction

The South East of England: A Potential World Class Region



The Vision

The South East of England has the potential to be a World Class Region. A successful South East will also stimulate wealth creation in neighbouring regions and hence across the country. We should be one of the top 10 regions in Europe – perhaps the world. This is the vision shared by the 20,000 people and organisations we have consulted in drawing up this strategy. It has received the overwhelming support of the business community, public bodies, voluntary organisations and educational institutions.

Our potential strengths are formidable as the table below shows. But as of now we are in the second division – at least 22 other European regions alone are out-performing us. We are simply not punching our weight internationally. International comparisons show clearly that no part of this region is performing to anything like its full potential. This applies as much to the areas of relative affluence as it does to those in need of regeneration.

We must invest in our people and in our capital assets in order to release the potential of the region as a whole. We must invest in a sustainable future, one which uses economic success as a catalyst to remove deprivation and social exclusion, while enhancing and protecting our substantial environmental heritage. Sustainability is therefore at the heart of this strategy.

Our vision for the future must be one in which the South East is a World Class Region which fully utilises its formidable business, social, educational, cultural, heritage and environmental strengths to provide enhanced quality of life for all.

The Challenge

In world terms we are simply not competitive today.

We have for too long been guilty of what in business is the greatest sin of all – complacency. We have taken false pride in our performance compared with other UK regions. That is a recipe for disaster – not just for the South East but for the country as a whole.

Formidable Potential Strengths

- 8 million people with £108 billion economy; and 15% of national income.
- Best economic performance in the country outside London.
- Home to 245,000 primarily small and medium sized firms, the highest of any UK region.
- Forecast Gross Domestic Product (GDP) growth at 3% to 2008, more than 1% faster than the UK average.
- Over a quarter of the UK Research and Development activity.
- 24 universities/higher education institutions and 71 colleges/further education institutions.
- Rich cultural experience and heritage.
- Quality of countryside, coast and built environment.
- Progressive industrial relations.

We are right to identify our strengths. But what we are really talking about is potential strengths and grossly under-utilised assets. In business if you fail to invest you decline. You must invest in your people, and you must invest in your capital assets. Get either wrong and you fail.

This region has suffered from chronic under-investment in both over many years.

We have clearly failed to invest in World Class Learning (both in education and in skills). Consequently, we are poorly equipped to create the knowledge-based, high value-added economy essential to our future prosperity. We have a finite labour resource and we must develop the potential of those who already live and/or work in the region. This will not happen without a substantial and urgent shift from a supply-dominated to a demand-led approach to skills and learning provision.

We must skill the people of the South East to meet the needs of our employers, otherwise we will draw more and more skilled people into the region at the expense of other parts of the UK adding pressure to our housing and infrastructure. As ever, investment in the South East is investment in the country as a whole.

We cannot afford to let down the people of the South East either in delivering gainful employment or in providing a quality of life and environment that is second to none. We are not pressing for maximum growth regardless of the cost. That is clearly not sustainable. We must, however, create the competitiveness and wealth base needed to support the region's social and environmental aspirations.

The marginalisation of rural communities and the deprivation both in our coastal towns and in pockets across the region must be addressed. The communities concerned need to be rebuilt – both physically and socially. The health and safety of our people wherever they live is of critical importance. They need to be linked into the technologies, job opportunities and skills training that will be key features of the competitive economy we are seeking to develop.

We have also failed to invest in World Class Transport. Our run-down and inadequate transport network – rail and road – suffers from chronic congestion at peak times. This is:

- stifling the current performance and growth potential of our businesses;
- damaging our environment; and
- further contributing to the exclusion of our disadvantaged communities.

We must provide the modern communications infrastructure (both physical and electronic) this region requires as we move forward into the new Millennium. This should include much improved transport routes East-West, along the South Coast, and to and around London, as well as much better networks and links with the rest of the UK, Europe and beyond.

Equally, we must be effectively connected across the region itself. This must include new or improved links between those parts of the region where there are relative shortages of labour and land, and those areas in need of regeneration. Investment in a modern, clean, efficient and reliable public transport system is essential if we are going to encourage people to leave their cars at home.

We must ensure better rail access across the region to Heathrow and Gatwick and promote and connect our local airports. Greatly improved connections to our seaports and coastal towns are also essential as part of a World Class integrated transport network. It is essential that we establish a regional transport strategy that supports and complements the other gateways across the country on which the nation's people and economy rely.

We must also develop a 'Wired Region' in which businesses and communities can communicate and transact through a coherent and highly accessible electronic network. We need to build business and learning networks to facilitate the movement of ideas and information. We must plan for the future not the past. A future in which products are distributed down wires and increasingly by rail, not just in 40-tonne trucks.

Failure to make the necessary investment in infrastructure will shortly begin to have a cumulative and catastrophic impact on the region's economy. Not only will future investment go elsewhere – as is increasingly happening – existing companies will vote with their feet to remain competitive. The gainers will not be other parts of England – our real competitors are the likes of Amsterdam, Paris and Frankfurt. If we don't address this, our businesses will suffer and jobs will be lost.

It is therefore essential that these infrastructure problems are tackled with much greater urgency than we are seeing today. The Government's own traffic growth predictions show that we are heading for a complete snarl-up. The current position is simply not sustainable – either economically or environmentally.

Demand management, better integration of transport modes and state-of-the-art traffic management systems will all have a role to play. But there are fundamental weaknesses in the basic transport network which must be addressed – and quickly.

Furthermore, we are failing to provide World Class Business Support. We need to build on the best practice that already exists in the region and take the opportunity presented by the Small Business Service to give our businesses the comprehensive, focussed and customer-orientated support they need to be fully competitive.

We must provide businesses with highly professional support, with access to advice from successful business people.

As a people we are naturally innovative. Ideas are the seeds of our future success. But they must be nurtured and developed. With some outstanding exceptions, we are failing to do this. Our problem is not a shortage of ideas. It is a failure to provide the structures and financial support of the right type to enable our inventors and potential entrepreneurs to turn their ideas into wealth-generating and job-creating enterprises. Some succeed but they are fighting against the odds. We also need to do more to encourage our existing businesses to be ceaselessly innovative.

Unless we can match the USA in this area we will slip even further behind against world competition.

In short, we have failed to create the learning, infrastructure and support environment that businesses need to generate – as only they can – the wealth to make this a World Class and competitive region.

The Way Forward

We must face the stark reality that we are not a competitive region today – we must get our act together. We need to show what we can do for ourselves and for the country. There is much that is within our own gift. But to tackle the chronic under-investment I have outlined, we need a new partnership with Government. We must agree with Government a formula for re-investing in this region a greater proportion of the wealth our businesses and people create. We will also need the authority and empowerment as a region to make this investment in a way which best meets the particular priorities and needs of the South East. Without these two pre-conditions we cannot achieve the objectives set out within this draft strategy.

We are not after something for nothing. With the right investment – particularly in learning infrastructure and business support – this region would create substantial and increasing taxable revenue every year. With our latent competitive edge, investment in this region would pay dividends to the nation of a magnitude that no other region has the potential to match.

We said in the consultation draft that we must not go to Ministers with an unfocussed, tired wish list. We must identify the key missing ingredients that are holding back the potential of this region. We must have agreed and clear objectives and we must have prioritised delivery plans with timed and costed outcomes.

With the enormous involvement and input of our partners, this strategy maps out the way forward. We are, however, only at the start of the journey. What matters is not fine words and good intentions but action. That is why we are publishing, with this strategy, draft action plans for each of the key regional programmes. These begin to spell out the specific actions needed to deliver each strategic priority and objective. They suggest who will be involved in delivering each action and give an indication of cost and timescale. They are not wish lists but they do represent a considerable programme of activity not just for SEEDA, but also for our partners. They need further work, refinement and prioritising. We will work with partners over the coming months to this end and of course in delivering the all-important action on the ground.

We will keep this strategy under continual review and we will work with partners to monitor and evaluate its impact.

It must not therefore be seen as an end in itself. It is a start, I suggest a good start, of an ongoing process which, if we are to achieve our goal, will continue to involve all of us.

In the few months we have had to prepare this strategy, the people of the South East have given a clear answer to those who may have questioned our ability to pull together as a region. We have seen a united approach of public, private, voluntary and academic sectors working side by side. Business has not stood on the side-lines. From the CBI and Institute of Directors to individual companies and entrepreneurs, the agenda for managing our future within a regional context has been enthusiastically grasped.

I am grateful for the time, energy and innovative thinking that our partner organisations and individuals from all walks of life have already contributed. I look forward to working with all of you in delivering the demanding, but achievable, agenda the region has set itself.



Allan Willett CMG
26 October 1999

SECTION A: A Framework for Change

The State of the Region

1. The South East has lost much ground to its European competitors over the last decade. Measured in Gross Domestic Product (GDP) per head, it is 23rd out of 77 regions in the European league table.¹
2. Within the region there are great contrasts. There are areas of relative affluence, but there are also places with high levels of unemployment, homelessness, weak economic prospects and a degraded environment. Areas of disadvantage are found in urban areas and rural areas alike, especially around the coast. There are also pockets of deprivation within our most affluent areas. This social exclusion is economically inefficient, morally indefensible and inconsistent with sustainability. For these areas to play a growing and sustainable role in the regional economy, they need focussed attention and investment in skills, business support, transport, housing, site development and electronic communications. The objective must be to address the underlying economic weaknesses of these areas not just the symptoms of decline.

Doing well in UK terms...

- Knowledge intensive: high incidence of scientific and engineering professionals.
- Research and development expenditure is over a quarter of the total expenditure across the UK.
- 80% of UK international travel passes through Gatwick or Heathrow; more international seaports than any other UK region.
- Market responsive: with leading edge sectors, such as biotechnology, with a strong export orientation.
- Progressive industrial relations environment.
- Affluent in UK terms: with London, the highest per capita GDP in the UK.
- High quality rural and urban environment: 11 Areas of Outstanding Natural Beauty and a wealth of heritage sites.

Two Sides of the Region

3. Some parts of the region, though not performing as well as they should in international terms, have reached the point where workforce and development land constraints could inhibit future growth on traditional lines. However, sustainable wealth creation in these areas is essential to both their own future competitiveness and that of the region as a whole.
4. In these areas we need proactive planning policies, the

¹ (Source: Eurostat 1996)

removal of congestion pinchpoints, more effective use of urban and rural assets, and learning and business development programmes. Over time, these would have the effect of shifting the balance of the economy further towards one characterised by low resource intensive and high value added activity, bringing greater competitiveness.

...but falling back on a wider stage

- Major shortages in basic key skills, specialised and sector-specific skills.
- Business start-up rates are modest by international standards.
- Road and rail infrastructure is congested, damaging business efficiency and the environment.
- Restructuring is ongoing: 70,000 manufacturing jobs will be shed by 2005;
- Finance is not easily available for fast-growing Small and Medium Sized Enterprises (SMEs).
- Lack of affordable housing is causing labour supply and social problems.
- Urban and rural environments are under threat.
- Lack of suitable premises for businesses to set up and expand.

5. A more detailed analysis of the regional economy was given in the 'State of the Region' paper which accompanied the consultation draft of this strategy. SEEDA will up-date this analysis at least every two years.

Competitive Edge

6. As stated in the Chairman's Introduction, to be competitive in world terms we must firstly make good the long-term under-investment in the region's infrastructure, people and business support.
7. However, international competitiveness also depends on identifying and driving forward those aspects of the regional economy that have the potential to give us a competitive edge. In the South East there are three such drivers. The region is:
 - a global communications and business gateway – the South East already provides a gateway to the world which could bring with it enormous opportunities. Over 95% of the world's GDP is within a daily direct flight from Heathrow or Gatwick. The region is also the principal location for the European headquarters of international companies. This reflects its role as the international business gateway into Europe – a role which no other region in Europe is as well-placed to fulfil;

SECTION A:
A Framework for Change
The State of the Region

- a centre of excellence for leading edge innovation – critical in the transition from traditional manufacturing into a knowledge based, high technology future; and
 - a leader in developing tomorrow's businesses – this is an emerging role relating to firms in such sectors as bio-technology, healthcare, environmental and land-based businesses, marine technologies and multi-media. These are some of the key areas that will drive the economy and pioneer a movement towards environmental responsibility over the next 30 years.
8. The benefits of the region's competitive edge must be captured for the good of the region, indeed for the good of the country as a whole. The region will only achieve its ambitions if it harnesses the potential of all its businesses, communities and people. This must encompass people living in areas in need of regeneration so that they can contribute fully to, and share in, the success of the region. Different areas must work together, both to overcome constraints and to create opportunities for sustainable growth in places that have so far missed out.

Planning and Sustainable Development

9. Land use planning has a key role in achieving balanced and sustainable development for the region. The Government will be publishing revised Regional Planning Guidance for the South East (RPG9) next year informed by the public examination of the draft prepared by The London and South East Regional Planning Conference (SERPLAN). The revised RPG9 will set out the framework for land use planning in the South East and it will be for local authorities to take this forward in their development plans. SEEDA will work with the Regional Assembly and Government Office towards meeting the Government's policy that regional planning guidance and the regional economic strategy should be complementary. The implementation and on-going review of the regional economic strategy will also reflect this approach.
10. Though this strategy and RPG9 have different functions, they must be complementary. They will need to pull together in a way which promotes sustainable growth and competitiveness, whilst also recognising environmental constraints and the need to promote social inclusion and an urban renaissance both as an end in itself and in order to help protect and enhance the region's countryside. Where physical growth is necessary, this should be done in such a way as to minimise travelling needs, create sustainable communities and address concerns such as the need for affordable housing and social inclusion.
11. This strategy and RPG9 have the same starting point – the principles of sustainable development as set out in the UK

Strategy for Sustainable Development. These are:

- maintenance of high and stable levels of economic growth and employment;
 - social progress which recognises the needs of everyone;
 - effective protection of the environment; and
 - prudent use of natural resources.
12. SEEDA has a statutory duty "to contribute to the achievement of sustainable development in the United Kingdom where it is relevant to its area to do so"² Sustainable development is therefore integral to SEEDA's work at the strategic and operational levels. This is reflected throughout this strategy, not least in the emphasis on promoting high value-added, knowledge based growth – not any growth at any cost.
13. As explained in more detail in the 'World Class Environment' section, we will undertake a full sustainability appraisal of this strategy and the developing action plans on an ongoing basis. Each objective will be assessed against the principles of sustainable development set out above. A draft appraisal, prepared in accordance with Government guidance, has been published with this strategy. We are making this draft and future updated versions available on our web site, (www.seeda.co.uk). We would welcome comments on the overall approach, the process, methodology, style and content of the draft and future appraisals as they are updated on our web site.

The Wider Context

14. International competition is creating a knowledge based 'worldwide' economy and market place. This is reflected in greater consumer choice, rapid technological evolution, changing business and market operational practice, increasingly complex business frameworks and interdependent financial markets. The region's economy cannot therefore be considered in isolation. It is dependent on its relationships with London, other neighbouring regions, the rest of the UK, Europe and the world economy.
15. In taking forward the implementation and review of this strategy, more needs to be done to understand these relationships (including the emerging inter-regional and international networks) and to identify action designed to make the most of them. SEEDA will work to this end with the Regional Assembly, Government Office, colleagues from neighbouring development agencies and partners across the region. Some of the key relationships are set out overleaf in more detail.

² RDAs Act 1998

The South East and London

16. The South East's relationship with London is critical to its future success. But this is a two-way relationship – London's role as a pre-eminent world city is dependent upon support it receives from the entire South East region.
17. The key relationships between London and the region include:
 - access to London's international service economy – a key market for the region's goods and services;
 - the availability of London's business services to the region's companies and the availability of London amenities to its residents;
 - commuting – 20% of London's workforce lives in the greater South East;
 - access to the airports and national transport networks; and
 - complementary business networks and sectors.
18. International comparisons suggest that we have not been making the most of this inter-relationship. For example, around the periphery of London clusters of high technology 'sunrise' industries have grown up comprising many of the most internationally competitive companies in the UK. However, the South East has been only moderately successful compared with similar high technology areas around other world cities, for example Paris and Tokyo.

The South East and Other Neighbouring Regions

19. SEEDA will work closely with the development agencies in other regions to identify common ground in their strategies and where working together will pay dividends. Examples of where such cross-border working will be valuable include:
 - the Thames Gateway where SEEDA has been asked to take the lead in working with the London and Eastern development agencies in carrying forward the implementation of a strategy for the area;
 - cross-border infrastructure priorities such as the east-west rail route and improved public transport access to Heathrow; and
 - in developing links with the South West region along the South Coast.
20. This is by no means an exhaustive list. SEEDA will work with partners in this and other regions to identify and develop further opportunities for effective cross-border working.

The European Dimension

21. The benefits of finding common ground with our neighbours also applies to European regions. Key issues that will need to be taken into account in developing a European dimension to the South East's strategic approach to economic development include:
 - the region's place in the 'golden triangle' of the north west European heartland;
 - the region's role as the principal business gateway for the UK to Europe and beyond, with the increasing volume of cross Channel passenger and freight traffic;
 - the particular position the region plays as a gateway into the European market for global companies – half of the UK's 100 most strategically important international companies (as identified by the Invest in Britain Bureau) are based in the region;
 - the effects and opportunities of the single market. These include the impact of the Euro, the range of EU policies already in place and forthcoming on such issues as the environment, sustainable development and social and employment policy; and
 - the opportunities for partnership with other European regions, and for European Commission support for training, research, regeneration and development.
22. Local authorities and other partners in the South East have considerable experience of working in Europe. SEEDA will work with these local partners, and with the Regional Assembly, the Government Office and private sector businesses and advisors, to develop a stronger regional dimension to this region's relationship with Europe. To this end, SEEDA:
 - has joined with the Regional Assembly to form a Joint Europe Committee to advise both organisations on European matters;
 - is working with the Regional Assembly and local partners to strengthen the region's influence in Brussels by co-locating the region's representative offices in a new 'South East House'. This regional presence will build on the effective activities of existing local authority/ partnership staff already based in Brussels, bringing a synergy which will benefit the region as a whole; and
 - will work with the Regional Assembly, the Government Office and other partners to develop a European strategy and an action plan to maximise policy and financial support from European institutions for the region's people and economy.

SECTION A:
A Framework for Change
A Comprehensive Approach

A Comprehensive Approach

23. This strategy offers a comprehensive approach to developing the competitiveness of the region and enhancing the quality of life of all. It encompasses action at the regional, sub-regional, local and sectoral levels. This is a strategy for the region as a whole – it aims to build on, not replace or duplicate, the excellent work already being undertaken at all these levels by partners across the region. SEEDA will have an important role in its implementation through its own programmes, through working with partners to add value at the regional level, and through ensuring that the three levels of action mentioned above are complementary.
24. Figure 1, next page, illustrates how the impact of these programmes and the strategy as a whole is dependent upon addressing all three measures of success that support quality of life – economic prosperity, social inclusion and environmental quality.

Region-wide Programmes

25. Section B of this document describes seven region-wide programmes designed to provide a framework for addressing the region's economic, social and environmental needs in both urban and rural areas. These encompass the need for the South East to have world class businesses, learning, workforce, transport, environment, communities and urban renaissance, and rural economy.
26. For clarity, these programmes are covered in separate chapters. They are, however, clearly interrelated with a number of complementary approaches, not least the common theme of promoting sustainable development which runs through the whole of the economic, social and environmental agendas covered by the strategy.

Action Plans

27. For the region-wide programmes SEEDA, informed by the consultation process, has developed draft action plans which we are making available with this strategy as working documents for further development and agreement with partners. For each programme, these action plans set down the strategic priorities, objectives, key actions, and suggest the lead and supporting partners involved, together with an indication of both the delivery timescale and of the costs involved. In consultation with partners, these actions will now need to be more clearly defined and prioritised and those involved will need to consider and agree their roles in the delivery process.

Timescales and costs, which are no more than indicative in the draft plans, will need to be tested and firmed up.

28. The successful implementation of these action plans is fundamental to this strategy making a real difference. SEEDA will work with partners in leading, facilitating or supporting actions as appropriate, and will set in place arrangement to monitor and review the process.

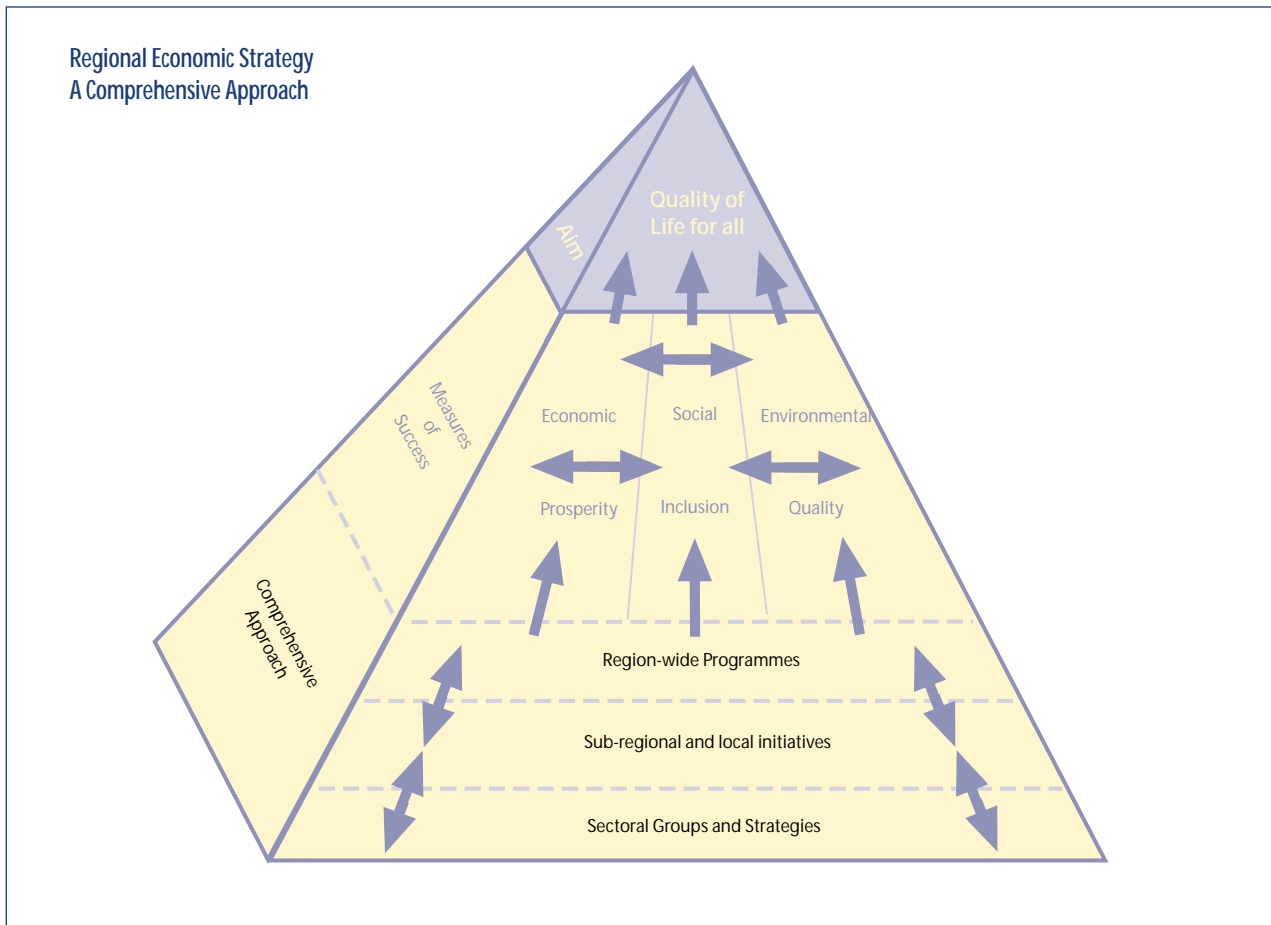
Sub-regional and Local Initiatives

29. At the sub-regional, county and more local levels, SEEDA encourages economic partnerships and local authorities to review their economic development strategies in the light of the regional framework that this strategy provides.
30. Business, social and environmental needs transcend administrative boundaries – both local authority and regional (increasingly this also applies to national boundaries). Economic partnerships are recognising this in working together in the preparation of action plans for the Areas of Economic Generation and Areas of Regeneration profiled in the 'State of the Region Report' which accompanied the consultation draft of this strategy. The working papers they have so far produced are available on the SEEDA web site or directly from the partnerships themselves.
31. SEEDA will also work with local partners to develop Area Investment Frameworks to bring together (at the district level or covering a group of districts) all the principal public, private and voluntary sector partners to focus their funding in a more integrated way. This initiative is described in more detail in World Class Communities and Urban Renaissance.

Sectoral Strategies

32. Business leaders and experts from each of the region's key business sectors are joining SEEDA and other national partners to form sector groups. These groups will develop action plans to help either achieve or maintain the international competitiveness of each sector. The plans will include initiatives to increase the level of inter firm networking and to develop specialised or sector specific skills. They will also encourage interaction between firms and the academic, research and business support base by developing and nurturing business clusters and networks (see World Class Business).

Figure 1.



Monitoring and Evaluation

33. Our developing proposals for monitoring and evaluating this strategy are covered in Section C.

34. As acknowledged in the Chairman's introduction, there is much that this region can achieve for itself and for the country. However, in monitoring and evaluating the impact of this strategy, account will need to be taken of external factors which SEEDA and the region do not control. These include:

- whether the Government agrees to a step-change in the level of resources to be re-invested in this region, particularly in the areas of learning, infrastructure, business support and brownfield reclamation;
- whether the region is given the authority and empowerment to invest existing and additional resources in a way which best meets the particular priorities of the South East;
- changes in the national and world economies and the impact these have on the South East;
- developments in regional government, in particular progress towards establishing a directly elected Regional Assembly and the impact this would have on the empowerment of the region;
- developments in the UK and European Union legislative and regulatory frameworks and the extent to which these support the further development of an innovative and entrepreneurial business culture; and
- the extent to which the planning system responds positively and proactively to the need for sustainable growth, new ways of doing business, and the challenge of creating an urban renaissance and a vibrant rural economy.

SECTION B:
Programmes for the Region
World Class BusinessesSECTION B:
Programmes for the Region

World Class Businesses

1. The South East economy has the potential to be the country's engine of growth, yet it is slipping in international terms. High-growth and market responsive companies, from start-up through to maturity, hold the key to the future. Their potential for further development and growth must be realised. Large, established businesses must be nurtured and retained. In particular, more businesses must achieve their potential to become world class.
2. To improve the region's economic performance and to ensure it contributes fully to national growth, we need to:
 - develop a world class competitiveness and enterprise infrastructure;
 - increase technology transfer and innovation;
 - develop strategies for the growth of key sectors and business clusters; and
 - foster and sustain national and international links and networks with leading edge businesses and institutions.
3. For the South East to achieve its competitive potential:
 - all businesses in the region need support, of the highest quality, so that they can be competitive in the global market place;
 - a greater proportion of the output and knowledge base of the research and development infrastructure of the region – both public and private – must be exploited to commercial advantage. We need to develop closer links between the research base and business, in order to increase the level of innovation and technology transfer and the number of, spin-out, enterprises;
 - the critical clusters of companies in key sectors must be nurtured. We must continue to attract companies in sectors that will contribute to the development of our economy. But it is also essential to develop the businesses – of all sizes – that are already here. The prosperity of the South East depends on having a range of successful businesses, from the small, through to the medium sized and the global players; and

- the opportunities and threats facing business and institutions competing in an increasingly global market place must be addressed. International links and networks should be developed and enhanced to maximise the new market opportunities, leading edge technology, processes and systems and specialist skills development available to our businesses and institutions.
4. Skills, transport, effective community infrastructure in both urban and rural areas, and environmental best practice will also play a vital role in achieving our world class business potential. These issues are dealt with in subsequent chapters which should be read in parallel to the proposals outlined below.

Strategic Priorities

- Ensure that support networks for ambitious businesses are both world class and accessible.
- Increase significantly the level of business-to-business e-commerce.
- Increase the rate of innovation and technology transfer by exploiting the extensive and world-class research and development resource within the region.
- Stimulate business growth through improved access to investment support.
- Develop strategies to create and sustain globally competitive sectors to include the support of established and emerging business clusters.
- Develop the opportunities for our businesses and institutions to benefit from enhanced links with key regions, sub regions, clusters and institutions in other parts of the world.
- Enhance proactive support services to attract and retain high added value companies particularly those in priority business sectors/clusters and those which meet supply chain opportunities.

5. Central to the delivery of these objectives will be the establishment of a network of Enterprise Hubs across the region and the creation of a 'Wired Region'. These initiatives are described in detail at the end of this chapter.

Ensure that Support Networks for Ambitious Businesses are Both World Class and Accessible

6. The region's businesses and other organisations must be supported and encouraged to specify, demand and access the highest quality of business support services, both public and private, to achieve a measurable impact on their results

and the region's effectiveness and competitiveness. New relationships must be established with the Small Business Service and British Trade International as key partners to ensure a comprehensive support service is provided. New regional strategies must also be developed to improve export capability and supply chain infrastructure, drawing upon the support available from the European Information Centres.

Objectives

- Increase the fit of business support services to customer need and reduce confusion and lack of clarity in the market place.
- Improve access to domestic and international markets.
- Establish new and effective support systems to increase the rate of start-ups with high growth potential.
- Enable access to business support for community enterprises.

Increase Significantly the Level of Business-to-Business e-Commerce

7. It is predicted that the level of business-to-business e-commerce will grow exponentially over the next few years. It is critical to ensure that all businesses in the region are able to benefit from this revolution. The increasing role of the EU in e-commerce policy and legislation needs to be taken fully into account.

Objectives

- Increase the percentage of companies that have their own web site or make frequent use of Electronic Data Interchange (EDI) to 80% in three years.
- Develop the skills within businesses so that information and communications technology (ICT) can be used to increase sales and reduce transaction costs.
- Support the development of web sites, internet structures and measures that facilitate the use of e-commerce by small businesses.

Increase the Rate of Innovation and Technology Transfer by Exploiting the Extensive and World Class Research and Development Resource of the Region

8. The region is rich in world class research and development activity. However, relatively little of that 'knowledge base' is used by the region's businesses.
9. Full use needs to be made of the EU's Fifth Framework Programme for Research and Development in helping to develop clusters. The higher education reach out initiative should be supported, and funded projects could provide an effective component of Enterprise Hubs.

Objectives

- Develop a regional innovation strategy (making maximum use of the 'Foresight' programme) which enables businesses to access the vast wealth of knowledge and facilities within R&D organisations through a dedicated resource, such as Business Partnership Departments within such organisations.
- Establish a regional 'knowledge management' system which includes linking the various primary research information bases across the region.
- Facilitate spin-outs from universities, research establishments and large businesses.

Stimulate Business Growth Through Improved Access to Investment Support

10. The growth of businesses in the region is being restricted by the lack of access to investment in the range £50,000 – £500,000. Improved support is required for growing businesses in terms of investment finance, access to experienced entrepreneurs and advice on grants and incentives.

Objectives

- Establish independently managed regional funds that will provide a portfolio of equity, mezzanine and loan finance that addresses the seed corn and 'equity gap' requirements, on a commercial basis growing businesses.
- Develop support mechanisms, such as business angels and non-executive directors' schemes, to enhance access to risk capital and improve post investment success rates.
- Improve arrangements to identify and access sources of European, and UK public and private funding for businesses and community and social enterprises.

Develop Strategies to Create and Sustain Globally Competitive Sectors and Clusters

11. The globalisation of business and attendant rapid rates of change in markets and technology result in increased competitive pressures. To achieve high levels of productivity and growth, companies need to share knowledge of trends and best practice. They need to access global opportunities, exploit collaborations and shape the region's resource base to fit their sector's needs. The region has some established business clusters and others with potential for growth, but there are too few really dynamic clusters across the region. Existing clusters need to be nurtured and developed, emerging clusters need to be identified and encouraged to grow.

SECTION B:
Programmes for the Region
World Class Businesses

Objectives

- Leaders, practitioners and experts from various business sectors to join with SEEDA and other national partners to form sector groups. Each group will develop a strategy to influence physical and intellectual infrastructure within the sector and develop opportunities for collaboration by showing knowledge and expertise. The sectors will initially be:
 - automotive
 - creative industries
 - defence and aerospace
 - environmental technologies
 - financial and professional services
 - food and drink
 - information and communication technologies
 - land based industries
 - marine technologies
 - pharmaceuticals, biotechnology and healthcare
 - property services
 - tourism and leisure industries
 - transport and logistics
- Identify the change process required to sustain world class performance or to close the gap between current performance and world class standards.

12. The sector groups will:

- develop action plans to establish or sustain our regional sectors/clusters as world class;
- identify the changes needed and the processes required to sustain world class performance or to close the gap between current performance and world class standards; and
- work closely with the 'Foresight' programme to help provide a long-term dimension to their strategic plans.

Develop the Opportunities for our Businesses and Institutions to Benefit from Enhanced Links with Key Regions, Sub Regions, Clusters and Institutions in Other Parts of the World

13. International networks are often fragmented and expensive to develop yet are vital to sustain our businesses and institutions in a global marketplace. To underpin our business and institutional activities, international networks and links are required to enable access to new market opportunities and leading edge technology, systems and processes.

Objectives

Foster effective partnerships between our businesses and institutions, and key organisations and clusters in other parts of the world.

Enhance Proactive Support to Attract and Retain High Added Value Companies

14. Businesses are becoming increasingly mobile. Success in attracting and retaining these businesses requires proactive marketing of the region and a comprehensive service to facilitate a company's location/expansion in the region. There are opportunities to collaborate with neighbouring regions to enhance our shared ability to attract the interest of a wider range of high value-added companies.
15. Business investment has been important for regional competitiveness but its benefits have not been sufficiently spread across the region.
16. The process of obtaining planning approval for appropriate development in the right places (for new and growing businesses) needs to be as straightforward, predictable and expeditious as possible. SEEDA would welcome views from local planning authorities, businesses and others on the establishment of a 'Planning for Prosperity Charter'. In signing up to such a Charter, local planning authorities would undertake to give business applicants an early indication of the likely response to their application and an efficient and pro-active service throughout the process. Government targets for dealing with planning applications could be used as a benchmark for the minimum service standard.

Objectives

- Establish a sustained programme of international marketing to generate business interest in locating or expanding in the region, and to raise the profile of the South East as the premier location for HQ and R&D operations of international companies.
- Develop joint marketing plans with neighbouring regions to take advantage of and support the synergies associated with working as a wider single area.
- Enhance and provide comprehensive services to assist companies to locate and expand in the region.
- Develop action plans to improve the uneven spread of business location and expansion, reflecting growing clusters and economic and social development opportunities across the region.
- Investigate the possibility of establishing a 'Planning for Prosperity Charter'.

Enterprise Hubs

Providing a World Class Environment for Growing Businesses in the 21st Century

1. For the South East of England to become one of the top 10 regions in Europe, it needs to secure a step change increase in the business birth rate and in the number of businesses achieving significant rates of growth. Both new and existing businesses must contribute to this objective, by improving productivity achieved as a result of an increased rate of innovation and technology transfer. There is also a critical need to create an environment in which entrepreneurs can thrive.
2. While the quality of business support improved in the 1990s, the scope for developing more specialised, business-led services has increasingly been eroded by the demands imposed by government departments, often the primary source of funding and therefore the ultimate client. This has resulted in the provision of 'generalised' business services aimed at any business within broad criteria.
3. Historically, publicly funded business support has focussed on providing advisory services and training. Whilst these are important, successful business development also depends on a wide range of other factors which must be integrated within current enterprise development programmes. These include sources of innovation, technology, recruitment and development of staff, business networks, access to capital, premises, suppliers and markets.
4. Enterprise Hubs will enable the skills and experience of entrepreneurs and the innovative ideas and new technological developments in our Universities and Research Institutes to be fully harnessed. Special emphasis will be given to strengthening and extending the work of Innovation Centres which have established a reputation as a dynamic interface between entrepreneurs and the scientific community engaged in research and development work.
5. We must embed a process in which ambitious entrepreneurs can have collective influence that brings about fundamental improvements in the local business environment.

The Proposal

6. SEEDA plans to work with partners to establish, as a flagship initiative, a network of some 25-30 Enterprise Hubs, covering the whole region, within 5 years. Hubs will provide a focal point for the pursuit of innovation and entrepreneurial activity and support a facilitated network of successful business people. The purpose of an Enterprise Hub is to be a catalyst and then facilitate action, drawing together the relevant bodies and encouraging them to commit resources and implement specific initiatives.
7. Enterprise Hubs will aim to:
 - create an effective local network for successful, innovative and far sighted entrepreneurs;
 - give individual entrepreneurs collective influence to improve the local business environment;
 - drive innovation and technology transfer as a key stimulant to the growth of small businesses;
 - provide quality support as determined by entrepreneurs;
 - instigate innovative, added value projects led by common interest groups; and
 - facilitate the development of clusters.

Key Ingredients for Success

8. To be successful, an Enterprise Hub will need to be championed by a respected business leader, owned by local businesses, expertly facilitated and independently managed. The recipe for Enterprise Hubs will need to be sufficiently flexible to enable each area to determine its own priorities and bring forward locally relevant initiatives. The success of a Hub will depend on adding value to current projects as well as encouraging new initiatives.
9. To make a real difference to business development and competitiveness, each successful Enterprise Hub is likely to include:
 - the active involvement of a pool of ambitious entrepreneurs led by a highly respected business champion;
 - a base of growing businesses;

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Programmes for the Region
Enterprise Hubs

- the full support of the relevant local authorities and economic partnership;
 - the active involvement of service providers, justified by the Hub offering synergy between their individual activities. Key service providers are likely to include local authorities, TECs/Learning and Skills Councils, Business Links/Small Business Service, further and higher education institutions, other training providers, National Training Organisations, the Careers Service and local professional services;
 - effective business networks facilitated through high capacity connection with the 'Wired Region';
 - effective connections between businesses and all service providers, also facilitated through the 'Wired Region';
 - ready access to start-up and expansion finance including the planned regional funds;
 - ready access, on flexible terms, to premises, from incubator units/workshops through to expansion space at the science/business park level; and
 - programmes to promote high-growth start up enterprises, cluster and supply chain development, entrepreneurship, e-commerce, specialist business support and common interest groups.
10. It will be important that some Enterprise Hubs are developed to include rural businesses and community enterprises.
11. Each Hub will need a full-time Director with responsibility for:
- providing effective and independent management and marketing of the Hub;
 - facilitating effective networking and co-operation across service providers and between them and their customers;
 - promoting the development of programmes involving groups of service providers/businesses;

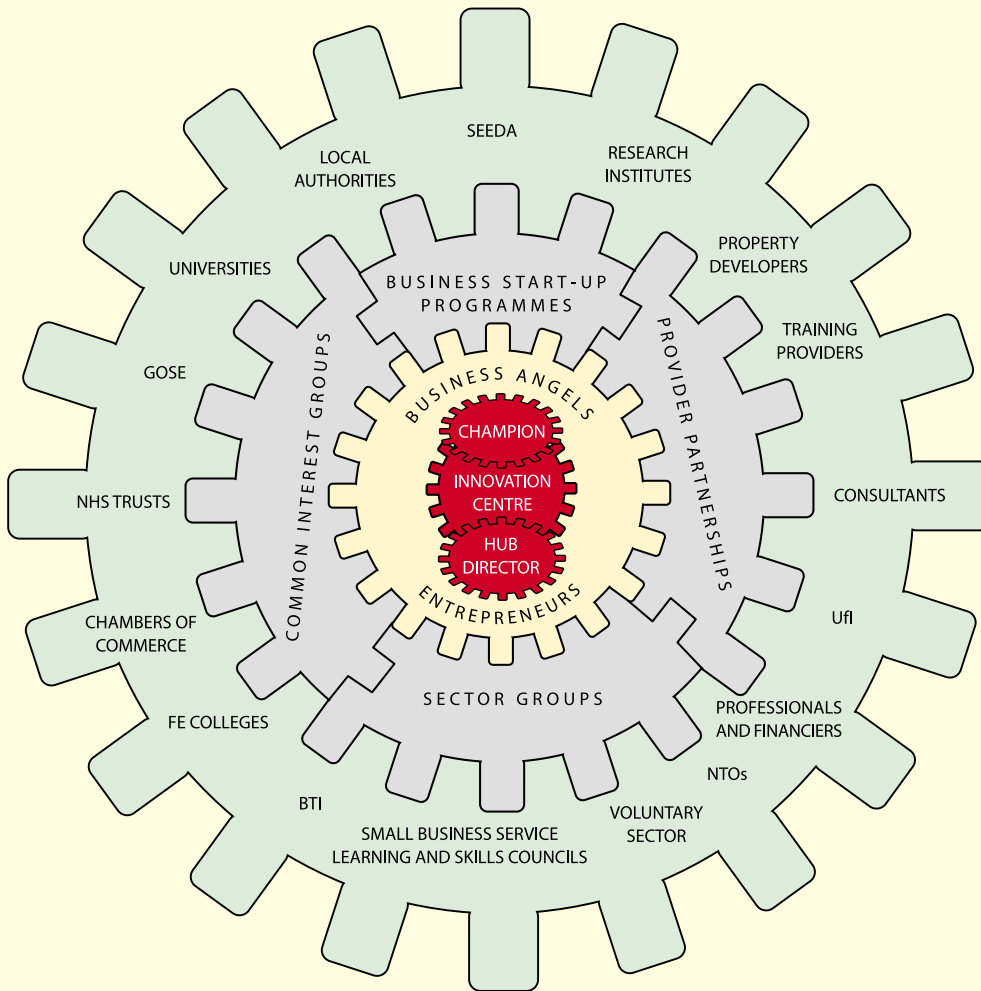
- ensuring effective linkage, through the 'Wired Region', with other Hubs in order to facilitate the sharing of excellence, specialist services and best practice across the network; and
- monitoring and reporting on the value added by the Hub.

Next Steps

12. SEEDA will consult and work with partners to develop a programme for establishing the full network of Enterprise Hubs within five years. Key steps will include:
- reviewing initiatives, elsewhere in the UK and abroad, that include at least elements of the Hub approach in order to inform best practice;
 - considering the emerging roles of the Small Business Service and the Learning and Skills Councils in order to determine how they can best link with the Hub initiative;
 - developing a detailed, but flexible, framework on the structure and management of a Hub incorporating best practice;
 - in the first year (from April 2000), selecting up to six Hubs for funding by SEEDA. The first Hubs are likely to be selected on the basis that they would also serve as demonstration projects for other areas;
 - also in the first year, selecting a second group of potential Hub areas for pump-priming funding to work up full proposals for implementation in following years; and
 - in the second year, implementing a second group of Hubs and selecting further areas for development funding. This process will continue until the full network of Hubs is in place.

Figure 2.

Enterprise Hubs – How the Process Works



The Wired Region

Connecting People and Organisations Across the South East

1. The present revolution in Information and Communications Technology (ICT) is changing the manner in which knowledge is received, managed and communicated. This will increasingly directly affect the way business is transacted, education and training is delivered and the way people live their lives. The volume of information passed over the Internet is doubling every 100 days, and the volume of e-commerce transactions is doubling year on year.
2. If the South East is to remain competitive and take hold of the opportunities ICT provides, it is essential that individuals, organisations and businesses not only catch up with, but stay ahead of these developments. As the South East increasingly becomes a knowledge based economy this will improve business competitiveness as well as advance our progress towards the wider goals of sustainable transport, community development, social inclusion and a high quality and sustainable environment.
3. Individuals, businesses and other organisations need ubiquitous access to knowledge, learning and the ability to transact business electronically. They need to be connected into a 'Wired Region'. By 2002 half of our population, four million people and over 250,000 companies and organisations, will be able to access the Internet by telephone, television or PC.
4. Numerous Internet sites and initiatives have already been established across the South East within communities, organisations, businesses and various partnerships. However, with a few notable exceptions, these have not yet benefited from the synergies available from co-ordinated action, integrated communications and the sharing of best practice.
5. SEEDA will work with its sub-regional partners to address these requirements and enable the South East to become a truly 'Wired Region'.
6. The aims of the 'Wired Region' are to accelerate the growth of sustainable economic and social activity by:
 - creating high capacity, low cost connections and relationships between economic activity (e-commerce);
 - facilitating distance learning;
 - delivering a range of services including business

support to both profit and not-for-profit organisations;

- providing access to a wide range of information;
- supporting Enterprise Hubs and other innovation and technology transfer activities;
- creating links between businesses within the same sector across the region;
- offering a 'knowledge management' capability linking Research and Development centres with businesses;
- supporting access for businesses to the planned regional funds and other financial services; and
- connecting individuals, schools, community groups and local businesses to combat social exclusion and facilitate learning partnerships, lifelong learning and community enterprise.

Key Criteria for Success

7. To achieve these benefits there are four essential requirements:
 - a reliable, high/broad band network, offering low access costs – i.e. efficient and effective infra-structure, (the cost of access in the UK is a multiple of comparable connection costs in the USA);
 - a comprehensive 'intranet' style network connecting Enterprise Hubs, Research and Development centres, University for Industry (Ufi) Hubs and community access points;
 - an accessible, responsive portal for the region – the 'software'. There are a numerous, uncoordinated portals that are difficult for the consumer to both find and use; and
 - relevant and reliable information and services.

Objectives

- Review the provision of low cost high/broad band width connections across the region.
- Establish a network of links between Enterprise Hubs, learning/community centres, and public internet/intranet access points.
- Establish home access to a South East web site portal to deliver information, learning and a regional 'High Street'.
- Establish e-commerce network structures to support small businesses.

Key Ingredients

8. The advent of digital television and telephone (mobile and fixed line) access to the Internet provides new opportunities to access information at any time in a supportive environment. Three core facilities are under consideration for delivery on a new South East web site portal, within the 'Wired Region':

i. Information and News, including:

- international, national and regional news;
- public service information – bus and train timetables, public support services, etc.
- 'yellow page' information for products and services;
- community, network and business information and bulletin boards;
- job market information – adverts, information, advice and support;
- business opportunities, business sites and premises;
- best practice exchange for establishing community projects applying for grants etc. and
- other popular databases.

ii. An e-commerce High Street & Marketplace, including:

- undertaking confidential and secure financial transactions;
- selling regional produce, products and services locally;
- facilitating distribution mechanisms for rural and peripheral communities;
- supporting supply chain development; and
- ensuring access to business-to-business e-commerce for small businesses.

iii. A New Accessible Delivery Point for Learning and Skills Training, including:

- University for industry courses;
- courses and tutorials with further education/higher education colleges and training providers; and
- life skills (e.g. employability/parenting courses).

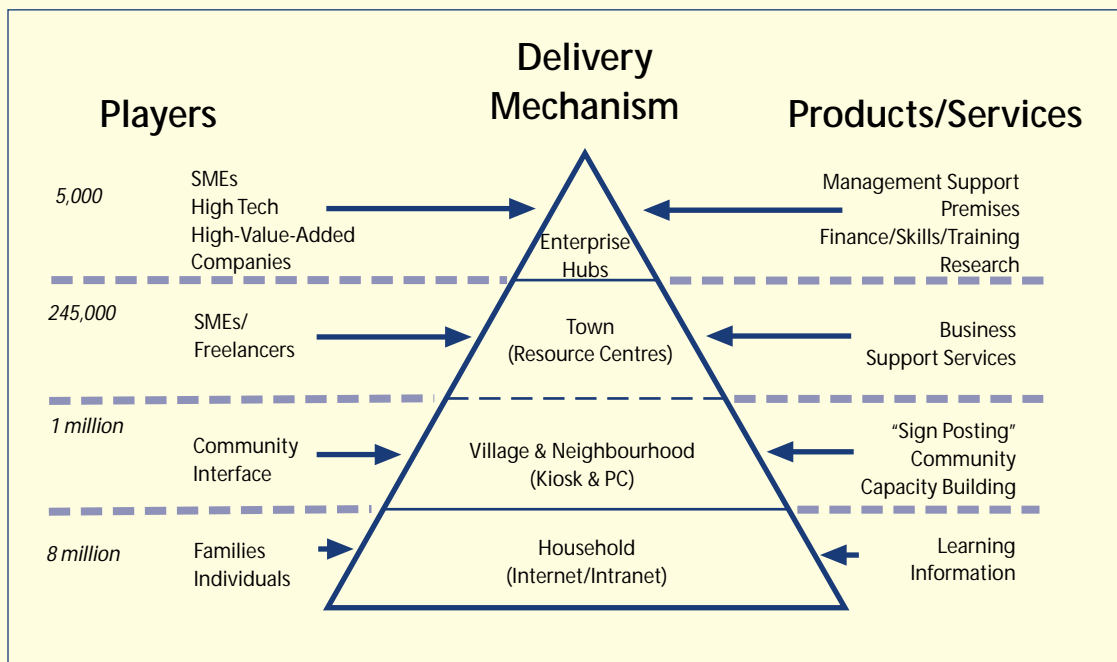
9. Users will be able to connect to the 'Wired Region' via a PC, Internet-phone or digital television. In this way, the 'Wired Region' will be accessible from the work place, educational establishments, libraries, town and village business resource centres, community centres, kiosks and "on the move".

Next Steps

10. Informed by extensive consultation during the preparation of this strategy, SEEDA is scoping the requirements and specifications to establish a regional web site portal and is entering into discussions with industry partners to seek solutions for the provision of low cost, high broad band width ICT infrastructure.

11. During 2000-1 SEEDA will seek to establish and connect the web site portal to the sites of all regional partners – effectively to become The Web Site for web sites. Large and medium sized businesses will be able to use their own Internet connectivity to gain access. Access and training will be provided through local resource centres for those individuals, small and micro businesses and organisations without Internet links.

Figure 3.



SECTION B:
Programmes for the Region
World Class Learning

World Class learning

1. International competition is creating a knowledge based 'world wise' economy. The levels of knowledge and skill possessed by the people of the region are central to its economic prospects. In some parts of the region these are amongst the highest found in UK, having been steadily driven upwards by the recruitment demands of the region's high technology employers and a responsive education system. But current employment demands and emerging job trends are sending skill requirements even higher, whilst educational attainment across the region as a whole remains modest by international standards. Both require major change and improvement.
2. New ways will have to be found of funding skill development and lifelong learning for both companies and people. These need to build on some of the successful developments at local, national and European level. There is a need to think region-wide in an integrated way. Building pathways and connections from disadvantage to mainstream employment will also be vital to combat social exclusion.
3. To achieve the skills-base required for a world class region, we need to increase both the level of achievement and the numbers participating in learning. Stimulating a demand for learning will require a multi-level, multi-standard approach. There needs to be a massive cultural shift in our attitude towards lifelong learning. But success will depend on people, organisations (including employers) and government devoting time, money and other resources. This substantial investment is critical if we are to become a 'learning region'.
4. A key challenge is to give employers more of a 'voice' in the provision of learning and skills opportunities. At the same time we need to raise awareness of the tremendous changes which are transforming our education system, for example in the way technology is both being used to deliver learning and becoming part of the curriculum. Standards are rising as shown by recent GCSE and other results, but there is still a pressing need for vocational learning to be viewed with the same esteem as academic learning. Employers need to be aware of what our educational institutions currently offer and play their part in both developing and delivering the skills of the future.

Strategic Priorities

- Excite people to learn and build a culture of lifelong learning across the South East.
- Engage employers in both influencing learning provision and the delivery of learning opportunities.
- Develop high quality provision that meets the needs of key sectors.
- Develop many more world class managers.
- Raise achievement levels across the South East and develop opportunities for everyone to acquire the skills needed to find and remain in work.

Excite People to Learn

5. Too many people view their learning experience, whether at school or at work, in a negative way. To keep up with the pace of industrial change this view must also change and people, whatever their age, need to see learning as part of their everyday life. This needs to be coupled with a sea change in the way learning is delivered both in terms of connectivity and content. The challenge is to make learning valued, accessible and fun. We must engage with people of all ages, and at all levels, in work, at home and in the community to get this message across. At community level we have to fully involve community representatives and voluntary sector groups. We need to ensure that this involvement includes both urban and rural communities.

Objectives

- Launch a regional marketing campaign aimed at motivating people, whatever their age, to learn. This will need to be co-ordinated with local and national activities.
- As part of the 'Wired Region', develop innovative centres of learning, some of which will be virtual rather than physical, incorporating the University for Industry (Ufi) as a key element of accessible delivery. Help to overcome barriers to learning by taking it out to people and businesses where they want it. For instance it will be essential to reach rural communities.
- Develop, with the new Learning and Skills Councils, Careers Services and Ufi, clearly presented information and easily accessible means for delivering advice and guidance on education, training and skills opportunities. This should include the use of ICT to make information available in public places such as libraries and shopping centres.
- Promote incentives to learn among people and employers. Capitalise on individual learning accounts and employee development programmes.

Engage Employers in Both Influencing Learning Provision and the Delivery of Learning Opportunities

6. Dynamic links between the world of work and that of education and training are essential for the development of a successful workforce. But many feel that learning solutions are being developed with little regard to the needs of employers, and more importantly the workforce of the future.
7. In the South East we have made great strides in involving employers but more needs to be done. Information on skill shortages and emerging skill gaps is patchy, with little available at a regional level. We will improve information on current and future skill needs, pool research and provide intelligent analysis on trends. We will also create a common language for action and to develop the right training at the right place and the right time.
8. Support within and between companies through the creation of learning networks of companies and supply chains should be used to develop learning solutions. Those flagship companies already emerging as learning organisations should be promoted as case studies of good practice.

Objectives

- Develop a regional skills research unit to co-ordinate the collection and dissemination of information. Importantly, it will also provide up-to-date intelligence and analysis for predicting future trends and preventing skills shortages from developing.
- Engage the higher education, further education and schools sectors in developing effective links with business, building on the successful measures already employed by some of our best universities and colleges and Education Business Partnerships (EBPs). These links will be vital to the success of Enterprise Hubs.
- Activate regional networks involving e.g. National Training Organisations (NTOs), University for Industry, higher education and further education regional groupings.
- All bids to SEEDA for learning and skills funding to demonstrate the active participation of employers/employer representative bodies.

Develop High Quality Provision in Leading Edge Sectors

9. The region has a number of key and potential growth sectors which have an increasingly urgent need for highly skilled and educated people. We need to build on the success of these sectors and ensure that skills shortages and gaps are not allowed to inhibit their competitive performance. Effective solutions are being developed through business clusters and supply chains but more needs to be done to promote these links. Within the region there

are already several learning centres serving specific sectors. We want to build on these and develop new centres. These 'centres of excellence' will be encouraged to be innovative and to access a wide range of public and commercial funding opportunities.

10. We must thoroughly understand the impact of employers' skills needs on the region's economy and the ways in which these affect the labour market. We need the ability to target supply effectively and ensure that learning providers can react quickly to demand. Some of these demands are already clearly emerging, such as a pressing need at all skill levels in Information and Communications Technology (ICT) and precision engineering. Meeting these demands whether at sector or occupational level is critical to the success of the region.

Objectives

- Develop high quality sector-specific training through the growth of centres of excellence (both existing and new) with strong links to Enterprise Hubs. Informed by SEEDA Sector Groups, National Training Organisations, employers and key learning providers in the private and public sector, information on skill needs will be made available through the regional skills research unit.
- Respond to the significant increase in the demand for skilled ICT personnel across many sectors. Action is to be taken through the regional Skills Development Fund and other routes, to develop ICT capability at all levels from basic to advanced.

Develop Many More World Class Managers

11. The quality of business management will be a key determinant of the success of the region. Yet numerous studies have shown low commitment to management development especially among SMEs. The South East needs more world class managers with strong business and technical skills. It is already clear that managers need greater skills in international business expertise, entrepreneurship, managing change and languages.
12. We must give more power to the demand side by helping managers to diagnose exactly what they need and work with suppliers to ensure they respond. Competency in planning and problem solving will be at a premium with perhaps the greatest challenge being to reach those who hold the power to influence whole organisations – including the self-employed, owner-managers of micro businesses and right through to senior managers of international companies.

SECTION B:
Programmes for the Region
World Class Learning

Objectives

- In partnership with business and learning providers, create management development solutions and give managers in the South East the ability to match and ultimately exceed the qualifications and capabilities of their international rivals.
- Starting with young people at school and college, use centres of excellence, Enterprise Hubs, supply chains and business clusters to create networks of support linked to young enterprise programmes and business start-up schemes. Use these links to support and encourage the development of entrepreneurship and innovation amongst potential new managers and owner-managers.
- Consider the feasibility of establishing a 'Virtual Management Centre' based within the 'Wired Region' network.

Raise Achievement Levels Across the South East and Develop Opportunities for Everyone to Acquire the Skills Needed to Find and Remain in Work

- The skills demanded of the average worker in the South East are rising more rapidly than in any other UK region. To meet this demand we must increase attainment across the whole population, starting with the youngest (pre-school) and supporting higher achievement at every level through school and beyond. This must also include a drive to eliminate poor literacy and numeracy, which are potent factors in economic and social exclusion.
- The early years of education are fundamental for developing a love of learning and the region must build on the successful initiatives taking place in pre-school, primary and family learning. The pre-school and school sectors need to be recognised for the role they have in the drive towards a culture of lifelong learning. Both children and their parents need to regard learning positively as an ongoing part of everyday life.
- Helping to set demanding new learning targets for the region, as part of the National Learning Targets and then helping partners to deliver will be a key part of this. But currently, participation in learning amongst adults has peaked (there has been no significant rise for three years). In addition, there are still too many young people leaving school with low level qualifications and few job-related skills. Barriers, whether perceived or actual, need removing. Learning needs to be available in bite-sized-chunks at a time and a place to suit the learner.
- The Learning and Skills Councils (LSCs), at both a national and a local level, will be significant agents for change in the delivery of the regional economic strategy (as will the SBS mentioned in the previous chapter). SEEDA, along with Government Office and Further Education Funding Council

will need to work together alongside local partners to ensure a smooth transition from Training and Enterprise Councils (TECs) to LSCs and to ensure that the regional economic strategy objectives become an integral part of LSC strategic plans.

Objectives

- Investigate at regional level the role SEEDA and other agencies, such as LSCs and employers can play in encouraging early learning. In particular investigate the impact of family friendly working practices and employer support for family learning.
- Through the activities of local Economic Partnerships, Local LSCs and other key partners, work to increase the number of qualifications gained in the South East, both amongst school leavers and post-16, setting targets for the South East which are higher than the National Learning Targets.
- In partnership with the UFI, promote access to learning and the availability of learning information, advice and guidance.
- Promote key skills, employability skills and basic skills as indispensable passports to personal success. Link this to the world of work by stimulating employer involvement and the involvement of unions, other employee representatives and learning providers.
- Support and give direction and leadership to the new LSCs, who will play a vital role in the planning and allocation of funds to meet local needs.

- The proposals listed above are the first steps towards a skills plan for the region and will be followed by a more detailed skills action plan. But these plans can only be implemented with the agreement, active support and involvement of those partner agencies, organisations and people who make-up the region. A key factor will be to ensure that there is coherence in funding for learning (whether from local, national or European sources) and that funding supports regional strategies for growth.

World Class Workforce

1. The future of our region lies with our people. Organisations of the future have to be flexible and innovative with a wider mix of skills applied in a range of different work contexts. They have to be learning organisations with a culture of innovation, promoting partnership problem solving across the whole workforce, highlighting the way in which work is organised and the way change is managed. Empowering learning, innovation and collaboration throughout the workforce is critical in order to raise organisational performance through the enhancement of working life.
2. The priorities set out for world class business and learning need to be priorities for organisations, individuals and trade union and other employee representatives alike. Equally, the priorities for inclusiveness and equal opportunities within the workforce must be mirrored throughout all areas of the region's economic strategy.

Strategic Priorities

- Open up new regional partnerships between employers and trade unions and other employee representatives (social partners) on the future of the region.
- Promote innovation, job enrichment and growth through a culture of participation and inclusiveness.
- Ensure that the workforce is fully part of the Learning Region.
- Establish intelligent early warning systems to anticipate change.

Open Up New Regional Partnerships

3. The future competitiveness of the region is directly dependent upon releasing the potential of the workforce. Collaboration between the social partners will be critical to ensure a motivated and involved workforce.

Objectives

Establish region-wide, sub-regional and workplace level forums for employer and employee representatives (including trade unions), building on the DTI work on Partnership Funding and European initiatives on Works Councils/consultation issues, to come together to work on implementation of the region's economic strategy. These forums will link in to Learning and Skills Councils, sub-regional partnerships and a range of local bodies/forums as well as similar forums within other European regions.

Promote Innovation, Job Enrichment and Growth Through Participation and Inclusiveness

4. Too often innovation and organisational growth is seen as the sole responsibility of management, losing the critical potential of employees to contribute to facing the challenges, solving the problems and implementing strategies. In fast changing markets, organisations need to draw on the creativity and innovation of their entire workforce, valuing its diversity and ensuring that flexible working practices are in place which enable as many people as possible to fully contribute to business success.

Objectives

Develop discussion across the region at workplace level, particularly on a cross-organisation basis, to share, develop and promote best practice in employee participation, equal opportunities/flexible working and strategies for achieving work/life balance, job enrichment and growth.

Ensure that the Workforce is Fully Part of the Learning Region

5. As set out in the World Class Learning section, too many individuals view their learning experience – whether at school or at work – in a negative way. This must change. Individuals – whatever their age – will need to see learning as part of their everyday life. The region has sources of yet untapped skills and talent – particularly older and retired people, returners to the labour market, ethnic groups, young people, the unemployed and those with special needs or disabilities – and needs to work with partner organisations to re-engage people in learning. The need to make the most of this dormant talent is a pivotal focus of EU policy and initiatives.

SECTION B:
Programmes for the Region
World Class Workforce**Objectives**

- Promote the importance of training and development in organisations and increase the percentage of organisations, and particularly small businesses, with Investors in People status.
- Encourage employers to adopt incentives to learn, such as individual learning accounts and employee development schemes, and collate and disseminate best practice in employee development programmes throughout the region.
- Establish a region-wide dialogue with trade unions and other employee representatives on the development of the 'Wired Region' and innovative centres of learning.
- Encourage and develop experienced retired people to act in mentoring and other supportive roles, establishing specific programmes, such as a non-executive directors programme, to tap into the resource offered by the retired professionals across the region. Encourage secondments and volunteering/unpaid work which enables the expertise of those still in work or not wishing to undertake paid work to be spread across the region.

Establish Intelligent “Early Warning” Systems

6. Information and intelligence on threats, new developments and opportunities (at regional, national and international level) and changing skill needs in the region are sparse, too often seriously out of date and looking at the jobs of today rather than the jobs of tomorrow.

Objectives

Work with bodies such as the TUC, CBI, other employer and training organisations, sector groups, Government, the European Union and people at local level to develop an “early warning” system, which uses bottom-up as well as top-down information, including information from international markets, to monitor the prospects of vulnerable sectors of employment in the South East. Through this mechanism, develop relevant up-skilling as necessary (recognising that not all skills requirements will be of a high-tech nature), making use where possible of European funding.

7. The Business Skills Research Unit outlined in the previous chapter will provide forecasts of changing skill needs. This knowledge, if used by employers and employees, will help organisations to plan for the development of existing skills for the future.

World Class Transport

1. The South East's economic future, and that of the Country as a whole, is directly related to the effectiveness of this region's transport infrastructure and services. The current mismatch between demand and supply, which is a problem for many parts of the country, is greatest in the South East and is exacerbated by the exceptional scale of the region's international gateway role through its air and seaports.
2. Lack of investment over many years is threatening our competitiveness. Congestion is commonplace, both on road and rail networks, and is potentially the most serious disincentive to business development. Urgent action is needed to prevent businesses looking for alternative locations outside the region and country. Sustainable growth cannot be achieved unless congestion is tackled.
3. In order to deal with this, we need to aim for a region that:
 - can successfully manage the anticipated growth in demand for connections and communications;
 - has achieved a public acceptance of work related and personal life-style changes which reduce dependency on the car;
 - offers much better alternatives to the car, with vastly improved information about their use;
 - has organisations of all kinds using information and communications technology to reduce travel needs;
 - has strategic road and rail networks offering much greater reliability and predictability of travel, including the efficient and reliable movement of goods and services within and through the region;
 - is receiving a higher proportion of existing motoring taxation and charges to spend on its transport system; and
 - can use road user, and other charges, to fund transport improvements on the basis of full and transparent hypothecation.
4. There is no one solution. If we are to provide an effective transport network:
 - existing assets must be used more efficiently;
 - widespread changes in travel behaviour must occur; and
 - targeted additional investment in road and rail infrastructure and services must be made.
5. These requirements cannot be treated separately. A fully integrated approach is necessary, and must be pursued:
 - at all levels of government policy and planning;
 - by all providers and operators of transport and other services; and

- by all businesses and individuals.

6. Transport is an environmental as well as a social and economic issue, and all proposals will be subject to the over-arching environmental constraints and sustainability tests which are at the heart of the strategy.

The Scale of the Problem

7. Communication routes providing efficient inter-connection across our region are poor and in some instances non-existent. Despite the importance to London of commuting from the South East, transport links with the capital, particularly from the more peripheral parts of the region, fall well short of what they should be. As a result, the region is failing to secure the full benefits of its relationship with the capital and its role as a gateway to Europe.
8. Even with only modest population growth, the demand for car travel in the South East is predicted to increase by 50 percent in the next 30 years. Attempting to meet this demand fully is simply not sustainable, and the link between economic growth and the growth in road traffic must be addressed.
9. A quantum shift in transport use is needed over the next 10 years, to reduce the need to travel and to encourage people to transfer from the car to other forms of transport, and goods from road to rail/sea. For example, we need to provide reliable, quality alternatives for commuters and for children travelling to school.
10. Tackling congestion in towns and cities will require a completely integrated strategy of investment and improvement across all modes of transport and policies to make the most of our existing assets. The use of flexible working hours and arrangements for commuters, especially to and from London, must be explored.
11. In planning for the future we must take account of changing travel patterns in work, leisure and business. We must embrace, and make optimum use of the changes and opportunities provided by the telecommunications explosion, the growth in remote working and the exponential increase in the use of the Internet and e-commerce.
12. The 'Wired Region' proposals, described in the World Class Business section, will have a key role in taking this forward. But there are fundamental weaknesses and gaps in the physical infrastructure that must be addressed immediately to make good the lack of past investment. Additional funding must be found from a range of sources.

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13. To enable sustainable growth, transport investment must deliver environmental and social improvements for the region and be undertaken within the context of a Regional Transport Strategy (RTS). The preparation of an RTS is the responsibility of the regional planning body – presently SERPLAN but the Regional Assembly as from April 2001.
14. Many of the actions arising from this strategy will rely on the quality of the RTS and the consensus it commands. SEEDA's role is to influence the developing RTS to ensure it is complementary to the Regional Economic Strategy, and that it fully reflects the needs of business competitiveness and sustainable economic development alongside social and environmental objectives. It should also take into account the European Commission's Common Transport Policy on sustainable mobility.
15. The RTS will need to reflect the role of the South East as the country's principal international trade gateway and set this role within a national framework so that it supports and complements other gateways in the rest of the country. The needs of freight and services and the benefits of investing in extra capacity for them should be considered separately from the needs of passengers.
16. Investment in regional infrastructure should be set within the overall objective of improving regional prosperity and competitiveness. This will require the South East's transport systems to be modernised to meet current and future needs for sustainable development and growth. Within this context, four strategic priorities will need to be pursued:

Strategic Priorities

- Develop a sustainable transport network across the region.
- Enable the region to contribute fully to the national economy (including maximising the benefits of links with London).
- Sustain growth in areas of economic success.
- Release the potential of the currently less economically successful areas.

17. These priorities will require substantial funding. Whilst private sector investment must be maximised, Government will have a crucial role to play in:
- accelerating its programme of multi modal and transport studies;
 - funding urgent schemes;
 - providing franchise and planning decisions which create the required certainty to attract private capital; and
 - increasing the distribution of resources to this region.

Develop a Sustainable Transport Network Across the Region

18. Within the framework of the Regional Transport Strategy, the following specific objectives should be promoted across the region:

Objectives

- Make the best use of our current infrastructure assets through: green transport plans, improved travel information, transport 'telematics', optimal use of local bus networks, better connectivity between different types of transport; flexible goods delivery, and better maintenance of road and rail.
- Tackle congestion 'pinch points' improving connectivity across and within the region, for people and freight, by investing selectively in road and rail infrastructure and improved rail services.
- Focus on complementary demand management/reduction initiatives, consistent with competitiveness and incorporating the hypothecation of any charges.
- Reduce the need to travel, for example, by concentrating high density developments near transport nodes. There are locations within the region which have the potential for major mixed-use development – including Milton Keynes, Kent Thameside and Ashford.
- Promote other traffic reduction incentives such as the development of green corridors – connected and safe cycle and pedestrian routes, to encourage walking, ride-to-work and leisure cycling, thus reducing vehicle use and the cost of travel.

19. At every opportunity we expect the public sector not only to exercise its powers to allow or encourage others to pursue these initiatives but also to set an example of good practice.

Enable the Region to Contribute Fully to the National Economy

20. The South East is the country's international gateway. Heathrow and Gatwick are critical hubs for both passengers and goods. Though Heathrow is outside the region, it has a major impact on large parts of the South East. The Channel Tunnel provides the only rail link with Continental Europe, and a high proportion of Britain's freight and passengers pass through the region's ports.
21. These air and sea ports are major local economic activities. They also make a vital contribution to the national economy and to our trade with continental Europe. But the sheer volume of traffic passing through the region raises questions about the ability to sustain this national role without adversely affecting the region's economy, environment and physical fabric. Infrastructure improvements should be complementary to the role of key international gateways in other regions in order to optimise the country's network of air and sea ports.

22. Links with London will remain vital and radial patterns of movement will continue to prevail. However, orbital movements are particularly poor, and London can be a barrier to better connections with the rest of the country. A particular need is for improved time-tabling of cross-region train journeys. Liaison with neighbouring regions over strategic routes will be required to help address issues such as the West Coast Mainline, the M1, orbital road and rail movements around London, and routes to the South West and South Wales.
23. Enabling the region to contribute fully to the national economy involves attention to the strategic rail and road network and to the sustainable development of the region's gateway sea and air ports including the means of access to them.
24. The Channel Tunnel Rail Link, is the most important transport project in the region and phase II must be progressed rapidly, including linkages with other major transport hubs in the region (e.g. Gatwick & Heathrow). The current timetable for completion by 2007 must be maintained. The benefits will arise from:
- national rail links to Europe;
 - regeneration in the Thames Gateway, stimulated by new stations at Ebbsfleet (and Stratford);
 - new opportunities for radically improved rail services from north and east Kent to London and improved connections from Kent to other parts of the region via Thameslink 2000; and
 - the release of rail capacity for freight, thus relieving the M20 and M25.
25. Within the framework of the Regional Transport Strategy, the following specific objectives should be promoted:

Objectives

- Implement phase II of the Channel Tunnel Rail Link as the region's top transport priority.
- Make strategic rail improvements including: a review of the current alternative proposals to Crossrail to ensure that the same outputs are delivered; upgrading the West Coast Mainline and Great Western Line and maximising opportunities to increase capacity arising from the joint Railtrack/London Underground Ltd proposals.
- Improve gauge of rail freight routes through the region to; increase use of railways and, where appropriate, coastal or inland shipping for freight transport; and investigate the need to develop strategically located Inter-modal freight exchanges to reduce road traffic and improve efficiency.
- Develop regional ports strategy to enhance the effectiveness of the larger ports and to seek synergies from the smaller ports working together. The strategy should, amongst other things, recognise the contribution of the ports to the national, regional and local economies, identify long term access requirements, and be complementary to the strategies of neighbouring regions. Transportation bottlenecks and linkages to principal ports need to be addressed.
- The Government should urgently develop a 30-year national airports strategy as a clear framework within which Heathrow, Gatwick and the regions' smaller airports can best serve the objectives of this regional economic strategy.

26. Priority infrastructure investments are likely to include:
- those arising from a strategy for movement through and around London (London Orbital multi-modal study);
 - Thameslink 2000, providing cross London links at St Pancras such as between Gatwick and Luton airports and CTRL;
 - a fifth terminal at Heathrow (subject to the results of the public inquiry), and facilities at Gatwick for about 40 million passenger movements per year from its single runway, two terminal operation; and
 - better access to Southampton, Dover, Sheerness and Thamesport.

Sustain Growth in Areas of Economic Success

27. Congestion is already impeding growth in what has traditionally been the more attractive areas for international firms. This is due to:
- delays in moving goods and people around the region;
 - reduced workforce flexibility resulting from problems in commuting;
 - difficulties of customer and supplier access; and
 - restrictions to the development of potentially attractive new business parks.

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28. Congestion is exacerbated in these areas, as elsewhere, by the lack of information about travel choices and the poor co-ordination of roadworks by public utilities. As a result, firms are suffering increased costs and struggling to remain competitive while the congestion is also adversely affecting the quality of the environment.

29. Priority objectives are likely to include:

Objectives

- Remedy key bottlenecks on roads such as: A3 at Hindhead, Surrey; A228 at Junction 4 of the M20, Kent; Junction 4 of the M40, Bucks; along key routes such as the A34 corridor, Southampton to Oxford; on rail such as at Reading station.
- Develop East-West rail (Oxford-Milton Keynes-Bedford-Cambridge) and other key cross-regional rail connections.
- Investigate other cross-regional rail connections, such as rail links to and between airports, including Heathrow Airtrack (to Reading, Guildford, other significant destinations and to central London), Heathrow Express to St Pancras to connect with the CTRL phase 2 and Thameslink 2000, and linkages to Stansted and Luton.

Release the Potential of the Currently Less Economically Successful Areas

30. Many of the towns on the South Coast and in the east of the region have poor accessibility and infrastructure. While the relationship between transport infrastructure improvements and economic development is complex, projects to improve communications are essential if these areas are to thrive.

31. Transportation is also an important issue in rural areas. Many people living in rural communities and the countryside do not have a car or access to a car during the day leaving them considerably isolated. Transport is vital to connect communities to services, jobs, learning and skills training and markets. However, congestion on rural roads is becoming a problem. Accessible, integrated and sustainable transport should therefore be promoted in rural areas (see World Class Rural Economy).

32. Within the framework of the Regional Transport Strategy, the following objectives should be promoted:

Objectives

- Improve connectivity to London and the main ports/airports.
- Improve connections between regeneration areas and the more economically successful areas in ways which stimulate local wealth.
- Deliver selective investment in road and rail infrastructure capacity and improved rail services (including quality rolling stock, coverage, frequency, journey times, safety and reliability).
- Accelerate the timetable for an integrated South Coast inter-modal passenger and freight strategy.
- Develop electronic connections as part of the 'Wired Region' (see World Class Businesses section).
- Establish strategies to work closely with neighbouring regions, in order to maximise funding from European sources: e.g. TENs (Trans European Networks fund), and other European funding.

33. Priority infrastructure investments are likely to include:

- access to Hastings (road and rail options);
- improving access across the South Coast, from Southampton and Portsmouth to the Channel Tunnel – remedying M27, A27, A259 pinch points, and creating a comprehensive network of bus, port and rail links;
- South Hants Rapid Transit System;
- improved road and rail access to North East Kent; and
- infrastructure to support the scale of urban development envisaged in Kent Thameside.

Delivery of the Strategy

34. The strategic priorities are widely accepted. Unless these priorities are addressed, it will not be possible for the South East to achieve its objective of becoming one of the best performing European regions. Nor will the region be able to contribute its full potential to the national economy.

35. It is imperative that immediate steps are taken to improve the existing transport services and infrastructure, and that untapped capacity is released by improving the integration of transport modes. The assessment of public transport schemes for government funding support must be changed so that the wider benefits to society are fully included. Land assets for such transport improvements should be protected through development plans. Ongoing investment in maintenance is absolutely essential, assisted by higher quality and better co-ordinated work on highways by the public utilities.

36. Whilst access to future sources of European Union funding is essential, it is unlikely to provide a major source of infrastructure spending. It is imperative that the use of innovative funding is explored including private sector

- investment and the use of road charging and parking levies to fund new or up-graded transport for the region. Any proposals arising from the latter will need to be tested against the potential impact both on the local road network and on business competitiveness, and charges must be hypothecated in full. SEEDA will look to play its role in this process.
37. It is important to draw upon best practice and experience from elsewhere in the world. The Government should continue to fund ongoing programmes of research to provide this information base. Where innovative solutions that require business participation are proposed, SEEDA will encourage pilot schemes.
38. An early conclusion is essential to studies into long standing transport problems that have beset the region, to guide our medium and long term actions. The region's needs must be taken fully into account in regional rail investment decisions through engaging fully with the Strategic Rail Authority, Railtrack, and the train operators. Essential to this is the full and early establishment of the SRA and the necessary funding to back up a truly strategic approach to rail planning and investment. This means:
- the negotiation of longer franchises where this would allow greater investment by operators;
 - removing the current disincentives and barriers to investment by Railtrack; and
 - keeping revenues within the region's rail industry rather than passing them to the Treasury.
39. Other, more local investment and policies (e.g. on parking) will need to be addressed through the Local Transport Plan system, and in aggregate can have a significant impact when applied consistently within a framework of regional guidance. Some local initiatives will be fully effective only with the appropriate strategic road and rail networks and services in place.
40. Consultation has indicated that the specific programmes and investment priorities, set out in this strategy represent, subject to necessary sustainability appraisals, the region's urgent requirement for new or improved transport services and infrastructure. The investments included are drawn from a longer set of priority needs identified in initial discussions across the region and from previous consultations undertaken by SERPLAN and the Government Office. They reflect what sub-regional and local partners have so far indicated to be the minimum urgent action needed to remove the most pressing blockages to sustainable economic growth and regeneration within their areas. The list far exceeds current government forecasts of expenditure.
41. The investment needed in these improvements would far exceed the Government's current forecasts of expenditure. However, increased investment is essential not only to address the congestion in the region, but also to improve the delivery of goods and services to businesses across England, recognising the South East's role as the principal gateway for trade into the country.

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World Class Environment

World Class Environment

1. The South East is a busy region with a population of eight million people. It is also a region with high quality landscapes, outstanding built and historic heritage, and rich biodiversity. The region is experiencing increasing pressures on its environment from economic growth. The challenge, therefore, is to accommodate and achieve more growth, but better quality, sustainable growth. This is a key target and challenge for the Regional Economic Strategy.
2. The sustainable development purpose given to SEEDA by legislation, and the requirement for it to adopt an integrated approach to regional economic issues, means that it must strive to ensure a better quality of life for everyone.
3. SEEDA undertook an initial sustainability appraisal of the draft consultation proposals in order to inform the further development of this strategy that it contributes to the achievement of sustainable development. We have ensured that, as far as possible, its findings have informed this Strategy. We will undertake a full sustainability appraisal of this and subsequent versions of this strategy and the developing action plans. The methodology will be reviewed and refined to take account of best practice and progress on development of regional sustainability indicators and the Regional Sustainability Framework.
4. SEEDA will also test its own programmes and projects against the principles set down in the national Strategy for Sustainable Development and encourage others to do the same. To this end we are developing criteria against which we will appraise projects and bids, and we will work with partners to develop regional data and sustainability indicators against which the impact of this strategy and our own activities can be measured.
5. Sustainable development is now one of the European Union's overriding objectives, reflected in much European legislation. SEEDA will ensure its actions are consistent with this legislation. We will also seek to maximise use of EU funding to support initiatives in the region.
6. Sustainable development is the integration of economic prosperity, social well-being and inclusion, and environmental protection. The Transport, Communities and Urban Renaissance and Business chapters address social and economic issues in more detail. The rest of this chapter deals with the environment, although we appreciate and understand that protecting and enhancing the environment, ensuring that the economy is healthy and achieving social progress are inter-dependent and all contribute to people's quality of life. This integrated approach to sustainable development runs through the whole of this strategy and will be tested further through sustainability appraisal.
7. The region has considerable and unique environmental assets, including its rich and varied biodiversity, landscapes, and built and historic heritage.
8. Biodiversity is the variety of life on earth and includes all living things and the habitats upon which they depend. The region has extensive areas of internationally important wildlife habitats. It supports approximately 40% of the UK's lowland heath (eg the New Forest, probably the single most important site for biodiversity in England) and 68% of the vegetated shingle (eg. Dungeness in Kent). These habitats occur in very few places in the world. Within the urban areas open spaces also give large numbers of people access to nature and contribute to their quality of life.
9. The quality of the South East's landscape is reflected in over 32% of the region falling within Areas of Outstanding Natural Beauty. The region's character is derived from the wealth of vernacular buildings, its market towns and great estates.
10. A high quality environment is essential to sustainable wealth creation. Environment-related economic activity contributes millions of pounds to the regional economy. This may be directly through growth in those sectors involved in and providing for the management of the environment, and indirectly through making the region an attractive place where people want to invest, live, work and visit. 'Quality of life' is one of the key reasons why blue-chip companies and their highly skilled employees choose to locate in the region.
11. Recent research in the South West of England estimated that the environment contributed c100,000 jobs and £1.6 billion to the regional economy, or up to 10% of the region's GDP. It is likely that the links between environment and economy will apply equally in the South East region, and SEEDA will investigate this further.
12. High quality urban environments are equally important in attracting and retaining investment, in supporting community cohesion, and in responding to the demands and opportunities of increased energy and resource efficiency.
13. To preserve its competitive edge, the South East must therefore integrate economic development with environmental quality, conservation of the countryside, and urban renaissance.

14. In both urban and rural areas, economic development should enhance the region's natural assets and heritage. SEEDA will ensure that this strategy, and its own programmes and actions, will help protect, and where possible enhance the region's best environmental assets, including the designated natural, built and historic heritage sites and areas.
15. SEEDA will therefore promote the development of high quality urban environments throughout the region which attract and retain investment, respond to community needs and aspirations, and address the requirements of environmentally sympathetic design.
16. We will encourage the maximum re-use and remediation of previously developed land and buildings, whilst ensuring that these represent the most sustainable option. We will also encourage mixed-use developments of high density and quality, concentrated at transport nodes or existing urban areas readily accessible by public transport. This will help to maximise choice regarding mode of travel and help to reduce the need for private car use. It will also help to address the growing problem of congestion, pollution and 'greenhouse' gas emissions.
17. We envisage that the implementation of the 'Wired Region' will also contribute to the protection of the environment, and more prudent use of resources, through reducing the need for travel by private car. The World Class Communities and Urban Renaissance programme and action plan addresses delivery of urban renaissance in greater detail.
18. We will promote business development that proceeds in step with protection and enhancement of the environment, greater resource and waste management efficiency, and wider availability of the benefits of growth. Attention to design, in the private and public realm, the use of sustainable materials and resource efficient technology are essential.
19. SEEDA will therefore encourage business to adopt the highest environmental standards in management practices so as to reduce consumption of natural resources and production of pollution and waste. Legislation on landfill and waste disposal, water resources and quality, and nature conservation will be significant drivers. Adoption of such practices will have significant benefits for competitiveness and business efficiency, whilst protecting the environment. We will vigorously encourage our partners to adopt these practices and deliver many more win-win solutions.

Strategic Priorities

- Ensure that the development of our region's economy and its infrastructure is undertaken in a sustainable way.
- Raise the quality threshold – develop and disseminate environmental business Best Practice on sustainability.
- Develop programmes to nurture industries with strengths in environmental technologies and services.

Ensure that the Development of our Region's Economy and its Infrastructure is Undertaken in a Sustainable Way

20. The region's economy must be enabled to grow sustainably in a way that enhances our environment, conserves our non-renewable resources, and does not have an unsustainable impact on the use of energy, water and land. Future growth must also take into account research into the effects of climate change on the region's environment and economy.

Objectives

- Develop an understanding of the type, rate and pattern of development and economic growth that will maximise the contribution to the achievement of sustainable development.
- Reduce congestion and improve the accessibility and performance of the transport system, through support for integrated transport and land-use policies and demand management.
- Develop a strategic investment plan to anticipate the requirements for water and waste provision and recycling in the South East and ensure that developments are within the region's capacity.
- Develop better understanding of the potential effects of climate change on the region's environment and economy and ways of adapting to them.

Raise the Quality Threshold – Develop and Disseminate Environmental Business Best Practice on Sustainability

21. Aspiring to be a world class region calls for the adoption of world class environmental practice. Whilst there are good examples of businesses contributing positively to the region's environment, including many pilot projects, the benefits need to be more widely understood and the pace of implementation needs to be stepped up.

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World Class Environment**Objectives**

- Develop and disseminate best practice and other initiatives which promote:
- Business efficiency: monitor, demonstrate and publicise the efficiency gains that can be derived from good environmental practice in business.
- The adoption of 'Green Transport Plans' by major employers and transport generators.
- Commitment to achieving the highest environmental standards in the built environment and building design.

Develop Programmes to Nurture Industries with Strengths in Environmental Technologies and Services

22. The South East must take advantage of the need to find technology-led solutions to the ever-increasing environmental standards and constraints we face as we move into the next century. To achieve this, enterprise development must go hand in hand with stimulating the development of leading edge environmental technologies and high quality environmental services.

Objectives

- Provide enhanced support for R&D in environmental services and high technology environmental industries.
- Establish the Environmental Industries and Services Sector Group (see World Class Businesses programme).
- Stimulate networking and market development for environmental industries, technologies and services.
- Develop a 'Centre of Excellence' for environmental industries, technologies and services within the Enterprise Hub initiative and linked to the environmental sector R&D database.

World Class Communities and Urban Renaissance

1. A prosperous, competitive and sustainable regional economy is the core of this strategy. Economic disadvantage and social exclusion are characteristics found in both rural and urban areas, and their eradication presents one of the greatest challenges to the region as a whole. Equipping communities to become self-supporting and effective is essential to maintain the competitive edge of the region. At the same time, the region must meet a substantial scale of new development, provided for in Regional Planning Guidance, and this poses particular challenges to the reuse of brownfield land and the revitalisation of urban areas.
2. There are many individual pockets of physical and social deprivation across the region – including some within otherwise relatively affluent areas. Some of the large urban areas and towns along the coast and the Isle of Wight suffer severe and persistent deprivation and exclusion. There are also the particular circumstances of the former East Kent coalfield. To tackle these problems, communities, neighbourhoods, towns and cities must be more prosperous, safer and more attractive places in which to live and work. The health, social order and welfare of communities are as fundamental to the effectiveness of our settlements as are the physical environment and economic opportunities.
3. Regeneration, to create sustainable communities, demands a partnership approach between all public bodies, the voluntary sector, local communities, local authorities and businesses. There is much good practice on which to build. Developing these partnerships will provide the best chance to release the latent potential, involving all people irrespective of age, status or ethnic background.
4. The problems to be overcome are varied and complex. Key issues include crime, drugs, health, basic education and raising skill levels and the quality of the local environment. Within the policy framework set by the Government, SEEDA will work closely with the Regional Assembly, Government Office, the regional arms of national bodies such as English Heritage and the Housing Corporation and local partners to develop regeneration programmes which will:
 - target the areas and communities in need of regeneration with specific measures designed to meet their particular requirements;
 - enable communities to take a lead in their own regeneration;
 - ensure that a holistic approach is taken which balances physical renewal with economic development, greater

social inclusion while recognising the value of cultural, environmental and heritage issues; and

- be designed to allow their success to be measured in outcomes, sustainability and social well-being as well as direct outputs.
5. Central Government has long acknowledged the difficulties of regenerating communities, and has established a number of important initiatives which are under way across the region. The Single Regeneration Budget, Education Action Zones, and New Deal for Communities are significant examples. European funding is important to many parts of the region, through programmes such as Objective 2 and 3, URBAN and INTERREG.
 6. The Thames Gateway is the largest urban development project in Europe, spanning three regions and with the largest area in the South East. It is given particular treatment through Regional Planning Guidance and provides a once in a lifetime opportunity to demonstrate how new sustainable development can be achieved. The recommendations of the Urban Task Force give further weight to these efforts, not only in the Thames Gateway, but throughout the region.

Strategic Priorities

- Support sustainable and strategic regeneration.
- Disseminate best practice.
- Promote social inclusion.
- Encourage and enable local communities and the voluntary sector.
- Stimulate a major urban renaissance of the region's many towns and cities.

Support Sustainable and Strategic Regeneration

7. Connections – both business and social – need to be developed between areas of deprivation and the more economically dynamic areas of the region. Capacity building of our more deprived communities is needed in order to help them achieve this linkage.
8. There is also a need to integrate and simplify the various regeneration programme initiatives. At present, the employment, regeneration and skills development agendas tend to operate independently. Initiatives such as the Single Regeneration Budget and the New Deal have moved things in the right direction, but more needs to be done, taking advantage also of new EU programmes.
9. To this end, SEEDA will work with local and regional partners to establish 5-10 year area investment frameworks and development strategies at local level, embracing several

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local authorities where appropriate. These will bring together all the principal public, private and voluntary sector partners. Each framework will focus funding in an integrated way to address skills development, social inclusion, health, crime, community capacity building, regeneration, housing, strategic employment sites, competitiveness, innovation and technology transfer (the New Commitment to Regeneration provides a helpful model).

10. It will be essential to connect the areas of economic disadvantage – including the coastal towns, former East Kent coalfield and remote rural areas – to centres of business excellence and proposed expertise through the ‘Wired Region’ and Enterprise Hubs.

Objectives

- Establish 5-10 year area investment frameworks at local level.
- Establish task forces with sub-regional and local partners to address the regeneration needs of the three principal peripheral areas requiring regeneration (East Kent, Sussex coast and Isle of Wight), including how best to develop the proposed enterprise hubs. SEEDA will also work with local authorities to develop a strategic approach to promoting the economic development of the south coast as a whole.
- Implement an agreed regeneration programme for the former East Kent coalfield.
- Lead the range of interests in the Thames Gateway, including the other Regional Development Agencies, in the preparation and implementation of a strategy for the Gateway as a whole, in recognition of the vital significance of this huge regeneration and development opportunity to the Greater London and South East and Eastern regions.
- Integrate and simplify SEEDAs inherited regeneration programmes (Single Regeneration Budget, land and property from English Partnerships and rural programmes from Rural Development Commission).
- Maximise the benefit to the South East to be gained from the various national and European funding programmes whilst seeking to increase private, public and voluntary sector involvement. This will involve working with other UK and European regions to exchange regional regeneration experience. Ensuring that the South East maximises its access to the new Structural Funds from 2000 onwards will be a specific goal.

Disseminate Best Practice

11. Sharing best practice between all the organisations involved is essential to develop effective regeneration programmes. It is also essential to consider the impact of regeneration on local communities, and how best they can be encouraged to participate. The region needs more effective mechanisms to achieve this.

Objectives

- Establish a Regional Regeneration Forum between practitioners in the public and voluntary sectors especially to identify and disseminate best practice.
- Facilitate links between all levels of the community through the ‘Wired Region’ to the various centres of excellence (enterprise hubs, leading edge community projects etc.) and region-wide learning programmes.
- Create business, management and training support tailored to the needs of voluntary organisations and disadvantaged or remote communities.
- Develop measures to monitor the social impact of regeneration activity and the level of community involvement.

Promote Social Inclusion

12. Too many individuals and groups feel isolated in terms of access to jobs, housing and life opportunities. Those who are physically less able or are members of minority groups have crucial contributions to make to the life and vitality of our cities, towns and villages. The voluntary and community sector and social firms and entrepreneurs have a key role to play in designing and delivering local solutions to local problems. The work of the Government’s Social Exclusion Unit and the Policy Action Teams will feed into the development of regional and local initiatives.

Objectives

- Promote partnerships fully to embrace opportunity and access for all, within a Regional Equalities Strategy which incorporates the principles of the MacPherson Report.
- Work with partners, especially the Government Office, Regional Assembly, local authorities, the voluntary and community sector and faith groups, to address the principal challenges of homelessness, community safety, crime reduction, substance misuse, health and basic skills.
- Develop measures to monitor the social inclusion policies of this strategy.

Encourage and Enable Local Communities and the Voluntary Sector

13. Several voluntary organisations are sizeable businesses in their own right and provide local examples of the value of community enterprise. They are major active partners in the development of the region, releasing the capacity and creativity of communities. The elderly, for example represent a growing sector of the population (the ‘grey market’) which is of economic significance in its own right.

Objectives

- Promote the establishment of a network of independent local Community Foundations and Development Trusts. These should be led by the voluntary sector in collaboration with business, and act as a conduit for corporate and personal endowments.
- Work with RAISE (the regional voluntary and community sector network), the economic regeneration partnerships and individual companies to ensure the participation of the private and voluntary sectors in all regeneration programmes.
- Establish community warehouses which enable donations of equipment and resources for distribution to voluntary groups as 'matched funding contributions'.
- Encourage partnership investment in community capacity building.
- Investigate all potential forms of funding for community initiatives.

Stimulate a Major Urban Renaissance of the Region's Many Towns and Cities

14. The region needs to reverse the decline and under-investment in many of the urban and rural areas, neighbourhoods, towns and villages in the South East, especially town centres and high streets. At the same time, the need for a very substantial number of new homes over the next 20 years, the growing economy and resulting employment opportunities, provide the catalyst to establish a new urban renaissance in the region. This would involve maximising the use of our urban assets, recycling underused, vacant, and derelict land and buildings for mixed-use/mixed-tenure development.
15. Redoubling our efforts to incorporate best practice in urban planning and regeneration will be necessary if the South East is to accommodate the demands arising from the growth in new households over the next 20 years. This growth is primarily as a result of the changing demographics within the region. There is a growing requirement for affordable housing and accommodation suitable for the increasing number of singles, elderly and single parent families. SEEDA will support the Regional Assembly in pressing the Government to improve the means of achieving affordable housing.
16. Despite the fact that the South East has the lowest relative level of brownfield sites of any region, we should seek to exceed the Government's national target for 60% of our new dwellings (excluding any major new settlements) to be sited on brownfield land.
17. Recognising that the South East also has the lowest housing density of any region in the country, there is a significant opportunity to create denser settlements without town cramming, by utilising good design and sensitive urban planning. The demand for smaller units in response to the demographic changes will support more effective use of land.
18. It is essential that we minimise the use of greenfield sites, with new development restricted as far as possible to infill sites and locations which can maximise the use of integrated public and community transport networks (see reference to new mixed-use developments at transport nodes in the Transport section). Planning for new housing should reflect the principles of sustainable development and incorporate:
 - sequential testing – using greenfields only where there is no brownfield site;
 - quality mixed-use mixed-tenure neighbourhoods and communities; and
 - maximum accessibility to local community/public transport.
19. The recommendations of the Egan Report and Urban Task Force (complemented by EU policy on integrated urban development and sustainability) will be guiding principles of best practice in how to re-establish and build safe and vibrant hearts to the region's communities and re-skill urban managers to address these issues and to provide for sustainable new development.
20. The reuse of brownfield sites is also a major element of the region's approach to employment and commercial development. There are several major examples, including Kent Thameside, Isle of Grain and Ridham Dock in Thames Gateway, Shoreham Harbour, Shoreham Cement Works and Tipner, Portsmouth. In addition, there are many smaller sites in both urban and rural areas. These need land assembly in some cases, and often remediation to overcome dereliction and contamination problems. SEEDA will play a major role in tackling these issues.
21. Finally, it is increasingly recognised that arts, heritage and cultural developments have an important role to play in urban regeneration. There are many examples already in the region which provide models for future projects.

SECTION B:
Programmes for the Region
World Class Communities and Urban Renaissance

Objectives

- Work closely with local authorities to produce a database of vacant, derelict, brownfield and under-used sites and buildings to accommodate mixed use developments and to revitalise town centres in a sustainable and cohesive manner.
- Establish strong partnerships with local authorities, English Partnerships, the Ministry of Defence and the National Health Service to ensure that surplus public sector land is recycled to optimum effect.
- Develop a brownfield sites programme to tackle the strategic employment and commercial opportunities in the region.
- Investigate the establishment of a substantial Land Assembly Fund to bring forward urban regeneration schemes more quickly.
- Encourage the provision of affordable housing across the region, and higher density development (avoiding town cramming) in town centres and urban areas ensuring good access to public transport.
- Seek to raise and set new standards for the built environment founded on the principles of design excellence, environmental responsibility and involvement of the community.
- Develop and enhance the skills involved in urban design, planning, regeneration, land reclamation and community management through skills development programmes and a network of Architecture Centres across the region.
- Promote new standards in house building incorporating best practice in local design, environmental technology and the use of sustainable materials.
- Firmly integrate the development of arts, heritage and culture with urban renewal, and develop strong links with the various lottery distributors to establish regional programmes. The preparation of the Regional Cultural Strategy is a major step in this direction.

World Class Rural Economy

1. The countryside of the South East is one of its major economic assets. Its conservation is integral to the region's competitiveness. Resolving the tension between conservation and economic growth must be a priority. Although the region as a whole is prosperous, problems of remoteness and rural disadvantage remain. The gap between rich and poor has increased in rural areas.
2. Accessibility to services, markets and jobs is critical to people living and working in rural areas. Rural transport is the vital link that connects communities. Modern technology needs to be used to support sustainable forms of business/enterprise development in rural areas.
3. Although the land-based sector represents a relatively small proportion of the region's economic activity, it is the sector that maintains the important landscape assets. The sector is undergoing radical restructuring while increased pressures are being placed on the countryside and communities through demand for housing, tourism, leisure, traffic, communications and service infrastructure. The challenge is to reconcile these different pressures on the countryside and press for maximum benefit from the Common Agricultural Programme (CAP) reform in line with the Cork Declaration. The European Union's Rural Development measures should reflect regional priorities and maximise support for the wider rural economy, environment and communities.
4. SEEDA will look to work more closely with the Ministry of Agriculture in order to co-ordinate initiatives and investment priorities. Economic development must be seen as a means of maintaining and enhancing the region's natural assets. This will only be achieved if measures to tackle economic, social and environmental issues are integrated, both in design and delivery.
5. All sources of funding from the European Union need to be explored, both to support the land-based sector and social and community development.

Strategic Priorities

- Harness people's cultural attachment to the countryside to the economic benefit of the region.
- Encourage fully integrated approaches to sustainable land management which deliver environmental, economic and social benefits.
- Use modern technology to support sustainable forms of business/enterprise development in rural areas.
- Sustain and enhance the social and community infrastructure in rural areas.
- Sustain and enhance the quality of the environment in rural areas.
- Develop effective indicators of rural success and disadvantage and disseminate best practice.

Harness People's Cultural Attachment to the Countryside to the Economic Benefit of the Region

6. Many who live and work in towns have a great attachment to the region's countryside. This attachment is an opportunity for positive linkages to nurture and harness the underlying wealth of the countryside as a regional asset.

Objectives

- Actively encourage the great potential for carefully managed and appropriate tourism and leisure, such as 'mini-breaks', day visits and business tourism. Sustainable and 'green' tourism will be promoted wherever possible; this will encompass in particular, promoting existing heritage; rights of ways networks; inland waterways; use of information technology methods; avoiding negative impacts of visitors by encouraging travel by public transport; minimising resource use; steering local benefits of tourism by visitor use of local services and farm diversification.
- Foster demand for local food and other local products through existing food groups and other mechanisms. In particular, mechanisms for reaching urban consumers must be developed, and closer co-operation with the tourism and leisure industry. Use opportunities to sell high-value produce to London and Europe.
- Explore fiscal and other measures which might be used to encourage local residents to invest in the future environment of their own areas.

Encourage Fully Integrated Approaches to Sustainable Land Management

7. Problems of shifting world markets, radical CAP reforms, and an unfavourable demographic profile are having a detrimental impact on farming. We need to make best use of the Region's proximity to centres of population to maintain profitable agricultural and horticultural businesses which can respond to the needs of the consumer and, where public money is received, can demonstrate public benefit.

SECTION B:
Programmes for the Region
World Class Rural Economy**Objectives**

There is a need to encourage fully integrated approaches to land management and work with the farming community and other partners towards long term solutions.

- Pro-active planning work with local authorities to review how the planning system can deliver a living countryside in which economic development can enhance the environment and maintain thriving communities.
- Encourage farm diversification and innovation through activities related to farming and other activities that support the economic and social structure of rural areas.
- Encourage farmers to respond to biodiversity and other environmental objectives through agri-environment schemes and encourage the development of new initiatives, such as land management initiatives to reflect regional priorities.
- Encourage collaborative organisation in the farming industry with increased vertical integration.
- Support initiatives relating to up-skilling, re-skilling and/or new skills for farmers and farm diversification, ensuring that training is easily accessible and affordable.
- Work with Government Departments and the European Commission to make funding available for the development of alternative and high value crops which respond to consumer and industry demand and explore the development of bio-mass industry and other renewable energy sources.
- Support new woodland initiatives, including centres of excellence to make better use of the region's existing resource. Work with the Countryside Agency and the Forestry Commission to support the concept of multi-purpose woodlands on the urban fringes.

Use Modern Technology to Support Sustainable Forms of Business/Enterprise Development in Rural Areas

8. A thriving countryside needs a wide range of employment, investment and training opportunities. Rural firms need to be competitive. Local employment in rural areas can improve the quality of life for local people, by supporting local services and creating better integrated and more sustainable rural communities.

Objectives

- Encourage the delivery of quality, appropriate advice and training to rural-based firms; emphasising the importance of outreach training to up-skill very small firms and the self-employed; encouraging businesses to make the best use of information and communication technologies.
- Foster the recognition that rural businesses support critical local key services.
- Promote the importance of accessible, integrated, sustainable transport in rural areas and work with transport providers to deliver this.

Sustain and Enhance the Social and Community Infrastructure in Rural Areas – Particularly Deprived Areas

9. Over recent decades the age profile of rural communities has changed as younger people have moved away and elderly people have moved in. If communities in rural areas are to be sustainable, they need to be nurtured as places where a wide range of people can choose to live and work.

Objectives

- Deliver integrated programmes for economic and social regeneration of rural areas which are recognised as deprived – based on rural indicators.
- Small market towns (less than 15,000 population) and small seaside towns should be revitalised as delivery points for rural services and as the focal points for the economy in rural areas.
- Accessibility to employment, services and leisure is essential to successful regeneration. The Rural Transport Partnerships should seek to manage transport needs without increasing traffic on rural roads.
- Work with all relevant bodies to improve the provision of affordable housing which is key to social inclusion and economic vitality in rural areas.
- Ensure that people who live in rural areas have access to services, including leisure and provision of childcare; create opportunities for young people – by supporting initiatives to reduce youth un-/under-employment. Schools should be treated as an integral part of the social/community fabric.

Sustain and Enhance the Quality of the Environment in Rural Areas

10. The environment in rural areas of the South East is fragile and at risk. Inevitably, a thriving countryside will bring with it a requirement for both conservation and change to the landscape and the built environment. Resources should be devoted to sensitive management of change which is consistent with the strategic priority of sustainability and which in particular, recognises the importance of the region's wildlife.



Objectives

- Recognise the contribution of landscape and coastline (Areas of Outstanding Natural Beauty, Heritage Coast and proposed new National Parks) to the region's quality of life and lobbying Government for adequate support to deal with the pressure on them.
- Ensure that developments in villages are of high design quality and encourage local distinctiveness and environmental improvements in rural communities.
- Work with local authorities to review how the planning system can deliver a living countryside in which economic development can enhance the environment and maintain thriving communities.
- Give active support to sustainable transport systems and solutions.

Develop Effective Indicators of Rural Success and Disadvantage and Disseminate Best Practice

11. There are specific issues associated with monitoring and evaluation in rural areas. These must be addressed to maximise the benefit of future initiatives.

Objectives

- Learn from past and existing rural best practice the most effective means of designing and delivering support in rural areas.
- Record information by establishing a database of all schemes and projects undertaken by all local authorities, public agencies and voluntary bodies working in rural areas.
- Measure rural poverty by working with local partners to establish a 'disadvantage databank' so that different agencies are made aware of different types of rural disadvantage. Establish new indicators of rural success and disadvantage.

SECTION C: Monitoring and Evaluation

Benchmarking and Performance Indicators

1. We need to monitor and evaluate the performance of the region and the impact of this strategy. Benchmarking against other regions (home and abroad) will be a key ingredient in understanding how well the South East and its people and businesses are doing relative to other comparable regions.
2. The Government has set out core 'state of the region' indicators (see Figure 4) for use by all regional development agencies, and is encouraging the agencies to develop additional indicators which measure key aspects of regional performance. SEEDA wishes to work with regional partners in developing such additional indicators and more generally in working up a monitoring and evaluation framework for assessing the performance of the region and the impact of this strategy.
3. Gross Domestic Product per head is perhaps the most common indicator used to identify relative economic performance. However, even as an economic indicator GDP per head is narrow. SEEDA considers that the performance of the region should be measured using a basket of indicators which also reflect social and environmental objectives. Such indicators must, of course, be relevant to the particular circumstances of this region and be capable of providing a basis for benchmarking against other regions.

Figure 4.

State of the Region: Core Indicators Proposed by Government

- GDP per head and GDP per head relative to the EU average;
- ILO unemployment rate;
- proportion of the population with above average living conditions – life expectancy measure drawn from the Standard Mortality Ratios;
- per cent new homes built on previously developed land;
- labour productivity – manufacturing gross value added and all sector GDP per worker;
- skills – per cent of 19 year olds with level 2 qualifications and per cent of adults with level 3 qualifications; and
- business formations and survival rates.

The Purpose of Evaluation and Monitoring

4. The evaluation and monitoring framework must provide a base-line picture of the state of the region as a starting point for monitoring changes in regional conditions and performance. It must also be capable of demonstrating the extent to which the aims of this strategy are being achieved, whether this is being done in a cost-effective manner, and whether lessons are being learned to improve the delivery of the strategy.
5. The wider purposes for monitoring and evaluation suggest that the way in which they are carried out should be characterised by:
 - customer focus on whether the needs of the people and businesses of the region are being met;
 - adding value by promoting success, transferring best practices, and learning from mistakes; and
 - engaging people and businesses in the strategic monitoring and development process in the region, its sub-regions, and localities.

The Monitoring and Evaluation Framework

6. The framework will be developed during the course of the next year in discussion with our partners, Government and other regional development agencies. To inform this process, SEEDA has commissioned consultants to advise on a possible model framework. The model they have suggested is presented in broad outline on the SEEDA web site (www.seeda.co.uk) in 'A monitoring and evaluation framework working paper'.
7. SEEDA would welcome input from partners on how this model, or a different approach, can best be developed and implemented.

Glossary

CAP	Common Agricultural Policy
CBI	Confederation of British Industry
Cork Declaration	Common Agricultural Policy Reform
CTRL	Channel Tunnel Rail Link
DTI	Department of Trade and Industry
E business	Business carried out over the internet or conducted as a result of the internet
E commerce	Commerce carried out electronically
EBP	Education Business Partnership
EDI	Electronic Data Interchange
Egan Report	'Rethinking Construction' – Report of Sir John Egan's Construction Task Force published July 1998
FE	Further Education
FEFC	Further Education Funding Council
GCSE	General Certificate of Secondary Education
GDP	Gross Domestic Product
GOVERNMENT OFFICE	Government Office for the South East
HE	Higher Education
ICT	Information and Communications Technology
ILO	International Labour Organisation
Inter-modal	Location at which freight is transferred from one mode of transport to another (eg from road to rail)
LSC	Learning and Skills Council
MacPherson Report	Report following Sir William MacPherson's Inquiry into Matters arising from the death of Stephen Lawrence
NTO	National Training Organisations
RES	Regional Economic Strategy
RTS	Regional Transport Strategy
REGIONAL ASSEMBLY	South East England Regional Assembly
SCANS	South East Consensus on Analytical Needs for Skills
SEEDA	South Eastern England Development Agency
SERPLAN	The London and South East Regional Planning Guidance
SBS	Small Business Service
SME	Small and Medium Sized Enterprises
SRA	Strategic Rail Authority
TECs	Training and Enterprise Councils
TUC	Trade Union Congress
Ufi	University for Industry
Urban Task Force	Lord Rogers of Riverside's Task Force, established to review a housing-led urban renaissance



Notes

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