

REGIONAL ECONOMIC STRATEGY

ACTION PLANS

DRAFT IN DEVELOPMENT

Contents

	Page
Foreword	3
1. Regional Economic Strategy Draft Action Plans	4
2. Sub Regional Priorities	35
3. Sector and Cluster Priorities	62
4. Priorities for Work Across Regional Boundaries	68
Glossary	70

FOREWORD

The publication of the revised Regional Economic Strategy for South East England marks the adoption of a refreshed framework of objectives, priorities and key actions for the region. The purpose of the enclosed action plans is to translate this framework for the region into firm commitments and tangible actions by partners, including SEEDA, across the region.

This document comprises four linked elements:

1. Regional Economic Strategy Draft Action Plans – these adopt the structure of the revised Regional Economic Strategy. For each element of the Strategy, they identify the actions we believe are necessary, together with proposed lead partner(s) and timing for each action. These have been developed through preliminary discussions with some, but not all, relevant partners. They therefore remain draft, and subject to further development and amendment with partners.
2. Sub Regional Priorities – these arise from consultation with each of the 11 South East Economic Partnerships, and translate the framework of the Regional Economic Strategy into key priorities relevant to specific sub-regions. They represent a shared commitment by SEEDA, the South East Economic Partnerships and their constituent members to drive these priorities forward over the life of the Regional Economic Strategy.
3. Sector and Cluster Priorities – these arise from consultation with the 9 Sector Groups, and translate the framework of the Regional Economic Strategy into key priorities relevant to specific sectors. They represent a shared commitment by SEEDA and the Sector Groups to drive these priorities forward over the life of the Regional Economic Strategy.
4. Priorities for Work Across Regional Boundaries – these arise from work with neighbouring Regional Development Agencies and, in the case of Europe, the existing actions of the European Strategy for the South East 2001-06.

SEEDA will work with key partners during the coming months to refine and further develop the draft action plans, with a view to publishing a final agreed set of action plans in Spring 2003. As part of this process, SEEDA will also be consulting partners on its draft Corporate Plan for 2003-06, which sets out in greater detail SEEDA's own proposed contribution to these shared regional priorities.

1. Regional Economic Strategy Draft Action Plans

Introduction

These draft action plans set out the proposed contribution of SEEDA and a number of key regional partners to progressing the priorities and actions in the Regional Economic Strategy. They have been prepared by SEEDA, through initial discussions with some of the partners who will play a key role in implementing regional economic priorities. In a number of cases, these discussions remain ongoing.

Following the publication of these draft action plans, further development work will be undertaken with key partners to develop a set of agreed action plans for publication early in 2003. These will link SEEDA's own commitments with those of relevant partner organisations. The commitments made by SEEDA in these action plans will be consistent with its Corporate Plan for 2003-06, which will be developed in consultation with key partners over the same period.

Objective – Competitive Businesses

Priority 1 – Accelerate new business start ups and improve the survival rate of young companies		
<i>1. Raise awareness and build an enterprise culture</i>		
Partners: Small Business Service, Business Link, South East Economic Partnerships, local authorities, members of the Regional Business Support Board		
Actions for the region	Lead Partners	Timing
Raise awareness of the range and availability of business support to new and young businesses	SBS, Business Link, Economic Partnerships, local authorities	2003
Improve signposting of business support	Business Link, RBSB	Ongoing
<i>2. Increase start-up, survival and growth rates of a broad range of small businesses</i>		
Partners: SEEDA, members of the Regional Business Support Board, specialist support agencies and membership organisations, regional cultural agencies.		
Actions for the region	Lead Partners	Timing
Continue with the development of the Enterprise Hubs and Enterprise Gateways networks, supporting business incubation	SEEDA, Business Link, Economic Partnerships	20 Hubs by 2005 and 20 Gateways by 2007.
Provide access to specialist tailored advice and support to encourage business start-up and growth	RBSB	Ongoing
Provide support for enterprise in disadvantaged communities and under represented groups	Business Link, local delivery partnerships	Ongoing
Prepare a start-up strategy for the region, drawing on the expertise of partner organisations, sub-regional activities, and other specialist providers of support	RBSB sub-group, specialist associations	2003
Work towards an integrated customer approach for start-ups, raising awareness and building an enterprise culture	SBS, RBSB, local authorities	2003-04
Provide high quality support for existing companies	RBSB, private sector providers	Ongoing

3. Increase the capability of the region's knowledge base to generate new businesses using new technologies and ideas

Partners: Economic partnerships, local authorities, and other members of the Regional Business Support Board, Research Institutes and Laboratories.

Actions for the region	Lead Partners	Timing
Continue to work with the region's HEIs and Business Link in order to encourage spin out of technologies and the commercialisation of ideas	SEEDA, HEIs, Business Link, Enterprise Hubs, knowledge transfer organisations	20 Hubs by 2005
Further develop and roll out Hatcheries in collaboration with HEIs	SEEDA, HEIs	2002-03 onwards
Capitalise on opportunities to share best practice with European partners through European Research and Development and Innovative Actions programmes	European information providers	Ongoing

4. Ensure the supply of suitable flexible and affordable workspace

Partners: Commercial developers, local authorities, SEEDA

Actions for the region	Lead Partners	Timing
Undertake direct development and investment in flexible and affordable workspace	SEEDA	Ongoing
Encourage commercial developers to address the supply of suitable, flexible and affordable workspace	Commercial developers	Ongoing
Promote the redundant building programme to provide workspace in the priority rural areas and on farms	SEEDA	Ongoing

5. Enhance the availability of business finance

Partners: Business Links, SBS, banks, economic partnerships, universities and colleges, SEEDA, Venture Capitalists, investment networks

Actions for the region	Lead Partners	Timing
Support FSE in delivering the Regional Venture Capital Fund and Early Growth Fund	RBSB, other investment networks	2003
Design and fund programmes to help companies become investment ready	SEEDA, SBS, Business Link	Ongoing
Raise awareness of the funding escalator, encouraging and advising companies in the region to access funding through FSE	FSE, RBSB	2003
Identify and address funding gaps within the funding escalator	FSE, RBSB	2003
Develop a Community Development Finance initiative	Local Investment Fund, Industrial Common Ownership Finance National Westminster Bank	2003-04

Priority 2 - Enable businesses to adapt, prosper and grow through innovation		
<i>1. Support knowledge transfer into the business community</i>		
Partners: Business Link, SEEDA, Innovation & technical transfer organisations, universities, businesses, research institutions, Faraday Partnerships, public research laboratories.		
Actions for the region	Lead Partners	Timing
Encourage spin out of technologies and the commercialisation of ideas	SEEDA, Enterprise Hubs, HEIs, businesses, and research institutes and laboratories	Ongoing
<i>2. Drive the adoption of best practice through networks, and ensure high quality support for business networks</i>		
Partners: SEEDA, Business Link, Regional Tourism Board, businesses, economic partnerships, business and membership organisations and other RBSB members, regional cultural agencies		
Actions for the region	Lead Partners	Timing
Encourage the development of value-added business networks within the region	RBSB, private business networks and associations	Ongoing
Facilitate the spread of best practice through network co-ordination in the region and interface with best practice networks across the country and internationally	SEEDA, SBS, RBSB	Ongoing
Support the development of specific activities and projects in support of manufacturing firms	SEEDA, EEF South, Business Link	Ongoing
Launch a Clusters Fund to support cluster development projects, encouraging the development of supply chains within the region	SEEDA, Business Link	November 2002
Encourage the supply of high quality support with professional development of business advisers in order to ensure quality support for networks	RBSB, SBS, BLU	Ongoing
Develop an action plan with relevant partners to develop rural tourism in the region	SEEDA, Regional Tourism Board	By December 2003

<i>3. Support rural businesses by encouraging investment in new technologies, processes and markets</i>		
Partners: Local rural partnerships; Business Link; DEFRA; Countryside Agency, SEEDA		
Actions for the region	Lead Partners	Timing
Provide specialist support and advice to rural based businesses, including key service businesses in priority areas and small rural towns	SEEDA, RBSB SEEDA	Ongoing
Work with key agencies and businesses to stimulate understanding and demand for local products from the region		
<i>4. Encourage best practice in regulation, particularly in land use planning</i>		
Partners: SEEDA, Regional Assembly, British Property Federation, Environment Agency, English Heritage, English Nature		
Actions for the Region	Lead Partners	Timing
Establish a regional property forum	BPF, SEEDA	2003
Regular bilateral discussions between Regional Assembly and main statutory agencies	Assembly, EA, EH, EN	Ongoing
<i>5. Encourage businesses to embrace the principles and practice of Corporate Social Responsibility</i>		
Partners: Businesses, business organisations, Business in the Community, Economic Partnerships, regional cultural agencies		
Actions for the region	Lead Partners	Timing
Develop a self-assessment toolkit for RDAs	SEEDA	Ongoing
Establish and launch a regional business symposium to promote best practice and networking in Corporate Social Responsibility	SEEDA, Economic Partnerships	2003
Encourage local brokerage arrangements between small businesses and communities	BITC, RAISE	2003-04

Priority 3 - Encourage International Business Activity		
<i>1. Attract foreign direct investment both to reinforce the global competitiveness of the region's priority sectors and to bring additional economic activity where it is needed</i>		
Partners: SEEDA, Economic Partnerships, Invest UK, HEIs		
Actions for the region	Lead Partners	Timing
Promote the region to encourage investment	SEEDA, Economic Partnerships	Ongoing
Work with Invest UK and other partners to generate and handle investment leads and projects	SEEDA, Economic Partnerships	Ongoing
Fund overseas representatives and encourage linkages with partners as appropriate in the region.	SEEDA	Ongoing
<i>2. Implement a strategic programme of investor development</i>		
Partners: SEEDA, economic partnerships, local authorities, Business Link, business and employer membership organisations		
Actions for the region	Lead Partners	Timing
Establish a programme of aftercare, paying particular attention to the retention of those companies of strategic importance across the region.	SEEDA and Economic Partnerships	Ongoing
<i>3. Develop and implement a network of Global Regions</i>		
Partners: SEEDA, HEIs, businesses, science parks, Trade Partners UK, Enterprise Hubs		
Actions for the region	Lead Partners	Timing
Build links with overseas representatives in key regions in order to develop strong networks with potential for investment and business opportunities.	SEEDA	Ongoing
Facilitate the development of a coherent network of key regions.	SEEDA	Ongoing
<i>4. Support the delivery of the International Trade Strategy</i>		
Partners: Trade Partners UK, Business Links, SEEDA other members of the International Trade Forum, HEIs, businesses		
Actions for the region	Lead Partners	Timing
Encourage international trade, supporting the delivery of the International Trade Strategy and actions arising from the work of the Forum.	TPUK, International Trade Forum.	Ongoing
Facilitate the supply of high quality sector specific international advice, targeted to medium firms.	SEEDA, Business Link	January 2003
Research impacts of EU enlargement on the region's businesses	SEEDA, TPUK	2003-05

Objective – Successful People

Priority 4 – Build Skills for Prosperity		
<i>1. Ensure skills support for sector and cluster development</i>		
Partners: Regional Employment and Skills Forum, Local Learning and Skills Councils (LLSCs), Local Education Authorities, Learning Partnerships, Sector Skills Development Agency (SSDA), Sector Skills Councils, (SSC), Sector Groups, HESE, Higher Education, Further Education Colleges, Businesses, Trade Unions, Association of South East Colleges (AOSEC)		
Actions for the region	Lead Partners	Timing
Establish sector specific learning centres (including Centres of Vocational Excellence and New Technology Institutes) with a particular focus on the land based sector	LLSCs, SEEDA, HE	2 learning centres p.a.
Help ensure further and higher education fully engages in cluster development in sub-regions	LLSCs, SEEDA, HE	2003-04.
Increase attainment at levels 2 and 3 in technical and vocational subjects by young people and adults, with an emphasis on science, technology and maths	LLSCs, SEEDA	2003-04.
Raise ICT skills across the workforce through improved access, workplace learning and innovative projects eg. Computer Club for Girls Initiative	SEEDA, e-skills UK, LEAs	Ongoing.
<i>2. Promote management and entrepreneurial development</i>		
Partners: Local Learning and Skills Councils (LLSCs), Business Links, Small Business Service (SBS), Education Business Link Organisations (EBLOs), Local Education Authorities, Further Education, Higher Education, Businesses, HESE. <i>HESE has expressed commitment to entrepreneurship/enterprise development in HE.</i>		
Actions for the region	Lead Partner	Timing
Develop a management strategy, action plan and associated web portal to expand provision and take-up of informal management development activities	RBSB	2003-04.
Raise employer commitment to workforce development, including take-up of the Investors in People standard	LLSCs, Business Links	On going.
Build an 'education for enterprise' culture in schools, colleges and universities, raising entrepreneurship skills levels and business know-how among young people	LLSCs, HE, EBLOs, LEAs	2003-04.
Build a region-wide entrepreneurship development portfolio, designed to meet the needs of SMEs and the voluntary and community sectors.	SBS, SEEDA	Portfolio operational by end of 2004.

3. Enhance the regional role of universities		
Partners: Higher Education, Learning and Skills Councils (LLSCs), Higher Education Funding Council (HEFCE), Higher Education South East (HESE), Businesses Sector Skills Development Agency (SSDA), e-skills UK Sector Skills Council, STEP, Teaching Company Scheme (TCS)		
Actions for the region	Lead Partner	Timing
Build capacity and take up of graduate placement and employment schemes such as STEP/ TCS.	SEEDA, Business Link, HESE, HEFCE	5 year programme starting 2003
Implement Partnerships for Progression scheme, helping to achieve national HE participation target.	HESE, HEFCE, FE, LLSCs	2002-03, on going
Research viability of additional access routes into Higher Education.	HESE, SEEDA, LLSCs	2002-03
4. Promote workplace learning		
Partners: Local Learning and Skills Councils (LLSCs), UK Online, University for Industry (Ufi), Learning Partnerships, Sector bodies, SERTUC, AOSEC		
Actions for the region	Lead Partner	Timing
Support development of workplace learning initiatives and incentives that stimulate learning and development at all levels.	SEEDA, SERTUC Employers	2002-03, on going.
Develop a marketing and awareness campaign to encourage greater participation in learning by those in work	SEEDA, LLSCs	2003-04
Improve the planning and funding of adult education provision to ensure greater responsiveness to the needs of employers and learners through the Adult Learning and Skills Pilot (if awarded).	SEEDA, LLSCs	Pilot operation during 2002-04
Partner commitments- SERTUC to work with SEEDA on delivering workplace learning centres through learning advocates, AOSEC to contribute to learning centre development.		
5. Encourage work life balance		
Partners:		
Actions for the region	Lead Partner	Timing
Encourage and promote human resource strategies that motivate staff, reduce sickness absence, encourage flexible working and promote health at work	Social Dialogue Forum	Ongoing
Ensure issues of work life balance are taken into account in the planning and funding of projects and related activities	SEEDA, LLSCs	Ongoing

Priority 5 – Maximise Participation in Prosperity		
<i>1. Maximise employability and involvement for all, especially among groups facing exclusion, discrimination and disadvantage</i>		
Partners: Jobcentre Plus, Local Learning and Skills Councils (LLSCs), South East Business Links, Local Authorities, Urban and Rural Regeneration Partnerships, Businesses, Connexions Partnerships, Information, Advice and Guidance Partnerships, Regional Employment and Skills Forum (RESF), voluntary sector		
Actions for the region	Lead Partner	Timing
Ensure effective use of new entrants, returners and under-represented groups to the region's labour market to maximise employment rates.	Jobcentre Plus, RAISE	Ongoing.
Support development of Local Employment Action Plans in priority regeneration areas and deprived rural areas to help individuals better engage in the labour market.	Jobcentre Plus	2003-04
Work with employers to widen access to, and provision of, services and facilities for carers, and provide opportunities for community and voluntary activities.	SEEDA	Ongoing.
<i>2. Develop sustainable work practices for a more effective workforce</i>		
Partners: Trade Unions, South East Business Links, Small Business Service (SBS), Businesses, Sector Skills Development Agency (SSDA), Sector Skills Councils (SSCs), Regional Employment and Skills Forum		
Actions for the region	Lead Partner	Timing
Good practice in the recruitment and retention of people will be researched and promoted engaging employers, Trade Unions and the workforce.	SEEDA, Trades Unions	2003-04.
Establish regional taskforce to co-ordinate research into sectors and localities adversely affected by infrastructure barriers and develop action plan to remedy.	RESF	Action Plan developed by mid 2003.
<i>3. Implement a comprehensive network of basic skills provision</i>		
Partners: South East Basic Skills Regional Co-ordination Network, Further Education, Local Learning and Skills Councils (LLSCs), Learning Partnerships, Regional Employment and Skills Forum		
Actions for the region	Lead Partner	Timing
Take a strategic approach to Basic Skills provision (literacy, numeracy and basic ICT), ensuring sufficient capacity and improving coherency, efficiency and effectiveness of provision.	Basic Skills Regional Co-ordination Network	Ongoing.
Ensure a comprehensive network of basic skills provision, halving the numbers of people with basic skills needs in the South East by 2012.		10 year programme
Deliver innovative basic skills training in the workplace, focusing on priority geographical areas and in sectors with low skill levels.	SEEDA	8,500 learning opportunities per annum
Train additional mentors and tutors to support basic skills training in the workplace and ensure the highest standards of provision across the region.		50 mentors/tutors trained per annum.
Launch and implement Regional Citizenship Strategy that builds on basic skills strategy.		2004-05.

Priority 6 – Learning For All		
<i>1. Prepare businesses and the workforce for future changes in the workplace</i>		
Partners: Regeneration Partnerships, local authorities, businesses, trades unions, Regional Employment and Skills Forum (RESF), South East England Intelligence Network (SEE-IN), Skills Insight, Higher Education, Local Learning and Skills Councils (SEE-IN), Connexions, IAG Partnerships, businesses, voluntary sector		
Actions for the region	Lead Partner	Timing
Establish a Regional Partnership Agreement on Skills and Economic Intelligence to ensure labour market intelligence is used to maximum benefit across the region.	RESF	2003-04 then ongoing
Develop FRESA handbook for employers, signposting employers to Workforce development and business support opportunities, tailored to local requirements.	RESF	mid 2003.
Develop effective online advice and guidance for adults, using Wired Region Infrastructure.	SEEDA, Ufl, IAG Partnerships	2004-05
Further develop new skills for the land-based sector to enable businesses to cope with restructuring, particularly making best use of the Vocational Training Scheme of the England Rural Development Plan	DEFRA	Ongoing
Social Dialogue Forum to disseminate good practice and encourage policies that demonstrate the future of work in the region.	Social Dialogue Forum	On going.
<i>2. Reach out to communities</i>		
Partners: Regeneration Partnerships, local authorities, businesses, trades unions, Regional Employment and Skills Forum, South East England Intelligence Network (SEE-IN), Skills Insight, Higher Education, Local Learning and Skills Councils (SEE-IN), Connexions, IAG Partnerships, businesses, voluntary sector		
Actions for the region	Lead Partner	Timing
Continue to work with local communities, identifying and addressing barriers to the take up of learning and employment	SEEDA / Local Delivery Partnerships	Ongoing (SRB programme concludes 2006-07)
Further develop the region's network of learning centres to ensure accessibility for all, including voluntary organisations. Integrate learning alongside other services.	RESF, Ufl, UKOnline	2003-08
Develop the use of culture, art and sport as a means to engage individuals and communities in learning.	Cultural agencies, SEEDA, LLSCs, local authorities	Two pilot projects established by end of 2004.
Ensure the cost or availability of support for those with dependants is not a barrier to learning.	Local authorities	Ongoing

3. Reach out to workplaces and improve education – business links

Partners: Further Education, Higher Education, Local Learning and Skills Councils (LLSCs), local authorities, Regeneration Partnerships, UK Online, University for Industry, Businesses, Regional Employment and Skills Forum, *SERTUC*, *AOSEC*, Education Business Link Organisations (EBLOs), Higher Education, Further Education, Sector Skills Development Agency (SSDA), Sector Skills Councils (SSCs), businesses, local education authorities, Information Advice and Guidance Partnerships, Connexions, Regional Employment and Skills Forum (RESF).

Actions for the region	Lead Partner	Timing
Increase number of advocates, peer mentors and union learning representatives, especially in companies where skill levels are low	SEEDA, SERTUC	2003-04 on going
Improve links between education and businesses, developing a comprehensive work readiness programme for schools and colleges	AOSEC LLSCs, LEAs, EBLOS, Connexions	2003-04 on going
Strengthen feedback mechanisms from employers to inform education and training provision of sector skills needs and to encourage collaboration in developing skills provision	LLSCs, SEEDA, Business Link	2003-04.
Develop and pilot vocational pathway guidance for use in schools and colleges to encourage both adults and young people from the age of 11 to train in craft and technician skills	SEEDA, LLSCs, LEA, SSDA	Programme operational late 2003

Priority 7 – Promote Social Dialogue		
<i>1. Develop and promote models for social dialogue</i>		
Partners: Trades Unions, Businesses, Employer Representative Organisations,		
Actions for the region	Lead Partner	Timing
Further develop the Social Dialogue Forum to fully engage employer and worker representatives in the future development of the region's workforce through social dialogue.	Social Dialogue Forum	2002-03
<i>2. Encourage 'smarter' ways of working</i>		
Partners: Trades Unions, Businesses, Employer Representative Organisations, Business Networks, Regional Employment and Skills Forum.		
Actions for the region	Lead Partner	Timing
Commission research identifying good practice in smarter working and best workforce practice, focusing on work-life balance, equality and health and safety	Social Dialogue Forum	2003-04.
Disseminate good practice and initiate associated pilot projects through regional fora and conferences		2003-04 ongoing.
Raise employer participation and inclusiveness in issues such as skills, productivity, investment, transport and infrastructure		2003-04 on going.
<i>3. Engage social partners in the regional economic agenda</i>		
Partners: Trades Unions, Businesses, Employer Representative Organisations		
Actions for the region	Lead Partner	Timing
Ensure Trade Union and other workforce representatives are fully engaged in the regional economic development agenda through education programmes and briefings to facilitate and respond to changes in the workplace	Social Dialogue Forum	2003-04 ongoing

Objective – Vibrant Communities

Priority 8 – Enable Community Participation and Local Leadership		
<i>1. Engage communities in existing and new partnership structures</i>		
Partners: Local delivery partnerships, Local Strategic Partnerships, South East Economic Partnerships, SEEDA, Government Office for the South East, South East England Regional Assembly, local authorities, Local Learning and Skills Councils, Business Link, Social Inclusion Task Group, RAISE, SEREN		
Actions for the region	Lead Partners	Timing
Support the comprehensive development of Area Investment Frameworks in priority regeneration areas as mechanisms for joint investment planning by the public, private and voluntary sectors.	SEEDA	2003-04
Develop and work through sub-regional delivery arrangements with local partners in priority regeneration areas.	SEEDA	Ongoing
Promote the use of indicators to measure community involvement and develop a quality mark for community involvement to be applied to all of the Agency's activities.	SEEDA	2003-04
Streamline the process for accessing funding and promote and enable accessible information about new and existing funding streams.	Community Fund	Ongoing
Encourage and support LSPs to develop mechanisms to engage the voluntary and community sector organisations	South East Social Inclusion Task Group	Ongoing
Build capacity in the voluntary sector to influence European strategy and share best practice from Europe on the third sector economy.	SEEDA	Ongoing
<i>2. Address deprivation wherever it occurs</i>		
Partners: SEEDA, Government Office for the South East, South East England Regional Assembly, Social Inclusion Task Group, Local Learning and Skills Councils, Business Links		
Actions for the region	Lead Partners	Timing
Develop a programme of activity to engage with communities of interest in the region.	South East Social Inclusion Task Group	Ongoing
Target resources on turning around areas of deprivation through an integrated package of measures identified by strong and inclusive partnerships.	SEEDA	Ongoing
Develop and implement the Five Point Plan providing a comprehensive regeneration package for the Hastings and Bexhill area.	SEEDA / Hastings & Bexhill Task Force	Ongoing
Support projects to deliver regeneration in priority rural areas and small rural towns	SEEDA, local delivery partnerships	Ongoing
Support capacity building in rural communities across the region to combat social inclusion	Rural Community Councils	Ongoing
Deliver the European Leader+ programme to support the region's 5 successful bids	GOSE	Ongoing

3. Build communities' capacity through regional networks and community managed organisations		
Partners: Local authorities, LSPs, RAISE, Social Inclusion Task Group, South East Funders' Forum, Social Inclusion Task Force		
Actions for the region	Lead Partners	Timing
Strengthen the links between the regional organisations and local communities, providing mechanisms and resources where necessary to engage the voluntary/community sector	Social Inclusion Task Group	Ongoing
Develop a community best practice zone as part of see-online, as a regional portal supporting network development, dissemination of best practice and providing access and clear signposting to regional information.	SEEDA	Ongoing
Support networks which enable community capacity building, including a regional regeneration network	SEEDA, GOSE	Ongoing
Identify and disseminate best practice identified through programmes such as the Single Regeneration Budget.	SEEDA	Ongoing
Promote and support the formation and development of community-based management structures	SEEDA	Ongoing
Support and promote asset based community regeneration programmes, together with supporting infrastructure.	SEEDA	Ongoing
Build the capacity of the member organisations to understand the experience of social exclusion and the impact of policies and actions in the region.	Social Inclusion Task Group	Ongoing
4. Enable and encourage participation in community activities		
Partners: Social Inclusion Task Group, Neighbourhood Renewal Unit, South East Regeneration Network, RAISE, SEREN		
Actions for the region	Lead Partners	Timing
Support community involvement in regeneration where SEEDA's investment adds value to that of other public, private or voluntary agencies .	SEEDA	Ongoing

Priority 9 - Achieve an Urban Renaissance by Making Towns and Cities Work		
<i>1. Secure an urban renaissance in Thames Gateway Kent</i>		
Partners: Thames Gateway Partnership, SEEDA, Government Office for the South East, local authorities, developers, Kent & Medway Economic Board, Kent Association of Voluntary Sector organisations		
Actions for the region	Lead Partners	Timing
Support comprehensive regeneration through the AIF process, embracing the full range of needs and projects.	Thames Gateway Partnership, SEEDA	Ongoing
Deliver the Chatham Maritime project as a flagship regeneration initiative in the Thames Gateway.	SEEDA	Complete by 2006
Support the redevelopment of Rochester Riverside.	SEEDA, Medway Council	Commence development 2004
<i>2. Support the major growth areas of Ashford and Milton Keynes</i>		
Partners: Ashford BC, Kent CC, Milton Keynes Council, English Partnerships		
Actions for the region	Lead Partners	Timing
Establish delivery mechanisms to carry forward the development proposals for Ashford arising from the growth study	Ashford BC, Kent CC, SEEDA	2003
Agree with English Partnerships the appropriate role for SEEDA in Central Milton Keynes and the wider growth study area	Milton Keynes Council, English Partnerships	2003

3. Promote sustainable forms of urban development		
Partners: South East England Regional Assembly, Government Office for the South East, SEEDA, developers, Cultural agencies		
Actions for the region	Lead Partners	Timing
Facilitate a sequential approach to the release of land by identifying vacant, poorly used and underused land suitable for development through periodic reviews of key sites in the priority regeneration areas.	Local authorities, SEEDA	2002-03 complete first review
Use land assembly and remediation powers to bring forward brownfield land for development in urban areas.	SEEDA	Ongoing
Promote the use of masterplanning as frameworks for development and ensuring efficient use of land and a design-led approach to urban development.	SEEDA	Ongoing
Promote the vitality of town centres and improvements to the public realm, including environmental improvements.	SEEDA	Ongoing
Pilot masterplanning of an integrated approach to Station Area Redevelopment in selected locations, using high quality 'gateway' buildings for stations, to integrate bus stations and other transport facilities.	SEEDA	2003-04
Promote the engagement of communities in the design and development of the physical environment and demonstrate good practice through SEEDA's own development.	SEEDA	Ongoing
<i>Actions are in development with the Assembly and with the Government Office for the South East</i>		
4. Promote the region's small towns as a key focus for sustainable development		
Partners: Local rural delivery partnerships, South East Rural Towns Partnership, local authorities, Town and Parish Councils, South East Rural Community Councils		
Actions for the region	Lead Partners	Timing
Support the regeneration of the selected small rural towns in or on the edge of priority rural areas	Local delivery partnerships, SEEDA	Ongoing
Develop support to other small rural towns across the region to enable them to continue to be a focus of jobs, key services and other activities for the surrounding rural hinterland	SERTP, SEEDA	Ongoing

5. Raise standards of urban quality and design in the South East

Partners: Developers, Housing Corporation, Construction Sector Group, Commission for the Build Environment, Professional institutions (RTPI, RIBA, RICS), South East Funding Forum, Cultural Consortium

Actions for the region	Lead Partners	Timing
Support career skills development amongst the professional involved in development and regeneration a Regional Centre of Excellence in the South East and support the creation of a School of Urban Renaissance at Chatham.	SEEDA / Medway Council / University of Greenwich	Ongoing
Raise understanding of the urban renaissance through a sustained information and awareness programme.	SEEDA	Conference January 2003 and ongoing
Sponsor the development and expansion of Architecture Centres in the region in order to enhance public understanding of the importance of architecture and foster improvements in the quality of the built environment.	SEEDA	Ongoing
Support a Regional Design Panel, in collaboration with CABE, to comment on the design quality of major development projects.	SEEDA	Ongoing
Identify and deliver best practice in urban renaissance, in particular through the 'Creating Quality Places' initiative.	SEEDA / The Prince's Foundation	Ongoing
<i>Actions are in development with the Assembly and with the Government Office for the South East</i>		

Priority 10 – Connect Diversity with Prosperity

1. Establish mechanisms and processes to engage the region’s diverse communities

Partners: Social Inclusion Task Group, Race Equality Councils, Regional Networks, SEREN, RAISE, CRE

Actions for the region	Lead Partners	Timing
Establish networks representing diverse communities and mechanisms to effect good communication, and access to information	RAISE, SEREN	Ongoing
Support the development and establishment of SEREN in the region, to become a recognised regional partner.	SEEDA	Ongoing
Work with the Multi-ethnic Business Forum to connect business and community champions in supporting and engaging local communities.	GOSE	Ongoing
Support RAISE in becoming a sustainable organisation that acts as a conduit to diverse communities.	SEEDA	Ongoing

2. Identify and promote best practice to demonstrate that diversity pays

Partners: Social Inclusion Task Group, SEREN, RAISE, Regional Networks, Equalities and Diversity Forum, Commission for Racial Equality

Actions for the region	Lead Partners	Timing
Research best practice and disseminate widely to key stakeholders across the sectors.	SEEDA	To be agreed
Establish the Equalities and Diversity Forum to inform regional and local activity, and work with the Social Dialogue Group to work with employers and trade unions across the region.	SEEDA	To be agreed

Priority 11 – Support the Development of Sound Community Infrastructures and Services		
<i>1. Ensure a healthy region</i>		
Partners: Health Authorities, Primary Care Trusts, Social Inclusion Task Group, Workforce Development Group		
Actions for the region	Lead Partners	Timing
Conduct health impact assessment for all major initiatives	Healthy Region Forum	To be agreed
<i>2. Support the modernisation of health services</i>		
Partners:		
Actions for the region	Lead Partners	Timing
<i>Actions to be agreed</i>		
<i>2. Reduce crime and the fear of crime</i>		
Partners: Government Office for the South East, local authorities, police forces, SEEDA, developers, Crime Reduction Partnerships		
Actions for the region	Lead Partners	Timing
Encourage, through local and regional Employment Plans, actions to address unemployment for offenders, including opportunities for self employment	SEEDA	Ongoing
Encourage close collaboration between local regeneration partnerships and police and other criminal justice organisations to tackle key crime issues, including racial harassment	SEEDA	Ongoing
Promote 'Secure by Design' as an integral part of the design and development of the physical environment	SEEDA	Ongoing
<i>3. Support rural community services</i>		
Partners: Local rural partnership, Rural Community Councils, voluntary and community groups, DEFRA, SEEDA		
Actions for the region	Lead Partners	Timing
Deliver support to services in rural communities in the more deprived rural communities and selected market towns	SEEDA	Ongoing
Influence major service providers to ensure a rural dimension to their work	SEEDA	Ongoing
Deliver support to the provision of community buildings in the more deprived rural communities and selected small rural towns to provide a resource centre for those communities and surrounding rural areas	SEEDA	Ongoing
Improve service provision in rural communities through direct funding through programmes	Countryside Agency	Ongoing
Prepare annual reports on level of services in rural areas	Countryside Agency	Ongoing
Support village communities throughout the region through effective delivery of the Vital Villages programme.	Countryside Agency	Ongoing

4. Harness creative, culture and sports activities to support neighbourhood renewal

Partners: South East Funders Forum, local authorities, Government Office for the South East, SEEDA, Social Inclusion Task Group, South East England Cultural Consortium, regional cultural agencies

Actions for the region	Lead Partners	Timing
<p>Work with the Cultural agencies and South East Cultural Consortium to progress the Cultural Cornerstone Action Plan, including:</p> <ul style="list-style-type: none"> • promote joint working and information sharing on cultural initiatives in priority regeneration areas and rural areas • Ensure guidance to partners on producing Area Investment Frameworks addresses cultural sector needs • Encourage investment in new economic uses for historic buildings • Provide guidance in provision of cultural facilities in new developments 	SEEDA	2003-05
<p>Identify and disseminate best practice (<i>discussions are pending with the South East England Cultural Consortium and the South East Funders' Forum</i>)</p>	SEEDA	Ongoing

Objective - Effective Infrastructure

Priority 12 – Secure Quality and Affordable Housing		
<i>1. Promote the needs of the region, and the provision of affordable housing</i>		
Partners: National Housing Federation, Housing Corporation, Registered Social Landlords, local authorities, South East England Regional Assembly, SEEDA		
Actions for the region	Lead Partners	Timing
Support the actions and commitments in the Regional Housing Statement. Promote the importance of improving affordable housing supply throughout the region at local, regional and national level.	All Partners	Ongoing
Lobby Government for significantly increased funding for affordable housing for the SE, and for changes to the funding regime, the Right to Buy and the rules governing the disposal of public sector landholdings	Regional Assembly, SEEDA	
Involve regional partners in the Housing's Better Future Campaign to improve public and political perceptions of affordable housing and promote the social and economic benefits to local communities	National Housing Federation	
Maximise outputs to meet regional, sub regional and local needs through the Approved Development Programme	Housing Corporation	
Work closely with local authorities to optimise outcomes of Section 106 negotiation process.	Registered Social Landlords	
Complete and regularly update surveys of the provision of affordable housing. Work closely with London and East of England regions to share experience and pursue common concerns with government.	Regional Assembly	
<i>2. Support large scale developments in major growth areas and Millennium Communities</i>		
Partners: English Partnerships, SEEDA, Regional Assembly, local authorities, Housing Corporation, Registered Social Landlords, developers		
Actions for the region	Lead Partners	Timing
Action to be discussed with English Partnerships.	English Partnerships	
Work in conjunction with other agencies to agree a 'delivery plan' covering funding across all service areas	Housing Corporation	
<i>3. Promote and establish mechanisms to bring forward appropriate urban sites for housing, and support the provision of affordable housing in rural areas</i>		
Partners: SEEDA, local authorities, Registered Social Landlords		
Actions for the region	Lead Partners	Timing
Identify and bring forward small brownfield sites through the Brownfield Land Assembly Trust, and bring forward larger brownfield sites	SEEDA	Short Term
Provide funding for a minimum of 320 homes in 2003-04 in settlements of less than 3,000 population and explore partnering arrangements with Housing Associations to ensure future delivery, particularly in priority rural areas, and market towns	Housing Corporation	
Ensure the continuation of housing needs surveys in rural communities	Rural Community Councils	

4. Support housing investment as part of neighbourhood renewal		
Partners: Local authorities, Housing Corporation, SEEDA, Registered Social Landlords		
Actions for the region	Lead Partners	Timing
Establish and implement policies to support balanced and sustainable communities. Ensure empty property strategies are developed and implemented	Local authorities	
Support Urban Renaissance objectives, which promote mixed use, high-density developments in priority regeneration areas and town centres.	SEEDA	
Provide funding in 2003/04 for regeneration, focusing on priority regeneration and Neighbourhood Renewal areas, supporting urban renaissance objectives where proposals are part of mixed use, higher density developments.	Housing Corporation	
5. Promote innovation and share best practice		
Partners: SEEDA, Government Office for the South East, South East England Regional Assembly, Regional Housing Forum, Housing Corporation, National Housing Federation		
Actions for the region	Lead Partners	Timing
Establish a mechanism to help providers improve working methods and the process by which affordable housing is delivered.	GOSE, Regional Assembly	Medium Term
Identify, disseminate and promote good practice, working with local authorities, Registered Social Landlords, developers and others involved in the provision of affordable housing	Regional Assembly	Short Term
Undertake further research with partners into means of securing implementation once planning permissions are granted		
Identify the parts of the region with the most acute problems of affordable housing delivery, and consider further actions to help those areas improve supply.		
Ensure interventions demonstrate commitment to the principles set out in 'Rethinking Construction' and prioritise funding to pre-assembly and off-site manufacturing techniques to improve delivery and enable economies of scale.	Housing Corporation	
Facilitate best practice amongst Registered Social Landlords. Work with members to identify and develop new intermediate housing products.	National Housing Federation	

Priority 13 – Secure a Sustainable Transport Network		
<i>1. Regional Transport Compact</i>		
Partners: Economic Partnerships		
Actions for the Region	Lead Partner	Timing
Support proposed pilots in the Thames Valley, Surrey, Brighton and Hove and East Kent Triangle. Focus on cross-regional transport issues between the South East and London.	SEEDA, Economic Partnerships	2002 - 06
<i>2. National and International Transport Links</i>		
Partners: ODPM, SEEDA, GOSE, local authorities, transport operators		
Action for the Region	Lead Partner	Timing
Support High Speed Train Network – ERDF funded implementation programme to ensure transport implementation projects are delivering regional, national and European policy and to make best use of CTRL domestic services for East Kent.	SEEDA	2003 – 06
Continue work to investigate access improvement to ports such as A2/M2 to Dover and Southampton to East Midlands rail link.	Port operators, transport authorities	2003 - 06
Support ERDF-funded study and implementation proposal to transfer port traffic from road to rail; Highways of the Seas project initiated by European Commission to involve all ports.	SEEDA, LRA and Dover Harbour Board	2003 – 05
Follow up SERAS consultation on aviation capacity increase. Consider implications on strategic transport provision and environmental benefits / disbenefits and compensation.	SEEDA, Assembly	2003
Bring together the various findings of the MMSs and other sub-regional transport studies and projects in order to co-ordinate and identify regional implications. Identify issues linking the various MMSs in anticipation of further transport work.	SEEDA, Assembly, GOSE	2003- 05
Lobby for the inclusion of the South East's principal routes in Trans European Networks	SEEDA	Ongoing
<i>3. Cross Regional Transport</i>		
Partners: ODPM, SEEDA, Local authorities, freight operators, SRA, Train Operating Companies, Network Rail		
Action for the Region	Lead Partner	Timing
Second freight Study for Thames Gateway, brief to be refined and developed	ODPM, SEEDA, LDA, EEDA	2002 –03
Support investigation of capacity upgrade for selected stations to facilitate land use and transport integration: Ashford, Ebbsfleet, Southampton, Reading and Milton Keynes	Local Authorities, Economic Partnerships	2002 – 06
Support for Airtrack scheme	Surrey CC, BAA	2003-04
Carry forward Thameslink 2000	Thameslink Consortium	2003-04
Carry forward Crossrail	SRA, TfL	2003-04

<i>4. Economic Development and Regeneration</i>		
Partners: Transport operators local authorities, SEEDA, LDA and EEDA		
Action for the Region	Lead Partner	Timing
Conduct research and implementation studies to enable a better integration between socio-economic issues and transport.	SEEDA, local authorities, LDA	2003 – 06
Continue to support and lobby for road bottleneck solutions, with focus on those which directly impact business performance identified in the Regional Economic Strategy	SEEDA	2003
Development of a balanced package of transport solutions to improve access between South Coast towns and radially to London.	SEEDA	2003 - 04
Continue to support and lobby for road improvements to A256 and A299	Kent CC, GOSE	2002-04
Continue to support and lobby for domestic use of CTRL	Kent CC, GOSE, Assembly	2003-07
Support the continued development of Rural Transport Partnerships and the delivery of rural transport projects, targeting small rural towns as improved transport hubs		

Priority 14 – Maximise Access to and Take Up of Broadband Facilities		
<i>1. Stimulate demand for broadband</i>		
Partners: Small Business Service, South East Business Links, Businesses, local authorities, Local Learning and Skills Councils, RAISE, SEEDA, Government Office for the South East		
Actions for the region	Lead Partners	Timing
Promote the benefits of broadband to business through business support services and employer networks, events and grants and incentives.	SEEDA	Ongoing
Promote the benefits of broadband to the public sector, voluntary sector and individuals.		Ongoing
<i>2. Promote the development of 'remote office' facilities</i>		
Partners: Small Business Service, South East Business Links, Businesses, local authorities, Local Learning and Skills Councils, RAISE, SEEDA, Government Office for the South East		
Actions for the region	Lead Partners	Timing
Establish pilot 'broadplaces' across the region to enable mobile and remote working	SEEDA	3 facilities open during 2003-04
<i>3. Promote and develop regional and local portals</i>		
Partners: BURA, RAISE, SEEDA, Enterprise Hubs, SEEDA Sector Groups, businesses, Local Learning and Skills Councils		
Actions for the region	Lead Partners	Timing
Further Develop South East England Online (SEE-Online) to meet emerging needs of business, communities and individuals	SEEDA	Ongoing
<i>4. Develop the region's broadband infrastructure</i>		
Partners: DTI, businesses, local authorities and other public sector organisations, SEEDA, Enterprise Hubs		
Actions for the region	Lead Partners	Timing
Co-ordinate broadband enablement across the region including rural and remote areas.	SEEDA	Ongoing
Establish a Wired Region Advisory Board and a not-for-profit telecommunications delivery company to facilitate broadband provision in the South East.	SEEDA	By 2004-05
Facilitate new high speed network services in the main populations centres of Kent and East Sussex.	SEEDA	By 2003-04
Facilitate broadband networking of Enterprise Hubs and Gateways.	SEEDA	By 2004-05
Aggregate demand- work with public sector partners to co-ordinate demand to facilitate infrastructure improvements and secure best value for money.	SEEDA	By 2004-05
Develop building codes with local authorities to ensure the provision of upgradeable broadband capability in all new commercial, residential and infrastructure developments.	Local authorities	By 2004-05

Priority 15 – Reclaim and Reuse Brownfield Land to Support Sustainable, Cohesive Communities		
<i>1. Secure the re-use of brownfield land and make the most of brownfield assets</i>		
Partners: Developers, English Partnerships, Government Departments, Registered Social Landlords, public bodies including local authorities, health authorities, education institutions, SEEDA.		
Actions for the region	Lead Partners	Timing
Undertake periodic reviews of sub regional and local property markets in the Priority Regeneration Areas to assess the availability of key sites, and to identify those sites that may be best suited for SEEDA's involvement.	SEEDA	2002-03 first review as above
Use land assembly and remediation powers to bring forward brownfield land for development.	SEEDA	Ongoing
Work in partnership to create spatial development vehicles for attracting investment to priority regeneration areas.	SEEDA	Ongoing
Deliver a programme of strategic interventions jointly with English Partnerships, to achieve the regeneration of the former Kent Coalfield as part of the National Coalfield Development Programme	SEEDA, English Partnerships, Community Regeneration Forum	Ongoing
Improve market confidence in developing contaminated sites through an accreditation scheme for professionals who are competent in Land Condition Records	SEEDA	Ongoing
Make best use of SEEDA programmes which support the conversion of redundant buildings in priority rural areas and small rural towns, and redundant buildings on farms across the region <i>Discussions are pending with English Partnerships, Government Office for the South East and other regional partners.</i>	Rural businesses, farmers, SEEDA	Ongoing
<i>2. Secure best value from public sector land holdings</i>		
Partners: Health authorities, Ministry of Defence, other Government Departments, local authorities, Government Office for the South East, South East England Regional Assembly, SEEDA		
Actions for the region	Lead Partners	Timing
Develop framework agreements 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. <i>Discussions are pending with English Partnerships, Government Office for the South East and other regional partners.</i>	SEEDA	Ongoing
<i>3. Secure sustainable construction</i>		
Actions for the region	Lead Partners	Timing
Promote and support work with FE colleges to complement courses with on-site training and local labour schemes. <i>Discussions are pending with English Partnerships, Government Office for the South East and other regional partners.</i>	SEEDA, Local Delivery Partnerships	Ongoing

Objective – Sustainable Use of Natural Resources

Priority 16 – Invest in Environmental Capital to Maximise its Contribution to a Sustainable Economy		
<i>1. Promote awareness and understanding of the environment as a key strength of the South East economy</i>		
Partners: Research organisations, environmental and social partners, Government Office for the South East, South East England Regional Assembly, English Nature, Environment Agency local authorities, SEEDA		
Actions for the region	Lead Partners	Timing
Support research and demonstration projects in environment-led regeneration, and disseminate examples of best practice	English Nature, SEEDA	Complete by 2004
<i>2. Maintain the value of the environment as an economic asset</i>		
Partners: Sector groups, business organisations, Government Office for the South East, SEEDA		
Actions for the region	Lead Partners	Timing
Work with sectors dependent upon the environment as a resource, in order to maintain and enhance it while gaining optimal business benefits	Sector groups, SEEDA	Ongoing
Promote better understanding of the high costs associated with managing and maintaining the countryside	SEEDA	
Make best use of the Countryside Stewardship schemes across the region	SEEDA	
<i>3. Secure investment in enhancing and restoring biodiversity, to generate better economic, environmental and social returns in the future</i>		
Partners: English Nature, Countryside Agency, SEEDA, developers		
Actions for the region	Lead Partners	Timing
Continue support for the Building for Nature initiative, and promote demonstration projects that seek to maximise the biodiversity benefit associated with building development.	English Nature, Countryside Agency, SEEDA	Ongoing
<i>4. Promote and support sustainable tourism based on the quality of the natural, built and historic environment</i>		
Partners: New Regional Tourism Board, local authorities, English Heritage, Countryside Agency, land based sector groups		
Actions for the region	Lead Partners	Timing
Support and promote initiatives to integrate, enhance and develop the environment-based components of sustainable tourism	Regional Tourism Board	2003 onwards
Develop and improve green tourism, making best use of the region's footpaths, cycleways and bridleways, and expand farm accommodation for visitors to the countryside	SEEDA, Countryside Agency	

Priority 17 – Secure Greater Prosperity for the Land-Based Sector through Sustainable Land Management		
<i>1. Support sustainable agriculture</i>		
Partners: Farmers, growers, SEEDA, DEFRA, Countryside Agency		
Actions for the region	Lead Partners	Timing
Support agriculture and horticulture, and enable farmers and growers to make best use of new programmes resulting from the ERDP and future Common Agriculture Policy reforms	DEFRA	Ongoing
Ensure the effective delivery of the Curry report recommendations	DEFRA	Ongoing
Lobby for effective reforms of the Common Agriculture Policy	SEEDA	Ongoing
Develop the South East Food Partnership to support the development of local produce throughout the food chain and maximise support through Food from Britain	SEEDA	Ongoing
<i>2. Support farmers to diversify and achieve higher added value</i>		
Partners: Farmers and growers, DEFRA, Countryside Agency, SEEDA		
Actions for the region	Lead Partners	Timing
Use redundant farm buildings across the region to provide employment and community uses	SEEDA	Ongoing
Deliver regional objectives through the England Rural Development Plan programmes	DEFRA	Ongoing
Deliver the recommendations of the Livestock Revival Action Plan. Develop farmer co-operatives and local producer networks. Disseminate best practice across the region. Make full use of ERDP Process and Marketing Grants programme	SEEDA, farmers and growers	Ongoing
<i>3. Encourage the production of industrial and renewable energy crops</i>		
Partners: Woodland sector, Forestry Commission, DEFRA, energy suppliers, SEEDA, other RDAs		
Actions for the region	Lead Partners	Timing
Lead the contribution of England's Regional Development Agencies on the development of renewable energy sources. Promote and investigate the potential for the development of industrial crops in the South East.	SEEDA	Ongoing
Develop producer networks and develop renewable energy supply chains. Promote the use of renewable energy sources. Support pilot demonstration projects across the region, and lobby Government to promote biofuels	SEEDA	Ongoing

4. Support woodland management and quality landscapes

Partners: Woodland sector, Forestry Commission, DEFRA, Countryside Agency, local authorities, Association of National Parks, Association of AONBs, local AONB groups, South East England Regional Assembly, Government Office for the South East, SEEDA

Actions for the region	Lead Partners	Timing
Develop with the Forestry Commission a Regional Forestry Strategy to better understand the multi-purpose role of the region's woodlands and enable it to steer grant regimes to support their distinctiveness.	SEEDA	Complete by end 2003
Work with woodland owners to develop markets for the region's woodland products	SEEDA	Ongoing
Promote the need for flexible supportive planning policies in rural areas through Regional Planning Guidance	Regional Assembly	Ongoing
Support and promote the work of the region's two forthcoming National Parks and the AONB managers, in order to deliver an economic focus to the management of quality landscapes	Countryside Agency	Ongoing

Priority 18 – Achieve Sustainable Management of Water, Waste and Energy		
<i>1. Support the sustainable management of water resources including water saving</i>		
Partners: Environment Agency, South East England Regional Assembly, Government Office for the South East, local authorities, water companies, other South East Water Resources Forum members		
Actions for the region	Lead Partners	Timing
Develop a shared view of water resource priorities for the South East in order to better-informed development and investment decisions	Water Resources Forum	Ongoing
Investigate the use of farmland for flood control, including its potential as a source of income to farmers	Environment Agency	
<i>2. Promote and demonstrate the economic value of waste as a resource</i>		
Partners: Local authorities, South East England Regional Assembly, Government Office for the South East, SEEDA, South East Sustainable Business Partnership, WRAP, waste businesses		
Actions for the region	Lead Partners	Timing
Promote integrated resource management, in particular to identify new opportunities for re-use and recycling of materials, and initiatives that contribute to reduction in the amount of waste requiring final disposal.	South East Sustainable Business Partnership	Ongoing
Contribute to achieving higher levels of re-use and recycling through developing and supporting initiatives for waste market development	WRAP, local authorities, SEEDA, waste companies	Ongoing
<i>3. Support improved energy efficiency and an increase in the proportion of energy derived from renewable sources</i>		
Partners: South East Renewable Energy Partnership, Carbon Trust, DTI, DEFRA, Environmental Technology Sector Group, South East England Regional Assembly, Government Office for the South East, SEEDA, WRAP, waste companies		
Actions for the region	Lead Partners	Timing
Enable and support regional delivery of Carbon Trust's low carbon technology programme to South East businesses	SEEDA, South East Sustainable Business Partnership	2003 - 05
Support initiatives to raise awareness of benefits and opportunities associated with renewable energy and promote increased take-up in the region	Regional Assembly, local authorities	Ongoing
Support initiatives to develop the Renewable Energy Technology sector in the region, including support for renewable energy demonstration projects	SEEDA	Ongoing
Support initiatives to promote and develop appropriate energy crops (biomass) in the region, including market development	SEEDA, DEFRA	Ongoing

2. SUB-REGIONAL PRIORITIES

Introduction

This section comprises sub-regional priorities for each of the 11 South East Economic Partnerships. They arise from a consultation process which commenced with the sub-regional RES 'listening events' held in January – March 2002, and flow from strategies which have been prepared by each of the Partnerships.

The priorities identified here represent the agreed view of key partners in each of the areas. They have been reviewed across SEEDA, and where necessary modifications have been discussed and agreed with individual Economic Partnerships to ensure that sub-regional and regional priorities are in alignment. With the publication of the revised RES, they represent a shared commitment by SEEDA, the South East Economic Partnerships and their constituent members to drive the work forward over the life of this strategy.

Brighton and Hove Economic Partnership

Context

- While well serviced by two universities and a number of Further Education institutions sustainable growth in the City is inhibited by skills shortages in several key sectors.
- Further constraints on the economy are posed by a transport network that is overburdened at peak times.
- Key brownfield sites in the city have proved challenging to bring forward for development, constraining space available for expanding and new businesses, a problem exacerbated by being bounded on one side by the sea and on the other by a proposed National Park.
- The city is characterised by pockets of deprivation side by side with swathes of affluence, resulting in, among other problems, parts of the workforce constrained by high property prices.

Priorities

Description	RES Priority
Establish and improve new sector / skills specific training frameworks for businesses in the creative industries, financial services, tourism and hospitality as well as public services: notably care and education.	4
Improve access to capital finance and coordinate support services for small businesses.	1
Re-develop the Brighton Centre to a world-class design standard for conferencing facilities, and to support the cultural and leisure regeneration of the city. Unlock development sites around Shoreham Airport and Shoreham Maritime for employment, housing and leisure uses, and facilitate the development of other brown field sites in the City, e.g. Brighton Station, through both a sites intervention strategy, and by developing innovative and sustainable economic regeneration master plans.	15
Establish a sustainable boundary to both the City and the National Park, retaining key employment sites within the development control of the City. Initiate a pilot scheme to look at the potential of 'Business Improvement Districts'.	9
Promote the development of affordable housing as a key component of business planning, supporting workforce housing needs issues by promoting investment in and the effective use of existing accommodation in the city, in particular through the private rented sector.	12
Encourage ways to make the current transport infrastructure work more effectively through better enforcement, organisation, co-ordination and information. Develop an effective transport model for the city to test options for the future, including the possibility of a rapid transit system in the Brighton and Hove area.	13
Ensure that local neighbourhoods and communities of interest can contribute to sustainable growth by articulating their needs and aspirations, and by keeping them involved in decision making on local regeneration activities.	8

Buckinghamshire Economic Partnership

Context

- The economic success of Buckinghamshire is under pressure from congestion, skills shortages and high land prices. Overall prosperity however masks the existence of pockets of deprivation, notably in High Wycombe. Aylesbury's population is forecast to increase significantly in the next few years to accommodate regional housing growth and there is a need to ensure that balanced development is achieved.
- Buckinghamshire's major industrial estate, Cressex, is constrained by current peak time congestion at M40 Handy Cross and deteriorating infrastructure.
- Recent closures and contractions at a number of employment sites mean that Buckinghamshire, which has not traditionally been a major destination for inward investors, can now engage with the inward investment market.
- In spite of the specific strengths of Bucks Chilterns University College and University of Buckingham, a lack of a full range of university faculties and the high cost of land and premises have hampered university / industry links in the sub-region.
- Much of rural Buckinghamshire is classified as Area of Outstanding Natural Beauty or Green Belt. Nonetheless, there is a pressing need for rural regeneration in many parts of the County, particularly in the northern areas.

Priorities

Description	RES Priority
Encourage and manage growth in Aylesbury in order to not only deliver the levels of housing provision envisioned, but also maximise the resulting employment and business opportunities available.	9
Support community regeneration and other social projects to ensure better access by all communities to the sub-region's success.	8
Encourage the DTLR to give increased priority to improvements to Junction 4 (Handy Cross) of the M40. Identify and work with relevant partners to secure improvements to the adjacent Cressex industrial park and its access.	13
Develop a series of marketing tools and publicity materials to enable the sub-region to better engage with the inward investment market.	3
Develop proposals for Enterprise Hubs and Gateways that fully engage the private sector in Aylesbury, Wycombe and/or the Chilterns area to better strengthen the commercialisation of innovations and build greater industry / education links.	2
Continued support for the Oxford / Cambridge Arc, including critical underpinning projects relating to the East – West rail link; investigate extending that link to Aylesbury.	13
Ensure the promotion of farm diversification, rural tourism, the availability and uptake of broadband ICT and the increase of value added in local food production.	17

East Sussex Economic Partnership

Context

- One of the poorest sub-regions in the Southeast, sustainable growth in East Sussex is inhibited by poor transport connections and resulting isolation.
- The Hastings area suffers some of the worst deprivation in the UK.
- Awareness of the potential benefits of ICT and broadband, and uptake of those services is low (especially among SMEs), as are current levels of providers' investment in ICT infrastructure.
- Basic skills, literacy and numeracy levels are low and inhibit the economic participation of many excluded groups, especially in coastal areas.
- The sub-region's economy, while performing poorly when looked at as a whole, comprises some highly competitive firms in key growth sectors, often clustered geographically.

Priorities

Description	RES Priority
Ensure that East Sussex maintains efficient gateways to Europe and other international markets through effective sea links via Newhaven, and improved road and rail connections to Ashford, Folkestone and Gatwick.	13
Develop measures to improve rail linkages between Hastings and Bexhill to enable growth in their respective economies. Reinstate the rail line between Lewes and Uckfield to better connect both those communities and others such as Newhaven with London. Improve existing rail links and services along the Coast between Brighton, Hastings and beyond to Ashford.	13
Investigate the development of new bus-rail interchanges and parkway style stations. Continue to press for critical road improvements for the A21, the A259 and the A27.	13
Develop initiatives to encourage greater awareness of the commercial application of ICT technologies, and to encourage the necessary investment in the required infrastructure.	14
Create an iconic higher education Management and Technology Institute as an internationally acknowledged centre of excellence for advanced professional training and research.	4
Working in accordance with the Sussex Learning and Skills Strategy, to implement, maintain, and market a system of local Centres of Excellence to address core skills, basic literacy and numeracy, and levels 1-2 education and technical training needs.	5
Develop proposals for Enterprise Hubs and Enterprise Gateways to encourage clustering, social enterprise initiatives, and further growth in both coastal and rural areas.	1

Stimulate localised clustering of high-tech activities, and support sector-based work in precision pump, optoelectronics, creative media, building and construction, pharmaceutical, biotechnology, and medical technologies.	2
Encourage the continued development and revitalisation of rural networks, local producer consortia, rural service centres, market towns and village amenities / facilities.	17
Adopt measures to ensure the provision of affordable housing in both an urban and rural context.	12
Continue support for community lead regeneration, social inclusion programmes, and investment in the refurbishment, restoration or construction of facilities in the built environment to address the problems of urban and rural decay.	9
Create a not-for-profit economic development company and encourage effective planning and delivery mechanisms to bring forward the development of key strategic sites in order to stimulate greater local and inward investment.	9
Continue to develop and implement the Five Point Plan for Hastings and Bexhill.	8

Hampshire Economic Partnership

Context

- A number of key sectors drive Hampshire's economy and make it one of the most powerful sub-regional economies in the South East; nevertheless, it also contains some of the most densely populated areas in Europe and some of the most deprived wards in the UK.
- Much of the county's hinterland suffers from the same problems afflicting other rural areas, yet two parts of Hampshire are being considered for designation as National Parks. This, together with the possible land release programme by the MOD is likely to have significant impact upon availability of land for development. Simultaneously, there are a number of challenges involved in trying to develop brownfield sites in an urban context when bringing forward land for both employment and housing use to meet social and economic needs / priorities.
- The port of Southampton is one of the UK's main freight handling ports, while Portsmouth is the second busiest passenger ferry port in the UK. Transport links, both within the sub-region and between it and the rest of the UK need considerable improvements in order not to inhibit growth.

Priorities

Description	RES Priority
Promote development of key brown field sites, such as VT (Woolston), Drivers Wharf, Broadmarsh, Haslar, Tipner, Portsmouth City Centre, Dunsbury Hill Farm, Adanac Park and other key sites identified through the M27 sites study and the AIFs as being in need of intervention because of market failure.	15
Support growth and investment in key business sectors in Hampshire, specifically aerospace, defence, manufacturing, rural, tourism, marine, telecommunications, ITC and creative industries, through the provision of robust research and intelligence information that identifies key business sector issues and informs delivery of appropriate solutions.	2
Develop the work readiness and skills required by existing and potential employers, with a particular focus on industry sectors experiencing acute shortfalls, such as manufacturing, engineering, tourism, construction, transport, communications and hospitality.	4
Invest in the necessary infrastructure to effectively support regeneration in key areas of urban deprivation in specific areas of S.E. Hampshire, such as Portsmouth, Southampton, Havant and Gosport and in pockets elsewhere in Hampshire, such as Farnborough and Aldershot. This work to include addressing the critical need to provide increased levels of affordable/key worker housing.	8
Develop efficient East / West road and rail links, together with A34 and A3 (Hindhead) junction improvements and the building of effective linkages between the M27 and the 3 South Coast peninsulas.	13

Improve linkages between universities/research establishments and the business community, particularly SMEs, to enhance the long term sustainability of business, building on existing initiatives such as the Southampton Enterprise Hub to assist effective technology transfer with aerospace and defence companies.	1
Based on results from the S E Business Competitiveness Survey, address the significant weaknesses in general management, people management and supervisory skills and prioritise development of a high quality, well-resourced provider network capable of delivering effective solutions.	4
Building on the success of the Hampshire Fare and Farmers Market initiatives, establish strong business development and market access programmes in support of businesses in rural areas, particularly through facilitating easier access to business development programmes and diversification initiatives.	17
Develop an effective Broad Band infrastructure network to provide comprehensive access throughout Hampshire.	14

Isle of Wight Partnership

Context

- With both rural and town areas containing pockets of deprivation, the challenge for the Island is to address regeneration in a way that is mutually beneficial and complementary to both.
- Key economic drivers on the Island include, tourism, public administration, retail, banking & finance and manufacturing. Development of the latter is currently centred on the marine, electronics, composites and renewable energy sectors. The Island is seeking to build on the international reputation of Cowes by developing the infrastructure necessary to make it a world centre for international yacht racing.
- A net out-migration of young people results from many factors, including limited HE / FE opportunities on the Island. Mismatches of skills and job opportunities are also a problem.

Priorities

Description	RES Priority
Establish Cowes as an international centre and home of world yachting through a number of measures. These include preparing a Medina Valley development plan using the Cowes brand, providing improved marine facilities and upgrading the general infrastructure and environment of Cowes town, carrying out a feasibility study into the creation of better links between East and West Cowes, attracting new marine-related and leisure activities, bringing forward new development sites in the Medina Valley, and developing the brand identity of the Isle of Wight.	8
Develop the Isle of Wight Enterprise Hub as a world centre of excellence in composite and knowledge-based technologies and a focus for innovation and technology transfer.	1
Create and support sector development programmes in composites and electronics. Establish R&D centres for the composite industry, and provide support for supply chains in that and other key sectors. Provide a comprehensive package of ‘aftercare’ support for new investors in the key business sectors and support sector specific investment packages, developing the Island as an alternative base for software development and new media companies.	2
Bring forward new industrial sites and premises, specifically in the Medina Valley under Project Cowes. Support a rolling programme of regeneration in key gateway and resort towns, such as Ryde, Cowes, Sandown Bay, and Ventnor, and improve transport interchange facilities in Ryde and Cowes.	8
Develop tourism and leisure to make the Island one of the top UK attractions and the ‘Green Jewel’ of the South East. Identify and realise commercial development opportunities, e.g. new hotels and leisure facilities, to improve the quality of the visitor experience, broaden the market base, and lengthen the season.	2

<p>Focus education, skills training and business support towards the creation of world-class competitive businesses in tourism, composites, marine technologies and other knowledge-based industries. Secure and support business commitment to lifelong learning, raising attainment levels to meet national standards, and providing opportunities for local people to build their confidence and capacity, enabling them to access training that meets the skill needs of key business sectors.</p>	<p>4</p>
<p>Secure local availability of quality FE / HE provision on the island and, in partnership with other areas of the South East region, encourage the establishment of educational facilities that focus on software and new media skills development, ensuring training provision meets the needs of Island businesses.</p>	<p>4</p>
<p>Create an island of equality and opportunity by regenerating rural and deprived communities and delivering a rolling programme of regeneration targeted at addressing the needs of excluded individuals and communities. Support the development of sustainable area-based partnerships to develop and implement local strategies to meet local needs, and provide opportunities for local people to build their confidence and capacity to enable them to participate in regenerating their own communities.</p>	<p>8</p>
<p>Build a living and working countryside to complement and take forward the work done under the Rural Development Programme, Leader+ and Market Towns programmes as set out in the Rural Strategy.</p>	<p>17</p>

Kent and Medway Economic Board

Context

- In the South East, Kent and Medway is unique. No other location occupies the critical space between London and the near Continent; there is a complex mix of challenges to be addressed and opportunities to be grasped, and nowhere else provides the opportunity and capacity to accommodate economic growth to balance the Region.
- Both Ashford and the Thames Gateway have been highlighted by Central Government as priority areas for growth, while a number of other areas also have capacity to accommodate both housing and employment developments.
- With considerable brownfield land in need of regeneration, the provision of adequate community facilities can be difficult, as low property values affect available development contributions.
- Culture in Kent and Medway is seen as a key component of sustainable development, linking in to the broader regeneration agenda, contributing to economic and social inclusion and improving the quality of life.
- Functioning as it does as an important gateway for road and rail connections to Europe, transport issues in Kent and Medway are often of national importance.

Priorities

Description	RES Priority
Support and maintain inward investment and aftercare activities, and work with partners to create flexible, speculative units on priority sites.	1
Working through Enterprise Hubs, Enterprise Gateways and Innovation Centres, support new business formation and effective engagement with universities to encourage innovation.	1
Support the continuing development of a range of industry sectors, such as tourism, bioscience and environmental services and technologies through skills training and business development.	2
Raise the levels of skills across the workforce through improving the work-readiness of young people, re-skilling existing workers, raising aspirations and basic skills of people both in and out of the workplace, fostering an entrepreneurial culture, improving overall levels of attainment and addressing specific skill-shortages such as those in engineering and ICT.	4
Develop strategic town centre sites and regenerate coastal towns, promoting vitality, good design and community safety. Pursue principle regeneration projects in the following areas: Ebbsfleet, Ashford International Station, Medway Waterfront, Grain, Manston Airport, Folkestone Harbour, and the Port of Dover. Investigate the provision of adequate community infrastructure where land values do not support additional development contributions.	8
Secure the development of cultural facilities and activities, such as the Turner Centre in Margate and cultural events in Medway, to engage potentially excluded communities and encourage social enterprise.	11

Secure commitment and investment from the SRA to provide adequate domestic access to CTRL. Enhance the rail network to make it a commercially attractive option for freight movement. Urgently consider new Thames crossings and other solutions to alleviate congestion on the M25.	13
Advance the rapid delivery of Broadband infrastructure through a coordinated approach involving suppliers, customers and other partners.	14
Facilitate the economic development of commercial sites in the Objective II area through the East Kent Spatial Development Company.	8
Continue to champion the needs of the rural community and its economy providing focussed support for defined initiatives such as Leader+, the Market Towns Initiative and the Rural Development Priority Areas.	17

Milton Keynes Economic Partnership

Context

- Milton Keynes is one of the three priority growth areas designated in the South East by central government. In order to reach its potential, steps must be taken to ensure both a sufficient level of investment in its infrastructure, and a high degree of coordination among agencies responsible for developing and marketing the area.
- An adequate supply of labour with appropriate skills living within a reasonable commuting distance is another key prerequisite for sustainable growth in Milton Keynes. Faced with abundant employment opportunities, many young people leave school at a relatively young age with corresponding low levels of skills.

Priorities

Description	RES Priority
Achieve an overall growth rate of 3 – 4% p.a. in the number of jobs in the area through a co-ordinated inward investment and aftercare programme and corresponding business support.	3
Develop and attract more knowledge-based businesses to the area, assisted through the actions of the Milton Keynes Enterprise Hub and by initiatives coming from the Oxford-Cambridge Arc Steering Group.	1
Raise the education and skills of the area's population, increasing participation by disadvantaged groups in order to achieve targets set by the Lifelong Learning Partnership.	5
Working through local education institutions, establish HE provision to meet local needs.	4
Raise ICT standards by pursuing ongoing work with telecoms providers to improve the availability of broadband to local firms and individuals.	14
Improve external transport links, and promote a modal shift away from the private car to public transport through contributions to various relevant studies, such as the East-West Rail Link; West Coast Mainline, and London/Midlands Multi-modal Study.	13
Linked to the completion of the original plan for Milton Keynes and the longer-term ambitions of the sub-region, create a provisional structure (including funding arrangements) to develop Central Milton Keynes.	9
Identify best practice in order to implement practical measures to deal with the shortage of affordable housing in the area, particularly for key workers.	12

Oxfordshire Economic Partnership

Context

- The availability of housing at an affordable price is a key issue in Oxfordshire and central to the continued success of the economy as organisations struggle to recruit and retain staff.
- As a centre of excellence for learning and research, the area has earned global recognition. The county plays host to a range of internationally regarded research and development institutions, including the new Synchrotron light source, Diamond. As such, the development of the skills and abilities of the County’s workforce is crucial, particularly those important to the knowledge-based, high value-added economy.
- Oxfordshire’s economic competitiveness and growth make it one of the powerhouses of the nation’s economy
- The economy of Oxfordshire is reasonably well balanced in terms of distribution of employers and employees across different industrial sectors without an over-reliance upon any one particular sector, yet there is significant poverty in both urban and rural areas.
- Social Inclusion in Oxfordshire is an important theme which cuts across many of the priorities mentioned – including the availability of, and access to, housing, education, training, sustainable employment and transport.

Priorities

Description	RES Priority
Support innovative approaches and best practice being adopted by local partners in providing affordable housing.	12
Support a fully integrated, cohesive and flexible transport system with improved infrastructure, timetable co-ordination, good access and through ticketing to encourage the reduction of travel to work times, and decreased use of cars for commuting.	13
Contribute to guidance, policies and strategies to encourage the planning system to co-ordinate housing, employment and amenity development to reduce the need for travel and to improve access.	9
Support Oxfordshire County Council’s broadband communications network, the SEEDA satellite programme and the supply of affordable, high-speed internet access to businesses, ensuring appropriate training is available to allow effective utilisation of such measures.	14
Work with specific sectors to research and address skills needs, and encourage organisations to develop a culture of lifelong learning from basic skills to professional development.	6
Promote the development of an East–West rail link and its contribution to the Oxford – Cambridge Arc initiative.	13

Continue to identify both best practice and any residual impediments in the exploitation of new research ideas, working with existing clusters in high tech engineering, biotechnology, materials, ICT, media, tourism and publishing to add value, enhance capability and encourage innovation. Work with partners to develop the North and Southern Oxfordshire Enterprise Hubs and Enterprise Gateway initiatives.	1
Support sustainable rural communities and economies by taking forward initiatives from the Oxfordshire Farming and Food Conference and supporting the Countryside Agency's Vital Villages Programme, Business Link's Farm Business Advisors, Leader+, South East Rural Towns Partnership and implementing a development plan for local food in the county.	17
Encourage and recognise the efficient use of business space and improved environmental performance of businesses through such measures as an Environmental Prize at the Oxfordshire Business Awards and the establishment of an Oxfordshire Sustainable Business Partnership.	18
Maximise the benefits to the economy of Oxfordshire's limited number of sites available for development, such as the UKAEA sites at Harwell and Culham and develop initiatives to establish how future growth is to be accommodated in Oxfordshire.	9
Work with Local Strategic Partnerships as they develop to reflect both the needs and the aspirations of local communities in terms of business development and employment provision.	8

Surrey Economic Partnership

Context

- The Surrey economy is dominated by services, but derives a significant amount of its value from the relatively small amount of high tech, high value manufacturing that still exists.
- The area has a highly qualified workforce and is above the regional and national averages for achievement against the National Targets for Education and Training for both foundation and lifetime targets. Despite this, one in eight of the workforce remains without qualifications, and there is a high dropout rate among young people choosing employment over full-time education.
- The future of the Surrey economy depends upon overcoming a number of underlying and growing challenges, including labour and skill shortages, congestion, pockets of disadvantage and under-achievement, and constraints upon physical development. In addition, high housing costs deter much-needed in-migration of labour from other areas, particularly among hospital workers, the police force, the fire brigade and a wide range of social services staff.
- The priorities have their origins in a five-step strategy, based on the following aims
 - Facilitating innovation among all parts of the economy
 - Raising levels of productivity by tackling labour and skills shortages
 - Making more effective and efficient use of land and property
 - Reducing dependency on the road network
 - Promoting corporate responsibility linked to economic success

Priorities

Description	RES Priority
Develop the Surrey Enterprise Hub, setting up a 'hatchery' and through the expansion of an Investor Development Service, focussing on retaining research and development and multinational HQ companies.	1
Develop business led sector groups to respond to labour and skill shortages (e.g. financial services, creative industries, the care sector and public services), responding to labour market changes by improving the quality and diversity of skills development, in particular in the areas of management development, customer care, and ICT.	4
Increase the supply of local labour to employers through a number of measures including the Disability Employment Network and increasing childcare places supported by employers. Increase the level of education business partnership activity to prepare young people for the workplace.	5
Develop integrated long-term plans in areas that are subject to major development pressure, giving priority to skills, labour, transport and land use issues in the Blackwater Valley, Heathrow Airport, The East Surrey-Gatwick-A23/M23 corridor Guildford and Woking.	9

Promote and lobby for key infrastructure projects that will underpin the development of the Surrey economy, for example Airtrack, the A3 at Hindhead and those projects associated with East West Rail links and the 3 strategic locations listed above. Promote green travel plans and changing working practices to further reduce that dependency.	13
Assist Surrey businesses to minimise waste and adopt environmental best practice to exploit new market opportunities in environmental technology and services and promote the use of alternative energy.	18
Set up a Surrey Community Trust, linking economic success to pockets of deprivation and social need across the county.	8
Support key workers to afford housing in Surrey by working with employers and lobbying for changes in government policy and funding arrangements.	12
Increase the viability of farms and rural enterprises in the context of the whole economy, focusing on market towns and their integrated development alongside agricultural diversification, tourism and local produce under the Surrey Hills brand.	17

Thames Valley Economic Partnership

Context

- The Thames Valley is among the top ten knowledge-based regions in Europe. It is second only to central London as the UK's leading wealth generator and home to 10 of the top 50 global organisations.
- There are concerns, however, about the area's continuing competitiveness as a business location, with an overburdened transport network and skills shortages threatening its expansion. A range of measures is needed to raise the numbers and skills of those that participate in the workforce and to support the physical infrastructure needed to nurture knowledge-based businesses from start-up to maturity.
- The Thames Valley may be characterised as rich in the use of technology, but it is relatively static in terms of the transfer of that technology. In particular, firms perceive that local links with the research base are limited, and the area is considered to be relatively weak in value-added entrepreneurship and innovation. A number of initiatives are required to establish the area as the entrepreneurial ICT capital of Europe.

Priorities

Description	RES Priority
Further implement Enterprise Hub projects and conduct an early feasibility study, sharing best practice in support for knowledge-based businesses at a post-embryonic stage. Assist firms with planning issues through the site development process.	1
Develop the Science and Technology Park in Reading, pursue the regeneration of Slough Town Centre and the Heart of Slough redevelopment project. Launch a demonstration ICT project at the public/ private interface.	9
Create stronger branding and marketing of the Thames Valley as an outstanding location for ICT-focused entrepreneurs, raising the profile of the area for inward investment and developing specific links with the Region's ICT Sector Group. Accelerate development of SEEDA's wired region initiative and develop enhanced regional European alliances – e.g. with Helsinki, Stockholm and Sophia Antipolis.	2
Launch an investment network for Venture Capital/ Corporate Venturing to support technology companies and develop biotechnology, environmental technology, creative media and advanced automotive engineering in the sub-region.	1
Contribute to multi-agency dialogue on issues relating to workforce development in the Thames Valley, committing to genuinely strategic learning and skills work in a local context, such as the Workforce Development Initiative. Specific support for ICT skills at all levels and initiatives to develop best practice in Human Resource management.	4

<p>Establish Fast Track Thames Valley to continue and strengthen provision of investor care resources in the area, committing to help respond to issues identified by major investors through lobbying or direct delivery.</p>	<p>3</p>
<p>Support capacity expansion at Heathrow Airport. Continued lobbying for improvements to Junctions 11 and 13 on the M4 and Junction 4 on the M40. Support improved western access to Heathrow, including Airtrack, Cross Rail access to Heathrow and London via extensions to both Slough and Reading, improvements to the western mainline from Reading to Paddington, capacity building to Reading Station and the need for “six tracking”. Co-ordinate support for the above infrastructure improvements with the South West RDA and the Welsh Development Agency /Assembly.</p>	<p>13</p>
<p>Identify direct action to be taken with regard to affordable housing and continue to lobby for its enhance provision.</p>	<p>12</p>

West Sussex Economic Partnership

Context

- As in the South East and UK as a whole, the fastest growing industries in West Sussex have been services, transport and communications and financial and business services. Manufacturing in the county had performed better than the UK and the Southeast over the late nineties. However, despite productivity gains, employment remained broadly static. Within manufacturing, high technology industries such as electronics have sustained growth. The relative decline in manufacturing has not been as fast in West Sussex as elsewhere, but it continues.
- There is an urgent need to revive the coastal towns of Shoreham, Worthing, Littlehampton and Bognor Regis. Each town suffers from an outdated town centre and a sustained lack of investment in facilities.
- Traffic congestion and extended journey times are considered serious problems for businesses. The north-south and east-west transport corridor requires considerable investment to remove bottlenecks and improve the quality and reliability of railway services.

Priorities

Description	RES Priority
Increase skills levels in the workforce, particularly in the tourism, financial services, advanced engineering and ICT sectors.	4
Recognise the common needs of town centres in Shoreham, Worthing, Littlehampton and Bognor Regis, working with partners to invest in their rejuvenation for the future.	8
Work to achieve the acceptance and implementation of SoCoMMS as the transport strategy for the West Sussex coastal transport corridor, removing the Arundel, Worthing and Chichester bottlenecks and improving transport interchanges. Improve transport along the A23 and A24 corridors, upgrade rail services on the Arun Valley line, and investigate the extension of the Fastway rapid transit system through the Crawley-Gatwick-Horley travel-to-work area.	13
Work with partners to increase the availability and take-up of broadband technology.	14
Sustain growth in the economically vibrant area of Crawley/Horsham/ Mid-Sussex by addressing a number of key issues including: key worker housing, labour shortages, educational/skills deficiencies and social problems.	9
Improve the quantity and quality of premises in business parks and industrial estates along the West Sussex coastal strip. In particular helping to encourage businesses to locate in brownfield sites at Shoreham Harbour and in the proposed business park at Bognor Regis.	15
Assist the rural economy to re-invent itself to overcome the real hardship arising in the aftermath of Foot and Mouth and other changes adversely affecting the rural economy.	15

In addition to the foregoing priorities within and across the boundaries of the South East Economic Partnerships, there are a number of areas justify special attention. These are:

- **Thames Gateway Kent:** the largest and most pressing regeneration area within the South East
- **The Western Wedge:** which connects the Western Policy Area of the South East with adjacent parts of West London
- **The Oxford – Cambridge Arc:** an emerging area of growth straddling the South East and East of England, with Milton Keynes at its heart
- **East Surrey / Gatwick / Sussex:** in which the prosperity of the M23 corridor and Eastern Surrey connects with South London and the priority regeneration areas of Brighton and Hove and the Sussex Coast
- **North Hampshire – West Surrey:** an area facing common issues arising from economic success, with the Blackwater Valley at its heart.

Work has been undertaken in each of these areas to develop priorities connecting with the Regional Economic Strategy, and these are summarised below.

Thames Gateway Kent

A National and Regional Priority for Regeneration

North Kent, encompassing Dartford, Gravesham, Medway and Swale, is an area of national importance, located immediately to the east of London on the route to Europe. Large-scale and largely brownfield development is planned for the region, generating new jobs, homes and associated infrastructure - resulting in an improved quality of life and a transformation of the existing environment. A sustainable and holistic approach, protecting natural resources and enabling existing business and residential communities to access the huge new opportunities, is central to North Kent's approach.

North Kent's regeneration is critical to achieving the Government's aims for the Thames Gateway – the largest single regeneration initiative in North West Europe:

- From a National perspective, the Government's Thames Gateway Strategy (RPG 9A) aims to maximise the development potential of areas to the east of London as a counter-balance to areas to the West of the Capital and the 'M4 corridor'. Regional Planning Guidance (RPG 9), which was updated in 2001, confirms the regeneration of North Kent as a regional and national priority and a prime focus for investment.
- From a South East perspective, North Kent has the space and other resources lacking elsewhere that are needed to sustain growth. As a major focus of new jobs and housing, the area also has a key role to play in relation to the 'London – World Class City' Vision.
- For North Kent itself, and the rest of Kent and Medway, the area's regeneration offers the prospect of major new wealth-creating and employment opportunities, improved communications and an improved quality of life.

North Kent Area Investment Framework (AIF)

The Thames Gateway Kent Partnership (TGKP) has recently published the North Kent AIF, which identifies a vision and priorities for implementation over the next 20 years. The central purpose of the AIF is to set out the infrastructure requirements needed to:

- Realise the full potential of major, mostly brownfield, sites.

- Greatly improve transport and communications in a sustainable way.
- Transform the environment and image of an area affected by industrial decline.
- Raise the area's competitiveness substantially.
- Regenerate communities affected by decline.
- Ensure that new developments are fully integrated with existing communities.
- Ensure that the people of North Kent are able to access the opportunities created to the full.

Priorities for Action:

1. Major Sites

Symbolic of the area's rich history, the legacy of the past century has included substantial areas of 'brownfield land' and communities blighted by industrial decline. The AIF aims to realise the full potential of these sites. Collectively, North Kent's major development and regeneration sites are expected to deliver 80,000 to 100,000 quality jobs and 40,000 to 50,000 new quality homes. The most substantial of these opportunities are:

Kent Thameside (49,000 new jobs plus 21,000 new homes). Centred on the new International and Domestic transport hub at Ebbsfleet, the Ebbsfleet Valley development will create some 20,000 new jobs in knowledge-based growth sectors. Complementing Ebbsfleet and the adjacent Regional Centre at Bluewater, Eastern Quarry will provide over 7,200 homes in a high-quality, mixed-use, public-transport oriented series of 'urban villages'. Thames Waterfront is a string of major sites including Dartford Park with a high-technology innovation hub, Swanscombe Peninsular, Northfleet Embankment and North East Gravesend – all complementing the successful high-quality and sustainable developments already underway, e.g. at Crossways, and at Ingress Park in Greenhithe. Quality Town Centres in Dartford and Gravesend will be important components of the City scale development envisaged, with on-going regeneration required.

Chatham City Vision, Medway Waterfront and Grain (23,000 new jobs plus 16,000 new homes). Stretching from Strood to Gillingham along the river Medway, Medway Waterfront including Rochester Riverside, Strood Waterfront/Riverside, Chatham Maritime/St Mary's Island, Pembroke, Chatham Historic Dockyard and Gillingham Waterfront will combine to provide quality residential, business and leisure infrastructure needed to achieve the overall vision for Medway. The Chatham City Vision will involve the redevelopment of the existing town centre, with a new City Hall, retail, and other schemes creating a vibrant city culture, tourism and leisure. Grain, Kingsnorth, Chattenden and Lodge Hill will provide unique mixed-use opportunities including transport logistics, environmental recycling as well as housing and business development.

Sittingbourne/Sheerness (12,000 new jobs plus 8,000 new homes). The area has the capacity to accommodate significant economic and housing growth and diversify into knowledge-based industries. Major development sites exist at Neatscourt, Queenborough, Ridham/Kemsley and Rushenden. There is also considerable potential for further development of the Sittingbourne Research Centre as a key location for high-tech fast-growth life science and ICT business. Sittingbourne Town Centre also needs to be rejuvenated to evolve its role in responding to surrounding changes.

2. Public Transport Infrastructure

The AIF seeks a 21st-Century integrated public transport infrastructure, commensurate with the needs of its developing economy and population. Priorities include - CTRL Domestic Services, Crossrail, Thameslink 2000 and North Kent Line Services, together with station upgrades; rapid transit systems (Fastrack and Medway Transit); improved freight links to ports and consideration of environmentally-acceptable new river crossings. Road improvements (beyond those already happening) include - completion of the South Thames Development Route (STDR); A228 improvements to Grain, A249 improvements to Sheppey, 2nd Swale Crossing, Sittingbourne NDR/MKDR, Rushenden Link Road and M2 access to the Sittingbourne Research Centre.

3. Education and Skills

The AIF aims to develop high-quality education and skills and an integrated and flexible approach to learning to act as a magnet to both attract and retain a highly skilled population, improve productivity, reduce unemployment and increase levels of social and economic participation, raising the skills of the existing workforce to ensure that they contribute and benefit from this growth. Priorities include; development of Universities at Medway; Schools of the Future (approximately 18 new primary schools and 5 new secondary schools will be needed), Community-based Learning Centres, Swale Pathways for Progression, North Kent Gateway New Technology Institute, North West Kent College Campus - all inter-linked through the Multiversity concept.

4. Environment

The AIF aims to achieve a radical transformation in the quality of the urban environment across North Kent, together with the conservation of adjoining high-quality countryside assets. Priorities include; the development and extension of Green Grid and the development of a Thames and Medway Regional Park to conserve and enhance the exceptional countryside assets and wildlife habitats of the area and to practically advance sustainability and rural revival.

5. Business Development

To underpin North Kent's regeneration and achieve a dynamic and stable economy, the scale of commercial sites mean growth will come through a combination of inward investment; an expansion of existing firms and the promotion and support of new small and medium sized businesses, particularly in knowledge-intensive sectors. Key Projects include; Investment in Development of Workspace/Premises, Innovation Centres and Enterprise Hubs, Knowledge-intensive and Growth Sectors, Marketing and Promotion Initiatives to attract inward investment, Centres of Excellence and Technology Transfer, ICT and Broadband Infrastructure and targeted Business Support Services.

6. Community Infrastructure

The emphasis on major developments, new communities and job opportunities will be complemented by programmes to promote social inclusion and to ensure that existing communities fully benefit from change. Priorities include; programmes to improve North Kent's health and social care facilities, the creation of essential community infrastructure and services associated with new housing including open space, schools, leisure provision and community development and neighbourhood projects targeted at specific pockets of urban deprivation.

Western Wedge

Background

The considerable economic activity that takes place in the area stretching from West London out through the Thames Valley is one of the most important drivers of growth in both London and the South East. Moreover, the future success of the area cannot be promoted or pursued independently. Future opportunities and constraints on growth transcend the London /South East boundary, and policies to enhance those opportunities can only be effective if they address the sub-region as a whole.

Issues

- Heathrow is a key driving force for the Wedge and will only increase in influence with the completion of Terminal 5. The SERAS proposals for a new runway could augment this effect and provide both increased opportunities and challenges for the area.
- Employment growth will outstrip projected demographic changes and housing provision across the Wedge, a problem most acute in the South East's portion of the area. Transport improvements coupled with skills development would help by enabling broader participation, but housing stocks must also be increased if the dearth of labour is not to constrain growth.
- Greenfield business park opportunities in the Thames Valley will be exhausted over the next few years under current planning regimes. Brownfield sites across the Wedge will need to be redeveloped to accommodate land requirements and business growth, an opportunity more prevalent in the West London portion of the Wedge.

Way Forward

The Wedge demonstrates clearly the interdependence of skills, housing, land use and, critically, transport with regard to sustaining growth and development. Though net commuting flows into London are greater to the East, work in the Wedge has also highlighted the significant impact London policies and developments can have on congestion and skills shortages in the South East.

SEEDA will continue to work with the South East England Regional Assembly, the London Development Agency and the Greater London Authority to develop a coherent approach to maximising the Wedge's potential.

Oxford – Cambridge Arc

Background

The Arc presents an opportunity to create a truly world-class area. It offers a unique combination of top universities, leading edge research institutes, a capacity to absorb growth, a plethora of high value added technology-based firms and an emerging complement of specialist business service providers. There is concern, however, that these elements of a genuine knowledge-based economy are quite fragmented. Bringing them together offers the possibility to use opportunities in one area to counteract constraints in another. The efforts to drive forward the Arc as a concept, it is interesting to note, are led by the six economic partnerships concerned, spread across three regions.

Issues

- There is substantial infrastructure capacity in many parts to accommodate further growth in contrast to the economies of Oxford and Cambridge, which are highly constrained for space.
- While Oxfordshire has a relatively self-contained economy, there seems to be an inability in the Cambridge area to complement outstanding research strengths with manufacturing capacity.
- The area has relatively good radial links into London (road and rail) but East /West communications are poor and their improvement is a vital pre-condition to further development of the Arc.

Way Forward

As the significance of knowledge based economies grows, maximising the potential of the Arc will increase in importance. It is critical that the area is marketed in a way that builds on the existing strengths and identities within the Arc. Transport and ICT infrastructure development are also critical to furthering the concept.

Description	RES Priority
Brand and market the Arc through the creation of a logo, identification and recruitment of champions, raising the profile of the concept at national, regional and local level, and ensuring that relevant websites include reference to it and feature its logo. Develop marketing materials based around the vision and strapline but tailored to each of the different constituencies.	3
Promote East-West road and rail improvements as well as expansion of bus services. Investigate the feasibility of a helicopter shuttle service to serve the arc and link with international flights from Luton.	13
Investigate software applications, which could enhance the intelligent use of telecoms across the Arc. Develop an e-mail based Arc bulletin with information concerning forthcoming meetings events etc. and inter-network links (e.g. between CIN and Cambridge Network) using the internet and other media to encourage cross-RDA border membership of networking groups. Engage Innovation Centres as the hub of a network of networks.	2
Develop a skills strategy for the Arc to anticipate future demands and encourage collaboration across administrative boundaries and between institutions, exchanging information on jobs and people availability between placement agencies across the Arc, and placing relevant information regarding FE and other institutions which provide skills training for the knowledge economy on the existing O2C website. Arrange a conference of FE and other institutions across the Arc to identify opportunities for collaboration on delivery of a range of innovative training courses providing 'high tech' skills.	6
Extend the business plan competition to HE and FE institutions across the Arc, and complement this with provision of entrepreneurship training. Promote e-learning initiatives for the Arc and develop a portfolio of success stories from across the area to illustrate different aspects of skills development and cultural change.	4
Develop the integrating role of the Innovation Centres as designated hubs. Pursuing Arc-wide implementation of the principles of Steinbeis. Progress the Intrapreneurship Initiative, Technology Clinics and inter-company twinning initiatives.	2

Convene a workshop of leading researchers and practitioners to develop practical ideas for achieving excellence and innovation in design throughout the Arc, and creation of an active cluster of businesses. Promote a building design cluster across the Arc based around the existing research excellence and business capacity.	9
Create a strategic sites website for the Arc by linking the EEDA and SEEDA Observatory databases on sites and premises within an O2C brand. Engage with Cambridge and Oxford Universities and the Colleges with strategically located land holdings about long term options for development for innovation centres, science parks, etc. while encouraging property agents to use the Oxford Cambridge Arc brand in marketing sites and premises. Identify for the Arc as a whole the requirements for selective Government funding of land and property initiatives to support research commercialisation and high tech business growth.	1
Investigate the scope for linking together existing recreation facilities, and for joint marketing of attractions under the Oxford/Cambridge brand.	11

East Surrey /Gatwick /Sussex

Background

Gatwick airport is perceived as an important economic driver in the Sussex and East Surrey economies; however, there is evidence that it is not fulfilling its full potential. In the last five years Brighton and Hove has emerged as a second economic driver. The influence of both of these economies is spreading. This wider economic sphere of influence extends or has the potential to extend approximately 30 minutes travel time from each of these two centres. The more effective operation of these economies and the spread of the benefits of the growth drivers into surrounding areas is critical to the South East achieving its potential for balanced and sustainable economic growth.

Issues

- Current direct benefits delivered to the sub-regional economy by Gatwick are highly concentrated in areas contiguous or near to the airport. Road and rail improvements have helped to spread economic activity along their course and have had considerable positive influence on Brighton and Hove as an economic hub.
- There are a number of existing physical constraints on the growth potential of the sub-region including: lack of modern office and industrial accommodation, weak ICT infrastructure, and poor East-West transport infrastructure.
- The SERAS report has taken the view that no further developments will take place at Gatwick before the 2019 date agreed with West Sussex County Council. Research has indicated that such a policy could result in a slow leakage of international business out of the sub-region.

Way Forward

One of the biggest challenges facing the region is the task of raising the level of economic activity in areas in need of regeneration while still facilitating appropriate forms of growth in successful areas. We must better understand the ways in which tight labour and property markets can take advantage of capacity available in other areas.

Description	RES Priority
Identify the economic impact of both having and not having a second runway at Gatwick, and the consequent development needs required, ensuring a high degree of visibility and consultation surrounding these studies to reduce the complacency among the population about the continued prosperity of the airport and the sub-region.	13
Form an appropriate special purpose company (subject to local agreement and full appraisal of any SEEDA involvement) to purchase and develop constrained employment development sites, allocating and/or purchasing strategic sites in locations such as Shoreham Harbour, Shoreham Cement Works, North Bexhill and Brighton.	8
Develop a new higher education base in the north of the sub-region by building on existing FE provision. Establish a University centre presence in Hastings by building on existing FE provision. Link existing and future higher education to Enterprise Hubs.	4
Ensure broadband connections (fixed or satellite) are available to all businesses that want it, starting with a pilot scheme in Hastings and Rother. Run a campaign to ensure all businesses in the sub-region understand the business benefits of broadband.	14
Lobby for Government commitment to fund the results of the Strategic Rail Authority's strategic plan, SoCoMMS and ORBIT studies. Work with GOSE to set up the necessary action teams to implement the results quickly.	13
Review the property needs of the sub-region, implementing Enterprise Hubs and Enterprise Gateways to support the development of new serviced accommodation, and using a development company to provide second and third stage accommodation.	1
Co-ordinate retention and aftercare services and jointly market across the sub-region for inward investment.	3
Develop a bid through GATWORK, an initiative to develop the skills, capability and productivity of the existing and potential workforce for Gatwick Airport.	4
Provide an adequate supply of affordable housing to accommodate workers, particularly in the public sector and particularly in Crawley and Brighton & Hove.	12
Provide adequate childcare support to increase activity rates and enable the re-entry into the workforce of skilled and experienced workers.	5
Expand the delivery of basic skills to those in work and those excluded from work.	5

North Hampshire - West Surrey

Background

The economy of the area is strong, experiencing significant growth over the past 15 years, with the result that it has been transformed economically, with near full employment, and continuing strong interest from businesses in locating in the area. Its strengths are largely derived from its location in relation to London, Heathrow, and the motorway network and a strong interrelationship with development and growth in the adjacent Thames Valley. As a consequence there has developed a reasonably high-skilled labour force that adds to the location's advantages. The economy is expected, on historic trends, to continue to grow at rates higher than the national average.

Issues

- A key feature is the gradient in levels of wages, property costs and congestion, which decline from east to west and from north to south, reflecting the relatively higher levels of economic activity and increasing scarcity of resources in the north and east of the area.
- The requirement for a continuing flow of investment means that the sub-region has to be sensitive to the message given to investors, i.e. that the area remains 'open for business' despite congestion and full employment.
- An important element in any future strategy is the extent to which inter-dependencies between firms can be supported as the basis of future cluster development.

Way Forward

The focus must be on actions that promote innovation, renewal and upgrading of resources and efficient spatial patterns. This needs to be underpinned by a recognition that increases in value added can be secured in all sectors, not just 'high tech', by applying improved management and technology and by developing new products.

Description	RES Priority
Cluster Development Projects for ICT and Aerospace, to assist in encouraging a higher value added economy, by building on existing and potential business networks.	2
Management Training Initiatives, to support moves to higher value added activity and to catalyse increases in R&D and training activity.	4
MoD Engagement Initiative, as part of a process to encourage and facilitate the spread of economic activity down the M3/A303 and Blackwater Valley corridors, and to allow early consideration of 'balanced' development opportunities.	9
Urban Renaissance: Improvements in the Quality of Urban Life, to increase the social capital of the area, partly as a means of encouraging a greater retention of the resident workforce, and to reduce commuting.	9

3. SECTOR AND CLUSTER PRIORITIES

General

Regional sector groups will pursue three major functions:

- To represent their industry and to identify and communicate their needs, to ensure that the South East provides an effective environment in which to prosper and grow.
- To identify and pursue common projects and themes which are necessary to improve the competitive advantage of the South East. This includes both supplementing existing provision of infrastructure and services and ensuring that existing initiatives are joined up and appropriate to the needs of businesses.
- To champion the needs and requirements of the various networks within the industry, and in particular help networks to operate effectively as a pathway towards effective cluster and other collaborative developments.
- Skills issues for each sector are addressed through the Framework for Regional Employment and Skills Action. Sector Groups enable this process to be fully integrated with industry, and most sector groups already have a Skills Subgroup or Task Force.

Specific priorities agreed by SEEDA with each Sector Group are identified in turn below.

Property and Construction

The construction industry in the South East is extremely large with many large companies having a significant presence in the region. It also features a very large number of SMEs and is likely to be worth around £120bn within 10 years. The sector will continue to be affected by large infrastructure projects including the Channel Tunnel Rail Link and the development of additional airport runway capacity. Challenges facing the sector include the need to attract more recruits to the industry to reduce the 40,000 craft skills gap, to improve the quality of housing design and sustainability and to identify sufficient new brown field sites for continued increases in housing development. Priorities for action are:

- The development of effective networks to understand and share industry knowledge. These include Business Clusters and Best Practice clubs. The priority will be development of projects to embrace the initiatives coming from rethinking construction and focus more effectively on certain needs.
- A skills audit to develop increased integration between training education providers and the industry, to ensure alignment of delivery with needs and the promotion of the sector as a credible career. This will be done in conjunction with The South East Construction Skills Group, which has developed an action plan for delivery of skills gaps. The Group will review the skills priorities in light of the significant new challenges now facing the industry. In particular this includes planning and targeting support for the increasing number of major construction projects that will increase the demand for skilled construction workers in the South East.
- Greater research and promotion of the business benefits and mechanisms of prefabrication and improved logistics.

- Promotion of E-trading combined with 'lean' techniques, particularly to achieve waste reduction and speed up the process through the supply chain.
- Consideration of adopting industry-set performance improvement targets covering the total chain of construction, embracing design and sustainable development.
- Working across regional boundaries to address common issues, and working with related policy areas such as regeneration (to address issues such as urban renaissance and architectural skills) and sustainable development (to address issues such as environmental footprints and energy consumption).

Marine Technology

The Marine Technology sector in the South East is somewhat fragmented and involved in nearly all aspects of marine technology, including coastal environments and oil exploration as well as the better known areas of marine equipment and boat building. The sector is a major employer in the Solent area, although it has other centres throughout the region. Southampton, Cowes and Portsmouth are all major international centres of Ocean Racing. The marine industry has experienced sustained growth over a period of years, which is forecast to continue. Priorities for action are:

- Encouraging the take-up of the Lean Manufacturing initiative across the sector.
- The development of its various clusters that have the potential to become European or world-class status.
- Dramatic strengthening of networking which, with the exception of certain significant networks, is relatively weak.
- Marketing the industry strongly particularly overseas and also to the rest of the UK to ensure it is fully integrated with a world-class customer base.
- Developing strong information systems so that fragmented, small and sometimes isolated manufacturers and others gain ready access to of information and assistance.
- Improving the supply of skilled people to the industry to ensure future competitiveness. The sector group is working with partners to develop a strategic approach. To tackling the range of skills needed, within the diverse sub-sectors, from craft, technician, through to graduate level and strategic management including the attraction of well qualified school leavers into the industry
- Strengthen collaboration with other regions within Europe and globally, to ensure that the whole industry has full exposure to the latest technology, best practice and high quality customers.

Aerospace and Defence

The Aerospace and Defence industries are heavily concentrated around the central and southern area of the South East and are particularly strong in Hampshire although there are also other centres within the region. The region benefits from hosting the Farnborough Air Show; one of the world's leading showcases for the industry and the industry within the South East is well connected both to European industry and other major regions involved

with this industry (including the North West and South West). This Sector Group is operating in an industry where planning horizons are long. Priorities for action are:

- Development of a long-term vision for the industry covering the next 20 years. Such a vision will enable a further focus on skills requirements and how the region's strong research base is particularly in this industry may be resourced and used.
- To improve productivity and innovation the sector by encouraging adoption of new working practices, application of new technologies, and raising workforce skills at all levels.
- Encouraging take of the Lean Manufacturing initiative across the sector
- The development of strong and effective supply chain processes, particularly as they affect the ability of smaller companies within the region to relate to and work with the major manufacturers.
- Improvement of technology transfer processes, particularly within the region's supply network.
- Increasing the interest and the take-up of engineering careers by young people (in collaboration with the Marine Technology Group and other manufacturing groups), under the banner of science and technology.

Advanced Engineering

The South East Region is strongly involved in all forms of advanced engineering and is a stronghold for manufacturing of high valued added products. While the highly segmented nature of this activity does not lend itself to the formation of a formal sector group, there is a coherent plan involving moving forward strongly with relevant clusters. Priorities for action are:

- Motor Sport - 40% of the UK's Motor Sport industry is located in the South East, making it the leading English region in this industry. The South East is a key part of the Motor Sport Valley programme and a long-term plan exists to develop this particularly the aspects concerned with skills development and technology transition. A key project will be working with local universities to develop and build a Motor Sport Academy.
- Automotive – the South East is home to major vehicle production plants in Southampton (Ford) and Cowley (BMW), soon to be joined by Rolls Royce in Chichester. Cluster development including joint work with other RDAs is a key priority as there is a significant local supply network.
- Emergent clusters - a number of the region's universities provide a particularly strong research base in fields such as photonics, nanotechnology and the man/machine interface. These will feature strongly in initiatives funded by SEEDA's Cluster Fund, intended to promote and nurture the further development of these nascent clusters.
- Within all these sub-sectors, improvement of productivity and utilisation of new technologies through raising workforce skills at all levels is critical. For example, encouraging more businesses to adopt rapid prototyping techniques that significantly reduce 'time to market', and to adopt innovative working practices particularly lean manufacturing

Healthcare Technologies

The UK is a primary location for the development of healthcare technologies which include pharmaceuticals, bio-pharmaceuticals, medical devices and diagnostics. The South East is currently the strongest region for Healthcare Technology in Europe, although it faces a strong challenge from some German regions. A regional strategy has been developed by the sector group with the overall aim, that by 2007, the industry will have maintained and improved its global position. Priorities for action are:

- Ensuring that relevant Enterprise Hubs specialise in this industry, and that other related forms of space for growing businesses (including laboratory space and second phase accommodation) are also provided.
- Addressing and overcoming skills shortages, particularly at the technician and first level supervisor levels (the Group is currently preparing a skills strategy for the sector).
- Continued support for international networking and marketing.
- Improving the competitiveness of the medical equipment sector, for example through the introduction of the Lean Manufacturing initiative.
- The development of better supply chain linkages with the National Health Service.
- Continuing support for the Oxford biotech cluster and the pharmaceutical manufacturing clusters in various locations such as Kent.
- Co-ordination of the resources provided by a number of initiatives such as the DTI Genome Fund and various European Funds to position the South East strongly in newly emerging treatment areas.
- A strong emphasis on skills, as there are skills shortages particularly at the technician and first level supervisor levels. The Sector Group has a strong Skills Task Force and a wide ranging Skills Strategy is being developed, to ensure adequate labour supply to the industry that meets the current and future skills needs. Key to this will be the development of Centres of Excellence in the region that provide for the whole continuum of education to deliver this skills supply, i.e., working with primary school children eight through to post graduates and continuous development of professionals in the workforce.

Environmental Technologies

Environmental Technologies is a new sector group formed in 2002, in the recognition that this is a major industry for the future. It is also a highly diverse and fragmented industry, while there are significant companies involved in the provision of utilities and water treatment for many of the other technologies defined by the Joint Environmental Industry Marketing Unit, the rest of the industry is very much in a development stage. Key priorities for action are.

- To seek out and import worldwide best practice.

- To market the industry internationally, recognising that, despite the fragmented nature of the industry in the South East, many of the environmental technologies businesses in the region represent cutting edge technologies.
- To develop networking and information systems for the industry, them to find the facilities, help and finance they require as well as encouraging network development.
- To identify through labour market research, current and future skills needs of the sector. The sector group to develop a skills action plan to address the identified skills priorities.

Tourism

The South East receives more spending by overseas visitors than any other region of the UK other than London. It also accounts for 12% of all domestic tourism, and is therefore a crucial provider of jobs and growth, and as acknowledged in the Regional Assembly's Spatial Strategy for Tourism, it is also important to the Region's quality of life. The tourism industry in the South East is, however, highly sensitive to international competition. Continued product improvement and effective collaborative marketing are, therefore, vital to future success. Key priorities for action are:

- Provision of a full range of web enabled facilities for the marketing and development of tourism, including the VISIT programme and co-ordination with national initiatives
- Collaboration with the new Tourist Board to develop an effective marketing structure for Tourism in the South East, coupled with a robust focused marketing plan
- Development of rural tourism clusters to add value to the tourism market and stimulate the rural economy.
- A continued focus on improving product standards;
- A particular focus on the development and regeneration of key coastal resorts where the product development can be demonstrated to be competitive in the tourism market.
- Stimulation of effective networking within the tourism industry, through the development of strong local Tourism Alliances at sub-regional level.
- A strong focus on skills development and there is a separate skills task group in place to meet the challenge of a forecast 20% increase in demand for workers in the hospitality industry set against a population growth, in the region, of 6%. This will address the recognised difficulties in recruitment, retention and the low level of academic/professional attainment within the workforce.
- To work with key South East partners engaged on delivering the rural skills agenda, to achieve the delivery of rural tourism.

Media Technology and Telecommunications

The South East has a strong base of computer games, corporate media, film, media, technology and publishing companies although many of the major international players are involved in this industry in the S.E. The majority of the industry is composed of smaller micro-sized businesses. Key priorities for action are:

- Further development of sector's excellent existing networks to stimulate investment in the industry and improve the supply chain network.
- To support and work in partnership with the new Screen South to stimulate investment in production, facilities and skills in the industry.
- Development of cluster activity with, among other targets, the games market.
- Work with networks to develop further new business opportunities in particular international development.
- Development of information and help packages to cover issues such as taxation, legislation, together with the development and enhancement of a series of websites and facilities to enable freelancers to improve their effectiveness and employment.
- To work with the new Sector Skills Council (SSC), Skillset, to address the priority skill needs identified in the SE media skills strategy. To work with the SSC and industry partners to ensure, the intelligence to identify changing skill needs is regularly updated, and, to ensure the skill needs of both the traditional media and new digital media are met.

Transport

The South East's economic future is related to the effectiveness of the region's transport infrastructure and services. Currently there is a mismatch between the demand and supply, in the short term, demands more productive transport services. Logistics is an important industry in the South East employing 300,000 in wholesaling alone therefore productivity improvements will have a disproportionate positive effect on the economy of the region. Key priorities for action are:

- To enlarge the sector group in order to review the integrated strategy in particular airport services and to focus on transport logistics.
- A strong focus on skills. The fragmented nature of the industry has led to recruitment and retention difficulties, together with skills deficit across the industry. This is particularly relevant to the development of e-commerce. Initially the sector group will look to ensure current and future skill needs are identified through labour market information, and will work with partners to develop a skills action plan that addresses skills priorities.
- Development of best practice including value added logistics and the use of technology e.g. use of telematics as part of an emerging networks logistics business.

4. PRIORITIES FOR WORK ACROSS REGIONAL BOUNDARIES

Many of the issues highlighted in these action plans have demonstrated the need to work across regional and indeed national boundaries. Drawing these strands together, the following priorities will be addressed in work with neighbouring regions:

London and East of England

- Inward investment – a collaborative approach, recognising the influence of London as a global city
- Sectors – collaboration on sectors and clusters that straddle regional boundaries, especially:
 - healthcare technologies
 - media technology and telecommunications
 - creative, cultural and sporting
 - tourism
 - financial and business services
- Employment and skills – addressing the issue of cross-regional commuting flows
- Thames Gateway – securing a joint approach to strategy development and implementation
- Key transport and development corridors – Western Wedge, Kingston – Guildford, Croydon - Gatwick

South West

- The Central South – collaboration on addressing the role and dynamics of this area straddling (to include work with the Central Southern England Regional Alliance)
- Sectors – collaboration on sectors and clusters that straddle regional boundaries, especially:
 - Aerospace and defence
 - Marine technologies
 - Tourism

West Midlands and East Midlands

- Oxford – Cambridge Technology Arc (with East of England) – securing a joint approach to strategy development and implementation
- Sectors – collaboration on sectors and clusters that straddle regional boundaries, especially:
 - Motorsport
 - Advanced engineering / automotive

Europe

Europe will remain a major focus for policy development and lobbying by the region. The European Strategy¹, prepared and published jointly by SEEDA and the South East England Regional Assembly, sets the framework for the region's work with Europe and identifies seven action lines which are summarised overleaf:

¹ *The European Strategy for the South East 2001-06*, SEEDA and South East England Regional Assembly, 2001

Action Line	Objective
1	Provide an effective signposting service for the region's information sources
2	Encourage participation in the EU's Research and Development Funds
3	Develop a positive, strategic approach to future enlargement of the EU and the next round of Structural Funds including CAP
4	Influence EU policy development on the environment
5	Increase partnership and funding opportunities within the context of the region's Sustainable Development Framework
6	Engage organisations in the region in the debate on social policy
7	Develop the third sector economy through European best practice and funding

Glossary

South East Partners

AOSEC	Association of South East Colleges
BAA	British Airports Authority
BC	Borough Council
BITC	Business In The Community
BLU	Business Link University
BPF	British Property Federation
BURA	British Urban Regeneration Association
CABE	Commission for Architecture and the Built Environment
CC	County Council
CRE	Commission for Racial Equality
DEFRA	Department for the Environment, Food and Rural Affairs
DTI	Department for Trade and Industry
EA	Environment Agency
EBLO	Education Business Link Organisation
EEDA	East of England Development Agency
EEF South	Engineering Employers Federation (South)
EH	English Heritage
EN	English Nature
ERDF	European Regional Development Fund
ERDP	England Rural Development Programme
FE	Further Education
FSE	Finance South East
GOSE	Government Office for the South East
HE	Higher Education
HEI	Higher Education Institution
HEFCE	Higher Education Funding Council
HESE	Higher Education South East
IAG	Information, Advice and Guidance
LDA	London Development Agency
LEA	Local Education Authority
LIF	Local Investment Funds
LLSC	Local Learning and Skills Council
LRA	London Rivers Authority
LSP	Local Strategic Partnership
ODPM	Office of the Deputy Prime Minister
RAISE	Regional Action and Involvement South East
RBSB	Regional Business Support Board
RESF	Regional Employment and Skills Forum
SEE-IN	South East England Intelligence Network
SEREN	South East Race Equality Network
SERTP	South East Rural Towns Partnership
SERTUC	Southern and Eastern Regional Trades Union Congress
SBS	Small Business Service
SRA	Strategic Rail Authority
SSC	Sector Skills Council
SSDA	Sector Skills Development Agency
TCS	Teaching Company Scheme
TfL	Transport for London
TPUK	Trade Partners UK

Ufi
WRAP

University for Industry
Waste Research Action Programme

Other acronyms:

AIF
AONB
CTRL
MMS
RDA
SME

Area Investment Framework
Area of Outstanding Natural Beauty
Channel Tunnel Rail Link
Multi Modal Study
Regional Development Agency
Small - & Medium- sized Enterprise