

Objective 1 – Global Competitiveness

Target 3 – Innovation and Creativity

Increase the percentage of total South East business turnover attributable to new products from 12% in 2004 to 20% by 2016, and the percentage attributable to significantly improved products from 18% in 2004 to 25% by 2016.

Action 3.1 – Support further development of the following key sector consortia: South East Media Network (digital content); Marine South East (marine technologies); South East Health Technologies Alliance (health technologies); EnviroBusiness South East (environmental technologies and services); South East Centre for the Built Environment (built environment); Farnborough Aerospace Consortium (aerospace and defence).

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Capability Mapping Research, identify and then prioritise the most important Global market opportunities for the South East and then target the Sector Consortia with these opportunities.	Clear understanding of the regions capabilities and market opportunities. Also contributes to Action 2.1 Ground breaking research into global markets opportunities, matched to South East strengths, undertaken for the Environmental Technologies and Services sector in 2007. Similar research planned or the other six sectors during 2008/09	Sector Consortia , Business Link Providers, Hubs, Higher Education Institutions	●	●		£300,000	SEEDA
Develop New Sector Consortia Informed by our qualitative and quantitative research, identify gaps in	Develop new sector consortia in Security leading to the development of 100 new services or products.	SEEDA , Business Link Providers, Hubs, Innovation Advisory Service, Higher Education		●			SEEDA

current provision. Develop new sector consortia where necessary.	Security Innovation and Technologies consortia formed and now operational	Institutions					
<p>Global Innovation Opportunities Deliver a regional programme to get more innovation targeted at major global business opportunities.</p> <p>Lever in the resources of larger companies to increase innovation through the wider supply chains and develop a support and brokering system specifically targeted at these opportunities.</p>	<p>2,000 businesses involved. 10 new global opportunities developed per year.</p> <p>Also contributes to Action 1.3 and 2.2</p> <p>A new Sector Consortia plan for 2008/11 has been developed which focuses activity of each consortium on identifying global market opportunities and threats, engage with ambitious SMEs and global businesses in their sectors and articulate what the regional policy and investment options.</p>	Sector Consortia , Higher Education Institutions, SEEDA, UK Trade & Investment, Business Link Providers		●		£3M p.a.	SEEDA, Department for Trade & Industry, Knowledge Networks, large companies
<p>Promoting Business Support Services. The Sector Consortia will work with the region's business support organisations and industry partners to promote their services to consortia memberships.</p>	<p>Reach 10,000 businesses with targeted business advice leading to the development of 1,000 new or improved products per year.</p> <p>Five business to business collaborations developed per year leading to the development of five major improvements to products and services per year.</p> <p>In 2007/08, the sector consortia engaged 770 businesses in knowledge collaborations.</p>	Sector Consortia , Business Link Providers, SEEDA	●	●	●	£2.3M	Sector Consortia
<p>Networking Opportunities Deliver regional, national and international sectoral and cross-sectoral networking opportunities and specialist events for consortia businesses.</p>	<p>25 events held per year involving 1,000 businesses. 100 new or improved products and services developed per year.</p> <p>221 companies attended 3 or more</p>	Sector Consortia , Businesses			●	£300,000	Trade Associations, Business support organisations

	<p>events arranged by the sector consortia. Examples of networking include:-</p> <ul style="list-style-type: none"> • SECBE engaged over 1000 companies in awareness raising activity and intensive culture changing activity. • SEMN and partners running over 40 events and leading 2 inward missions • FAC providing facilities for over 400 SMEs at air shows in India, Dubai, Paris, California, Japan, Milan and Hamburg. • Marine South East facilitate Marenet attracting 60-90 businesses 						
<p><u>Cross Cutting Issues</u></p> <p>ICT & Broadband • Next Generation Broadband deployment is essential for the future of the region’s digital content sector, championed by the South East Media Network. Equally, the products and services coming out of the sector will help drive demand for Next Generation Broadband thereby improving the business case for commercial deployment.</p>							

Action 3.2 – (New Action). Promote the importance of design and creativity across all sectors, to realise the true market value of the South East’s rich technology and creative resources, and maximize the contribution of the creative industries to the south East economy.

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Integration of Business Services Ensure that lean, innovation and design services are fully integrated so as to offer businesses a total innovation package.</p> <p>Consultation paper on locally based Innovation Teams has been issued.</p>	<p>Enter into new agreements with suppliers to ensure that businesses receive appropriate advice on the three combined areas of business support resulting in the development of 100 new or improved business products of services per year.</p>	<p>SEEDA, Innovation Advisory Service, Manufacturing Advisory Service, Design Council</p>		●		£2M p.a.	SEEDA, Design Council
<p>Design Workshops Deliver workshops to Small & Medium Enterprises to improve design capability within their business.</p>	<p>Over 300 businesses will participate in design workshops, with 70 going onto work with a senior designer to produce a strategy for design in their businesses.</p> <p>395 people attended Designing Demand (DD) workshops in 2007/08 and 44 businesses were recruited to the DD mentoring programmes.</p> <p>A new design DD programme will start in Autumn 2008 that will contribute to the Cox targets for design which all RDAs are required to achieve by end 2010/11. SEEDA is working with partners on a proposal to develop a sustainable design offer which will aim to help companies integrate sustainable design practices into their strategies.</p>	<p>Business Link Providers Oxford Innovation</p>	●	●		£960,000	SEEDA

	SEEDA is supporting the South Coast Design Forum (SCDF) which is proving to be a very successful network. Over 300 businesses and designers attended events between April and March 2007/8.						
Design Awards SEEDA will create, in partnership with the Design Council a business award to be part of the wider annual SEEDA business awards.	Develop inter company business to business learning.	SEEDA, Design Council, Business Link Providers, Innovation Advisory Service, Manufacturing Advisory Service, Hubs, Sector Consortia	●	●	●	£10,000	SEEDA, Design Council
Develop a South East Framework for the Creative Industries Establish a creative industries consortia and develop and outreach programme (see action 2.3). This has now been superceded by : Pilot the Creative Industries Beacons business support for creative industries	Develop a programme of outreach business development activity with Business Link Providers, BERR, DCMS and the Higher Education sector and partners assisting 1000 companies per year.	Cultural Agencies, Business Link Providers, Universities, Innovation Advisory Service, Enterprise Hubs		●	●	£1.4M	SEEDA, Higher Education Funding Council for England
Cross Cutting Issues Culture, Sport, Leisure & Creative Industries <ul style="list-style-type: none"> • Develop additional Sector Consortia to support the development of further segments of the creative industries sector. • Ensure full advantage is taken of the increasing potential of the 'content' industries offered by the cultural sector. • Ensure the South East engages with the work of the Creative Economy Programme and contributes to making the UK the world's creative hub, and build on evidence-based research to develop a framework for creative industries development. 							

Action 3.3 – Continue to develop a programme to support high expectation enterprise, which will be key drivers of the economy in 10 years' time.

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Commercialisation of New Ideas Deliver a structured support framework to help entrepreneurs analyse their progress through the commercialisation process.</p> <p>This framework is likely to be incorporated into the Innovation Teams</p>	100 companies supported per year.	Innovation Advisory Service , Business Link Providers, Enterprise Hubs, Sector Consortia	●	●		£3M p.a.	SEEDA
<p>High Growth Coaching Deliver coaching to companies capable of high growth.</p> <p>Second phase has been rolled out but this programme is likely to be incorporated into the Innovation Teams</p>	100 businesses assisted per year.	Enterprise Hubs , Business Link Providers	●	●		£5M	SEEDA, Finance South East, Private Sector
<p>Interim Management Networks Develop an interim management pool to work with targeted companies in return for a percentage of the equity of the firm.</p>	50 companies per year take up interim management or mentoring.	Enterprise Hubs , Finance South East, Sector Consortia		●		£5M	SEEDA, Private Sector

Action 3.4 – Develop, support and consolidate the Regional Enterprise Hub Network.

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Consolidate Enterprise Hub Network Enterprise Hubs teams will be merged to create more critical mass and to deal effectively with a larger number of companies. This will allow acceleration in the development of new ideas.</p> <p>Enterprise Hubs are likely to be incorporated into the Innovation Teams</p>	<p>Strengthen the enterprise brand and ensure that it is consistent with the simplification agenda. Strengthen the Hub Network's management. Develop 12 regional hub teams (reduced from 22). Develop an average of 200 new businesses and 200 new products and services per year.</p>	<p>Enterprise Hubs, Higher Education, Finance South East, Business Link Providers</p>		●		£3M p.a.	SEEDA, Higher Education Institutions, Local Authorities, Private Sector
<p>Cross Cutting Issues ICT & Broadband • Enterprise Hubs may offer teleworking and/or teleconferencing facilities as part of a region wide network of telecentres.</p>							

Action 3.5 – (New Action). Create an integrated South East early stage business fund by merging existing funding programmes.

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Funding Escalator Establish a Funding Escalator for SMEs to provide a continuous pipeline for innovators to access funding at every stage as they progressed their business ideas from concept, to commercialisation, through development growth and expansion.</p>	<p>By 2016, 900 companies will have progressed through the Escalator. 270 will be high growth. Also contributes to Actions 3.3 and 3.4</p>	<p>Finance South East, SEEDA, Enterprise Hubs, Innovation Advisor Service, Business Link, Sector Consortia</p>	●	●	●	£100M	<p>Venture Capitalists, Business Angels, SEEDA, Universities, Business</p>
<p><u>Cross Cutting Issues</u></p> <p>Equality & Diversity</p> <ul style="list-style-type: none"> • Linkages should be made with specialist support providers to the Voluntary and Community Sector, to provide intensive capacity building support to entrepreneurs from hard to reach backgrounds and ensure a seamless service of referral exists in partnership with Inclusive Finance Community Interest Company. • Ensure that financial products support religious belief i.e. consider creating a regional investment product for Muslim business development. <p>Culture, Sport, Leisure & Creative Industries</p> <ul style="list-style-type: none"> • Take advantage of funds offered by the Creative and Cultural Agencies for early stage finance, for example, UK Film Council. • Offer funding support to those companies gearing-up to bid for the contracts for the Olympics 2012, providing services, tourism opportunities and innovative sporting solutions proposed to excel at this event . <p>Rural</p> <ul style="list-style-type: none"> • Assist rural business to be innovative, diversify and grow into wider markets such as leisure or up the supply chain to processing and retailing. <p>International Inward Investment</p> <ul style="list-style-type: none"> • Provide international innovative companies with funds to expand by establishing a sustainable base in the southeast England to access wider European or American markets. 							

Action 3.6 – Develop the Manufacturing Advisory Service (MAS) to improve its effectiveness and impact and make it into a fully sustainable service.

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Manufacturing Advisory Service Deliver the current Manufacturing Advisory Service contract (April 2005-March 2008) focused on "lean production" techniques to remove waste and increase growth within manufacturing businesses.	By 2008, to have worked with 7,000 companies to generate £120 million of Gross Value Added in efficiency and growth.	Manufacturing Advisory Service South East , Engineering Employers Federation South, Pera, M-Institute, Manufacturing Forum, London Development Agency and EEDA, National Manufacturing Advisory Service	●			£2M	SEEDA, Department for Trade & Industry
Enhanced Manufacturing Advisory Service Develop the South East version of Enhanced Manufacturing Advisory Service which will extend the existing "core Manufacturing Advisory Service offering" to helping businesses improve operational efficiencies.	By 2016, to have work with 20,000 companies to generate £500 million of Gross Value Added in efficiency and growth.	Manufacturing Advisory Service-South East , Engineering Employers Federation South, Pera.		●		£7M	SEEDA, Department for Trade & Industry
<u>Cross Cutting Issues</u> ICT & Broadband • The Manufacturing Advisory Service needs to incorporate specialist expertise in ICT.							

Action 3.7 – Develop the Innovation Advisory Service, providing intensive support to those businesses with the most capacity for sustained innovation and the potential to influence others through their supply chains.

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Innovation Advisory Service Develop the Innovation Advisory Service to spend more time working with those businesses with the most capacity for sustained innovation and the potential to influence others through their supply chains.</p> <p>Final evaluation of the programme will start in 2008/09 but this service is likely to be incorporated into the Innovation Teams</p>	Work with 120 companies per year and generate £25 million in new Gross Value Added as a result of new innovation activity.	Innovation Advisory Service , Enterprise Hubs, Multi-National Enterprises, Small & Medium Enterprises, Universities, Public Sector Research Establishments		●		£1.5M p.a.	SEEDA, Private Sector
<p><u>Cross Cutting Issues</u> ICT & Broadband • The Innovation Advisory Service should incorporate specialist expertise in ICT</p>							

Action 3.8 – Encourage pan-regional collaboration and good practice on innovation, to maximize the economic value released through innovation both regionally and nationally.

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			07-08	08-11	12-16		
Pan-Regional Collaboration on Innovation Collaborate with other Regional Development Agencies and Devolved Administrations to share intelligence and develop good practice, for example, piloting Knowledge Transfer Partnerships regionalisation with London Development Agency.	Three pan-regional collaborations p.a. 30 collaborating pan regionally due to Regional Development Agency intervention.	Regional Development Agencies, Devolved Administrations , Technology Strategy Board, Department for Trade & Industry, Department for Education and Skills, Department of the Environment, Food & Rural Affairs	●	●	●	Part of Innovation Action Plan. (Target 2)	Regional Development Agencies
Support to Small & Medium Enterprises The development of a centrally managed, regional Business Link Information, Diagnosis and Brokerage innovation service for Small & Medium Enterprises.	By 2010, 1,200 businesses engaged in new collaborations with the knowledge base and 1,500 businesses engaged in innovation support initiatives. In 2007/08 Business Link supported: <ul style="list-style-type: none"> - 394 businesses engaged in new collaborations with the knowledge base: and - 1256 businesses engaged with innovation support initiatives 	Business Link Providers	●	●		Part of Core Business Link funding	SEEDA

Action 3.9 – (New Action). Develop support mechanisms that ensure entrepreneurs can access leadership and management skills they need to innovate and thus grow successful businesses

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Leadership for Global Competitiveness Deliver a programme to improve businesses ability to innovate through Leadership Development Advisers; a Leadership Academy; a web-portal, focussed on leadership activities and providers; and seed corn funding for small companies to invest in Leadership.</p>	<p>Academy now launched and will create 50 new Higher Education Institution/business engagements.</p> <p>Advisors will support 450 businesses to become globally competitive through innovative, new products/processes. A web portal, the Leadershipzone is a resource for Business Advisers and Skills brokers to provide a range of leadership solutions for business leaders</p> <p>SEEDA is responding to a national LSC initiative for further leadership and management support and advice including grants for leadership development</p>	<p>Higher Education Institutions, Business Link Providers, UK Trade & Investment, Manufacturing Advisory Service, Innovation Advisory Service</p>	●	●		£1.4M	SEEDA
				●		£14m over 2008/11	LSC
<p>Cross Cutting Issues</p> <p>Rural</p> <ul style="list-style-type: none"> Innovation within the land-based and horticultural sectors are important with these sectors providing great opportunity to develop new products and processes across their supply chain The profiles of innovation within the land-based and horticultural sectors can be raised through sharing of best practice <p>Equality & Diversity</p> <ul style="list-style-type: none"> Develop specific opportunities to develop leaders and potential leaders from Black & Minority Ethnic and other diverse backgrounds, to enable them to capitalise on their language skills, cultural knowledge and understanding, as well connections and networks in countries in emerging economies i.e. India and China. In particular, additional support to be built into proposed activities such as: <ul style="list-style-type: none"> Seedcorn funding Upskilling public sector business advisors Raising awareness activities with Small & Medium Enterprises Develop opportunities to transfer the skills, knowledge and experience of UK leaders with overseas leadership experience who are retiring, or considering 							

from business, to new business leaders in Small & Medium Enterprises

Culture, Sport,
Leisure & Creative
Industries

- Ensure the inclusion of businesses in the creative and cultural sector in programmes designed to develop management and leadership skills

ICT & Broadband

- Strategic ICT skills are a key tool for managers and leaders enabling them to understand how best to gain competitive advantage from the deployment of ICT systems and services.