

Objective 2 – Smart Growth

Target 5 – Enterprise

Increase the business stock by 35% from 35 businesses per 1,000 inhabitants in 2005 to 44 per 1,000 inhabitants by 2016, including 10,000 new businesses run by women by 2010

Action 5.1 – Implement an integrated approach to business support.

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>Business Support Simplification Simplify regional business support to make it easier for businesses to access publicly funded business support and reduce administration costs and simplify delivery. Including the development of a Regional Customer Relationship and Management Information System (RCRMIS).</p> <p>The planned integration of skills brokerage into Business Link (Train To Gain) in 2009 will also be a key development</p>	<p>Will improve access to and take up of business support services.</p> <p>The RCRMIS will be a key tool in monitoring and evaluating publicly funded business support activity. It will enrich market intelligence around Management Information, investment decisions and trend based analysis.</p> <p>A simplified customer journey that places Business Link as the primary access channel for Business Support</p>	<p>SEEDA, Business Link Providers, Learning & Skills Councils, Business Representative Organisations, Providers of Business Support, Local Authorities, Skills South East</p>	●	●	●	£2.3m for the development of the RCRMIS – subject to MPC approval (over a 3 year period)	SEEDA
<p>Business Link Deliver business support to Small &</p>	<p>28,000 businesses created during the period of the RES</p>	<p>Business Link Providers, Social Enterprise Support</p>	●	●	●	£24m pa	SEEDA

<p>Medium Enterprises, including: a regional start-up offer; access to sustainable business practices; and equalities and diversity aiming to achieve parity on take up of services across the region.</p> <p>Ensure a smooth transition of the integration of skills brokerage into Business Link post in 2009.</p>	<p>200,000 business will receive intensive advice, some who might not have otherwise survived 10,000 businesses will be provided with advice on sustainable business practices.</p> <p>Aiming for a 35% increase in social enterprise activity.</p>	<p>providers, Tourism South East, Arts Council England, Museums Libraries and Archives South East, LSC, Skills South East</p>				<p>£403k pa (Sustainable Business Advisers)</p>	
<p>Cross Cutting Issues</p> <p>Rural</p> <ul style="list-style-type: none"> • Business Links should strengthen the rural dimension of their activities ensuring that rural businesses can access high quality, stream-lined advice, particularly on new opportunities, planning and diversification. SEEDA's Rural Business Team is now embedded in the Business Support & Enterprise Team to reflect this challenge <p>Equality & Diversity</p> <ul style="list-style-type: none"> • Ensuring that Business Link can provide IBD in respect of advice in equalities and diversity to Small & Medium Enterprises and that brokerage is made with service providers of good and consistent quality. SEEDA is working with the Business Link Providers to develop and engagement strategy for BME and under-represented groups <p>Culture, Sport, Leisure & Creative Industries</p> <ul style="list-style-type: none"> • Ensure the inclusion of tailored information and advice services offered by the cultural sector in the integrated approach to business support (for example the Creative Industries Business Advisory Service run by the Arts Council England, South East and the information service and knowledge bank offered to businesses by the region's libraries) <p>ICT & Broadband</p> <ul style="list-style-type: none"> • Effective ICT support and brokerage arrangements must be part of the integrated approach to business support. ICT support is essential to help drive businesses up the e-adoption ladder, leading to greater efficiency and wider market opportunities. ICT is particularly relevant to home based and micro businesses which are unlikely to be able to operate without it, and where knowledge is likely to be at a low level. • The Business IT Guide will provide an on-line resource to be used by Business Link advisors & brokers to help drive ICT adoption and effective usage by Small & Medium Enterprises. • The development of an ICT Supplier Accreditation standard which provides accreditation of commercial ICT support companies will enable regional brokerage services to broker to commercial ICT support companies with confidence. 							

Action 5.2 – Implement improved and better targeted support for women’s enterprise.

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>Women’s Enterprise Strategy Deliver a South East Women’s Enterprise Strategy 2005-2010. Strategy produced and being updated in 2008 to reflect the recently published Government’s Enterprise Strategy</p>	<p>10,000 new female owned businesses by 2010.</p> <p>Encouraging a culture of entrepreneurship</p>	<p>Regional Women’s Enterprise Steering Group, Business Link, SEEDA, Enterprise Gateways, Social Enterprise support providers, Business Community</p>	●	●		£400k p.a.	SEEDA, Business Link Providers
<p>Women’s Enterprise Advocates & Ambassadors Programme Recruit women’s enterprise advocates to deliver a marketing strategy and campaign. 100 Ambassadors and 15 Advocates in place</p> <p>Seek to link into other RDA Networks for a wider geographic coverage across the Greater South East</p>	<p>Create a culture of enterprise amongst women; targets include young, 50+, rural and BME.</p> <p>Expect to engage with 500 individuals per year and to create up to 50 new enterprises started per year – through signposting to Business Link</p>	<p>Regional Women’s Enterprise Steering Group, SEEDA, Business Link Providers, Business Community</p>	●	●		£50k p.a.	SEEDA
<p>Influence National Policy Influence the Women’s Enterprise Task Force on strategic national issues.</p> <p>Significant influence achieved in the Government’s 2008 Enterprise Strategy</p>	<p>Removes policy barriers to more women starting in business.</p>	<p>Regional Development Agencies, Women’s Enterprise Task Force, Business Link Providers, BERR, Treasury, DCLG</p>	●	●		TBC	SEEDA, BERR
<p>Cross Cutting Issues ICT & Broadband • ICT awareness and skills should be considered as part of any women’s enterprise strategy and support package.</p>							

Action 5.3 – Support new and growing businesses in the creative, cultural, leisure, sporting and visitor economy sectors.

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>Sectoral Business Support Deliver a step change in the performance of the creative, cultural, leisure, sporting and visitor economy sectors through Business Link Simplification Programme and Creative Economy Programme (Regional Beacons).</p>	16,000 businesses assisted and 400 enterprises created.	<p>Business Link Providers, Tourism South East, Local Authorities, Broadband Partnerships, Industry Partnership & Associations, RDS</p>	●	●	●	£46M	Through Business Link core funding £19m Private sector support £3m other public support
<p>Skills Support Work with key bodies to ensure creative, cultural, leisure, sporting and visitor economy skills are identified and met.</p>	Skills support and training for 18,000 businesses.	<p>Learning & Skills Councils, SEEDA, Cultural Agencies, Sector Skills Councils, Train to Gain, South East Skills Network, People 1st.</p>	●	●	●	£50M	Learning & Skills Councils, English Heritage, Tourism South East, European Social Fund
<p>Social Enterprise Promote start-up and growth of social enterprise (especially within key sectors: culture, rural, creative, sport and leisure, health and regeneration) and disadvantaged communities. Ensure activity is mainstreamed into core Business Link activity</p>	200 new social enterprises created.	<p>Social Enterprise support Agencies, Business Link Providers, SEEDA, Government Office South East, The Regional Assembly, Local Authorities, Enterprise Gateways</p>	●	●	●	£1.8M (£200,000 p.a. from Cabinet Office)	All partners Through Business Link core funding
<p>Workspace Use creative workspace to embed creative practitioners in under performing areas to create sustainable communities.</p>	300,000 sq ft of new space created. 600 new businesses created over 10 years.	<p>Arts Council England, South East, SEEDA</p>		●	●	£50M	Arts Council England, SEEDA, English Partnerships, Enterprise

							Gateways, Developers, Housing Associations, Local Authorities
Access to Finance Develop funding mechanisms for the creative and cultural entrepreneur, focusing on new work and new talent.	Four creative businesses supported per year.	Screen South, Finance South East , Arts Council England, South East		●	●	£1M	UKFilm
Creative and Cultural Festivals Cluster Pilot Develop 3 clusters of festivals starting with Brighton to build capacity and internationalise the sector.	3 festivals cluster pilots supported 10 businesses per year to begin operating nationally/internationally. This also supports Action 1.1.	Cultural Agencies , Arts Council, UK Trade & Investment, British Council, Visiting Arts, UK Film Council	●	●	●	£1M	Arts Council England South East, SEEDA, Visiting Arts, British Council
<p><u>Cross Cutting Issues</u></p> <p>Rural • Understand the visitor economy linked to South East quality landscapes and where best to invest and support this economy (see Action 13.1)</p> <p>ICT & Broadband • ICT will be a key factor in the success of new and growing businesses.</p>							

Action 5.4 - Stimulate rural enterprise and nurture new and existing businesses based on good market intelligence, making use of networks, collaborations and co-operatives and centres of excellence.

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		
Rural Gateway Hubs Develop rural based Gateway Hubs to develop new business.	Five new rural gateways established in the region.	Farming and Rural Issues Group , Business Link Providers, Local Partnerships	●			£2M	Business Link Providers, Private Sector, SEEDA
Rural Social Enterprises Support the development of rural social enterprise businesses and provide the community infrastructure to support other businesses to start-up.	Target is to have approximately 25% of new social enterprises developed within rural areas. This also supports Action 5.3	Social Enterprise support providers	●	●	●	Part of funding for Action 5.3	All partners
Rural Industry Champions Develop industry Champions for particular sectors within the agriculture/horticulture/energy. Champions to develop and facilitate networks that stimulate new enterprise through collaboration and co-operation.	20 industry champions identified 20 Sector Action Plans developed 20 new collaborative business networks formed. Dissemination of exemplars.	Farming and Rural Issues Group , SSFF, English Farming and Food Partnerships, Local Food Groups, Land-based businesses	●	●	●	£35M	Private sector; Rural Development Programme for England, SEEDA
Cross Cutting Issues							
Equality & Diversity	<ul style="list-style-type: none"> Support for the franchising of social enterprises solutions to rural business infrastructure are targeted to benefit the specific needs of vulnerable groups within rural communities, such as the elderly, children, people with disabilities and those with problems accessing basic services 						
ICT & Broadband	<ul style="list-style-type: none"> ICT in general and Next Generation Broadband in particular will be essential to the future success of rural businesses Next Generation Broadband in rural areas is likely to lag behind urban deployments therefore particular attention must be paid to minimising the time lag and/or offering alternative options. Targeted pro-active business support will drive businesses up the e-adoption ladder, leading to greater efficiency and wider market opportunities. 						

Action 5.5 (New Action). Support the development of home-based businesses, particularly targeting rural and women owned businesses. Recognise the importance of micro businesses and home-based businesses, the major contribution made from the voluntary sector and the potential for social enterprise.

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		
Business Link Encourage the development of home based business, Business Link to act as the primary access channel	38% of businesses in the South East report that their home is their main place of business or work. Aim to increase this to 50% by 2016.	Business Link Providers,	●	●	●	Part of core Business Link funding	SEEDA
Home based working Support the adoption of home based business start-up to key target groups including: carers, disabled people, women; as a solution to economic exclusion.	Number of home-based enterprises established.	SEEDA, Business Link Providers, Disability Rights Commission, Commission for Racial Equality, Local Authorities		●	●	Part of core Business Link funding	All Partners
Cross Cutting Issues							
Rural	<ul style="list-style-type: none"> Stimulating women owned businesses, home based businesses and social and community enterprises should also consider rural areas 						
Equality & Diversity	<ul style="list-style-type: none"> Work with partners and specialist knowledge to support those with care responsibilities, with a disability, restricted mobility and access to transport, to explore home based business as an alternative to employment or worklessness. 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> Increase the range of providers of cultural services to the people of the South East by encouraging and supporting social enterprise as a sustainable business model for the cultural sector and moving the sector away from a subsidy dependant model in the climate of diminishing public resources. 						
ICT & Broadband	<ul style="list-style-type: none"> ICT in general and Next Generation Broadband in particular will be essential to the success of home based and micro businesses. Targeted pro-active business support will drive these businesses up the e-adoption ladder, leading to greater efficiency and wider market opportunities. The Business IT Guide (BITG) will provide a resource to be used directly by home and micro businesses (as well as by BL advisors & brokers). The ICT Supplier Accreditation standard will give home and micro businesses confidence in the commercial ICT support companies they need to engage for ICT development and support. 						

Action 5.6 Expand the Enterprise Gateway Network from nine to 20 Gateways by 2007.

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>Enterprise Gateways The Enterprise Gateway model has been reviewed and redefined in light of Business Support Simplification (BSSP). In September 2007, SEEDA Major Project's Committee approved this new model of operation. There are now 10 Enterprise Gateway zones covering the South East Region (a wider and more intense coverage than the previously planned network of 20 individual locations). The Gateways focus on engaging with and supporting individuals from disadvantaged communities and under-represented groups. They focus on engagement at a pre-pre start up stage through networks of specialist community outreach workers. After intensive engagement individuals are engaged with the mainstream Business Link provision.</p>	<p>Completes the Enterprise Gateway programme.</p> <p>Act as a pipeline and market maker for Business Link start-up provision (actual start-ups are counted under core Business Link activity)</p> <p>Encourage a culture of entrepreneurship within local communities.</p> <p>Post 2010, this service will be mainstreamed into core Business Link activity</p>	<p>Business Link Providers, Local Authorities, SEEDA</p>	●	●		£1.4m pa (for 2 years)	SEEDA
<p>Cross Cutting Issues</p> <p>Equality & Diversity</p> <ul style="list-style-type: none"> Ensure that potential social enterprise approaches are at least 5% of activity within gateways and that social outcomes from this type of enterprise benefit the specific needs of vulnerable groups in which the Enterprise Gateway is located. Ensure that the offer of the Enterprise Gateways is relevant to the specific demographics of disadvantage in the community e.g. race, disability, gender, age etc <p>ICT & Broadband</p> <ul style="list-style-type: none"> Enterprise Gateways will encourage individuals to use technology as an enabler 							

Action 5.8 Enhance the teaching of, and support for enterprise in schools, colleges and Higher Education.

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>Regional Youth Enterprise Activity Develop a coherent regional approach to supporting the Youth Enterprise agenda.</p> <p>Engage with BERR and Enterprise Insight regarding national activity to support Youth Enterprise (linked to SEEDA's Lead Role)</p>	Establish a framework for supporting and delivering increased enterprise amongst young people.	Princes Trust, Enterprise Insight , Business Link Providers, Young Enterprise, Connexions, Local Authorities, Learning & Skills Councils, BERR	●			N/a	SEEDA
<p>Enterprise Insight & National Youth Enterprise Campaigns Working with BERR and Enterprise Insight, promote the national 'Make Your Mark' campaign to young people aged 14-30 in the region.</p>	<p>Contribute, through cultural change, towards enterprise and self employment amongst young people.</p> <p>Promote Business Link as the primary access channel for business support and raise awareness of the regional Business Link Start-up Programme</p>	Enterprise Insight , Business Link Schools & Colleges	●			£100,000	SEEDA
<p>Up-skill and Education of Teachers Raise awareness within education sector of importance of enterprise education. Up-skill primary and secondary school teachers and lobby to include enterprise within Teacher Training, support a National Teaching Award for Enterprise.</p>	Improve the awareness of and up-skill enterprise education to 1,050 primary and secondary school teachers.	Regional Skills for Productivity Alliance , Schools, Specialists Schools and Academies Trust, Training and Development Agency, Higher Education Institutions with Schools of Education, Teaching Awards Trust, Department for Education Skills,	●	●		£760,000	SEEDA, Regional Skills for Productivity Alliance, Higher Education Institutions, Specialists Schools and Academies Trust

<p>Increase capacity of Further Education sector to support student enterprise creation Ensure total coverage of Further Education sector across the region during lifetime of RES. Develop 'Action for Enterprise' kitemark using Action 4 Business model to colleges that meet the requirement. Introduce Higher Education Entrepreneurship Group model when colleges have built up confidence and trust.</p>	<p>30 further education colleges in 07-08, 23 in years 2009-11 and the remaining 18 in year 12-18.</p> <p>Approximately 200 new business ideas generated and developed p.a. Business start up advice delivered to 250 students.</p>	<p>Learning & Skills Councils, Association of South East Colleges, Regional Skills for Productivity Alliance, National Endowment for Science, Technology and the Arts, National Council for Graduate Entrepreneurship, Enterprise Insight, Department for Education and Skills</p>	●	●		£1M	Regional Skills for Productivity Alliance, National Endowment for Science, Technology and the Arts
<p>Improve delivery of Enterprise Education in Higher Education Embed enterprise education within the Higher Education curriculum and in vocational Degrees. Support the Higher Education Entrepreneurship Group and National Council for Graduate Entrepreneurship to co-ordinate and deliver regional enterprise education to students.</p>	<p>More students exposed to business ownership as economic/career choice.</p> <p>National Council for Graduate Entrepreneurship will deliver business start-up advice to 250 students/graduates.</p> <p>Approximately 250 new business ideas created and developed p.a.</p>	<p>Higher Education Entrepreneurship Group, National Council for Graduate Entrepreneurship, Higher Education Institutions, Kauffman Foundation, National Endowment for Science, Technology and the Arts, Sector Skills Councils, Regional Skills for Productivity Alliance, Higher Education Funding Council for England</p>	●	●		£1.5M	SEEDA, Higher Education Institutions, National Council for Graduate Entrepreneurship, Sector Skills Councils
<p>Cross Cutting Issues</p> <p>Equality & Diversity</p> <ul style="list-style-type: none"> The national Enterprise Insight campaign should include specific actions to ensure that young people from diverse backgrounds participate in the programme, proactively targeting young people from disadvantaged communities, disabled young people, young people from Black & Minority Ethnic communities. 							

Action 5.9 (New Action). Stimulate increased levels of enterprise among under-represented groups.

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>Promote Enterprise to under-represented groups Promote enterprise and self employment amongst key underrepresented groups including: 18-30 years old who are educational under-achievers, in or leaving care, unemployed or ex-offenders, Black & Minority Ethnic communities, disabled people, women, etc.</p>	<p>150 new enterprises started by target groups in deprived areas.</p> <p>Links to Enterprise Gateways activity in 5.6</p>	<p>Princes Trust, Business Link (Enterprise Gateways) South East Social Enterprise Network, Disability Rights Commission, Commission for Racial Equality, ROMs</p>	●	●	●	Part of core funding identified earlier	SEEDA – through core Business Link and Enterprise Gateway funding
<p>Access to Finance Develop and deliver an enterprise finance product universally accessible to all financially excluded groups in the region.</p>	<p>300 businesses established.</p>	<p>SEEDA, IFCIC, Community Development Finance Association</p>	●	●	●	£795,000	SEEDA
<p>Pre-start capacity building Stimulate start up amongst disadvantaged groups through intensive capacity building pre-start programmes, linked to the Business Links brand.</p>	<p>150 businesses established.</p>	<p>Princes Trust, Business Link (Enterprise Gateways), South East Social Enterprise Network, Disability Rights Commission, Commission for Racial Equality, ROMs</p>	●	●	●	£1M	All Partners
<p>Cross Cutting Issues</p> <p>Rural</p> <ul style="list-style-type: none"> Identify rural areas of low economic performance and target these areas to raise economic employment rates. <p>Culture, Sport, Leisure & Creative Industries</p> <ul style="list-style-type: none"> Promote the power of culture to engage hard-to-reach learners and young people at risk. Culture can act as an economic catalyst in developing under performing areas and growth poles in all areas of the South East, but particularly Growth Areas, the Coastal Towns and the Diamonds for Investment and Growth. 							

ICT & Broadband

- Groups such as older workers, carers, the disabled and Black & Minority Ethnic groups often lack key ICT skills and high percentages of them are digitally excluded. Digital inclusion projects have been shown to increase individual potential, and Broadband will enable start-ups to operate globally from day one. Promoting ICT take-up and commercial exploitation amongst disadvantaged groups will help increase the level of business start-ups and targeted pro-active business support will help them grow.