

Objective 1 – Global Competitiveness

Target 1 – Global Business and Foreign Direct Investment

Increase the percentage of businesses located in the South East operating internationally from an estimated 8% in 2003 to 12% by 2016, maximising the South East's share of global Foreign Direct Investment

Action 1.1 – Fully exploit the opportunities presented by the creation of a single regional team encompassing trade and investment, underpinned by a joint trade and investment regional strategy.

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		
Regional Trade & Investment Strategy Develop a strategy to reflect a wider new approach to supporting Global Competitiveness.	07/08 target: <ul style="list-style-type: none"> 62 foreign investments 3,000 jobs created/safeguarded (forecast over three years) At least 75% of inward investment successes to be knowledge driven 	UK Trade & Investment South East , SEEDA, Other public and private sector partners	●	●	●	£60M (based on £6M p.a. - 06-07 figure)	SEEDA, UK Trade & Investment
Promoting Key Sectors Develop a highly targeted, sector approach to inward investment and trade activity by developing industry-led strategies with SEEDA's Sector Consortia.	Farnborough Aerospace Consortium targets: 30 inward investment leads and 20 trade leads, 120 business supported. Other consortia targets are being developed.	Sector Consortia, UK Trade & Investment South East , SEEDA	●			£300,000	SEEDA
International Partnering Develop a programme to support international business to business partnering opportunities.	Target to be set this year following recommendations of ongoing review.	UK Trade & Investment South East , SEEDA	●	●	●	£2M	SEEDA
Internationalising Innovating Companies Identify innovative Research & Development companies and support them in developing their international business.	20% of companies on the passport to export scheme will be innovative, Research & Development companies. 75% of inward investment successes will be hi-tech, knowledge driven companies. Through UK Trade & Investment's Global Partnerships programme, identify at least 6 international Research & Development opportunities.	UK Trade & Investment South East , SEEDA	●	●	●	Core funding	SEEDA, UK Trade & Investment

Cross Cutting Issues

Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> Inward tourism is a growing sector and needs to be recognised in the development of a highly targeted approach to the growth of new markets and encouragement of inward investment.
Europe	<ul style="list-style-type: none"> Influence and exploit opportunities from the renewed Market Access Strategy which will help develop the opening of world markets to EU Trade and to facilitate trade with countries such as India and China.

Action 1.2 – Strengthen the international network of global partners from similar high performing regions overseas.

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		
International Network of Partners Continually review where the best opportunities exist and partners to work with to promote the region's strengths.	Identify at least four new strategic partners in 2007/08.	UK Trade & Investment South East , SEEDA, Sector Consortia	●	●	●	Core funding	SEEDA

Action 1.3 – Further develop a programme of aftercare support for investors as part of a broader Investor Development Programme.

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		
Internationalise the Investor Development Programme Develop closer links with parent companies of foreign-owned South East companies.	50 corporate Head Quarters of strategic investors to be contacted during 07/08. 10 new trade and/or investment leads generated.	SEEDA , UK Trade & Investment	●	●	●	Core funding	SEEDA
Recent Investors Assist recently established foreign owned companies with high growth potential to grow locally and internationally.	All new investors to be contacted: <ul style="list-style-type: none"> - on arrival; - after six months; - after 12 months At least 15 trade leads generated per year	SEEDA , Economic Partnerships, UK Trade & Investment	●	●	●	Core funding	SEEDA

Action 1.4 – Develop and utilise the offer of the Greater South East’s collective strengths by working with regional partners in London and the East of England.

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		
Greater South East Build links with fellow Regional Development Agencies in Greater South East in early stage investment, cluster & supply chain development, inward investment & trade, innovation, knowledge transfer and skills.	Set up one joint overseas presence with either Think London or East of England International. 10 firm investment leads identified in first year of operation.	SEEDA , East of England Development Agency, London Development Agency, Higher Education South East, Association of Universities in the East of England	●			Core funding	SEEDA. London Development Agency, East of England Development Agency
	3/4 joint events with East of England Development Agency, London Development Agency and the South West RDA to assist business to identify global Research & Development opportunities and develop partnerships, 75 companies from SEEDA region to attend.		●			£280,000 shared between the four events	UK Trade & Investment
	With Think London and East of England International, develop ongoing strategy to promote the Thames Gateway as a location for Foreign Direct Investment.		●	●	●	From core funding	SEEDA. London Development Agency, East of England Development Agency
	Develop joint plans for the Greater South East and Thames Gateway for a coherent approach to infrastructure, innovation, enterprise, globalisation and skills.		●			From core funding	SEEDA, London Development Agency, East of England Development Agency
Cross Cutting Issues Culture, Sport, Leisure & Creative Industries <ul style="list-style-type: none"> • Work with partners in the Greater South East to capitalise on the growth potential of the creative and cultural industries. 							

Target 2 – Knowledge Transfer and Business Expenditure on Research and Development

Increase the proportion of businesses in the South East reporting R&D links with universities from 11% in 2005 to 15% by 2016, and increase business expenditure on research and development in the South East from 3.2% of Gross Value Added in 2003 to 4% by 2016

Action 2.1 – Respond, with advice of SESETAC, to the Government’s 10-Year Investment Framework on Science and Innovation, through developing and delivering SEEDA Innovation Action Plan.

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		
Develop South East Innovation Action Plan Research, identify and then focus on priority market led technologies, sectors and companies.	Quantify the Gross Value Added target and identify the scale of the market and therefore the scale of support required to assist 2,000 new companies reporting Research & Development links with Universities. This also supports Action 3.1	South East England Science, Engineering and Technology Advisory Council , Business, Higher Education South East, Higher Education Institutions, Sector Consortia	●	●	●	£10M p.a. (includes activities in other actions, where indicated)	Higher Education Funding Council for England, Research Councils, match funding from business
European Funding for Innovation Support Small & Medium Enterprise and university bids for Framework Programme 7 and extend South East Innovation Networks to European Union.	Six inter European networks established. £50 million of new European and private sector funding raised. 90 companies participate in networks.	Business Link Providers , London Technology Network, Euro Information Centre, Innovation Advisory Service		●	●	£300,000 p.a.	European Union Framework Programme 7
Technology Strategy Board Engage with the national Technology Strategy Board to lever national resources to assist us to meet the RES target, ensure integration between SEEDA's innovation support, our global market priorities and the national Innovation Platforms and alignment the with national strategy for procurement and for skills.	Three new innovation platforms developed involving 60 companies. SEEDA piloting first Innovation Platform with Department for Trade & Industry, Department for Transport, Engineering and Physical Sciences Research Council.	Technology Strategy Board , Department for Trade & Industry, Higher Education South East, Higher Education Institutions, Government departments (Department for Transport, Department of Health, Department of the Environment, Food & Rural Affairs, Ministry of Defence, etc.), UK Trade & Investment		●	●	£10M	Technology Strategy Board calls for Research & Development, Government Departments, Private sector
Innovation Networks Facilitate the formation of innovation networks across all sub-regions – connecting people with a shared interest in innovation.	Five new innovation networks developed involving 500 new companies and generating 50 new business/knowledge base collaborations.	Economic partnerships		●	●	£4M	Local Authorities, Universities

Cross Cutting Issues

ICT & Broadband • SEEDA's Innovation Action Plan should pay particular attention to ICT as a known enabler of change and innovation.

Action – 2.2 (New Action). Promote the strengths of the South East’s knowledge base, including Higher Education institutions and public sector research establishments, to regional, national and international businesses. Assist foreign companies to access the innovative capabilities of the region’s knowledge base and 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		
Business to Business Collaboration and Knowledge Exchange Lever in the resources of the top 500 companies to identify innovation opportunities in their wider supply chains and skills base. Encourage knowledge exchange between large knowledge based companies and smaller companies within the region.	10 business to business collaborations between large companies and smaller firms per year.	Innovation Advisory Service , Large companies, Small & Medium Enterprises, Higher Education Institutions, Finance South East		●	●	£250,000 p.a.	SEEDA, Large companies
Open Innovation Promote Open Innovation to strengthen the “Knowledge Supply Chain”; develop Corporate Venturing and Partnering in the Region.	20 corporate ventures and partnerships formed (business to business). This also supports Action 3.7	Higher Education Institutions , Multi-National Enterprises, Small & Medium Enterprises, Public Sector Research Establishments		●	●	£1.5M	SEEDA
Attract New Research & Development Inward Investment Work with the UK Trade & Investment to assist in attracting new Research & Development investment into the South East through encouraging international collaborations with the region’s universities.	Five collaborations built between international Research & Development firms and clusters and Universities in the South East of England, involving 100 other businesses and universities (business to business and business to university).	UK Trade & Investment , Higher Education Institutions, Higher Education South East, Public Sector Research Establishments, Higher Education Funding Council for England, Business		●	●	£250,000 p.a.	SEEDA, UK Trade & Investment, Higher Education Institutions, Private Sector
Develop the Research Excellence Directory as a communications tool to promote the region’s knowledge base and business strengths, both nationally and internationally.	300 collaborations developed as a result of the Research Excellence Directory.	Higher Education Institutions , UK Trade & Investment, Higher Education South East, Public Sector Research Establishments, Higher Education Funding Council for England, Business	●	●		£100,000 p.a.	SEEDA, Regional Development Agencies, Higher Education Institutions, Private Sector
Cross Cutting Issues							
Rural	<ul style="list-style-type: none"> • Work with the land based industries to understand new support structures for innovation. 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> • Explore opportunities offered by the cultural and creative industries to stimulate and provide a rich resource for innovation, through for example networks of Higher and Further Education (as illustrated by the University of the Creative Arts). 						

Action 2.3 – Ensure a skills perspective to the 10-year framework for science and innovation, ensuring that innovation and creativity are underpinned by excellent skills.

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		
Regional Science, Technology, Entrepreneurship and Management Support Centre Work with regional partners to address strategic subject shortages and to increase the number of students studying and starting careers in strategic shortage subjects.	Increase the number of students in stem subjects by 1,000 p.a. on average in Further Education and Higher Education.	Learning & Skills Councils , Science, Engineering and Technology NETwork, Science Learning Centre, Higher Education Funding Council for England	●	●	●	Included in funding for South East Innovation Action Plan	SEEDA, Learning & Skills Councils, Higher Education Funding Council for England
Cross Cutting Issues							
ICT & Broadband	<ul style="list-style-type: none"> The Higher Apprenticeships scheme for IT professionals (a work based degree) will help deliver Science, Technology, Entrepreneurship and Management graduates in an area where there are significant skills gaps. The Continuous Professional Development (CPD) programme for ICT graduate professionals will enhance Science, Technology, Entrepreneurship and Management graduate skills needed by the regional economy. The IT Technicians Award (an all age programme to be offered by Further Education colleges and leading to qualified technician status) will be a “licence to practise” recognised by employers. It will produce a professionally qualified workforce, particularly for supporting Small & Medium Enterprises. 						

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	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 current provision. Develop new sector consortia where necessary.	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 Institutions		●			SEEDA
Global Innovation Opportunities Deliver a regional programme to get more innovation targeted at major global business opportunities. Leverage 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.	2,000 businesses involved. 10 new global opportunities developed per year. Also contributes to Action 1.3 and 2.2	Sector Consortia , Higher Education Institutions, SEEDA, UK Trade & Investment, Business Link Providers		●		£3M p.a.	SEEDA, Department for Trade & Industry, Knowledge Networks, large companies

Activity(ies)	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
<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>Sector Consortia, Business Link Providers, SEEDA</p>	●	●	●	£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>Sector Consortia, Businesses</p>			●	£300,000	Trade Associations, Business support organisations

Cross Cutting Issues

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.

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		
Integration of Business Services Ensure that lean, innovation and design services are fully integrated so as to offer businesses a total innovation package.	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.	SEEDA , Innovation Advisory Service, Manufacturing Advisory Service, Design Council		●		£2M p.a.	SEEDA, Design Council
Design Workshops Deliver workshops to Small & Medium Enterprises to improve design capability within their business.	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.	Business Link Providers	●	●		£960,000	SEEDA
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).	Establish a Creative Industries Consortium and develop a programme of outreach business development activity involving 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
<u>Cross Cutting Issues</u>							
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		
Commercialisation of New Ideas Deliver a structured support framework to help entrepreneurs analyse their progress through the commercialisation process.	100 companies supported per year.	Innovation Advisory Service , Business Link Providers, Enterprise Hubs, Sector Consortia	●			£3M p.a.	SEEDA
High Growth Coaching Deliver coaching to companies capable of high growth.	100 businesses assisted per year.	Enterprise Hubs , Business Link Providers	●			£5M	SEEDA, Finance South East, Private Sector
Interim Management Networks Develop an interim management pool to work with targeted companies in return for a percentage of the equity of the firm.	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		
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.	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.	Enterprise Hubs , Higher Education, Finance South East, Business Link Providers		●		£3M p.a.	SEEDA, Higher Education Institutions, Local Authorities, Private Sector
Cross Cutting Issues							
ICT & Broadband	<ul style="list-style-type: none"> Enterprise Hubs may offer teleworking and/or teleconferencing facilities as part of a region wide network of telecentres. 						

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		
Funding Escalator Establish a Funding Escalator 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.	By 2016, 900 companies will have progressed through the Escalator. 270 will be high growth. Also contributes to Actions 3.3 and 3.4	Finance South East , SEEDA, Enterprise Hubs	●	●	●	£100M	Venture Capitalists, Business Angels, SEEDA
Cross Cutting Issues							
Equality & Diversity Culture, Sport, Leisure & Creative Industries	<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. • Take advantage of funds offered by the Creative and Cultural Agencies for early stage finance, for example, UK Film Council. 						

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
Cross Cutting Issues							
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		
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.	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
Cross Cutting Issues							
ICT & Broadband • The Innovation Advisory Service should incorporate specialist expertise in ICT.							

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

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>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.</p>	<p>Three pan-regional collaborations p.a. 30 collaborating pan regionally due to Regional Development Agency intervention.</p>	<p>Regional Development Agencies, Devolved Administrations, Technology Strategy Board, Department for Trade & Industry, Department for Education and Skills, Department of the Environment, Food & Rural Affairs</p>	●	●	●	<p>Part of Innovation Action Plan. (Target 2)</p>	<p>Regional Development Agencies</p>
<p>Support to Small & Medium Enterprises The development of a centrally managed, regional Business Link Information, Diagnosis and Brokerage innovation service for Small & Medium Enterprises.</p>	<p>By 2010, 1,200 businesses engaged in new collaborations with the knowledge base and 1,500 business engaged in innovation support initiatives.</p>	<p>Business Link Providers</p>	●			<p>Part of Core Business Link funding</p>	<p>SEEDA</p>

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		
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.	Academy will create 50 new Higher Education Institution/business engagements. Advisors will support 450 businesses to become globally competitive through innovative, new products/ processes.	Higher Education Institutions, Business Link Providers, UK Trade & Investment, Manufacturing Advisory Service, Innovation Advisory Service	●	●		£1.4M	SEEDA
<u>Cross Cutting Issues</u>							
Rural	<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 						
Equality & Diversity	<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: 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	<ul style="list-style-type: none"> Ensure the inclusion of businesses in the creative and cultural sector in programmes designed to develop management and leadership skills 						
ICT & Broadband	<ul style="list-style-type: none"> 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. 						

Target 4 – Infrastructure

Secure investment in infrastructure priorities to maintain international economic competitiveness.

Action 4.1 – Secure funding for the delivery of Airtrack into Heathrow Terminal 5 by 2009- 2010.

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		
Awareness Raising Continued marketing and awareness raising particularly with local authorities and private sector to identify commercial and sustainable development opportunities unlocked by Airtrack.	Will raise awareness of the national and regional and local benefits of the scheme.	The Regional Assembly , SEEDA, Airtrack Forum, Transport for London, Network Rail, Department for Transport, Local Authorities	●	●		£65,000	SEEDA, Airtrack Forum Partners
Parliamentary Approval Work to Achieve parliamentary approval to deliver the scheme through Transport and Works Act.	Required to deliver Airtrack.	BAA plc , SEEDA	●			£1.5M	BAA plc
Secure Funding Deliver and innovative funding package by identifying contributors and beneficiaries. Achieve “minded to” decision by Government to co-fund the scheme.		BAA plc , SEEDA, Network Rail and core delivery partners	●			£80,000	SEEDA, BAA plc
Construction of the surface rail link	Will provide an integrated rail network link for London, the South East Region and the Thames Valley directly into the new Terminal 5 at Heathrow, the UK’s only global hub airport.	Network Rail , BAA plc, Department for Transport, SEEDA, Developers and Airlines		●	●	£180M	BAA plc, Network Rail, SEEDA, Airlines, Developers

Action 4.2 – Support the sustainable growth of the Solent Port Capacity and secure gauge upgrading on the South Hampshire – Midlands National Rail Freight Corridor by 2009.

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>Preparation Work Complete preparation work including: Masterplanning - Assist in port master planning and productivity improvements of port and container operations.</p> <p>Funding - Develop an innovative funding package and move the scheme forward as a component of a European funded port access strategy for the La Manche Maritime Corridor through the Intermodal Port Access & Commodities Transport in Europe partnership.</p>	Will facilitate the early delivery of the gauge enhancement of the rail freight route from Southampton Port to the West Coast Mainline in the Midlands, maintaining the Port's role as the UK's second largest container port.	Associated British Ports Southampton, Southampton Container Ltd , SEEDA, Department for Transport, Network Rail, Advantage West Midlands, EWS plc, Freightliner Maersk, OO, Assembly, Government Office South East	●	●		£1.06M	Ports, SEEDA, Local Authorities, European Regional Development Fund, Advantage West Midlands, Interreg IIIB funding from Intermodal Port Access & Commodities Transport in Europe
<p>Implementation Delivery of 48 structural changes and the gauge enhanced rail freight line. Implementation of the UK national rail freight priority corridor.</p> <p>Including second Phase Development of rail freight capacity enhancement and gauge clearance for Portsmouth.</p>		Network Rail , Department for Transport, Freight Operating Companies and Train Operating Companies		●	●	£52.2M £450M (second phase)	Transport innovation Fund, SEEDA, Advantage West Midlands, EU funding (funding package from core delivery partners), Port and Freight Industry
<u>Cross Cutting Issues</u>							
Europe	<ul style="list-style-type: none"> Influence the development of and utilise the Freight Logistics Plan to foster better use of transport infrastructure and better European logistics. This could include soft activities such as ICT interoperability and enhanced coordination and mutual recognition of logistics training. Influence and facilitate the exploitation of the European Ports Policy and Maritime Policy. 						

Action 4.3 – Develop a comprehensive access management package for the Port of Dover

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>Operation Stack and Heavy Goods Vehicles Hospitality Facilities Assess and identify appropriate sites for the development of Operation Stack off road emergency facility and Heavy Goods Vehicle Hospitality Facilities, including appropriate funding.</p>	Will assist in solving congestion of the most important national access corridor to the European mainland.	Kent County Council , Highways Agency, SEEDA, Channel Corridor Partnership, Local Authorities, , Department for Transport, Road Haulage Companies, Environment Agency	●	●		£80,000	SEEDA, Kent County Council, Highways Agency
<p>M20 and M2/A2 capacity enhancement Improving the capacity of the two main freight and passenger traffic arteries into Dover.</p>	Will assist in resolving congestion to the Port of Dover, as well as providing further growth opportunities in the Thames Gateway and Ashford.	Kent County Council , Highways Agency, SEEDA, Haulage Industry, Developers	●	●		£150M	Highways Agency, Developer contributions, Port Authority, SEEDA
<p>Improve Rail and Road Access to Dover Town Centre Improving the capacity of Dover Priory to ready the station for Channel Tunnel Rail Link domestics and improve road access to the town centre.</p>	Will assist in resolving congestion in town centre carrying local traffic and national Heavy Goods Vehicle freight traffic as well as passengers for the port.	Kent County Council , Dover Borough, Dover Harbour Board, Network Rail SEEDA, English Partnership, European Regional Development Fund Funding for rail component from High Speed Train Connect	●	●		£250,000	English Partnership, Kent County Council, Dover Harbour Board, SEEDA
<p>Dover Port Rail Reconnection Reconnect Western Docks to the national rail network to carry a moderate amount of freight and achieve a better modal share for the port.</p>	Will provide alternative options for freight to the Port, reducing congestion and providing better access to the port for freight and passengers.	Dover Harbour Board , Network Rail, SEEDA	●	●		£4.7M	Dover Harbour Board, SEEDA, Interreg IIIB funding National Rail, EU funding streams
<p>Cross Cutting Issues</p> <p>Europe</p> <ul style="list-style-type: none"> • Influence the development of and utilise the Freight Logistics Plan to foster better use of transport infrastructure and better European logistics. This could include soft activities such as ICT interoperability and enhanced coordination and mutual recognition of logistics training. • Influence and facilitate the exploitation of the European Ports Policy and Maritime Policy. 							

Action 4.4 – Ensure Brighton Mainline provides appropriate facilities for Gatwick Airport users to access London and the South Coast.

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>Support for Brighton Mainline Service Respond to Brighton Main Line Route Utilisation Strategy Consultation substantiating the economic arguments for safeguarding and enhancing the London Gatwick Service of the Brighton Mainline.</p>	Supports the arguments of businesses and the aviation industry for the safeguarding and enhancement of this strategic line connecting the Coast and Airport to London.	Network Rail , Rail Passenger Forum, BAA plc, SEEDA	●			None	N/A
<p>Reconfigure and Upgrade Gatwick Airport Rail Station Upgrade Gatwick Airport Rail Station to increase platform capacity; increase commercial element of the station to develop better linkage between rail and air service facilities; and increase station throughput capacity at peak times.</p>	Will increase the capacity of the Brighton Mainline Service to the Airport and the Coast.	Network Rail , BAA plc, Airlines, SEEDA		●	●	£250M	Network Rail, BAA plc, SEEDA, Developer Contribution

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		
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 Information and Management system.	Will improve access to and take up of business support services.	Business Link Providers, Learning & Skills Councils, SEEDA , Business Representative Organisations, Providers of Business Support, Local Authorities	●	●		N/A	N/A
Business Link Deliver business support to Small & 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.	28,000 businesses created during the period of the RES 200,000 business will receive intensive advice, some who might not have otherwise survived 10,000 businesses will be provide with advice on sustainable business practices. Aiming for a 35% increase in social enterprise activity.	Business Link Providers , Social Enterprise Support providers, Tourism South East, Arts Council England, Museums Libraries and Archives South East	●	●	●	£240M £403,000 (Sustainable Business Advisers)	SEEDA

Cross Cutting Issues

- | | |
|---|--|
| Rural | <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 |
| Equality & Diversity | <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. |
| Culture, Sport, Leisure & Creative Industries | <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) |
| ICT & Broadband | <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		
Women’s Enterprise Strategy Deliver a South East Women’s Enterprise Strategy 2005-2010.	10,000 new female owned businesses by 2010.	Regional Women’s Enterprise Steering Group , Enterprise Gateways, Social Enterprise support providers	●	●		£400,000 p.a.	SEEDA, Business Link Providers
Women’s Enterprise Advocate Recruit women’s enterprise advocates to deliver a marketing strategy and campaign.	Create a culture of enterprise amongst women; targets include young, 50+, rural, tech and Black & Minority Ethnic. Expect to assist 500 individuals per year and to create up to 50 new enterprises started per year.	Regional Women’s Enterprise Steering Group , Business Link Providers	●	●		£50,000 p.a.	SEEDA
Influence National Policy Influence the Women’s Enterprise Task Force on strategic national issues.	Removes policy barriers to more women starting in business.	Regional Development Agencies , Women’s Enterprise Task Force, Business Link Providers	●	●		TBC	SEEDA, Small Business Service, Department for Trade & Industry
<u>Cross Cutting Issues</u>							
ICT & Broadband • ICT awareness and skills should be considered as part of any women’s enterprise strategy and support package.							

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		
Sectoral Business Support Deliver a step change in the performance of the creative, cultural, leisure, sporting and visitor economy sectors.	16,000 businesses assisted and 400 enterprises created.	Business Link Providers, Tourism South East , Local Authorities, Broadband Partnerships, Industry Partnership & Associations, RDS	●	●	●	£46M	£24m. core funding £19m Private sector support £3m other public support
Skills Support Work with key bodies to ensure creative, cultural, leisure, sporting and visitor economy skills are identified and met.	Skills support and training for 18,000 businesses.	Learning & Skills Councils , Cultural Agencies, Sector Skills Councils, Train to Gain, People 1 st	●	●	●	£50M	Learning & Skills Councils, English Heritage, Tourism South East, European Social Fund
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.	200 new social enterprises created.	Social Enterprise support Agencies, Business Link Providers , Government Office South East, The Regional Assembly, Local Authorities	●	●	●	£1.8M (£200,000 p.a. from Cabinet Office)	All partners
Workspace Use creative workspace to embed creative practitioners in under performing areas to create sustainable communities.	300,000 sq ft of new space created. 600 new businesses created over 10 years.	Arts Council England, South East		●	●	£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

<p>Creative and Cultural Festivals Use festivals to showcase creative and cultural talent to an international audience.</p>	<p>At least four festivals supported per annum.</p> <p>10 businesses per year to begin operating nationally/internationally.</p> <p>This also supports Action 1.1.</p>	<p>Cultural Agencies, UK Trade & Investment, British Council, Visiting Arts, UK Film Council</p>	●	●	●	£1M	<p>Arts Council England South East, SEEDA, Visiting Arts, British Council</p>
--	--	---	---	---	---	-----	---

Cross Cutting Issues

Rural • Understand the visitor economy linked to South East quality landscapes and where best to invest and support this economy (see Action 13.1)

ICT & Broadband • ICT will be a key factor in the success of new and growing businesses.

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
<u>Cross Cutting Issues</u>							
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 Develop a programme to encourage the development of home based business, to be delivered through Business Links.	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, Enterprise Gateways	●	●	●	Part of core 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, South East Multi-ethnic Development Agency, Disability Rights Commission, Commission for Racial Equality, Women's Enterprise Taskforce		●	●	£500,000	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		
Enterprise Gateways Develop a further 4 Enterprise Gateways to achieve target of 20 Enterprise Gateways (currently 16 established). Ensure that Enterprise Gateways have the capacity and capability to deliver to excluded communities of geography and interest and social enterprises.	Completes the Enterprise Gateway programme. 1,000 businesses created by 2016.	Business Link Providers	●	●	●	£15M	SEEDA
Cross Cutting Issues							
Equality & Diversity	<ul style="list-style-type: none"> Ensure that 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 						
ICT & Broadband	<ul style="list-style-type: none"> Enterprise Gateways may offer teleworking and/or teleconferencing facilities as part of a region wide network of telecentres. 						

Action 5.7 (New Action). Build sustainability and corporate social responsibility into everyday business practice.

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		
Promote Sustainable Business Practices Utilise regional business support networks and sustainable business partnerships to promote the adoption of sustainable businesses practices.	Increased businesses awareness of the economic advantages of adopting sustainable business practices.	Sustainable Business Partnerships, Business Link Providers, Business in the Community, Business Representative Organisations, Providers of Sustainable Business Support	●	●		£200,000	SEEDA
Build Capacity of Sustainable Business Partnerships Build capacity and share best practice among sustainable business partners through a co-ordinated Regional Steering Group for Sustainable Business.	Provide support to 350 businesses per year.	Sustainable Business Partnerships, Business Link Providers, Business in the Community, Business Representative Organisations, Providers of Sustainable Business Support	●	●		£220,000	SEEDA

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		
Regional Youth Enterprise Strategy Develop a coherent regional strategy will support the Young Enterprise agenda.	Establishes the strategy and framework for supporting and delivering increased enterprise among young people.	Princes Trust , Enterprise Insight, Business Link Providers, Young Enterprise, Connexions, Local Authorities, Learning & Skills Councils	●			£15,000	SEEDA
Youth Enterprise Competition Run an annual Enterprise competition engaging year 9 and 10 students with local businesses and communities across the region.	200 secondary schools to participate.	Schools	●	●		£120,000	SEEDA
Enterprise Insight Promote the national Enterprise Insight campaign to young people aged 14-30.	Contribute, through cultural change, towards enterprise and self employment among young people.	Enterprise Insight , Schools & Colleges				£100,000	SEEDA
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.	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

Cross Cutting Issues

Equality & Diversity

- 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		
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.	150 new enterprises start by the target groups in deprived areas.	Princes Trust, Enterprise Gateways, South East Multi-ethnic Development Agency , South East Social Enterprise Network, Disability Rights Commission, Commission for Racial Equality, ROMs	●	●	●	£600,000	SEEDA
Access to Finance Develop and deliver an enterprise finance product universally accessible to all financially excluded groups in the region.	300 businesses established.	SEEDA, IFCIC, Community Development Finance Association	●	●	●	£795,000	SEEDA
Pre-start capacity building Stimulate start up amongst disadvantaged groups through intensive capacity building pre-start programmes, linked to the Business Links brand.	150 businesses established.	Princes Trust, Enterprise Gateways, South East Multi-ethnic Development Agency , South East Social Enterprise Network, Disability Rights Commission, Commission for Racial Equality, ROMs	●	●	●	£1M	All Partners
<u>Cross Cutting Issues</u>							
Rural	<ul style="list-style-type: none"> Identify rural areas of low economic performance and target these areas to raise economic employment rates. 						
Culture, Sport, Leisure & Creative Industries	<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	<ul style="list-style-type: none"> 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. 						

Target 6 – Skills

Maximise the number of people ready for employment at all skill levels, and ensure they are continually equipped to progress in the labour market

Action 6.1 – Ensure education and training providers deliver skills provision and services to meet business requirements and stimulate the demand for higher level skills, including the use of Sector Skills Agreements.

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>Higher Education Engage with Higher Education to ensure that they are providing the right skills needed for a globally competitive knowledge economy.</p>	<p>Aim for four to five clusters of Higher Education/Further Education and other educational establishments to be established. These clusters will work together to deliver coordinated education and training to a specific geographic area.</p>	<p>Regional Skills for Productivity Alliance, Higher Education Funding Council for England, Higher Education South East, Learning & Skills Councils, Higher Education Institutions, Further Education Institutions, Businesses</p>	●	●	●	<p>£10M p.a. for Education led re-generation</p> <p>£2M p.a. for work-based learning, leadership, and entrepreneurship</p>	<p>SEEDA, Learning & Skills Councils, Higher Education Funding Council for England</p>
<p>Action for Business Programme Ensure training providers are capable of delivering the skills and training solutions to meet business need. This will include accreditation through the Action for Business College Network and incorporate activity of Sector Skills Councils and developing a Provision Matrix.</p>	<p>Continuously improve the delivery of skills training to meet the needs of business using the network of 22 Colleges and roll-out the improvements to all 76 colleges in the South East in the period of the RES.</p>	<p>Action for Business Task Group, SEEDA, Learning & Skills Councils, Association of South East Colleges, Regional Skills for Productivity Alliance, Sector Skills Councils, Local Skills for Productivity Alliances</p>	●	●	●	<p>£190,000 (06/07), similar funding required p.a.</p>	<p>SEEDA, Learning & Skills Councils, Colleges, Action for Business Colleges, Sector Skills Councils, Regional Skills for Productivity Alliance</p>
<p>Train to Gain Provide funding to improve the delivery of skills development and training, including specialist sector brokerage provided by Sector Skills Councils. Subsequently pilot the delivery of higher level skills (for example, the technology skills managers).</p>	<p>The target for learner starts in 2007/2008 is 23,605 – of which there is a target of 12,900 to achieve a first full level 2 qualifications in 07/08.</p> <p>New targets will be set annually by national Learning & Skills Councils.</p>	<p>Learning & Skills Councils, SEEDA, Skills South East Ltd, Sector Skills Councils, Business Link Providers, Job Centre Plus, Association of South East Colleges, Local Skills for Productivity Alliances, Higher Education Funding Council for England, Foundation Degree Forward</p>	●	●		<p>£530M</p>	<p>Learning & Skills Councils, SEEDA, Sector Skills Councils</p>

Cross Cutting Issues

- | | |
|---|--|
| Rural | <ul style="list-style-type: none">• Skills within the land-base sector need to be addressed to allow the sector to address the opportunities presented by climate change, renewable energy and environmental management• The development of Fresh Start Academies throughout the region will begin to address the skills needs of the land-based sector• Heritage skills need to be recognised and supported in the region. |
| Equality & Diversity | <ul style="list-style-type: none">• Develop a robust evidence base of the skills related issues causing disadvantage in the South East labour market. To include identifying any provider and user related barriers to improving the skills levels of disadvantaged groups, particularly in relation to race, disability, gender and age.• Use this information to ensure that the following activities take account of the specific needs of Black & Minority Ethnic groups, people with a disability, women and older people |
| Culture, Sport, Leisure & Creative Industries | <ul style="list-style-type: none">• Develop opportunities for shared training between tourism, hospitality and cultural and creative businesses to raise the quality of customer services and the tourism offer |
| ICT & Broadband | <ul style="list-style-type: none">• ICT skills gaps are a known problem for the South East at all levels.• High level skills for experienced IT Professionals already in the workforce are a particular problem now that many mid level IT professional roles have been off-shored, removing the possibility of acquiring skills through work experience. An MSc/MBA Continuous Professional Development (CPD) programme will allow graduates with a few years experience to develop the skills necessary to undertake high level professional positions.• A work-based Higher Apprenticeships scheme will help address the graduate ICT skills shortage through a work based route which sacrifices nothing in terms of educational attainment while providing valuable on the job experience and no necessity to get into student debt |

Action 6.2 – (New Action). Clarify and simplify the skills offer to businesses across the region and address skills deficits, particularly those at intermediate level.

Activity(ies)	Contribution to the Target (what it will achieve to delivering the target – quantitative where possible)	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Regional Resource Centres Develop resource centres to address the supply of Science, Technology, Entrepreneurship and Management skills in priority sectors. Each Regional Resource Centre provides single point of access to high quality technical training.	The Regional Resource Centres will provide 1,395 learning opportunities of which a minimum of 1,150 individuals will be up-skilled by 2008. Beyond 2008 – a projected 750 people per year will be up-skilled as a minimum.	SEEDA , Sector Skills Councils, Association of South East Colleges	●	●	●	£500,000	SEEDA
Training Pools Funded support to employer-led partnerships to address Level 3 skills issues within their sector and/or supply chain.	The total number of beneficiaries for 07/08 is 1,075. A similar figure is projected for 08/09. This will help contribute to the national Leitch target of an additional 1.9 M level 3 attainments by 2020.	Sector Skills Councils , SEEDA, Employers, South East Employers, Local Skills for Productivity Alliances, Association of South East Colleges	●	●		£2.1M (07/08 to 08/09)	SEEDA
Cross Cutting Issues							
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> • Ensure that individuals working in the creative and cultural industries have opportunities to develop management and leadership skills which are cross sectoral and therefore contribute to the wider sustainable prosperity of the region • Create a clear relationship between industry need and training spend to ensure well-targeted cost-effective training 						
ICT & Broadband	<ul style="list-style-type: none"> • The ITQ/e-Skills Passport will significantly aid the development of ICT user skills, but will require a significant capacity building programmes to ensure that Train to Gain brokers, Further Education and private training providers are equipped to deploy ITQ correctly to high quality. 						

Action 6.3 – (New Action). Increase the percentage of the working age population with qualifications at Level 2 or higher from 66% in 2003 to at least 80% by 2016, and the percentage with qualifications at Level 4 or higher from 28% in 2003 to at least 40% by 2016.

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		
Understanding Progression Research and promotion of progression routes from apprenticeships to Foundation Degrees (including work to identify skills and provision need gaps in Children's workforce).	This is an enabling activity that will identify vocational opportunities, skills gaps and gaps in provision to assist the young people's agenda.	Learning & Skills Councils, Engineering & Technology Board, Lifelong Learning Networks, Government Office South East, Children's Workforce Development Council, SEEDA, Foundation Degree Forward, Sector Skills Councils	●			£60,000 - £170,000	SEEDA, Engineering & Technology Board, Government Office South East, Learning & Skills Councils, Children's Workforce Development Council
Adult Learner Grant/Learner Accounts Provide financial assistance to adults on low incomes studying for a Level 2 or 3 qualifications to facilitate access to the labour market (includes Adult Level 2 entitlement and jumpers) and higher level technical /professional qualifications.	Planning in progress – targets and funding to be confirmed by November 2007.	Learning & Skills Councils, Colleges	●	●		Funding to be confirmed by November 2007	Learning & Skills Councils
Sustainable Employer-led consortia Developing and delivering vocational training and support for work-based learning to help meet level 4/5 targets and inform work to develop higher level skills.	Pilot with Pharma-bio companies is planned, which will focused on engaging the six to seven top Pharma-bio companies in the region. Targets for people being up-skilled will be developed in the longer term.	Sector Skills Councils, Foundation Degree Forward, Employers, Providers	●			£80,000	SEEDA, Foundation Degree Forward
<u>Cross Cutting Issues</u>							
Equality & Diversity	<ul style="list-style-type: none"> Develop a robust evidence base of the skills related issues causing disadvantage in the South East labour market. To include identifying any provider and user related barriers to improving the skills levels of disadvantaged groups, particularly in relation to race, disability, gender and age. Use this information to ensure that the following activities take account of the specific needs of Black & Minority Ethnic groups, people with a disability, women and older people. 						
ICT & Broadband	<ul style="list-style-type: none"> The IT Technician's Award will produce an IT professionally qualified workforce particularly for supporting Small & Medium Enterprises and will address known serious skills gaps. It is an all age programme to be offered by Further Education colleges and leading to qualified technician status. It will incorporate appropriate qualifications (including vendor qualifications) and be a "licence to practise" recognised by employers. 						

Action 6.4 – (New Action). Ensure that all young people and adults of all ages in the region have access to relevant diplomas, vocational and work-based learning opportunities, including the number, range and quality of apprenticeships and other vocational opportunities including foundation degrees – in skills centres and elsewhere.

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>Information Advice & Guidance Develop and deliver effective information advice and guidance to young people through Connexions and Next Steps. This to Include development of a regional bulletin, skills festivals as part of work to make the most of opportunities arising from 2012 Olympics. Secondly to provide young people with advice for the Entry to Employment programme.</p>	<p>Five Regional Skills Festivals planned 07/08 – assisting at least 20,000 young people, adults and teachers with Information Advice and Guidance, vocational training and skills development.</p>	<p>Learning & Skills Councils, Connexions, Government Office South East, Local Authorities, Job Centre Plus, Association of South East Colleges</p>	●	●		<p>Circa £300,000 to £400,000 total for regional Skills Festivals</p> <p>£80,000 (for 07/08) for IAG Bulletin</p>	<p>Local Authorities, Sector Skills Councils, Learning & Skills Councils, SEEDA, Connexions</p>
<p>Enhancing Employer Engagement in Curriculum Development Co-ordinate employer engagement in the development and delivery of the 14-19 curriculum. This includes supporting the delivery of the 14-19 specialist diplomas and Sector Skills Council career and qualification pathways. Also, extending opportunities for 14-16 year olds through Learning & Skills Councils support for Colleges aimed at the hard to reach groups in this area.</p>	<p>This will help to ensure Young people are leaving education with attitude and skills required by employers and ensure they are equipped to enter the labour market.</p> <p>The target group are 535,000 young people across all schools in South East.</p>	<p>Learning & Skills Councils, Sector Skills Councils, SEEDA, Government Office South East, Education Business Partnership Network South East, e-skills, Local Authorities</p>	●	●		<p>£90,000 – £150,000</p>	<p>Learning & Skills Councils. Local Authorities, SEEDA, Department for Education and Skills, Government Office South East</p>
<p>Inspire Youth through 2012 Promote and facilitate work with schools and colleges to promote vocational opportunities and careers linked to the delivery of the 2012 Olympics, including activities related to <i>WorldSkills</i> competitions in 2011.</p>	<p>Engage and up-skill the 14-19 age group (who will be 19-24 in 2012 – some 535,000 young people) to take advantage of employment opportunities created by the Games in key sectors such as construction, tourism, and leisure through Skills Festivals and career promotion.</p>	<p>Regional Skills for Productivity Alliance 14-19 members, Government Office South East, Specialists Schools and Academies Trust, Sector Skills Development Agency</p>	●	●		<p>£60,000 – £80,000</p>	<p>European Social Fund, Learning & Skills Councils, SEEDA</p>

Cross Cutting Issues

- | | |
|---|---|
| Equality & Diversity | <ul style="list-style-type: none">• The proposed evidence base of skills related issues causing disadvantage in the South East labour market, should be extended to include evidence that identifies the specific needs of young people growing up in disadvantaged backgrounds, particularly young people growing up in poverty, in care or with care responsibilities, with Black & Minority Ethnic communities, and with a disability. This information should be used to ensure that the activities take account of the specific needs of disadvantaged young people.• Ensuring that Learning & Skills Councils support for colleges extending opportunities to 14-16 year olds is provided to the hardest to reach through appropriate methods of delivery. |
| Culture, Sport, Leisure & Creative Industries | <ul style="list-style-type: none">• Encourage entry level opportunities for employment in the cultural and creative sectors• Recognise the value of cultural activity to young people's education and educational attainment and personal development• Ensure that the creative and cultural sector contributes to the development of an Academy for Leadership Skills to support creative individuals and further creativity as a crucial element of entrepreneurship and innovation |
| ICT & Broadband | <ul style="list-style-type: none">• Adoption of e-Skills UK's ITQ / e-skills Passport (working through the Regional Skills for Productivity Alliance, Learning & Skills Councils and embedding ICT skills as an integral part of workplace learning and other relevant programmes) will help increase the level of investment in ICT user training by providing a structured framework to diagnose skills and training requirements and to record achievement. The research base for e-Skills UK's Sector Skills Agreement in June 2005 indicated that 5.6 million people in the UK needed to increase their IT user skills to meet UK economic needs by 2008. |

Action 6.5 – (New Action). Develop an action for communities model with providers and other partners.

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		
Action for Communities Model Deliver a pilot programme aimed at disadvantaged adult learners, including Black & Minority Ethnic groups, in the community, to provide them with appropriate skills to enter the labour market in the light of the European Review of the social agenda.	A target of 400 beneficiaries under European Social Fund strand in 07/08. This will be capacity building work.	Learning & Skills Councils, National Institute of Adult Continuing Education, Association of South East Colleges, South East Employers, Sector Skills Councils	●	●		£3.5M (covers first 2 years of pilot)	Learning & Skills Councils, SEEDA, European Social Fund
Grow our own Deliver a community based pathways model providing an inclusive package of learning, training, skills, Information Advice & Guidance and support to economically inactive to return to employment.	Deliver an additional 1,000 local residents into learning by 2009, and become sustainable to support Local Area Agreement targets thereafter.	Local Authorities, learning partnerships, Job Centre Plus, Learning & Skills Councils, SEEDA, Voluntary & Community Sector, Training providers, Sector Skills Councils, Association of South East Colleges, Colleges	●	●		£250,000	Local Authorities, learning partnerships, Job Centre Plus, Learning & Skills Councils, SEEDA, Voluntary & Community Sector
<u>Cross Cutting Issues</u>							
Equality & Diversity	<ul style="list-style-type: none"> The Action for Communities model should focus on areas in the south east where there is a concentration of disadvantage in the workforce among Black & Minority Ethnic groups, women and people with disabilities Grow our own model should focus on areas in the South East where there is a concentration of disadvantage in the workforce among Black & Minority Ethnic groups, women and people with disabilities 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> Engagement in cultural and sporting activities is a means of acquiring transferable skills valued in a range of business sectors Expand use of cultural facilities and sites as informal learning environments that can extend the range of accessible learning provision in the community Volunteering in cultural activities is a route to gaining transferable skills in paid employment and can enhance the employment and productivity dividend 						
ICT & Broadband	<ul style="list-style-type: none"> Digital inclusion projects will help economically inactive people improve their ICT skills and gain important interpersonal skills and confidence; moving them closer to employment. 						

Target 7 – Competition and Business Regulation

Increase the level of participation of South East businesses (especially small businesses and social enterprises) in tendering for public sector contracts

Actions 7.1 – Improve business support available to help small and medium enterprises and social enterprises tender for contracts, and identify areas of the public sector where there is potential for more procurement opportunities from local Small & Medium Enterprises, and encourage alliances and collaboration to increase local procurement by improving client-side capacity.

and

Action 7.2 (New Action) – Identify areas of the public sector where there is potential for more procurement from local SMEs, and encourage alliances and collaboration to increase local procurement by improving client-side capacity

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		
South East Public Procurement Forum Establish a forum to assist business bidding for public sector contracts. The forum will develop shared opportunities and resources and provide support and guidance to all public sector agencies.	Provide training and advice to develop the capacity of Small & Medium Enterprises to win public sector contracts. Work in specific sectors e.g. local food networks. Three procurement bids to win new contracts per annum.	SEEDA , Local Authorities, Business Link Providers, Regional Centre of Excellence, Business Representative Organisations e.g. local food networks	●	●	●	£1.2M	SEEDA, Businesses
SEEDA as an Exemplar SEEDA to show leadership by becoming an exemplar public procurement agency.	Better positions SEEDA to be an advocate.	SEEDA		●		N/A	SEEDA
NHS Procurement Develop local commissioning strategies that support local procurement practice with Small & Medium Enterprises and enable Social enterprise to deliver against public sector markets.	Create a virtual cycle of public investment, supporting local money flows into communities.	NHS , All public agencies		●	●	£50,000 awareness raising	NHS

Cross Cutting Issues

- | | |
|----------------------|--|
| Rural | <ul style="list-style-type: none">• Work with South East food, fishery and woodland businesses to make the best opportunities to contract for local products. |
| Equality & Diversity | <ul style="list-style-type: none">• SEEDA to show leadership by becoming an exemplar public procurement agency, including taking a pro-active approach to achieving high environmental and equalities standards. |
| Europe | <ul style="list-style-type: none">• Identify policy influence opportunities and facilitate the exploitation of the proposal for EU wide targets for green public procurement, which will give guidance to member states for the adoption of national action plans on green public procurement and benchmarking and monitoring by the Commission. |

Action 7.3 – Develop the region’s capability to influence legislation and regulations affecting the region’s economy, including rural 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		
Migrant workers Lobby Government to ensure the recognition of the essential need for migrant workers in the land based sector and work with local communities and planning authorities to integrate workers within local communities.	Regional plan of action agreed with clear guidance on local planning policies agreed with local authorities across the region.	Farming and Rural Issues Group , Department for Communities & Local Government, Local Authorities, Rural Community Councils	●			N/A	N/A
Lobby for Benefit and Tax Reform Develop a regional approach to lobbying Her Majesty’s Treasury on benefit and tax reform to support pathways into enterprise and employment and in-work training for the most excluded.	Will broaden the spectrum of economic participation potential in the region.	SEEDA, The Regional Assembly , Local Authorities, Job Centre Plus, Housing Associations etc		●		N/A	N/A
Influencing European Legislation Work with partners in the Brussels representation and across the region to identify influencing opportunities at European level and facilitate their exploitation.	Influence legislation at an early stage to optimise the impact on the South East economy.	Partners in South East England House	●	●	●	N/A	N/A
European Regulation Monitor the Commission’s activities to simplify and improve the regulatory environment for EU businesses and influence where necessary.	Timely identification and communication of the Commission’s reductions in the administrative burden faced by EU businesses.	Business Link Providers , Confederation of British Industry, Federation of Small Business, Smallbusiness Europe	●	●	●	N/A	N/A
<u>Cross Cutting Issues</u>							
Rural	<ul style="list-style-type: none"> • Help land-based businesses to understand new legislation and how to respond to it and identify opportunities for improved enterprises. • Work with land-based sectors and Government to ensure the recognition of the essential need for migrant workers and work with local communities and planning authorities to integrate workers within local communities. 						
Equality & Diversity	<ul style="list-style-type: none"> • Develop a regional approach to lobbying Her Majesty’s Treasury on benefit and tax reform to support pathways into enterprise and employment and in-work training for the most excluded. 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> • Monitor the development of new legislation (including IPR) that might affect South East creative businesses, lobbying as necessary and ensuring that they are prepared for its introduction. 						

ICT & Broadband • Regulation and national policy will significantly effect Next Generation Broadband deployment. Co-ordinated action with The Regional Assembly will be needed to influence Ofcom (the telecommunications and broadcasting regulator). Influencing of national policy on Broadband may be necessary to secure the public sector funding to deliver Next Generation Networks to rural areas.

Action 7.4 – Develop a proactive approach to improving planning performance and speed.

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>Development and Promotion of Best Practice Work with local authorities and other partners to develop and share best practice in operating the planning system at all levels in ways which interface efficiently and effectively with businesses.</p>	Provides Strategic Added Value to support delivery of the range of global competitiveness and smart growth targets.	Local Authorities , SEEDA, Planning Advisory Service, Regional Assembly	●	●	●	£100,000	SEEDA, Local Authorities, Planning Advisory Service
<p>Strategic Advocacy Work with Regional Development Agency Planning Leads to influence future changes to Planning Processes and Policies at national, regional and local levels to ensure they properly take account of economic impacts and business competitiveness. Short term priorities will be Planning Policy Statement 4 and the Planning White Paper.</p>	Provides Strategic Added Value to support delivery of the range of global competitiveness and smart growth targets	SEEDA , Department for Communities and Local Government, Other Regional Development Agencies	●	●	●	£100,000	SEEDA, Other Regional Development Agencies

Cross Cutting Issues

ICT & Broadband • Planning regulations (particularly Section 106) could be used to help drive Next Generation Broadband deployment in green field sites.

Target 8 – Transport

Reduce road congestion and pollution levels by improving travel choice, promoting public transport, managing demand and facilitating modal shifts.

Action 8.1 – Invest in transport to support strategic economic corridors.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding sources
			07-08	08-11	12-16		
South Coast Address bottlenecks along the South Coast by supporting and developing by-pass schemes. Invest in a sub-regional multi-modal transport management programme enabling a sustainable balance between transport modes along the south coast.	Improved traffic movement along the Coastal strip, reducing congestion and unlocking developments along the coast.	Regional Transport Board, Highways Agency, Local Authorities	●	●	●	£580M	Highways Agency, Local Authorities
Connecting Hastings Road improvements to the A21 connecting Hastings to London.	Improved traffic movement along the A21, reducing congestion and allowing further development in Hastings.	Regional Transport Board, Highways Agency, Local Authorities	●	●	●	£175M	Highways Agency, Local Authorities
A3 Hindhead Remove long standing bottlenecks on regionally strategic access corridor from South Hampshire to London.	Improved traffic movement from South Hampshire and Surrey to London, reducing congestion.	Regional Transport Board, Highways Agency, Local Authorities	●	●	●	£375M	Highways Agency, Local Authorities
Brighton – Gatwick – Croydon Corridor Junction and passenger and rail freight improvements along the A23/M23 and Brighton Mainline.	Improved traffic and rail movement along the M23 corridor, reducing congestion and unlocking developments along the corridor.	Regional Transport Board, Highways Agency, Local Authorities	●	●	●	£161M	Highways Agency, Local Authorities
South Hampshire and A34 Increased efficiency of the Solent and the Midlands transport corridor, including junction, by-pass, and freight improvements.	Improved traffic and rail movement along the Solent to Midlands corridor, reducing congestion and unlocking developments along the corridor.	Regional Transport Board, Highways Agency, Local Authorities, Network Rail, Freight Operating companies, Department for Transport	●	●	●	£306M	Highways Agency, Local Authorities, Network Rail, Freight Operating companies

<p>Thames Valley Road and rail improvements through the Thames Valley providing better connections to London for the sub-region, as well as the South West and South Wales.</p>	<p>Improved traffic and rail movement through the Thames Valley connecting London to the South West and South Wales, reducing congestion and unlocking developments along the corridor.</p>	<p>Regional Transport Board, Highways Agency, Local Authorities, Network Rail, Freight Operating companies, Department for Transport</p>	●	●	●	£737M	<p>Highways Agency, Local Authorities, Network Rail, Freight Operating companies</p>
<p>Kent – M20 – M2 – A2 Road and rail improvements along the M20/M2/A2 Corridor connecting the two growth areas of the Thames Gateway to Ashford.</p>	<p>Improved traffic and rail movement through Kent, reducing congestion and unlocking developments along the corridor.</p>	<p>Regional Transport Board, Highways Agency, Local Authorities, Network Rail, Freight Operating companies, Department for Transport</p>	●	●	●	£286M	<p>Highways Agency, Local Authorities, Network Rail, Freight Operating companies</p>
<p>Milton Keynes South Midlands Growth Area Road improvements to facilitate the additional growth within the Milton Keynes South Midlands Growth Area.</p>	<p>Improved connectivity and traffic movement within the Milton Keynes Growth Area.</p>	<p>Regional Transport Board, Highways Agency, Local Authorities</p>	●	●	●	£597M	<p>Highways Agency, Local Authorities</p>

Action 8.2 – Invest in integrated, intermodal transport hubs of national and international economic significance.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding sources
			07-08	08-11	12-16		
Intermodal Regional Hub – Reading Reading Station Rail re-signalling, platform capacity increase for GW services and platforms for Airtrack, comprehensive redevelopment of station environment.	Reading Area Rail Bottleneck removal on TENs corridor to South-west England and Wales, high density development opportunities, development of a multi modal and integrated interchange hub.	Network Rail , Department for Transport, Freight Operating Companies	●	●		£320M	Rail Freight Association, HLOS and Developer Contributions
Intermodal Regional Hub – Southampton/Eastleigh Southampton Airport Interchange Improvements, including: M27 (J3-4) junction capacity; A27 Bus & priority traffic management for Southampton Airport access; Eastleigh Chord; and Botley Line Re-Doubling	Increased connectivity along south coast, higher rail link efficiency and integrated access to Southampton Airport and City as employment location.	Network Rail , Department for Transport, Highways Agency, Environment Agency, Freight Operating Companies, Local Authorities, Developers and BAA plc	●	●	●	£197M	Transport Innovation Fund, SEEDA
Other Intermodal Regional Hubs Strategic Road Network capacity enhancement and Station Expansion, such as Oxford, Guildford, Redhill/ Reigate.	Capacity enhancement for destination and through traffic, development of integrated, regional hub.	Network Rail , Department for Transport, Train Operating Companies, Local Authorities, Developers	●	●	●	£193M	Network Rail, Developer Contributions, SEEDA
Integrated Station & Interchange Capacity Increase and Development Development of sustainable public transport and integrated bus and rail interchange in key locations, such as: Isle of Wight; Dover; Ashford; Bracknell; Slough; Windsor; Milton Keynes; and Aylesbury.	Delivery of sustainable public transport in key areas of high demand.	Network Rail , Department for Transport, Train Operating Companies, Local Authorities and Developers	●	●	●	£228M	Network Rail, LTPs, Train Operators, European Regional Development Fund, SEEDA

Action 8.3 – Develop deliverable and sustainable solutions for regional road, rail and light rail schemes of national and regional significance.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding sources
			07-08	08-11	12-16		
<p>Increased Co-modal Share and Capacity for Freight Implementation of modal shift for freight policy substantiating the region's ports role in freight niche markets, encouraging major retailers to use rail freight rather than road freight.</p> <p>Focusing capacity increase on two freight corridors of national economic significance, Solent to Midlands and Dover Straits to- and around London.</p>	Delivers sustainable transport of freight, modal shift and higher productivity of freight and port industry.	Network Rail , Department for Transport, Train Operating Companies, Port Operators, Container Industry, Freight Forwarders and Logistics Industry, Fright Transport Association, Rail Freight Group	●	●	●	£32M	Network Rail HSLOS, Rail Freight Association, Transport for London, Third Party Contributions, Private Finance Initiative and European Regional Development Fund. Transport Innovation Fund & SEEDA
<p>Unblocking Regional Growth Capacity and service enhancement to road, rail and light rail schemes to facilitate sub-regional growth areas. Including: Urban South Hampshire; Thames Gateway; Ashford; Blackwater Valley; Oxford; Milton Keynes/ Aylesbury Growth Area; the Gatwick Diamond.</p>	Delivery of sustainable transport for growth areas providing for further economic and physical development.	Network Rail , Department for Transport, Train Operating Companies, Local Authorities, Developers, Highways Agency, SEEDA	●	●	●	£1,059M	Highways Agency Programme, Developer Contributions, SEEDA, Local Authorities, LTP

Target 9 – Physical Development

Ensure sufficient and affordable housing and employment space of the right quality, type and size to meet the needs of the region and support its competitiveness, and create the climate for long term investment through the efficient use of land resources, including sustainable, mixed-use developments

Action 9.1 – (New Action). Support housing delivery by encouraging close collaboration between local authorities to identify opportunities, and deliver sufficient quality housing to meet needs, including existing stock.

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		
Strategic Housing Market Assessments Partnerships Encourage local authorities to form Strategic Housing Market Assessment (SHMA) partnerships, monitor outcomes and contribution to housing delivery.	Establishes clear framework to enable assessments to be carried out throughout the region, to provide an evidence of need to support local /sub-regional housing strategies and planning policies.	Regional Housing Board	●	●		Nominal	Regional Housing Board
Toolkits Develop, promote, and disseminate tools and mechanisms to assist delivery, such as Housing Corporation Economic Assessment Tool, Guide to Brownfield Land Development (English Partnerships).	These activities will add to the skills and knowledge of all sectors involved in bringing forward development.	SEEDA, South East Excellence, English Partnerships, Housing Corporation, Professional Bodies, Improvement and Development Agency for Local Government	●	●	●	£2.5M	SEEDA, South East Excellence, English Partnerships, Housing Corporation, Professional Bodies, Improvement and Development Agency for Local Government
Local Area Agreements Work with local authorities to ensure housing objectives, including growth areas/points are reflected in Local Area Agreements.	Covering housing in Local Area Agreements will ensure that action is prioritised and wider links made with mixed/sustainable communities.	Government Office South East, Local Authorities	●	●	●	N/A	N/A

A Housing Evidence Base Build on work done for the South East Plan Examination in Public to understand future demand for housing and to deliver the economic case for additional housing in the South East.	The evidence base will assist in making the case for sufficient housing of all types to support the needs of the economy.	SEEDA, The Regional Assembly, Regional Housing Board	●	●	●	Nominal	SEEDA
<u>Cross Cutting Issues</u>							
Rural	<ul style="list-style-type: none"> Regional Housing Board to recognise the rural dimension and rural proof their activities and achieve more rural affordable housing in small towns and villages Produce a regional evidence base of rural housing needs and provision to measure the impact of the rural work of the Regional Housing Board 						
ICT & Broadband	<ul style="list-style-type: none"> New homes and new physical developments (employment and/or mixed use) offer the opportunity to deploy Next Generation Broadband for business and consumer use at very low cost compared to retrofitting. 						

Action 9.2 has been incorporated into Action 9.9

Action 9.3 – Improve the condition of private housing stock in the region.

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		
Private Sector Renewal Strategy Develop a private sector housing renewal strategy and action plan for the region in particular to address housing occupied by vulnerable people.	To inform Regional Housing Board and Local Authority funding decisions and target funding where it can make most difference to improving quality of private sector stock.	Regional Housing Board , Local Authorities	●	●	●	£400M (Regional Funding Allocation tbc) Plus £ from others	Regional Funding Allocation
Energy & Water Efficiency Research Undertake study on most effective way to speed up retrofitting of energy and water efficiency measures into existing housing stock and identify actions needed.	Will inform actions needed to achieve behavioural change and improvements of the efficiency of existing housing.	SEEDA , Climate Change Partnership, Government Office South East, The Regional Assembly	●	●	●	£60k study £1m	SEEDA, others

Action 9.4 – Ensure that physical development supports sustainable prosperity by investing in success and releasing untapped potential.

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		
Supportive Physical Developments Deliver development projects that support local economic, housing and social needs, including education.	Investment in high quality physical development contributes to local economies through improved places for people and businesses.	SEEDA, English Partnerships, Local Authorities	●	●	●	£1B	SEEDA, English Partnerships
Influencing Regional Spatial Strategy and Local Planning Authority policy Ensure Local Planning Authority policy and Local Development Framework documents support the aspirations of Regional Economic Strategy, including the provision of sufficient strategic employment sites in the right location.	Influencing Regional Spatial Strategy and Local Planning Authority policy and the design and content of strategic planning applications to meet needs of local economies.	SEEDA, The Regional Assembly, Local Planning Authorities	●	●	●	Nominal	SEEDA
<u>Cross Cutting Issues</u>							
Rural	<ul style="list-style-type: none"> It is important to ensure the provision of sites for rural enterprises in small rural towns. Redundant building offer the opportunities to develop suitable employment space, as do community buildings. 						
ICT & Broadband	<ul style="list-style-type: none"> New homes and new physical developments (employment and/or mixed-use) offer the opportunity to deploy Next Generation Broadband for business and consumer use at very low cost compared to retrofitting. 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> Ensure that planning for sustainable communities includes the provision of appropriate cultural facilities which provide community cohesion and inclusion. Identify and realise investment opportunities for tourism as a sustainable means of providing local employment. 						

Action 9.5 – Ensure the best use of surplus public sector land

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		
Brownfield Land Strategy Develop a Regional Brownfield Land Strategy and Action Plan to influence the development of sites and to encourage Local Authorities to make quality National Land Use Database returns.	This will help prioritise brownfield sites, facilitate discussions with partners, and inform future investment decisions, and ensure that best use is made of sites.	English Partnerships , SEEDA, Government Office South East	●	●	●	£150,000	SEEDA, English Partnerships
Community Asset Transfer Develop a community asset transfer programme, supporting public agencies to dispose of assets for community use in the most effective and sustainable way.	Will support communities to own and develop their own assets and provide security to wider social and equality benefits to the Voluntary and Community Sector.	Development Trusts Association , SEEDA, Local Authorities, South East Social Enterprise Network		●		£250,000	All Partners
Cross Cutting Issues ICT & Broadband • The South East should mandate the best available standards for in-building ICT infrastructure and external ducting (to facilitate Next Generation Broadband) in all new developments. The ICT checklist should be in universal use.							

Action 9.6 – Build the capacity of Local Authorities to deliver sustainable development

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		
Capacity Building of Local Authorities Build the capacity of local authorities to effectively facilitate quality developments, through assessing existing advice support and brokering a programme of support/enabling activities.	This will enable targeted programmes of support to be developed to speed up delivery and improve quality of development.	SEEDA, English Partnerships Advisory Team for Large Applications, Improvement and Development Agency for Local Government, Planning Advisory Service, Regional Improvement Partnership, Commission for Architecture and the Built Environment	●	●	●	£10M	SEEDA, English Partnerships, Improvement and Development Agency for Local Government, Department for Communities & Local Government

Action 9.7 – (New Action). Ensure that development is supported by the delivery of adequate and timely environmental infrastructure.

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>Deliver Environmental Infrastructure Using the Environment Agency evidence base to negotiate, facilitate and implement adequate infrastructure to support new development and regeneration and address climate change issues. To include addressing constrained areas for sewage disposal, flood and shoreline management, water quality and supply and habitat creation.</p>	<p>The Environment Agency has developed a Strategy for managing environmental infrastructure in the South East. It identifies priorities and guides areas of deficit for development. The South East Water report identifies where there is water surplus and deficit. Using an evidence based approach will result in greatest improvements to environmental infrastructure.</p>	<p>Environment Agency, The Regional Assembly, Local Authorities, Natural England, SEEDA</p>	●	●	●	<p>£750,000 regionally + Department of the Environment, Food & Rural Affairs funding to Local Authorities for shoreline management</p>	<p>Environment Agency, The Regional Assembly, Flood Defence Grant-in-Aid</p>

Action 9.8 – Ensure a wider understanding and adoption of quality development standards and best practice, promote innovation and encourage developers from both the public and private sector to raise their design aspirations.

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>Implement Sustainability Standards Establish and implement sustainability (social, environmental and economic) standards for publicly funded developments and promote the Code for Sustainable Homes.</p>	Improved developments, and wider adoption of higher standards by delivery partners.	SEEDA , English Partnerships, Housing Corporation	●	●	●	£100M	SEEDA, English Partnerships, Housing Corporation
<p>Sharing Best Practice Identify, demonstrate and disseminate examples of good practice in sustainable development.</p>	Shared experience and knowledge to help raise standards.	South East Excellence SEEDA, English Partnerships, Housing Corporation, Developers	●	●	●	£1M	SEEDA, English Partnerships, Housing Corporation, Developers
<p>Improve Design Improve the quality of design across the region and in all sectors by: promoting and supporting design champions; encouraging design review; improving procurement of design; training and advice.</p>	Leading to well designed buildings, landscapes and places, through improved leadership, procurement, skills and knowledge.	South East Excellence , CREATE: MKSM, Kent Architecture Centre, Solent Centre for Architecture and Design, English Partnerships, Housing Corporation	●	●	●	£20M (based on assumptions of Architecture and Built Environment Centres turnover)	SEEDA, Housing Corporation, English Partnerships
<p>Art in Public Places Promote the use of art in the public realm and support the use of creative practitioners in master planning processes.</p>	<p>To raise the standard of quality of design which contributes to community cohesion, pride of place, as well as the health and learning agendas.</p> <p>This also contributes to the making the Most of 2012 Transformational Action.</p>	Arts Council England South East , SEEDA, Culture South East, and all Cultural Agencies	●	●	●	£1M	Local Authorities, Developers, Transport Operators

Cross Cutting Issues

- | | |
|---|--|
| ICT & Broadband | <ul style="list-style-type: none">• The South East should mandate the best available standards for in-building ICT infrastructure and external ducting (to facilitate Next Generation Broadband) in all new developments. The ICT checklist should be in universal use. |
| Culture, Sport,
Leisure & Creative
Industries | <ul style="list-style-type: none">• Support the use of creative practitioners in masterplanning processes to raise the standard of quality of design in physical development.• Recognise the importance of maintaining heritage construction skills as an element in preserving a quality built environment.• Promote the use of art in the public realm to raise the quality of design in infrastructure projects, both to make them more accessible and attractive and to enhance their functionality. |

Action 9.9 – (New Action). Increase the number of organisations and people with the skills, knowledge and behaviour to confidently and competently take forward significant regeneration and development projects.

and

Action 9.2 – Encourage innovative approaches and address the barriers to delivering quality and sustainable housing across all 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		
Improving Collaboration Improve delivery of quality development and better places though building understanding and collaboration between sectors.	Working with key decision makers (particularly Councillors and developers) – spread awareness and take up of innovation and good practice through networks and other non traditional learning methods such as study tours.	South East Excellence , SEEDA with partners	●	●	●	£5M	SEEDA and partners
Access to Higher Education Expertise Develop the evidence base and access to expertise and research through exchanges of knowledge and experience between practitioners and the region’s Higher Education Institutions.	By building clearer connections between Higher Education Institutions and practice we can strengthen the mechanisms for delivering appropriate training in the long term. Also contributes to Actions 14.1	South East Excellence , Higher Education Institutions and local partners	●	●	●	£5M	SEEDA and partners, Higher Education Funding Council for England
Improve Continual Professional Development Develop a built environment collaborative and integrated curriculum for the region and encouraging flexible, work based approaches to Continual Professional Development amongst providers.	Using the Professional Institutes provides a mechanism for establishing practical life-long learning through the workplace, which in turn will help to build capacity in all sectors.	South East Consortium for the Built Environment , Professional, Institutes, Construction Industry Council	●	●	●	£400,000	Professional Institutes and others
Cross Cutting Issues							
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> There are a number of cultural planning frameworks, toolkits and guidance, published and planned, which provide a model for sustainable development across the region. Seek to develop greater understanding in the planning profession of the contribution of cultural and creative activity to building sustainable communities. 						
ICT & Broadband	<ul style="list-style-type: none"> In-building ICT infrastructure will become commonplace and workers will need to be trained to deploy it e.g. electricians learning new skills to install in-house network cabling. 						

Target 10 – Employment

Improve the productivity of the workforce and increase economic activity from 82% to 85% by bringing 110,000 net additional South East residents of working age into the labour market by 2016 (as a step towards bringing up to 250,000 residents into the labour market by 2026)

Action 10.1 – (New Action). Work with employers to support in-work training schemes; provide vocational training and support in a range of learning styles; and target the support of Further Education and Higher Education courses in industrial sectors that have significant skills gaps.

Activity(ies)	Contribution to the Target (what it will achieve to delivering the target – quantitative where possible)	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Economic Inclusion Framework Develop an economic inclusion framework for the region, joining up cause and effect relationships between employability and exclusion. To be used as a joint planning tool for all regional partners.	Develop up to eight integrated regional service/strategies for regional partners.	SEEDA		●	●	£100,000	SEEDA
Employer based learning Develop local delivery initiatives with employers and partners to support employer work- based learning. Supporting development of the local workforce, including those entering the workforce, and encourage higher level skills contributing to future productivity in the workforce.	Meeting the needs for upskilling and re- skilling at all levels, and stimulating businesses to be smarter about increasing their own employee's productivity. This enables back filling from economically inactive groups. Aim to bring and additional 2,000+ per annum into workforce to acquire specific skills through this route.	Local Skills for Productivity Alliances , SEEDA, Learning & Skills Councils, Jobcentre Plus, University Milton Keynes, Lifelong Learning Networks	●	●	●	£4M	SEEDA, Learning & Skills Councils, Jobcentre Plus
Skills for Life Strategy Board Develop a regional strategy board of key agencies to co-ordinate agency work to tackle skills for life needs at all levels.	By working as a cross partnership strategic board, enables coordinated activities and ensures programmes and funding are maximised to produce more skills for life learners achieving higher levels. South East target that every working adult will possess basic skills at an accredited level by 2016 – target of 386,000.	Regional Skills for Productivity Alliance , Local Skills for Productivity Alliances, National Institute of Adult Continuing Education, Social Dialogue Forum, South East Regional Trades Union Congress	●	●	●	Costings being developed by Board	Partners

Cross Cutting Issues

Equality & Diversity

- Develop a robust evidence base of issues causing disadvantage in the South East labour market (not only skills related), particularly in relation to Black & Minority Ethnic groups, women, older people and young people from disadvantaged backgrounds and people with multiple disadvantage e.g. ex-offenders. This information will be used to ensure that activities to support employers, takes account of the barriers causing disadvantage in the labour market.

ICT & Broadband

- The ITQ / e-skills Passport will help increase the level of investment in ICT user training by providing a structured framework to diagnose skills and training requirements and to record achievement.
- The work-based Higher Apprenticeships scheme will help address the graduate ICT skills shortage through a work based route which sacrifices nothing in terms of educational attainment while providing valuable on the job experience and no necessity to get into student dept.

Action 10.2 – Encourage Lifelong learning. Encourage a culture of learning throughout business and community life.

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>Attitudes to Life Long Learning Undertake research into attitudes to lifelong learning in business and communities. Links to Action 6.5 and Grow Our Own work.</p> <p>The research will collect evidence to inform activity and a campaign to ensure that every citizen in the South East is reached with the message within the RES timescale. This will ensure that life-long learning opportunities address the needs of those most disadvantaged in the labour market.</p>	<p>The target is to get one in four to be actively targeted to take further steps towards their own learning needs.</p>	<p>SEEDA</p>	<p>●</p>			TBC	SEEDA
<p><u>Cross Cutting Issues</u></p>							
<p>Equality & Diversity</p>	<ul style="list-style-type: none"> • Research attitudes to lifelong learning in business and communities, in order to understand where, why and how a learning culture develops, or is prohibited. In particular to research the degree to which those groups most disadvantaged in the labour market are excluded from learning opportunities in the workplace and within their communities. This research will inform interventions to ensure that those most disadvantaged in the labour market e.g. Black & Minority Ethnic groups, people with disabilities, women and young people growing up in disadvantage are able to benefit from interventions to encourage lifelong learning. 						
<p>Culture, Sport, Leisure & Creative Industries</p>	<ul style="list-style-type: none"> • Recognise the contribution made by participation in sports and cultural activity on workplace attendance and productivity. • Acknowledge and encourage the potential for cultural and creative industries to contribute to learning in the workplace and particularly through the Creativity in Business agenda. 						

Action 10.3 – (New Action). Enable coverage and access to ICT support throughout the region, and promote the development of flexible working in quality jobs, including in rural areas.

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>ICT Advice and Support Ensure that on-line and face to face specialist ICT advice, brokerage and support services, including those for teleworking, are available region wide.</p> <p>This will include advice and guidance to home based and rural businesses.</p>	<p>ICT support is essential to drive businesses up the e-adoption ladder, leading to greater efficiency and wider market opportunities. Public sector advice and brokerage will need to operate in tandem with appropriately accredited commercial support companies.</p> <ul style="list-style-type: none"> • 1,000 businesses moved up the e-adoption ladder in 2007-08. • 3,000 businesses p.a. provided with advice and brokerage 2008-2011. • 10,000 businesses assisted to make better use of ICT through on-line means in period 2008-2011. <p>National ICT support company accreditation scheme rolled out in the South East by end 2009.</p>	<p>Business Link Providers, Manufacturing Advisory Service, Innovation Advisory Service, Sub regional partnerships, e-Skills UK, National Computer Centre, other Regional Development Agencies & Devolved Administrations</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>£600,000 (2007-08)</p> <p>£1m p.a. 2008-2011</p>	SEEDA
<u>Cross Cutting Issues</u>							
Rural	<ul style="list-style-type: none"> • Increase the take up of the use of ICT and broadband by rural enterprises: and promote more flexible working practices. 						
ICT & Broadband	<ul style="list-style-type: none"> • Effective ICT support will be key to efficiency and productivity growth in Small & Medium Enterprises, and is particularly important for rural based businesses. • The Business IT Guide 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 10.4 – (New Action). Enable all employers to develop and implement flexible working policies and ensure that regional planning policy supports flexible working.

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		
Regional Flexible Working Forum Establish a regional flexible working forum with representatives from business, employee representative organisations and the public sector to share best practice and promote the adoption of flexible working and teleworking.	Overall target will be to increase the number of people working remotely at least one day per week from the current figure of 11%, to 22% by 2011.	Social Dialogue Forum , SEEDA, Business Link Providers, Sub regional partners, ICT & transport companies, Business, employee representative groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	£100,000 p.a.	Forum partners
Teleworking Centres Encourage the development of teleworking centres by the private and public sectors.	While many people will telework from home, some cannot and will need access to local telework centres in convenient locations. Some will be commercial while others may be co-operative activities between public sector organisations. Target of six commercial and six public sector centres by 2010.	SEEDA , Commercial providers of shared business premises, Local Authorities, Public sector organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not yet known.	Commercial providers, Public sector organisations.
Cross Cutting Issues							
Equality & Diversity	<ul style="list-style-type: none"> Ensure that new ways of working address the needs of those most excluded in the workplace e.g. Black & Minority Ethnic groups, people with disabilities, women, older people and young people from disadvantaged backgrounds. 						
ICT & Broadband	<ul style="list-style-type: none"> Promotional activities (best practice guide, events, a teleworking Kite Mark and support for a Regional Flexible Working Forum) will aim to at least double the current level of teleworking by 2011. Teleworking and teleconferencing centres will: <ul style="list-style-type: none"> - offer alternatives for people for whom home teleworking is not an option. - significantly reduce the quantity of time wasted on travelling to meetings. - reduce road congestion and pollution. 						

Action 10.5 – Increase awareness among employers with regard to equalities and disability legislation and its implications for all aspects of business operations. Promote the benefits of a diverse workforce to employers.

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		
Older Workforce Strategy Develop an older workforce strategy for the region to ensure older workers are supported to gain and remain in employment.	In the lifetime of the RES, 30,000 + older workers returning to and retained in economic activity.	Regional Skills for Productivity Alliance , Centre for Research into the Older Worker, Local Skills for Productivity Alliances, National Institute of Adult Continuing Education, Social Dialogue Forum	●	●	●	£10M	All partners
The Case for Diversity Develop the business case for the diversity agenda, providing resources and support through the Business Link sustainable business programme to promote the business case to Small & Medium Enterprises.	Within timescale of RES, every registered business with employees to be targeted. One in five to take action to change their recruitment practices as a result.	Social Dialogue Forum , Regional Skills for Productivity Alliance, Local Skills for Productivity Alliances, Centre for Research into the Older Worker, National Institute of Adult Continuing Education, Business Link Providers, SEEDA, Commission for Equality and Human Rights	●	●	●	£1M	SEEDA, Commission for Equality and Human Rights, Business Link Providers
Cross Cutting Issues ICT & Broadband • Broadband enabled teleworking, can help disadvantaged groups such as older workers, carers and some Black & Minority Ethnic groups to secure employment. Digital inclusion programmes will be needed to provide individuals with the necessary skills and confidence.							

Action 10.6 – (New Action). Support businesses and organisations to develop strategies which place physical and mental well-being at the heart of their drive to increase productivity.

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		
Public Sector Leadership Support public sector organisations to implement flexible working pilots, supporting mental health and stress reduction.	100 public sector organisations operating flexible working strategies.	Social Dialogue Forum , South East Employers, NHS, Public Sector Agencies, Business Link Providers, Federation of Small Business etc		●	●	£500,000	All partners
Dependent Care Strategy Support Small & Medium Enterprises to adopt dependent care strategies for staff.	100 Small & Medium Enterprises adopting dependent care strategies.	SEEDA , NHS, Public Sector Agencies, Business Link Providers, Federation of Small Business, National Childminding Association, National Day Nurseries Association		●	●	£1M	All partners
Addressing Mental Health Support Small & Medium Enterprises to implement the NHS healthy workplace code.	100 businesses adopting the healthy workplace code.	NHS , Social Dialogue Forum, Business Link Providers, Federation of Small Business etc		●	●	£500,000	All partners
<u>Cross Cutting Issues</u>							
Equality & Diversity	<ul style="list-style-type: none"> Promote the Business Case for Health through collaborations between health promotion agencies and business facing organisations such as Federation of Small Business, Business Link, Corporate Social Responsibility support organisations etc. Support public sector organisations to provide leadership through the adoption of flexible working practices across public agencies – promote benefits learned to Small & Medium Enterprises. Support businesses to address mental health strategies, supporting the wider needs of employees including childcare care support through piloting workplace nurseries. Promote the healthy workplace code through public sector agencies and business to business support organisations. 						
ICT & Broadband	<ul style="list-style-type: none"> Teleworking can contribute to reducing employee stress levels whilst increasing productivity, provided that businesses adhere to sensible guidelines. 						

Objective 3 – Sustainable Prosperity

Target 11 – Climate Change and Energy

Reduce CO₂ emissions attributable to the South East by 20% from the 2003 baseline by 2016 as a step towards the national target of achieving a 60% reduction on 1990 levels by 2050, and increase the contribution of renewable energy to at least 10% of energy supply in the South East by 2010 as a step towards achieving 20% by 2020

Action 11.1 – Promote the inclusion of climate risks and costs into public policy and business decision making, and plan for adaptation to the impacts of 'legacy' climate change.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
South East Climate Change Partnership Widen membership of South East Climate Change Partnership in order to develop significant adaptive capacity to "legacy" climate change in vulnerable economic sectors and business in general.	An additional 50 Businesses in vulnerable sectors are able to adapt in a timely manner as the impacts of climate change are felt, due to the greenhouse gas affect that will continue over the next 30 years as a "the climate change legacy".	South East Climate Change Partnership	●	●	●	£165,000 p.a. (but additional resources are required)	Membership fees, SEEDA
Planning for Climate Change Establish adaptive planning for climate change as a mainstream component in all policy, research and development of public and major corporate bodies, building on regulatory and pro-active activities of the Environment Agency.	The Environment Agency will put appropriate measures in place to address the unavoidable outcomes of climate change due to the greenhouse gas affect that will continue over the next 30 years as a "the climate change legacy".	Environment Agency	●	●	●	Costs absorbed as part of Environment Agency statutory function	Environment Agency
<u>Cross Cutting Issues</u> Europe							
<ul style="list-style-type: none"> Identify policy influence opportunities and facilitate the exploitation of the Green paper on post 2012 climate change, which will help identify areas where action is needed at Community level to support the EUs adaptation to climate change. Identify policy influence opportunities and facilitate the exploitation of the implementation and enforcement of EC environmental law, which will analyse how EU member states have implemented EU law into their national laws. 							

Action 11.2 – (New Action). Promote and contribute to the delivery of local, regional and national infrastructure that is resilient to climate change.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Engage Infrastructure Providers Engage key infrastructure providers to work with existing South East Climate Partnership membership e.g. water companies, Environment Agency, Local Authorities to improve the ability of regional infrastructure to adapt to climate change.	An additional 10 Infrastructure providers to have significantly improved regional infrastructure to adapt to the greenhouse gas affect that will continue over the next 30 years as a result of the "climate change legacy".	South East Climate Change Partnership , Environment Agency, Key Industry players	●	●	●	£5M	South East Climate Change Partnership members, SEEDA

Action 11.3 – Promote and support innovation for new markets, products and services that support adaptation to climate change.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Opportunities for Innovation Identify key opportunities for innovation and undertaking a commercialisation programme. To include training of land-based programme facilitators to help develop initiatives using technology that helps landowners adapt to climate change.	An additional 50 land-based businesses can adapt to the greenhouse gas affect that will continue over the next 30 years as a result of the "climate change legacy".	EnviroBusiness , Manufacturing Advisory Service, SEEDA, South East Climate Change Partnership	●	●	●	£200,000 p.a.	SEEDA

Cross Cutting Issues:

- | | |
|--------|---|
| Rural | <ul style="list-style-type: none"> • Land-base sector has an important role to play in the development new products and services that support adaptation of climate change. • Small Rural Town Partnership and Parish/Community Planning process to recognise and reduce their own environmental footprint. |
| Europe | <ul style="list-style-type: none"> • Identify policy influence opportunities and facilitate the exploitation of the Strategic Energy Technology Plan, which is designed to accelerate the development of promising energy technologies and to create conditions to bring technologies to the market. |

Action 11.4 – (New Action). Maximise opportunities for South East businesses arising from energy policy.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Identifying Opportunities Identify, prioritise and support renewable energy technologies. Use the South East Renewable Energy Statistics (TV Energy) database to track progress against regional targets.	Give a clear steer to companies and potential investors in these regions and research and innovation organisations. To contribute an additional 5% in the amount of renewable energy produced in the South East by 2020.	EnviroBusiness , SEEDA	●	●	●	£100,000 for research	SEEDA, EnviroBusiness
The London Array Support, and where possible, facilitate the development of the London Array Offshore Windfarm.	London Array will ultimately deliver 1GW of renewable energy, with a significant proportion available by 2012.	London Array Consortium	●	●	●	N/A	N/A
Commercialisation of New Opportunities Facilitate development of emerging energy efficiency and renewable energy products, access to markets, commercialisation and support cross sector collaborations.	Contribute towards the reduction target and a greater % of renewable energy building on the Energi-SE Knowledge Transfer Network. To contribute a further 5% in the amount of renewable energy produced in the South East by 2020.	EnviroBusiness , South East Consortium for the Built Environment, Carbon Trust, Innovation Advisory Service	●	●	●	£200,000 p.a. (supplement to core activities)	SEEDA, EnviroBusiness
Business Links Promote the Business Information Diagnostic Brokerage model for businesses seeking support and advice on energy and resource efficiency by December 2007.	Will contribute measurable reductions in CO ₂ emissions each year. Targets to be set on the basis of the 2007/8 pilot. BREW metrics will be measured using the ENWORKS software.	Business Link Providers , Carbon Trust, EnviroWise,	●			N/A	N/A
Energy Skills Support development and retention of key energy skills, including those necessary to facilitate the move towards zero carbon development.	Skills development and retention will be essential if low carbon and energy technologies are to be realised and deployed. Without sufficient skills none of the above targets will be achieved.	Sector Skills Councils , Local Skills Partnerships, SEEDA	●	●	●	£100,000 to supplement core activities	Sector Skills Councils, Local Skills Partnerships, SEEDA

<p>Public Sector Carbon Reduction Agree a common methodology for carbon calculation, and agree carbon reduction objectives across key organisations, and RES activities. To include the engagement of key regional partners with a significant property assets and land in the South East.</p>	<p>Key RES partners to contribute 5% towards the 2020 CO₂ reduction target.</p>	<p>Sustainable Futures South East, South East Sustainable Energy Partnership, NHS, SEEDA, Other Public Sector Bodies</p>	●	●	●	<p>£200,000 for studies £150,000 p.a. to establish and maintain ICT network</p>	<p>Partners within: Sustainable Futures South East and South East Sustainable Energy Partnership</p>
<p>Local Authority Carbon Management To work through sub-regional and local mechanisms spearhead reduction in the carbon footprint, particularly in relation to the built environment, local transport, energy efficiency and micro-generation. Demonstrate opportunities for enterprise and investment, as well as benefits in terms of local quality of life.</p>	<p>Draw together a raft of interventions and innovations in key areas of the South East where there is the opportunity to achieve maximum impact, and where there is a strong commitment from Local Authorities and Local Area Agreements to achieve their Carbon Management obligation. To contribute 5% towards the 2020 CO₂ reduction target.</p>	<p>Local Authorities, SEEDA, South East Sustainable Energy Partnership, South East based Climate Change Experts</p>	●	●	●	<p>£100,000 for feasibility studies, which will inform what level of investment is required for future years</p>	<p>SEEDA, South East Sustainable Energy Partnership</p>
<p>Behavioural Change Work with Forums and partners that have a wide membership base in order to close the attitude behaviour gap, particularly through recreation and tourism channels.</p>	<p>Reduce Carbon consumption and production through behavioural change. South East Forum for Sustainability organisations collective membership base alone has a population reach of about one million i.e. one eighth of the regions population.</p>	<p>South East Forum for Sustainability, National Trust</p>	●	●	●	<p>N/A</p>	<p>South East Forum for Sustainability</p>

Action 11.5 – (New Action). Support initiatives that integrate local demand and supply of energy, with energy efficiency, building on exemplar projects in the region.

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>South East Energy Service Companies Network To develop a network of Energy Service Companies (ESCOS) in the South East, building on the success of Woking Borough Council.</p>	To contribute an additional 5% in the amount of renewable energy produced in the South East by 2020.	SEEDA , Government Office South East, The Regional Assembly, South East Sustainable Energy Partnership, Woking Borough Council	●			£50,000 (feasibility study)	SEEDA
<p><u>Cross Cutting Issues</u></p> <p>Rural</p> <ul style="list-style-type: none"> • Need to encourage collaboration among key partners and businesses to increase energy supply from wood-fuel, energy crops, liquid bio-fuels and anaerobic digestion. • Establish collaborative networks of woodland businesses and necessary supply chains to deliver wood for local products, including for sustainable local construction. 							

Action 11.6 – New Developmental Action to reflect the policy shift from climate change adaptation to mitigation

Activities	Contribution to the Target	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Climate Change Mitigation Develop a co-ordinated approach to climate change mitigation and climate change by:</p> <ul style="list-style-type: none"> Agreeing a common methodology for carbon calculation Reviewing carbon reduction objectives across key organisations. Undertaking a Carbon impact study across all RES activities and agreeing targets for climate change mitigation. Undertaking an audit to identify leading expertise in the region and establishing an ICT network for collaborative working. 	<p>A regional Carbon Action Plan that supports the RES, and makes significant contribution to the Climate Change Implementation Plan supporting the South East Plan.</p> <p>Preparatory work to establish responsibilities and targets for all RES partners. Partners working on Global Competitiveness, Smart Growth, Transformational and Sub-Regional activities and partners to agree to work to carbon reduction targets.</p>	<p>Sustainable Futures South East, South East Sustainable Energy Partnership, SEEDA</p>	●	●		£100,000	Partners within: Sustainable Futures South East, South East Sustainable Energy Partnership, SEEDA
<p>Influencing Policy Influence policy development at European and National levels.</p>	<p>Maximise the South East influence on climate change mitigation and adaptation policy and regulation.</p>	<p>South East Office in Brussels, South East based Climate Change Experts</p>	●	●	●	N/A	South East based Climate Change Experts South East Office in Brussels

Target 12 – Sustainable Consumption and Production

Reduce per capita water consumption in the South East by 20% from 169 litres per day in 2003/04 to 135 litres per day by 2016, and achieve a 30% increase over the 2003 baseline in GVA generated per tonne of materials entering the waste stream by 2016

Action 12.1 – (New Action). Raise awareness of the need and opportunities for behaviour change amongst consumers.

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		
South East Water Resources Forum Develop activities of South East Water Resources Forum focusing to: develop regional efficiency targets; disseminating best practice; and raising awareness.	Will bring all water industry players together to agree and work to a regional water efficiency target, gain consensus on key issues, co-ordinate activities and where possible implement agreed solutions.	South East Water Resources Forum , Water companies, Local Authorities, Water Services Regulation Authority, Waterwise, Consumer Council for Water	●	●		£200,000	SEEDA, Environment Agency, Water Companies, Department of the Environment, Food & Rural Affairs
Public Sector Water Management Develop ways in which public sector and owners and managers can contribute to water management and identify innovative ways to manage land for water storage.	Increase the regions capacity for water storage by 10%.	National Trust , Landowners, Royal Society for the Protection of Birds		●		£50,000	SEEDA, Environment Agency, South East Water Resources Forum, Water Companies
Behavioural Change Work with Forums and partners that have a wide membership base in order to close the attitude behaviour gap, particularly through recreation and tourism channels.	Target the South East Forum for Sustainability organisations collective membership base which is an estimated one million residents (one eighth of the regions population) to change their water usage.	South East Forum for Sustainability members	●	●	●	£60,000	SEEDA contribution to South East Forum for Sustainability
Water Management in the Land-based Sector Work with farmers, horticultural businesses and EnviroBusiness to enabling farmers to manage water resources on their farms efficiently and contribute to improved incomes.	100 businesses to receive advice on water management. 15 businesses with improved water infrastructure facilities.	Farming and Rural Issues Group, EnviroBusiness , Environment Agency, farmers, SEEDA	●	●	●	£5.6M	Private Sector, Rural Development Programme for England
Cross Cutting Issues							
Europe	<ul style="list-style-type: none"> Identify policy influence opportunities and facilitate the exploitation of European action on water scarcity and drought, based on an in-depth assessment of the situation across member states. 						

Action 12.2 – (New Action). SEEDA will ensure that its own direct developments and those with which it is associated will incorporate water-saving and water-efficient technology, including trials of new technologies.

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>SEEDA as an Exemplar Ensure SEEDA funded schemes meet and exceed level 3 of the Code for Sustainable Homes and equivalent for commercial buildings.</p>	<p>Scoping study has been completed and a draft set of standards been produced. Currently, identifying costs of implementation.</p> <p>Aim is to reduce household water consumption per capita by 25% in new homes.</p>	SEEDA	●	●		£100,000 p.a.	SEEDA
<p>Trialling Water Efficiency Technologies Provide opportunities to pilot and trial water efficient technology through SEEDA funded developments.</p>	<p>Identify innovative products and assist their development to market.</p> <p>Trial three innovative water saving products on SEEDA developments.</p>	SEEDA, EnviroBusiness	●	●		£50,000 p.a.	SEEDA, Knowledge Transfer Networks
<p>Supporting Water Infrastructure Development Use SEEDA development schemes to create supporting water infrastructure for the benefit of the development and wider community e.g. Sustainable Drainage Systems (SUDS).</p>	<p>Tackle the barriers to the up take in Sustainable Drainage Systems schemes across the region.</p> <p>Develop two water infrastructure schemes within SEEDA Developments.</p>	SEEDA, Sustainable River Catchments in the South East, Environment Agency, South East Consortium for the Built Environment		●		£1M	SEEDA, Environment Agency

The identified funding is to accelerate change and thus is in addition to standard development costs.

Action 12.3 – Promote opportunities for businesses in the environmental technology sector, through the design and manufacture of water-efficient components, water treatment and recycling systems.

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 in the Water Industry Undertake a scoping study to identify the barriers to innovation in the water and construction industries and actions needed to address them. Then provide support for South East businesses to stimulate innovation in water sector (e.g. European Framework 7, innovation platform).</p>	<p>Increase levels of innovation across the water industry and accelerate innovation in water technology products, in order to make significant reduction in water consumption in the domestic and business sectors.</p> <p>Facilitate the development of three to four Innovative Water technology products and assist in accelerating to the marketplace.</p>	<p>EnviroBusiness, South East Consortium for the Built Environment, Water Companies, Environment Agency, Environmental Innovation Advisory Group, Department for Trade & Industry</p>	●	●		£600,000	Department for Trade & Industry, SEEDA
<p><u>Cross Cutting Issues</u></p> <p>Rural</p> <ul style="list-style-type: none"> Establish mechanisms to manage water resources efficiently, particularly on farms, and use new opportunities through EU funding to support specific water management which will also contribute to improved farm incomes and provide potential benefits on bio-diversity. 							

Action 12.4 – (New Action). Promote sustainable consumption and production among South East businesses, and improve support to businesses on resource efficiency.

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>Resource and Waste Efficiency for Small & Medium Enterprises Co-ordinate the provision of a comprehensive regional programme of support to Small & Medium Enterprises to make measurable improvements to their resource efficiency and waste.</p>	<p>10,000 tonnes of CO₂ emissions saved per annum</p> <p>20,000 tonnes of materials diverted from landfill per annum.</p> <p>5,000 m³ water savings achieved per annum.</p> <p>(All Measured using the SE Enworks toolkit)</p>	<p>Business Link Providers, SEEDA, Waste and Resource Action Programme, National Industrial Symbiosis Programme, EnviroWise, Carbon Trust, Sustainable Business Partnerships, Non-Governmental Organisations, Private sector, EnviroBusiness, South East Consortium for the Built Environment</p>	●			2007/08 £555,000	Department for Environment, Food and Rural Affairs, BREW funding awarded
<p>Innovation in Resource and Waste Management Support a Centre of Excellence and pilot projects that stimulate innovation and improve productivity in materials use, management and sustainable design, energy and water efficiency in Small & Medium Enterprises including the promotion of lean processes to the manufacturing sector.</p>	<p>4,000 tonnes in CO₂ emissions reduced.</p> <p>2,500 tonnes of materials diverted from landfill.</p> <p>1,000 m³ water savings achieved.</p>	<p>SEEDA, Waste and Resource Action Programme, National Industrial Symbiosis Programme, EnviroWise, Carbon Trust, Sustainable Business Partnerships, Non-Governmental Organisations, Private sector, EnviroBusiness, Manufacturing Advisory Service</p>	●	●	●	£568,000 (07/08)	SEEDA (BREW), Private sector
<p>Resource and Waste Management in the Construction Sector Identify options and pathways for developers to help them integrate environmental technologies, minimise waste and encourage re-use of materials/products into new construction projects.</p>	<p>6.4 Mt/yr of tonnes of C&D wastes diverted from landfill by 2015.</p> <p>5% Reduction in materials purchased against construction technology standard.</p> <p>At least One Construction Consolidation Centre facilitated in the South East.</p>	<p>South East Consortium for the Built Environment, EnviroBusiness, SEEDA</p>	●	●		£160,000 revenue (a part of the BREW funded projects above) In kind funding for Construction	SEEDA (BREW), Private sector

<p>Develop London Market for Food and Energy Sector Develop strong links with London to enable South East Businesses in food and energy to develop new or improved market opportunities and explore potential of a specific food hub.</p>	<p>London provides improved market potential for the regions producers [both for food and fuel from crops].</p> <p>20 food companies a year (for three years) exporting to London.</p>	<p>South East Food Group Partnership</p>	●	●	●	£6M	Rural Development Programme for England, SEEDA
---	--	---	---	---	---	-----	--

Cross Cutting Issues

Rural	<ul style="list-style-type: none"> • The land-based sector provides opportunities to develop and promote the use of biodegradable products from crops. • Develop new enterprises and establish collaborative networks of businesses and necessary supply chains to cope with rural wastes and develop products from land-based wastes across the region.
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> • Encourage cultural businesses, particularly in tourism, to exploit the cost-saving and marketing advantages of greener operating practices.
Europe	<ul style="list-style-type: none"> • Identify policy influence opportunities and facilitate the exploitation of the Action Plan on Sustainable Production and Consumption, which will promote sustainable consumption and production by addressing social and economic development within the carrying capacity of ecosystems and decoupling economic growth from environmental degradation.

Action 12.5 – (New Action). Produce a South East Plan for Sustainable Public Procurement by July 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>Regional Action Plan Develop a regional action plan that identifies the drivers, opportunities and barriers to be overcome in respect of: Policy, Buyers, Suppliers, business support, and added value in respect of social and environmental outcomes. The regional action plan will include publicly funded bodies as exemplars.</p>	<p>Develop a co-ordinated, partnership approach to using public procurement in order to contribute to sustainable prosperity targets: Climate change, energy, water, waste and social benefits for communities.</p>	<p>SEEDA, NHS, Local Authorities, Food Partnerships, Government Office South East, Regional Action and Involvement South East, The Regional Assembly</p>	●	●	●	£50,000 p.a.	SEEDA and other key public procurers
<p>Local Sustainable Procurement Develop opportunities for local sustainable procurement through Local Sustainable Procurement partners, Local Authorities using Local Area Agreements and other local mechanisms.</p>	<p>Create a cycle of public investment, supporting local money flows into communities as well as delivering sustainable economic outcomes.</p> <p>As a minimum 10% of the regions public sector supply chain to be Small & Medium Enterprises or social enterprises.</p>	<p>South East Centre of Excellence, Government Office South East, NHS, Local Authorities</p>	●	●	●	£30,000	SEEDA
<p>Cross Cutting Issues</p> <p>Rural</p> <ul style="list-style-type: none"> Local authorities and others to increase procurement of local products and services to food, fuel energy and waste management. Work with London to develop markets for South East food, fuel energy and recycle waste products. 							

Action 12.6 – (New Action). Support and facilitate the creation of demonstrator Resource Recovery Parks, housing clusters of businesses which extract maximum value from waste.

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		
Resource Recovery Parks Create at least two demonstrator Resource Recovery Parks in the South East.	140,000 tonnes of new recycling/reprocessing capacity created to divert materials from landfill.	The Regional Assembly , SEEDA, Local Authorities (especially Hampshire County Council), Waste and Resource Action Programme, EnviroBusiness, South East Centre of Excellence, Waste Management Companies	●	●		£7M	SEEDA, Local Authorities (including Hampshire County Council), Private sector
Resource and Waste Management Infrastructure and Market Development Develop a regional implementation plan for the provision of waste/resource management infrastructure to deal with all waste streams. Provides support to the sector to increased demand and develops key markets for the recovered/reprocessed materials.	Plan will provide road map towards the 30% increase in Gross Value Added per tonne of materials eventually entering the waste stream through. Divert additional 6.2 Mt/yr of all waste streams from landfill by 2015 using 2005 baseline. Provision of 120 additional resource management facilities in the region by 2015.	The Regional Assembly , SEEDA, Local Authorities, Waste and Resource Action Programme, EnviroBusiness, South East Centre of Excellence, Waste Management Companies, National Industrial Symbiosis Programme, Remade	●	●	●	£50,000	SEEDA, South East Centre of Excellence, Waste and Resource Action Programme, Local Authorities
Greater South East Market for Recyclables Establish a Greater South East partnership to influence and implement recyclables market development on a collaborative pan regional basis.	As above. One pan-regional project identified and supported.	The Regional Assembly , Greater London Authority, East of England Regional Assembly SEEDA, London Development Agency, East of England Development Agency, Waste and Resource Action Programme	●			In kind and ad hoc project funding	Regional Assemblies, Regional Development Agencies, Waste and Resource Action Programme

Action 12.7 – Further develop and promote SEEDA's Sustainability Checklist as a regional sustainability tool for delivering mixed-use sustainable developments.

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		
Sustainable Construction Accelerate delivery of sustainable construction through providing access to information for planners and developers including web base resource.	Build capacity with the development sector to deliver more sustainable construction. Target are for: <ul style="list-style-type: none"> • 30% reduction in construction waste • Reduce household water consumption per capita by 25% in new homes. 	South East Consortium for the Built Environment , South East Excellence, EnviroBusiness, SEEDA, Government Office South East, The Regional Assembly	●	●		£50,000	SEEDA, Local Authorities, Environment Agency
Promotion of the Sustainability Checklist Capitalise on changes in the new planning system to promote the Checklist.	Embed the checklist within the new planning system. Expected outcomes are: <ul style="list-style-type: none"> • 30% reduction in construction waste • Reduce household water consumption per capita by 25% in new homes. 	South East Consortium for the Built Environment , Government Office South East, The Regional Assembly, SEEDA, Local Authorities	●			£10,000	SEEDA, Local Authorities
Behavioural Change Identify best ways to change behaviour in every player in the development process using the Checklist.	Promote the checklist down the supply chain to change behaviour within Small & Medium Enterprises. Expected outcomes are: <ul style="list-style-type: none"> • 30% reduction in construction waste • Reduce household water consumption per capita by 25% in new homes. 	South East Consortium for the Built Environment , South East Excellence, EnviroBusiness		●		£20,000	SEEDA
Cross Cutting Issues ICT & Broadband <ul style="list-style-type: none"> • The ICT checklist, providing developers and planners with information on a wide variety of ICT issues, will help deliver sustainable developments. 							

Action 12.8 – Ensure that all SEEDA funded developments achieve Ecohomes/ BREEAM ‘excellent’ standard as a minimum, aspiring to higher standards of sustainability, including zero carbon development, where possible.

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		
SEEDA Developments Ensure SEEDA funded mixed use schemes meet and exceed level 3 of the Code for Sustainable Homes and equivalent BREEAM rating for commercial buildings.	Expected outcomes are: <ul style="list-style-type: none"> • 30% reduction in construction waste • Reduce household water consumption per capita by 25% in new homes. 	SEEDA	●	●		£50,000	SEEDA
Trialling Carbon Reduction Technologies Provide opportunities to pilot and trial carbon reducing technology through SEEDA-funded developments.	Trial three innovative water saving products on SEEDA developments.	SEEDA , EnviroBusiness, Carbon Trust	●	●		£50,000	SEEDA, South East Sustainable Energy Partnership, Carbon Trust
Sustainable Construction Products Create a demand for emerging sustainable construction products through SEEDA-funded developments.	20% of Development projects components to be classed as sustainable products/materials.	SEEDA , EnviroBusiness		●		£50,000	SEEDA
Influencing the Construction Supply Chain Influence construction process supply chains to promote sustainability and achieve behaviour change, through SEEDA-funded development projects.	Increase knowledge capacity and influence behaviour change across the construction sector. All SEEDA development partners supply chains will adopt improved sustainable construction practices.	SEEDA , Development partners		●		£25,000	SEEDA, EnviroWise
<u>Cross Cutting Issues</u> ICT & Broadband • All SEEDA funded developments should be future proofed by providing Next Generation Broadband and in-building ICT networking infrastructure.							

Target 13 – Natural Resources and the Environment

Achieve measurable improvements in the quality, bio-diversity and accessibility of green and open space.

Action 13.1 – (New Action). To achieve measurable improvements in the quality, bio-diversity and accessibility of public space (including green space, open space and the green infrastructure) in and around towns and cities.

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>Green and Open Spaces Develop a strategic, evidence based approach to the creation of an accessible interconnected network of green spaces that supports biodiversity and maintains natural ecological processes. To include the development of baseline data against which regional targets can be set.</p>	<p>Will increase the accessibility of green space for people living in Local Authority areas which fall within the 20% most environmentally deprived in the UK.</p> <p>30% of Sites of Special Scientific Interest in South East need action to restore them to a favourable condition. Target: is to improve 75% of these sites during the RES period.</p>	<p>Natural England, Environment Agency, Local Authorities, English Partnerships, South East Rural Towns, South East England Biodiversity Forum, Sport England, English Heritage, Tourism South East</p>	●	●	●	£100,000	All Partners
<p>Promote Green Infrastructure Promotion of green infrastructure to key sectors (i.e. construction industry) to improve the quantity, quality, biodiversity and accessibility of green and open space, particularly in towns and cities.</p>	<p>Will increase the connectivity between existing green sites/spaces in areas of housing growth.</p>	<p>Environment Agency, South East Consortium for the Built Environment, South East Excellence</p>	●	●	●	£50,000 p.a.	SEEDA, Environment Agency, Natural England
<p>South East Waterways Strategy Investigate value of a South East Waterways Strategy in respect of Water Framework Directive, accessibility (Blue Ribbon) and recreation.</p>	<p>25% improvement in the accessibility and biological value of existing waterways network within the South East.</p>	<p>Natural England, Environment Agency, National Trust, British Waterways, Surrey County Council and Hampshire County Council</p>	●			£25,000	Environment Agency, Natural England, National Trust, SEEDA, British Waterways

Cross Cutting Issues

- | | |
|---|--|
| Rural | <ul style="list-style-type: none">• Promote green infrastructure accessibility between town and countryside; and improved quality of biodiversity and develop financial models for organisations to manage green spaces.• Develop an action plan on investments and actions for essential environmental infrastructure, to improve quality, biodiversity and accessibility of the region's landscapes.• Deliver Management Plan objectives related to the rural economy with tailored solutions to meet local circumstances, in order to protect and enhance the landscape assets of the South East. |
| Culture, Sport, Leisure & Creative Industries | <ul style="list-style-type: none">• Encourage the use of artists and artists in open space as a way of contributing to the quality of public space and increasing public usage and enjoyment.• Recognise the importance of heritage sites as open space. |
| ICT & Broadband | <ul style="list-style-type: none">• The provision of wireless Broadband in public spaces will enhance the attraction of the locations and increase usage. |

Target 14 – Sustainable Communities

Enable more people to benefit from sustainable prosperity across the region and reduce polarisation between communities

Action 14.1 – Support communities to participate in and shape urban renaissance.

Activity(ies)	Contribution to the Target (what it will achieve to delivering the target – quantitative where possible)	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
<p>Raising Design Standards Raise aspirations in the design and delivery of development (including the public realm) by agreeing and applying regional standards for delivery.</p> <p>Also work with specialist organisations to develop a definition of environmental quality that covers both quantitative and qualitative perspectives.</p>	<p>Robust and inclusive design processes will lead to the creation of buildings, landscapes and places that reflect local distinctiveness and community aspirations.</p> <p>Minimum of 70 regionally significant schemes reviewed by the South East design panel annually.</p> <p>Also contributes to Actions 9.6, 9.8 and 9.9.</p>	<p>South East Excellence, SEEDA, English Partnerships</p> <p>Local Authorities, Regen Network, Department for Communities & Local Government, SEEDA</p>	●	●	●	<p>£5M</p> <p>£100,000</p>	<p>SEEDA / English Partnerships</p> <p>SEEDA, Specialist environmental partners</p>
<p>Community Engagement Draw together a wide range of expertise to develop an integrated approach to community engagement, including an evidence base of good practice, capacity building, skills development and access to networking. To include a framework for cultural opportunity. Integrating into Local Area Agreement process.</p>	<p>Will help to identify the most effective methods of engagement, so that local communities can drive improvements in the design and development of the public realm.</p> <p>Minimum of four case studies per annum made available to disseminate. Programme to build skills in community engagement, testing in three locations.</p>	<p>Regional Action and Involvement South East, South East Excellence, SEEDA, South East Consortium for the Built Environment, Higher Education Institutions, Community Development South East, Regen Network, South East Social Enterprise Network, Local Authorities, Department for Communities & Local Government</p>	●	●	●	£5M	All partners to identify
<p>Rural Capitals Develop and promote the concept of small rural towns to maintain and improve their role as capitals of their surrounding areas.</p>	<p>60-100 small rural towns delivered regeneration actions based on local needs analysis.</p>	<p>South East Rural Towns Partnership, Local Authorities, County Partnerships, Rural Community Councils</p>	●	●	●	£18M	SEEDA, Local Authorities, Private Sector

Rural Accessibility Develop a programme of support to improve accessibility to services between small towns and rural areas.	100-150 local transport initiatives supported to improve accessibility to services.	Local Partnerships, Transport partnerships	●	●	●	£21M	Local Authorities SEEDA
Engaging Young People Use the education curriculum as a mechanism to engage young people in shaping the built environment, whether citizens or future built environment practitioners.	Increased civic pride among young people which will result in a reduction of enviro-crime in local places. Increase in the number of young people entering the built environment and construction sectors. Aim to build awareness and support through initiatives such as the Government's Engaging places South East pilot programme; encouraging organisations to sign up to Learning Outside the Classroom' manifesto and building links into the Sustainable Schools and Building Schools for the Future Initiative.	South East Excellence, Schools, Local Education Authorities, Architecture and Built Environment Centres, Sector Skills Councils, professional institutions	●	●	●	£13M	Various – see possible partners
<u>Cross Cutting Issues</u>							
Equality & Diversity	<ul style="list-style-type: none"> • Create a regional mechanism for disseminating examples of community engagement and raise standards in community engagement through: 1) A regional evidence base of current practice, including examples that celebrate and harness the diversity within communities. 2) A regional regeneration skills retention strategy, including diversifying the skills base with respect to race, faith, gender and age. 3) a planning framework for cultural provision in new and expanding communities, including opportunities that celebrate and harness the diversity within communities. 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> • Develop a planning framework for cultural provision in new and expanding communities to ensure sustainability through cohesion and inclusion. 						

Action 14.2 – Work with public sector procurers to provide a level playing field for the third sector to be able to compete effectively for public sector contracts.

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		
Increasing social impact Set a regional standard for implementing social impact measures in public procurement contracts in partnership with Beacon Councils for procurement.	Social return on investment delivered through public procurement.	Local Authorities , SEEDA, Regional Action and Involvement South East, NEF, Government Office South East	●	●		£100,000	Possible Office of the Third Sector Support
<u>Cross Cutting Issues</u> Europe <ul style="list-style-type: none"> Identify policy influence opportunities and facilitate the exploitation of the proposal for EU wide targets for green public procurement, which will give guidance to member states for the adoption of national action plans on green public procurement and benchmarking and monitoring by the Commission. 							

Action 14.3 – Work through a variety of local mechanisms, including Local Area Agreements in order to spread the benefits of sustainable prosperity, including:

- Reducing the proportion of young people not in education, employment or training by 2% by 2010 through preventative measures by reducing the number of exclusions from school, young offenders, ASBOs, teenage pregnancies.
- Reducing the numbers of people experiencing financial exclusion by developing a financial inclusion strategy for the region and raise awareness of community finance by developing a marketing strategy.

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>Integrated Policy and Services Join up regional planning and service delivery structures for the most excluded groups in the region with a strong focus on those “not in education, employment or training” (NEETs) services.</p>	Number of economically excluded brought back into economic activity and civic participation.	Regional Action and Involvement South East , NHS, Government Office South East, The Regional Assembly, SEEDA, Social Inclusion Partnership South East, Job Centre Plus, Learning & Skills Councils				£75,000	SEEDA and other public partners
<p>Financial Inclusion Strategy Develop a regional financial inclusion strategy that addresses: regional infrastructure requirements, gaps in products and services, economies of scale in service delivery, increased access for customers, marketing and brokerage relationships with mainstream agencies, engagement of commercial investors.</p>	<p>Will create an integrated and joined up approach to tackling financial exclusion in the region and supporting transitions into employment and enterprise.</p> <p>Has the potential to open up an additional market of 10,000 new start-ups in the region that are Community Development Finance Institution bankable.</p>	SEEDA , Community Development Finance Association, Credit Unions, Community Development Finance Institutions, Community Banking Partnerships, Local Authorities, Community Development South East, RSLs	●	●	●	£10M	SEEDA already committed £900,000 Commercial banks, Jeremie
<p>Lobby for Benefit & Tax Reform Develop the regional position on benefit and tax reform position among public sector partners in order to address the interregional variations in the living wage standards, review transitions from benefit to employment and living wage standards in the public sector.</p>	Raising the tax threshold and reforming benefits will make employment more affordable for the poorest paid, supporting transitions into work.	SEEDA , Public Sector, Unions, Her Majesty’s Treasury	●	●	●	£150,000	SEEDA

Cross Cutting Issues

Equality & Diversity

- Work with Social Inclusion Partnership South East to undertake research into the contributory factors to educational and social exclusion among young people in the region including: Child poverty, financial exclusion, ethnic background, disability housing conditions etc.

Culture, Sport, Leisure & Creative Industries

- Cultural venues and activities offer informal learning environments which engage hard-to-reach learners through tailored initiatives.

ICT & Broadband

- Although young people in general are the most digitally aware section of the population, those “not in education, employment or training” are one of the groups who are most digitally excluded. Digital inclusion projects offer potential, not only to improve ICT skills, but also to improve interpersonal skills and general confidence, moving people closer to employment.

Europe

- Identify policy influence opportunities and facilitate the exploitation of the mid-term review of the implementation of the Social Agenda (2005-2010) which will identify the extent of realisation of the EU social goals and propose a new agenda for access and if necessary refocusing of priorities.

Action 14.4 – (New Action). Strengthen and capitalise on the ability of the voluntary and community sector to build sustainable and economically inclusive communities, develop social capital and spread the benefits of sustainable prosperity across the region by focusing on disadvantaged communities of geography and interest.

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		
Developing Voluntary and Community Sector Capability Provide organisational development and sustainability support to the Voluntary and Community Sector.	Increase in number of Voluntary and Community Sector organisations or improved survival rate.	Regional Action and Involvement South East , South East Social Enterprise Network, Community Development South East, Regen Net, Social Inclusion Partnership South East, Voluntary & Community Sector, South East Multi-ethnic Development Agency	●	●	●	£1M	SEEDA, other public partners and grant income raised by Voluntary & Community Sector sector
Regional Funding COMPACT Ensure the Voluntary and Community Sector have a representative role in regional policy and planning.	Voluntary & Community Sector engagement and contribution to regional policy and planning.	Regional Action and Involvement South East , Public Sector	●	●	●	£50,000	Public authority contributions
Regional Funders Forum Create a joined up mechanism of providing regional information on funding for the Voluntary and Community Sector.	Increased number of Voluntary and Community Sector organisations accessing funding.	South East Funders Forum , Public funders		●	●	Funding not necessarily required	N/A
<u>Cross Cutting Issues</u>							
Rural	<ul style="list-style-type: none"> Work with the Voluntary and Community Sector in the region to enable rural communities to reach their economic potential. 						
Equality & Diversity	<ul style="list-style-type: none"> Develop a strong support infrastructure for the creation of Voluntary and Community Sector sustainability that enables them to focus on disadvantaged communities of geography and interest and promote equality and diversity. 						
Culture, Sport, Leisure & Creative Industries	<ul style="list-style-type: none"> Culture can act as an economic catalyst in developing under performing areas. Recognise the contribution made by the cultural and creative sector to the creation of sustainable healthy communities and a sense of place. Cultural and creative industries offer volunteering opportunities which help build the sustainability of communities. 						
ICT & Broadband	<ul style="list-style-type: none"> Understanding of the important role that digital inclusion can play needs to be fully understood by the voluntary and community sector, and capacity building support must address this. Digital inclusion projects will help to tackle some of the barriers preventing disadvantaged people reaching their economic potential, particularly enabling individuals to gain important interpersonal skills and confidence, as well as ICT skills. 						

Action 14.5 – (New Action). Adopt the Regional Index of Sustainable Well Being as an additional indicator of sustainable prosperity.

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		
Regional Index of Sustainable Wellbeing Work with other Regional Development Agencies to develop a standardised methodology and data sets for a Regional Index of Sustainable Well Being.	Develops a standard index across all Regional Development Agencies to allow for regional comparison of Regional sustainable prosperity.	SEEDA , other Regional Development Agencies; New Economics Foundation	●			£63,000	Regional Development Agencies (£7,000 / RDA)
Datasets Update datasets and Index annually.	Ensures Index is updated annually.	SEEDA , other Regional Development Agencies; New Economics Foundation	●	●	●	£450,000	Regional Development Agencies (£5,000 / RDA /p.a.)
<u>Cross Cutting Issues</u> Culture, Sport, Leisure & Creative Industries <ul style="list-style-type: none"> • Include culture as a key indicator in the Index of Sustainable Well-being. 							

Transformational Actions

100% Next Generation Broadband Coverage

Next generation Broadband is an infrastructure for the 21st century, an essential element of global competitiveness. It will enable new and innovative services in our homes, work and leisure, transforming the way people work and learn, improving business efficiency and public services, contributing significantly to reductions in miles travelled, congestion and CO₂ emissions, and enabling new applications in e-health and assistive technologies for the elderly and disabled.

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>Pilot Options for Delivery Encourage trials and pilot projects to explore the technical, commercial and regulatory issues involved in the various options available for next generation (wired and wireless) network deployment. Amongst these will be:</p> <ul style="list-style-type: none"> - Fibre to the premises in green field sites - Fibre to the premises for existing rural and urban premises - Fibre to telephone street cabinets (sub loop unbundling) - Higher bandwidths through the cable TV network - Wireless services in rural and urban areas. 	<p>The commercial case for next generation network deployment is currently being considered by a number of commercial operators. Trials, undertaken by, or in conjunction with, leading telecommunications companies, will establish the commercial, regulatory and technical frameworks to enable next generation access networks to provide equality of access to all communication providers.</p>	<p>SEEDA, Telecoms Companies, Local Authorities</p>	●	●		TBC	Telecoms Companies, SEEDA

<p>Fibre to New Developments Ensure that all green field developments implement fibre to the premises by supporting, encouraging and promoting the use of relevant tools and standards including:</p> <ul style="list-style-type: none"> - The ICT Toolkit - DCLG guidance for developers on "Electronic Communications Services" - Section 106 planning regulations - A Star Ratings systems to rank buildings depending on the type of broadband infrastructure that they enjoy. 	<p>The ICT Toolkit will raise the profile of ICT at the planning stage of property development projects and help new property developments to be planned, designed and built with ICT in mind. DCLG guidance, in association with the ICT Toolkit, will provide developers with a standard approach to the installation of next generation telecommunications infrastructure.</p> <p>The use of Section 106 to encourage developers to install next generation broadband infrastructure may be piloted in new build developments where SEEDA have influence This will also raise the profile of ICT at the planning stage of property development projects.</p> <p>A Star Ratings system will enable property buyers to understand the telecommunications capability of the property in a simple way and will drive demand for better infrastructure.</p>	<p>Local Authority Planners, Developers, National House Building Council, House Builders Federation, Department of Communities and Local Government, Regional Development Agencies</p>	<p>●</p> <p>●</p> <p>●</p>	<p>●</p> <p>●</p> <p>●</p>	<p>●</p> <p>●</p> <p>●</p>	<p>£20,000</p>	<p>SEEDA</p>
<p>Lobby Government Influence National Policy to ensure there is an appropriate regulatory framework to encourage next generation Broadband network deployment. A specific initial activity will be to identify regulatory barriers to the progress of next generation infrastructure.</p>	<p>National policy and the regulatory framework have a significant effect upon commercial investment decisions. Ofcom regularly consult stakeholders on all aspects of telecommunications and RDA input, co-ordinated with other RDAs and the Devolved Administrations can have influence.</p> <p>Long-term planning is constrained by the telecommunications company's shorter-term planning which is in turn driven by the regulatory review periods. Identifying the barriers to long-term planning will enable a case to be made to government for appropriate Ofcom regulatory changes.</p>	<p>SEEDA, Government Departments, Office of Communications, Regional Development Agencies, The Regional Assembly</p>	<p>●</p>	<p>●</p>	<p>●</p>	<p>£50,000 p.a.</p>	<p>SEEDA, The Regional Assembly</p>

<p>Influence the Private Sector Influence the thinking of telecommunications companies and private sector financial institutions to help convince them of the commercial benefits to be gained from early investment in new infrastructures.</p>	<p>Private sector investment will almost certainly be the major source of funding for Next Generation Network deployment. Currently the telecommunications companies operate on a very short return on investment period, which is inappropriate for long term infrastructure deployment. The commercial sector needs to be convinced that early investment will not only benefit the economic health of the region but will also generate significant business opportunities, benefits and financial returns for them in the future.</p>	<p>SEEDA, Telecoms and other private sector companies</p>	●	●	●	<p>Cost of influencing will be small but the investment needed to deliver 100% Next Generation Broadband in the South East is estimated to be in the region of £3bn.</p>	<p>Telecoms and other private sector companies</p>
<p>Public Sector Leverage Leverage the purchasing power and assets of the public sector (including 2012 activities) bringing together developers, public sector organisations and telecommunications companies to develop and implement individual sub regional plans according to local circumstances and need.</p> <p>Support public sector led developments through:</p> <ul style="list-style-type: none"> - establishing a network of sub regional Broadband Champions - researching, and establishing if necessary, a regional Special Purpose Vehicle (to manage public sector owned telecommunications assets) - utilising, if appropriate, the Regional Infrastructure Fund to provide catalytic funding. 	<p>The purchasing power and existing infrastructure (e.g. pipes, culverts etc) of the public sector can be used to facilitate Broadband infrastructure developments but local expert co-ordination is required. Broadband Champions will focus partners and developers on establishing the demand, existing infrastructure and what needs to be done to move forward.</p> <p>A major issue whenever public sector involvement in infrastructure assets (duct and fibre) is being considered is ownership and management. An SPV could hold and manage assets on behalf of any public sector organisation, and act as a co-ordinating interface to commercial telecommunications companies wishing to use the infrastructure.</p> <p>Public sector telecoms infrastructure initiatives may require catalytic funding in addition to that available by re-deployment of existing telecoms spend. The regional infrastructure fund may be able to provide this.</p>	<p>Local Authorities, Land Owners, Telecoms Companies, SEEDA</p>	●	●	●	<p>£2M (2007-2011)</p>	<p>SEEDA, Local Authorities</p>

<p>Business Parks Ensure that all business parks have access to next generation Broadband services at the earliest possible date.</p>	<p>Service provision in business parks will provide location options for businesses that cannot exist without next generation Broadband. This is likely to be particularly relevant in rural areas where ubiquitous next generation services will take longer to deploy. An initial survey of all business parks will establish their current broadband connectivity and identify the scale of the problem.</p>	<p>Local Authorities, Telecoms Companies</p>		●		<p>£30,000 (for the initial survey)</p>	<p>SEEDA</p>
<p>Annual Report on Next Generation Deployment Publish an annual analysis of the current state of, and future prospects for, next generation network deployment in the South East; to ensure the region is properly briefed.</p>	<p>When making location decisions, it is important that businesses and individuals understand the level and cost of Broadband service(s) that they can expect to receive. This will enable businesses in rural areas in particular (where next generation Broadband deployment will inevitably occur later than in urban areas) to make informed decisions and to build effective business plans.</p>	<p>Telecoms Companies, SEEDA</p>	●	●	●	<p>£40,000 p.a.</p>	<p>SEEDA</p>

Science and Innovation Campuses

Develop at least two science and innovation campuses, building on internationally recognised research groups and regional business strengths to provide businesses with new opportunities to develop innovative knowledge based products and services to compete in the global market place.

Building on international best practice these campuses will provide a space where businesses and academics can research together to rapidly develop new products and services, creating wealth in the region through addressing current and emerging global market needs.

These campuses will act as a magnet for international Research & Development based businesses, increasing foreign direct investment (Target 1), increase the number of businesses working with universities (and with other businesses), and business Research & Development (Target 2), increase the business turnover attributable to new products (Target 3), and at least one campus may focus on environmental technologies to contribute to reduce the region's CO₂ footprint (Target 11) and sustainable production and consumption (Target 12). Additionally scope for open innovation will be considered.

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Develop Strategy Develop and agree strategy with South East England Science, Engineering and Technology Advisory Council, with initial proposals on core facilities, support services and training. Identification of appropriate technology platforms on which to base Science & Innovation Campuses, as well as potential locations for each campus.	Will establish the feasibility and potential of Science & Innovation Campuses, as well as defining outputs and potential funding sources.	South East England Science, Engineering and Technology Advisory Council , SEEDA	●			N/A	N/A
Develop Campuses Identify and develop at least two campuses based on agreed technology platforms, including Harwell.	Working with South East England Science, Engineering and Technology Advisory Council, Business, Higher Education Institutions develop and deliver Campuses.	South East England Science, Engineering and Technology Advisory Council , Business, Higher Education Institutions, Higher Education South East, Research Councils, Local Councils, UK Trade & Investment, Innovation Advisory Service, Sector Consortia		●	●	£10M p.a.	SEEDA, Businesses, Higher Education Funding Council for England, Research Councils
IP Open Innovation Consider scope for developing virtual IP Open Innovation within Campuses.	Open Innovation will allow greater take-up and spread of innovation developed within the Campuses for the benefit of the region.	South East England Science, Engineering and Technology Advisory Council , Business, Higher Education Institutions, Higher Education South East, Research Councils		●	●	TBC	TBC

Regional Infrastructure Fund

Create a Regional Infrastructure Fund to enable early provision of the infrastructure required to unlock development and speed up delivery.

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Develop RDA Approach to Regional Infrastructure Funds Establish a Task Force comprising interested RDAs and others to develop a common approach and share information.	Working together will reduce duplication and increase likelihood of Government support.	SEEDA , South West RDA, The Regional Assembly, South West Regional Assembly	●			N/A	N/A
Government Support Seek DTI and Treasury support for Regional Infrastructure Fund prospectus.	Treasury and DTI support is essential to Regional Infrastructure Fund success.	Task Group , SEEDA, South West RDA, The Regional Assembly, South West Regional Assembly	●	●		£100,000	SEEDA, South West RDA
Options for Development Identify options, models and risks for funding the Regional Infrastructure Fund and test viability through pilots.	This will identify the most effective way forward.	Task Group , SEEDA, South West RDA, The Regional Assembly, South West Regional Assembly	●	●		£700,000	SEEDA, South West RDA
Establish Delivery Partnership Establish Regional Infrastructure Fund delivery partners, identify South East priorities for roll out.	Will target priority areas to enable delivery of essential infrastructure.	Task Group , SEEDA, South West RDA, The Regional Assembly, South West Regional Assembly		●	●	N/A	SEEDA, Private Finance, Treasury, The Regional Assembly, Bank Finance
Launch Regional Infrastructure Fund Launch Regional Infrastructure Fund with structured finance.	Availability of Regional Infrastructure Fund will unlock sites and speed up development.	Task Group , SEEDA, South West RDA, The Regional Assembly, South West Regional Assembly		●	●	£4.5m (South East only)	SEEDA, Private Finance, Treasury, The Regional Assembly, Bank Finance

Raising Economic Activity Rates

Improve the productivity of the workforce and increase economic activity from 82% to 85% by bringing 110,000 net additional South East residents of working age into the labour market by 2016 (as a step towards bringing up to 250,000 residents into the labour market by 2026)

1. *Implement an employment task force for the South East with a regional champion*
2. *Raise employer awareness*
3. *Further develop existing support for economically inactive to access labour market*
4. *Ensure cross Agencies/ partnerships work together to catalyse change*

These activities constitute a framework in support of, or in addition to, those in Section 6 Skills, Section 10 Employment and Target 14 – Sustainable Prosperity of RES

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Employment Task Force Instigate an employment task force for the South East to lift barriers and increase incentives to work	Critical stakeholders to form a united task force with a Champion to capture and develop the evidence base at local levels and identify barriers ie:cost of living/ housing /other benefit barriers and pilot options for change. Lobby key Government Departments to support changes.	Learning & Skills Councils , Job Centre+, Department for Works and Pensions, SEEDA, Government Office South East, Business Representative Organisations, Local Authorities and others to be identified	●	●	●	£5M p.a.	Combined partner contributions
Child and Dependent Care Provision Invest in appropriate childcare and family care provision.	Affordable, accessible and quality childcare and family care is a barrier and disincentives affect the low-paid employed, unemployed and economically inactive alike.	Government Office South East , Local authorities, Department for Works and Pensions, Sure start and others to be identified		●	●		

<p>Flexible working Promote flexible job design and work organisation to identify and promote the benefits of a diverse workforce where a range of skills, talents and perspectives are valued.</p>	<p>Designing jobs to make the best use of skills and talents to maximise job take up and raising the quality of employment.</p>	<p>Social Dialogue Forum, South East Regional Trades Union Congress, Confederation of British Industry, Institute of Directors, Federation of Small Businesses, Business Link Providers, Public sector employers, Local Skills for Productivity Alliances, South East Business and others to be identified</p>	●	●	●		
<p>Jobs for Local People Put jobs for local people at the heart of regenerating communities.</p>	<p>To include activities to engage economically inactive residents in Enterprise.</p>	<p>Local Authorities, Action for Communities, Job Centre+, Voluntary & Community Sector, SEEDA, Local Skills for Productivity Alliances, South East Learning Partnership</p>	●	●	●		

Transformational Action – Skills Escalator

A framework for future workforce development supporting employers and stimulating demand for enhanced skills at every level. Transform South East business performance and individual workforce progression through a range of activities driven from the workplace. A strategy and implementation plan that takes an individual to maximise their potential to the overarching aims of the RES in terms of Gross Value Added growth, productivity and employability targets. For the first time an individual can progress from low to intermediate to high level skills as outlined in the Leitch review of skills without the necessity of repeating either course content or a level.

These activities constitute a framework in support of, or in addition to those in Section 6 Skills and Section 10 Employment

Developing how they join up, are supported through implementation and delivery, and developed in areas where there is market failure must make the difference that will have an impact that is transformational for the South East.

Key aims:-

1. To make the skills offer fit for purpose in the region (building on the work of the Regional Skills for Productivity Alliance) – a single seamless service from school through further and higher education to workforce development and beyond.
2. To ensure people at all skills levels are continually equipped to progress in the labour market by implementing the Leitch review, by bringing workforce development to the fore for both the public and private sectors.
3. To raise employer demand for skills by implementing train to gain, and the HE pilots as well as learning accounts.
4. To change workplace culture by working with union learning reps amongst others.
5. To develop the Sectors dimension (supporting supply, ensuring the supply mechanism can be truly supportive to businesses) by implementing sector skills agreements at a regional level.

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required	Funding source(s)
			07-08	08-11	12-16		
Skills Development Skills Development of the low, intermediate and high skilled people in work.	Complement Train to Gain and Adult Learner Accounts where gaps or market failure identified. Embed investment in on-going skills development for workers into business strategies which delivers re skilling and up skilling measures at all levels.	Regional Skills for Productivity Alliance , Local Skills for Productivity Alliances, Learning & Skills Councils, Sector Skills Councils, Sector Skills Development Agency, Trades Union Congress, Skills South East, Business Link Providers and others	●	●	●		Learning & Skills Councils currently spends £1 billion in the region and we will be working closely with them to encourage support of this programme

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required	Funding source(s)
Changing Workplace Culture Promote a change in workplace culture that supports the Skills Escalator.	Raise interest and awareness to the business case for a diverse workforce. Enable demand side to work smarter and develop changes to ways of working in the workplace. Embed the benefits of union learning.	Regional Skills for Productivity Alliance , Local Skills for Productivity Alliances, Learning & Skills Councils, Sector Skills Councils, Sector Skills Development Agency, Trades Union Congress, Skills South East, Business Link Providers, Social Dialogue Forum and others	●	●	●	250,000 (Year 1)	
Developing the Sector Dimension Support the Sector Skills Councils in the promotion of careers advice for those wishing to progress in the workplace and those seeking employment within an industry.		Regional Skills for Productivity Alliance , Sector Skills Councils, Sector Skills Development Agency, University for Industry/LearnDirect, Connexions	●	●	●	£1M (Year1)	
Regional Brokers To further develop the links between Sector Skills Councils, Skills South East and Business Links to ensure regional brokers have the sector specific information they require.	Regional brokers will be better informed about the sectors to ensure that South East employers receive appropriate information on skills training and development.	Regional Skills for Productivity Alliance , SEEDA, Sector Skills Councils, Sector Skills Development Agency, Skills South East, Business Link Providers, Job Centre+, Manufacturing Advisory Service, UK Trade & Investment, Innovation Advisory Service and Trade Union Reps	●	●	●		
Skills Passports Develop a Skills Passport to enable learners to record all training undertaken from a variety of providers to provide employers with evidence of their skills.	To enable a learner to record all training undertaken from a variety of providers to inform new employers. Provides a vehicle for the learner to present evidence towards a recognised qualification.	Learning & Skills Councils , SEEDA, Sector Skills Councils, Sector Skills Development Agency, Association of South East Colleges	●	●	●	TBC	Discussion with Sector Skills Councils

Global Leadership in Environmental Technologies

The Global market for Environmental Technologies and Services is estimated to be worth £515 billion and is growing dramatically. The UK currently has a 9% share of the global market with the United States, developed European nations and Japan competing strongly in international markets.

Within the South East there are currently 1,200 environmental businesses, and is home to some of the leading UK businesses within the sector as well as top class research and academic institutions which are generating new ideas for environmental enterprise. The South East also benefits from its proximity to the City of London, the fastest growing centre of investment in environmental enterprises in the world. London 2012 will also provide a unique opportunity to showcase innovative environmental businesses to a global market.

The objectives of this Transformational Action are to secure a lead share of the global market for environmental technologies and to attract higher levels of investment in environmental enterprises. The region aims to become a hot bed of innovation to create world class environmental enterprises of the future and will utilize the London 2012 Olympics as a global showcase for the South East's environmental enterprises.

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Gaining Market Knowledge Identify global geographic markets for the Environmental Technology Sector, assessing the technology and service requirements by market and sub-market. Undertake prioritization of Geographic markets by scale of opportunity and accessibility.	Will identify the global opportunities for the development of the sector in the region.	SEEDA , UK Trade & Investment, EnviroBusiness	●			N/A	N/A
Securing Access to Global Markets Defined the current Environmental Technologies strengths in the South East and work with other public agencies to improve routes to markets. Build industry and international partnerships to secure access to new markets and develop a "soft landing" agreements with international partners.	10 new export markets, five new major export contracts.	UK Trade & Investment , EnviroBusiness	●			£2.3M	SEEDA, Private Sector, Sector Consortia

<p>Securing Competitive Advantage Work with Environmental Technology businesses to improve performance/efficiency and to innovate to meet identified demand.</p>	<p>A team of business experts will work across the 1,200 company cluster to improve their performance.</p>	<p>EnviroBusiness, Business Link Providers, Manufacturing Advisory Service, Innovation Advisory Service, Finance South East</p>	●	●	●	TBC	TBC
<p>Aligning with Regional Programmes and Policies Identify opportunities for the Environmental Technologies sector to contribute to and support the objective, programmes and policies of other regional organisations. For example, utilise London 2012 as a global showcase for the sector within the region.</p>	<p>Demonstrate and provide opportunity for the sector to influence and develop within the region.</p>	<p>SEEDA, The Regional Assembly, Local Authorities, NHS, and other regional public sector agencies</p>	●	●	●	N/A	N/A
<p>Engaging with Government Engage with National and European level (such as the Government Commission for Environmental Markets & Economic) to influence support for Environmental Technologies within the region.</p>	<p>Improve the understanding of the sector in the South East to identify and influence key issues.</p>	<p>GOSE, SEEDA, The Regional Assembly, EnviroBusiness</p>	●	●	●	N/A	N/A
<p>Infrastructure Needs Investigate the infrastructure needs for this sector particularly through our intended investment in the Science and Innovation Campuses Transformational Action.</p>	<p>Will identify the current and future physical infrastructure needs of the sector to accommodate growth.</p>	<p>SEEDA, EnviroBusiness</p>	●			N/A	N/A

Education-led Regeneration

Develop a strategic delivery plan for the region for education-led regeneration, and deliver a phased plan in partnership with key funding agencies, including the Learning & Skills Councils and Higher Education Funding Council for England.

This Action is related to the Science and Innovation Campuses and Skills Escalator Transformational Actions

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Build Econometric Model Gather intelligence and develop econometric modelling tool, mapping spatial implications.	Develop a tool to support a directive strategy. May 2007 – Stage 1 intelligence report due. Stage 2 econometric modelling starts.	Learning & Skills Councils , Higher Education Funding Council for England, Government Office South East, Higher Education South East, Foundation Degree Forward, Higher Education Institutions, Further Education Institutions, Regional Skills for Productivity Alliance, Business	●	●	●	£20M p.a.	SEEDA, Higher Education Funding Council for England strategic development fund (£30M p.a.) + Learning & Skills Councils capital funds (£300M p.a.)
Develop a 10-year strategic plan Identify priorities for intervention and develop a 10 year plan.	Increasing the proportion of the working age population holding a degree or better (NVQ 4 and 5) from 27% to around 40% will result in a productivity gain of 3%, an increase in the regional employment rate of 0.75% and a net annual increase in the region's Gross Value Added of £3 billion.	Learning & Skills Councils , Higher Education Funding Council for England, Government Office South East, Higher Education South East, Foundation Degree Forward, Higher Education Institutions, Further Education Institutions, Regional Skills for Productivity Alliance, Business					
Develop a five-year programme Develop and deliver a five-year action plan.		Learning & Skills Councils , Higher Education Funding Council for England, Government Office South East, Higher Education South East, Foundation Degree Forward, Higher Education Institutions, Further Education Institutions, Regional Skills for Productivity Alliance, Business					

Making the Most of 2012

The 2012 Games is the biggest event in the lifetime of the RES. It's important to ensure that they leave a positive and lasting legacy for the South East in terms of an enhanced tourism offer, improved sporting and cultural facilities, increased business opportunities, a healthier and better skilled population and stronger communities. This is an opportunity to bring forward or catalyse investment in programmes which would be desirable regardless of 2012.

Activity(ies)	Contribution to the Transformational Action	Partner(s) (lead partner(s) in bold)	Timescales			Required Funding	Funding source(s)
			07-08	08-11	12-16		
Visitor Economy Deliver £1 billion extra tourism income from the raised profile of the South East.	An additional £1 billion income for the Visitor Economy, and an enhanced tourism offer.	Tourism South East , SEEDA	●	●	●	£500,000-£1M p.a.	Tourism South East, SEEDA
World class welcome Deliver a world class welcome for visitors and residents by working with transport gateways to improve the customer experience and sense of arrival.	Use 2012 to enhance public realm improvements and encourage visitors to return to the UK for future visits.	Arts Council England South East , Ports, Airports, Local Authorities,		●	●	£3M	Ports, Airports, Local Authorities, Arts Council England South East
Sports participation Increase sports participation through using sports ambassadors as role models, setting up an accreditation scheme for businesses and publicity.	Increased demand will help finance better sports facilities and contribute to a healthier community and more productive workforce.	Sport England , Business Links, South East Consortium for the Built Environment, Sport Aid		●	●	£125,000 for business	Sport England, Employers, SEEDA
Access for All Achieve a step change in number of sporting venues and tourism facilities to be accessible.	Baseline to be established. Will help to increase opportunities for disabled people to participate in sporting and cultural life and be more mobile.	Tourism South East, Sport England , Private sports facilities, hotels, venue operators, visitor attractions		●	●	£1M	Private sports facilities, hotels, Sport England
Going for Green Initiate a campaign to maximise the demand for environmental technology and services from the lead up to 2012 games to leave a legacy that brings environmental technologies into the economic mainstream.	Can help deliver commitment to reduce CO ₂ emissions. It will help create a business and transport legacy for the region.	EnviroBusiness , The Regional Assembly	●	●	●	£300,000 over 3 years	SEEDA

<p>Olympic Values Inspire young people through Olympic values and exploit opportunities to upskill and ensure increased employability, for example through the WorldSkills Competitions in 2011.</p>		<p>Learning & Skills Councils, Local Authorities, SEEDA, Tourism South East, Voluntary & Community Sector, Regional Action and Involvement South East, Lifelong Learning Networks, Jobcentre Plus, Government Office South East, Children's and Youth Trusts, Connexions</p>		●	●	TBC	<p>Jobcentre Plus, Local Area Agreements, Learning & Skills Councils, European Social Fund</p>
<p>Business Skills Support the development of business skills amongst the existing workforce for the delivery of the 2012 Games.</p>	<p>Businesses need to be trained to take advantage of opportunities through procurement offered by 2012 Games related activity both in products and services.</p>	<p>Learning & Skills Councils, SEEDA, Association of Learning Providers South East, Association of South East Colleges, Business Link, Confederation of British Industry, Chamber of Commerce, Jobcentre Plus, Sector Skills Councils, South East Regional Trades Union Congress</p>	●	●	●	£150,000 for	<p>Learning & Skills Councils, SEEDA, European Social Fund, South East Consortium for the Built Environment</p>
<p>Community Learning Encourage people to develop their knowledge and skills in ways that enable them to contribute to and benefit from the 2012 mission, through paid and unpaid work and through engaging in learning in their communities.</p>	<p>2012 inspired activity can help build communities and contribute to community cohesion, inclusion and diversity.</p>	<p>Learning & Skills Councils, Association of Learning Providers South East, Association of South East Colleges, Business Link Providers, Chambers of Commerce, Cultural Agencies, Action for Communities</p>		●	●	From existing resources	<p>Learning & Skills Councils, European Social Fund, Higher Education Funding Council for England, Cultural Agencies</p>
<p>Business Opportunities Network Launch the Business Opportunities Network as the 2012 gateway for businesses supported by the Business Links with support and training to optimise the business opportunities the 2012 games and its legacy.</p>	<p>6000 companies to receive information on business opportunities by Dec 2007. £7.5 million worth of business won in South East.</p>	<p>SEEDA, Business Link Providers</p>	●	●	●	£357,000	<p>SEEDA</p>

<p>Region of Ideas Promote the South East as a "Region of Ideas", a gateway for the world into the most economically advanced region which perceives the 2012 games as a focus to realise the investment.</p>		SEEDA		●	●	TBC	UK Trade & Investment, SEEDA
<p>Information system Ensure the provision of a multi-modal public transport information system supported by Wireless Broadband roll-out across the South East by 2012.</p>	Will contribute towards effecting behavioural change in favour of healthier and more environmental methods of transport, with consequent public health benefits.	The Regional Assembly, SEEDA	●	●		To be determined over the next 12 months	Private sector: broadband roll out Public sector: procurement of information systems
<p>Multi modal public transport Ensure key transport routes such as Airtrack and multi modal public transport schemes are ready by 2012.</p>	Will contribute to achieving the 40% modal split target for surface access to Heathrow, with consequent environmental and economic benefits in terms of emissions and reduction of congestion.	The Regional Assembly, SEEDA	●	●	●	£390M latest cost	Public / Private consortium including BAA plc
<p>Public realm Use 2012 to effect public realm improvements at key locations in the South East and improvements and branding at ports of entry in region.</p>	Will promote healthier living and closer community ties through promotion and delivery of attractive public spaces in key centres across the south East in conjunction with events promoted by regional partners, along with a consistent standard of branding.	The Regional Assembly, Local Authorities, Arts Council	●	●	●	To be determined in next 12 months through identification planned improvements	Local Authorities, SEEDA, Private, ports, airports funding mix
<p>Cultural Olympiad Publicly promote and celebrate Olympic values through the development of cultural and community events and activities throughout and beyond the Cultural Olympiad, in order to link communities and develop understanding between South East England and competitor countries.</p>	Communities will benefit from increased range, provision and quality of cultural events.	Cultural agencies, Voluntary & Community Sector, Local Authorities, SEEDA, Regional Agencies, National Trust		●	●	£500,000 coordination Existing resources	Cultural agencies, Voluntary & Community Sector, Local Authorities, SEEDA, Regional Agencies, National Trust, DCMS

<p>Create, Compete, Collaborate Ensure that every young person in the South East has an opportunity to participate in a project with another young person in a competitor country.</p>	<p>Will ensure that young people gain benefits in educational and skills terms from the 2012 Games.</p>	<p>Cultural Agencies, Specialists Schools and Academies Trust</p>		●	●	<p>£150,000 for Coordinator for first 3 years</p>	<p>Arts Council England South East, MLA South East, Screen South East</p>
<p>Volunteering Develop a regional strategy for volunteering.</p>	<p>Volunteering contributes across the cultural, community and health sectors and can help employability as well as providing more sustainable communities.</p>	<p>Regional Action and Involvement South East, Government Office South East, Learning & Skills Councils, Volunteer England, Cultural Agencies, SEEDA, HEI, voluntary organisations</p>		●	●	<p>£150,000 for coordination for first 3 years Part of £5m Sport England fund</p>	<p>Sport England, ACE SE, Learning & Skills Councils</p>