South East England Development Agency

Corporate Plan 2008-11









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

If English is not your first language we can provide a version of this document in Punjabi, Hindi, Gujurati, Urdu, Polish and Bengali. The document can be made available in large print, Braille, disk and audio cassette.

Printed on 9lives 80 silk stock in England.

9lives 80 is produced with 80% recovered fibre comprising 10% packaging waste, 10% best white waste, 60% de-inked waste fibre and 20% virgin TCF fibre sourced from sustainable forests.

V2June08

CONTENTS

1 CONTEXT

1.1 The Regional Economic Strategy 2006-16

This Corporate Plan defines SEEDA's contribution to the Regional Economic Strategy for South East England 2006-16 (RES) over the next three years. The RES establishes the vision of a world-class region achieving sustainable prosperity.

The South East faces three key challenges, identified in the RES:

- **Achieving and maintaining global competitiveness;**
- **Raising productivity and increasing employment opportunities for smart growth that will spread the benefits of competitiveness;**
- **Investing in sustainable prosperity for quality of life, a key source of the South East's competitive advantage.**

Three headline indicators will measure progress against the vision:

1. Achieving an average annual increase in Gross Value Added (GVA) per capita of at least 3%;
2. Increasing productivity per worker by an average 2.4% annually, from £39,000 in 2005 to at least £50,000 by 2016 (in constant prices);
3. Reducing the rate of increase in the region's ecological footprint (from 6.3 global hectares per capita in 2003 and currently increasing at 1.1% per annum), stabilising the footprint and, ultimately, seeking to reduce it overall by 2016.

In October 2007, following further consultation and development with partners the Implementation Plan focused on the 14 targets identified in the RES. An overall sponsor was identified for leading and coordinating progress on each target.

SEEDA took the lead on seven targets, namely:

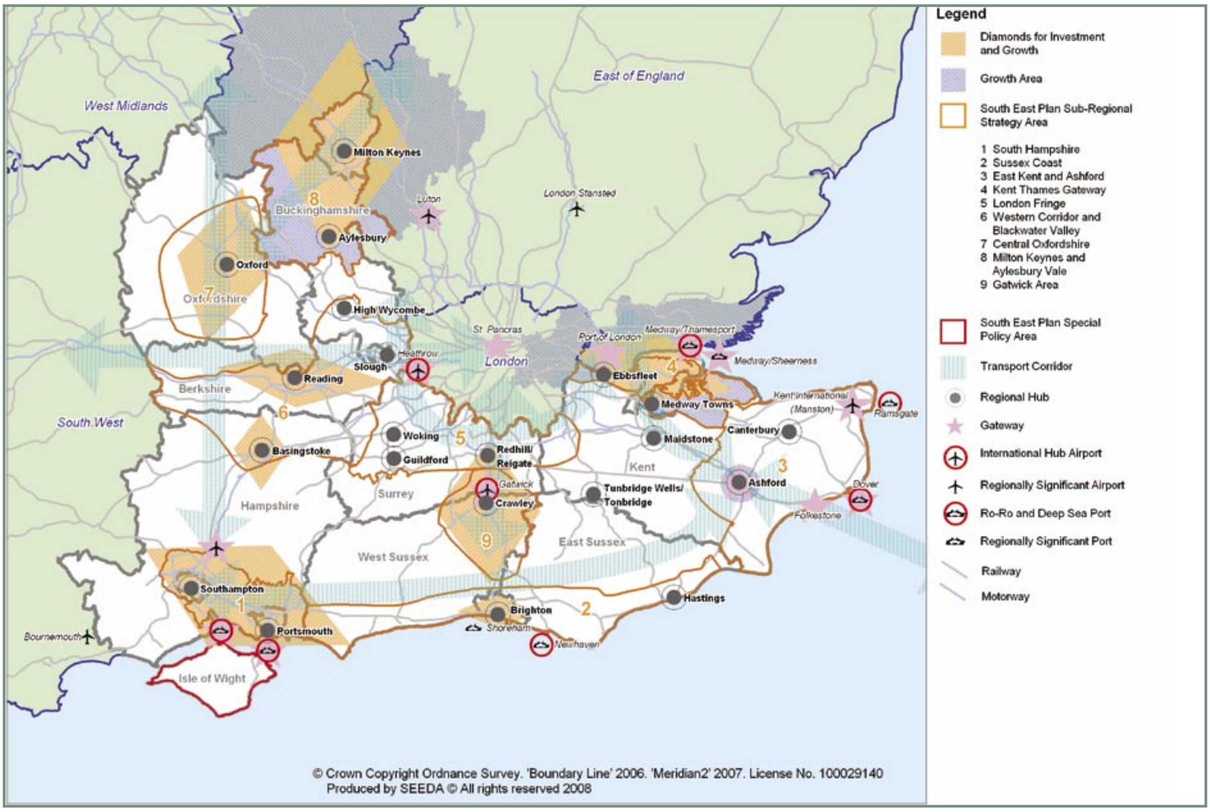
- **Global Business and Foreign Direct Investment;**
- **Innovation and Creativity;**
- **Enterprise;**
- **Competition and Business Regulation;**
- **Climate Change and Energy;**
- **Sustainable Consumption and Production;**
- **Sustainable Communities.**

The Implementation Plan further showed how the eight transformational actions proposed in the RES could contribute across several targets.

The RES mapped the South East economy into a set of economic contours, linked to the sub-regions identified in the South East Plan shown in the map below. SEEDA will ensure that the spatial priorities expressed in the RES and South East Plan are taken forward through:

- **Pan-regional working across the Greater South East, especially the Thames Gateway and Milton Keynes South Midlands growth areas;**
- **Using economic contours to identify how RES actions connect with the particular needs of each area;**
- **Promoting the priority of the eight Diamonds for Investment and Growth in delivering the RES;**
- **Lifting underperformance through regeneration programmes in Dover, Margate, Ashford, Hastings and Bexhill.**

To create a living RES, it is important that an ongoing process of monitoring the regional economy's performance is connected to regular assessments of progress against the headline indicators and targets. The central purpose of this work is to inform and shape the plans and priorities of all those with a role to play in delivering the RES. SEEDA's Corporate Plan for 2008-11 must therefore sit squarely within the context of delivering the RES.



1.2 Economic Trends and Forecasts

With 8.2 million people, the South East has the largest population of any English region. It has one of the highest levels of activity and employment not only in the UK but also Europe, high rates of economic growth and productivity and high rates of business formation.

- **Between 1998 and 2003, the South East increased its Gross Domestic Product (GDP) share of Organisation for Economic Co-operation and Development (OECD) output by 4.4 % (more than any other UK region), a clear indicator of its strong overall economic performance.**
- **With total output (GVA) of £167.4bn, the South East is the second largest regional economy in the UK, accounting for 14.8% of national output, increased from 13.9% in 1996.**
- **GVA per head is the most widely used measure of economic wellbeing at regional level and on this measure the South East is the second best performing region in the UK, after London. Moreover, GVA per head was over £20,300 in 2006, some 9% above the national average.**
- **The South East is currently achieving economic activity rates of over 82% and an employment rate of over 78% (April 2006-March 2007), which is stronger than any other UK region. Indicators of business performance and skills also point toward strong performance: in 2006, 30.5% of all people of working age had an NVQ4 or higher qualification (higher than any other UK region). There were 43.1 VAT registrations per 10,000 resident adult population (second highest in the UK, after London).**
- **Strong overall performance often masks significant sub-regional disparities in output, labour market outcomes or enterprise. And the South East has greater disparities in GVA per head than any other UK region, ranging in 2006 from over 60% above the national average to over 40% below it.**
- **Real (inflation adjusted) GVA per head in the region increased by around 2.7% per annum over the period 1990-2002 (declared by the Treasury as the duration of the last full economic cycle), faster than in any other English region. However, between 2002 and 2006 GVA per head growth averaged just 2.0%, one of the lowest in the country. On average the west of the region has slowed the most, following the downturn in London. The only area experiencing higher growth was Kent.**

Recent performance against the three headline targets of the RES show that current trends will not achieve RES targets:

- **GVA per head increased by just 1% in 2005 and 1.9% in 2006 in real terms. The target calls for an average annual increase of at least 3%;**
- **Productivity per worker increased by around 2% in 2006. The target calls for an increase by an average 2.4% annually;**
- **Independent research suggests that the ecological footprint of the region is continuing to increase at a rate of at least 1.1% annually. The target calls for the rate of increase to be reduced from 1.1%, stabilised and ultimately reduced overall by 2016.**

Moreover, recent evidence suggests that deprivation and polarisation within the region are increasing. The latest (2007) Indices of Multiple Deprivation imply that the number of South East residents living in deprived areas is now 490,000, up from 400,000 in 2004. Almost half of the most deprived areas identified in 2007 can be found in just five coastal local authority areas - Hastings, Thanet, Southampton, Portsmouth and Brighton & Hove. Current work to develop a Framework for Action for the Coastal South East identifies four main reasons for this:

- **Low rates of economic activity, employment and business start-ups;**

- **A weak skills base;**
- **An industrial structure biased towards low value activities;**
- **A relatively small business stock.**

The Hastings and Bexhill five-point plan shows what can be achieved in addressing these issues. Between 2002 and 2007:

- **Average earnings in Hastings have risen from 68% of the regional average to 82%;**
- **Commercial office rents have risen from £6-7 to £12.50 per square foot;**
- **Workshop space rentals have increased from £4 to £8 per square foot;**
- **Approximately 1,000 jobs have been created or safeguarded;**
- **Business VAT registrations have improved. Figures for 2006 show more start-ups than de-registrations and a better survival rate than the South East. There were 9.5% new registrations and 6.8% de-registrations locally in comparison to 9.3% and 7.4% for the South East.**

Housing affordability is a key concern in the South East. The ratio of average house price to average income almost doubled between 1997 and 2005, although there was a small improvement in affordability between 2005 and 2006. Appropriateness of housing and land use are vital components of regional competitiveness and growth; they play an important part in central Government's drive for equality, delivering social inclusion and improving life chances.

Macro-economic factors which fall beyond the control of regional (and in many cases national) policy-makers could impact adversely on the performance of the South East's economy during the period of the Corporate Plan. The most obvious example is the recent global credit crunch, a meltdown in the US sub-prime mortgage market which has affected the UK and global financial sectors. This crisis has led to tighter credit conditions for both businesses and consumers which in turn are likely to impact on economic growth in 2008 and beyond. With oil and food prices increasing (oil prices are close to $100 per barrel in early 2008) as a result of stronger demand from countries like China and India, higher inflation is another factor likely to depress growth in 2008 - and possibly beyond.

1.3 Review of Sub-National Economic Development and Regeneration

The Review of Sub-National Economic Development and Regeneration (SNR) focuses on the central challenge of ensuring that localities and regions develop their economies together in order to deliver a sustainable economic response to globalisation and economic change.

The SNR bases its response to this challenge on three principles:

- **Managing policy and delivery at the right spatial levels;**
- **Ensuring clarity of roles;**
- **Enabling places to reach their potential.**

Two themes for action emerge. Firstly, to strengthen the role of local authorities in leading the task of place-making based on functioning economic areas with stronger powers, capacities and incentives which can promote economic growth and well-being. And secondly, to streamline existing regional structures and strategies and so improve clarity and effectiveness. Key changes are proposed:

- **A stronger role for local authorities in economic development, including a proposed new duty of statutory economic assessment;**
- **Support for effective collaboration by local authorities across functioning economic areas, for example through Multi-Area Agreements (MAAs) or Economic Development Companies;**
- **Single regional strategies to succeed the existing arrangement of separate Regional Economic Strategies and Regional Spatial Strategies, with Regional Development Agencies (RDAs) designated as regional planning bodies and working closely with local authorities and all relevant partners;**
- **A presumption that RDAs will delegate an increasing amount of their funding to partners, including local authorities and sub-regional bodies to support sustainable economic growth and effective cross-boundary working.**

Taken together, these proposals represent a major change both in the role and function of RDAs and in the nature of their relationship with local authorities and other partners. The task of preparing for, and then implementing, these changes will be a major objective for SEEDA during this Corporate Plan period, working closely with the Regional Assembly, local partners and stakeholders.

1.4 The Comprehensive Spending Review 2007

The Comprehensive Spending Review (CSR) determines the resources available to RDAs for 2008-11, alongside changes in their role. The key outcomes announced in October 2007 and February 2008 were:

- **An enhanced role for RDAs in the Train to Gain programme, so that a single integrated brokerage service spanning business support and skills will be managed by RDAs and delivered through Business Links from April 2009;**
- **New responsibilities for RDAs in leading responses to events which have the potential to create substantial economic shocks and impact substantially on businesses;**
- **A 5% per annum real reduction in RDA funding coupled with a Defra cut of £20m for 2008-09;**
- **Specific targets for reducing the proportion of funding spent on administration by each RDA.**

An overview of SEEDA's single pot budget for 2008-11 is shown opposite. In addition to the single pot, SEEDA also draws funding from a number of European programmes which support delivery of the RES. Significant programmes where funding can be anticipated over the Corporate Plan period total £54m and include:

- **European Social Fund – seeks to extend employment opportunities and develop a skilled and adaptable workforce;**
- **European Regional Development Fund – the Competitiveness Programme is aimed at driving low-carbon economies and solutions to demographic and societal change by decoupling economic growth from resource consumption, pollution generation and loss of biodiversity;**
- **Interreg programme - supports projects that aim, through interregional co-operation, to improve regional development policies;**
- **Rural Development Programme for England – targeted at capital projects and capacity-building for farmers, growers, foresters, food businesses and rural communities.**

	2008-09 £m	2009-10 £m	2010-11 £m	2008-11 £m
CSR 07 Indicative Allocation	**158**	**158**	**154**	**470**
Plus: Anticipated Receipts	9	11	14	34
Gives: Gross Budget	**167**	**169**	**168**	**504**
Minus: Total Commitments	115	73	33	221
Minus: Administration	23	22	20	65
Minus: Non-Cash	6	6	6	18
Gives: Indicative Headroom*	**23**	**68**	**109**	**200**
In Addition: European Programmes and other funding sources	**34**	**27**	**29**	**89**

** It should be noted that the headroom shown above would already be over-allocated should all partners' current expectations be met.*

1.5 Corporate Plan 2005-08

Progress has been made against each of the key commitments in SEEDA's Corporate Plan 2005-08. The table below summarises SEEDA's achieved and forecast performance against the targets agreed for its Corporate Plan 2005-08 in the national RDA Tasking Framework.

	Target 2005-08	Achieved or Forecast* 2005-08	Variance
Jobs created or safeguarded	14,800	18,000	+22%
Number of people helped to get work	17,200	32,000	+86%
Businesses created or attracted to the region	7,000	7,600	+8%
Businesses assisted in improving performance	100,000	132,000	+32%
Businesses collaborating with the knowledge base	2,300	3,900	+70%
Investment levered (£m)	580	630	+9%
% Investment levered from private sector	50	48	-4%
Brownfield land remediated (ha)	240	200	-17%
People assisted in skills development	88,000	142,000	+61%
Adults gaining basic skills	9,000	9,800	+9%
Adults gaining at least NVQ Level 2	1,200	1,400	+17%

** Comprises figures achieved for 2005-06 and 2006-07, together with forecasts for 2007-08 as at February 2008.*

2 CORPORATE PLAN FRAMEWORK

This chapter sets out SEEDA's Corporate Plan ambitions and focus during a period of transformational change.

2.1 Vision

By the end of the Corporate Plan period, SEEDA will have:

- **Embedded a living RES** as the mechanism through which regional economic development can be monitored and reviewed, allowing targets to be adjusted in the light of progress, new knowledge and unexpected events;
- **Established strong regional and sub-regional partnerships** which deliver RES targets with the active involvement of councils, business, all tiers of education and research, the third sector and communities through supported strategic, cross-cutting SEEDA teams;
- **Enabled new ways of working** which deliver targets at the most effective geographic levels that align local, regional and national resources behind the RES;
- **Allocated priorities and resources** involving local partners transparently and effectively;
- **Prepared the region to deliver a Single Regional Strategy.** SEEDA will have worked closely with local authorities, local partners and stakeholders. It will be a strong and effective advocate for the region's needs.

2.2 Corporate Objectives

1. Strategic Resource Investment

SEEDA will use its limited resources to identify innovative solutions. SEEDA must achieve maximum impact by delivering **multiple outcomes** across all areas of the RES, delivering on all three headline targets. SEEDA will **focus on place**, being clear about where it is working and why, as well as including a **focus on extra-regional activity**. SEEDA will seek to **leverage** more from other bodies in delivering the RES, aspiring to increase leverage from £630m over the last Corporate Plan period to £1bn over this one.

2. Managing the RES

SEEDA will ensure that the region has a robust management framework for delivery of the RES within a Single Delivery Framework. This will include maintaining a **strategic overview** of the region's needs; ensuring a strong evidence base by which to measure progress; setting a clear process for agreeing accountability with the right partners; and focusing on **building the capacities of others**.

3. Continuous Improvement

SEEDA will implement an intense programme of development to ensure that the organisation delivers the Improvement Plan agreed with the National Audit Office (NAO). SEEDA will be adaptable and flexible, delivering **multiple outcomes** and **cross-cutting themes** through effective **cross-team working**.

4. Preparing for the Single Regional Strategy

SEEDA will work closely with the Regional Assembly, local authorities and other key stakeholders to plan the transition to the Single Regional Strategy. This will include milestones such as: developing a common evidence base and monitoring framework for the RES and the South East Plan within a Single Delivery Framework which is linked to the Regional Sustainability Framework; and preparing the South East submission to the Regional Funding Allocation process.

2.3 Thematic Priorities

SEEDA has organised the delivery of its objectives through six portfolios. Four of these address the first objective, "Strategic Resource Investment" and show how SEEDA will use its own resources to deliver RES outcomes and outputs. **Global Competitiveness, Smart Growth** and **Sustainable Prosperity** deliver directly against RES targets; **Enabling Infrastructure and Development** ensures that SEEDA investment in major regeneration sites and infrastructure priorities delivers across all RES objectives.

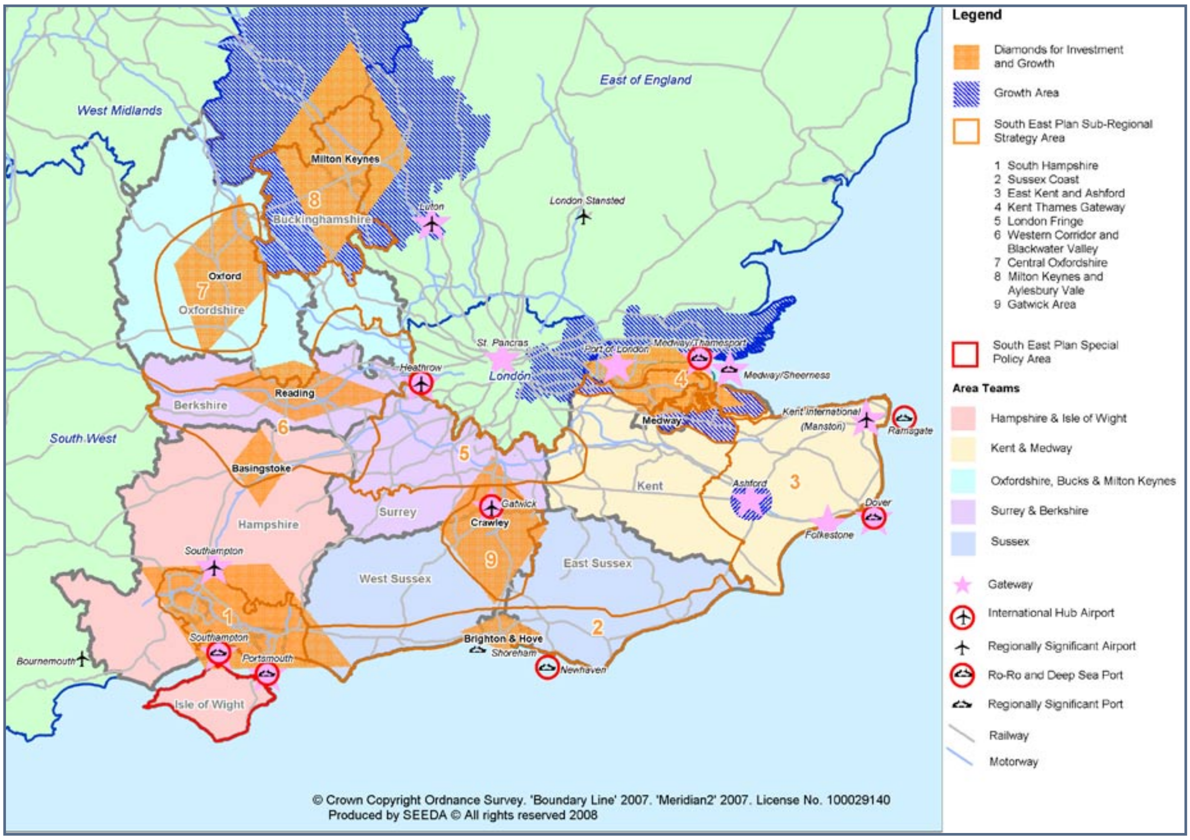
The other two portfolios focus on management and development. **Strategic Influence** includes those activities which will deliver the second Corporate Objective, "Managing the Living RES". It also focuses on developing new ways of working with local partners by strengthening sub-regional partnerships and developing local partners' capacities. **Developing SEEDA** is aimed at achieving the third and fourth Corporate Objectives on "Continuous Improvement" and "Preparation for the Single Regional Strategy".

Each portfolio organises its work through a number of programmes, most of which relate directly to the 14 RES targets. Priority activities within each programme are set out in the table overleaf and explained further in Chapter 3 of this document, Core Strategy. Forecast funding allocations for them are set out in Chapter 4, Resources and Capacities. The outcomes and outputs expected from the investment portfolios are set out in Annex 1, Outcomes and Outputs; the programmes themselves are described in more detail in Programme Summaries in Annex 2.

	Corporate Plan Portfolios	Corporate Plan Programmes	Priority Activities
Strategic Investment Portfolios	Global Competitiveness	**Global Markets**	• Regional Trade and Investment Service • Selective Finance for Investment • Sector Consortia
		Research and Develoment	• Innovation Action Plan • Innovation Collaborations • Science and Innovation Campuses • Environmental Technologies Global Strategy
		Innovation & Creativity	• Innovation Teams • Manufacturing Advisory Service • Finance for Innovation
	Smart Growth	**Enterprise**	• Business Link and Train to Gain • Enterprise Gateways • Business Support Strategy and Board • SE Social Enterprise Partnership
		Employment and Skills	• Regional Skills for Productivity Alliance • Employment and Skills Boards • Employability and Skills Regional Framework • Sector Skills • European Programmes
		Procurement and Regulation	• SE Public Procurement Forum • Regional strategy and action plan • 2012 regional e-brokerage
	Sustainable Prosperity	**Low Carbon**	• Large-scale energy and water efficiency retro-fitting • Renewables Technology Panel and Challenge Fund • SEEDA Going Green programme
		Resource Efficiency	• 'Zero-Waste Region' initiative • Business support on resource efficiency • Smart Construction
		Natural and Rural Resources	• Long-term strategy for land use • SEEDA leadership of SE Rural Action Plan
		Sustainable Communities	• Solutions to worklessness, polarisation and wealth gap • Culture and Creative Opportunities Framework • Seaside Resorts Fund • Delivering the South East 2012 offer, including supporting the Cultural Olympiad and Legacy Trust proposal • Tourism South East • Corporate Cabinet
	Enabling Infrastructure and Development	**Infrastructure**	• Strategy Development; Investment Planning; Innovation; Capacity Building for transport, housing, and employability and skills infrastructure • Regeneration skills capacity building through SE Excellence • Regional Infrastructure Fund • ICT/Broadband
		Strategic Development Fund	• Major capital projects in priority regeneration areas • Major capital projects to deliver RES outcomes, particularly sustainable design and construction
Management and Development Portfolios	Strategic Influence	**Living RES**	• Living RES cycle and annual RES Monitoring Report • Monitoring and review of RES Action Plans
		New ways of working	• Strengthening sub-regional partnerships and helping develop local partners' capacity • Area policy: contour strategies; sub-regional strategies
		Advocacy	• National government • European Union
	Developing SEEDA	**Continuous Improvement**	• Shaping SEEDA to deliver the RES • Leadership and strategic influencing capacity • Systems infrastructure
		Preparing for SNR	• Single Delivery Framework • Regional Funding Allocation submission and advocacy • Retain/build on existing knowledge and capacity

2.4 Spatial Priorities

While SEEDA will continue to run regional programmes, many of its core priorities will increasingly be supported differently in different places, shaped by local partners and stakeholders. SEEDA's Area Teams have been restructured to lead the interface between theme and place as well as the interface between internal SEEDA processes and external partners. The number of Area Teams has increased from four to five; they are being restructured and re-skilled to take an increasingly strategic role. The map below shows how the new Area Team structure maps onto RES geography.



Major spatial priorities for the Corporate Plan period are set out in the RES Implementation Plan. The box below shows how these priorities relate to the structure of Area Teams:

Area Priorities

Kent and Medway

- **North Kent Thames Gateway Diamond:** Thames Gateway Delivery Plan and Economic Development and Investment Plan; land assembly for major regeneration projects; and strategic transport initiatives.
- Strategic transport corridor through **East Kent.**
- Continued investment into **Dover, Margate** and **Ashford Town Centre.**

Sussex

- **Gatwick Diamond:** international benchmarking, inward investment and international trade support, Skills Escalator, Higher Education campus, work on environmental technologies and ecological footprint.
- **Sussex Coast Diamond, centred on Brighton & Hove**: Brighton & Hove Albion Community Stadium, the 'education corridor', international Convention Centre.
- Joint area action plan for **Shoreham, Newhaven** masterplan, capacity-building for culture-led regeneration in the coastal resorts, **Hastings and Bexhill Five-Point Plan.**

Hampshire and the Isle of Wight

- **South Hampshire Diamond:** work on a MAA with the Partnership for Urban South Hampshire, development of key employment sites such as Woolston Riverside, Tipner, Daedalus and Hythe Marine Park, the Southampton/West Midlands strategic transport corridor, work to support the marine sector, innovation and creativity and implementation of the waterfront strategy.
- **Isle of Wight:** support for the eco-island vision and developing a leading-edge renewables sector, major regeneration projects to deliver the Cowes Waterfront Initiative.
- **Basingstoke Diamond:** Basingstoke learning campus, work with the South East Diamonds Group on GVA growth, housing growth, environmental technologies and ecological footprint.

Surrey and Berkshire

- **Gatwick Diamond:** international benchmarking, inward investment and international trade support, Skills Escalator, HE campus, work on environmental technologies and ecological footprint.
- **Reading Diamond:** work with the South East Diamonds Group on GVA growth, housing growth, environmental technologies and ecological footprint.
- Specific focus on investing in success through support on enterprise, inward investment and innovation.

Milton Keynes, Oxfordshire and Buckinghamshire

- **Milton Keynes Aylesbury Vale Diamond and Growth Area:** work with EEDA, EMDA and English Partnerships to take forward the recognised Growth Area and attract new investment; focus on international benchmarking, inward investment and international trade support, work with the South East Diamonds Group on GVA growth, housing growth, environmental technologies and ecological footprint.
- **Oxford/Central Oxfordshire Diamond:** support for Oxford West End and Quadrant Partnership, Harwell/Chilton Science and Innovation Campus, capacity-building in small rural towns.
- **Buckinghamshire:** focus on strengthening capacity to attract and retain inward investment, capacity-building in small rural towns and support to innovation and enterprise including the proposed new National Enterprise Academy.

The table at Annex 3, 'Matrix of Priorities by Area' shows how thematic priorities apply to specific localities. The bar chart in Chapter 4, 'Resources and Capacities' shows the forecast allocation of SEEDA funding following these priorities. These outline priorities will be developed further in discussion with partners as Business Plans develop.

2.5 Managing Flexibility

This Corporate Plan period will be one of great uncertainty, particularly in terms of the current economic situation and the radical changes in SEEDA's role. SEEDA will therefore need to be flexible in the way it manages its resources, both in terms of reviewing and revising its priorities and protecting budget flexibility to follow changing priorities.

SEEDA's annual Business Planning process will become an increasingly important mechanism both in managing these uncertainties and flexibilities, and in allowing external partners and stakeholders to see how priorities are changing. The Prioritisation Framework below sets out which criteria SEEDA will use in making decisions about new or changed investment priorities during the Corporate Plan period.

PRIORITISATION FRAMEWORK

1. Strategic Investment

RES delivery: SEEDA focuses its effort on those areas where progress is not sufficient to meet 2016 targets.

SEEDA focus: SEEDA delivery focuses on those areas where its programmes are the main delivery route.

2. Managing the RES

RES partnerships: SEEDA ensures that regional plans and capacities are in place to deliver the RES.

Partner alignment: SEEDA focuses on aligning the priorities of major funding partners where it is not itself the main delivery route.

3. Developing SEEDA

Strategy: SEEDA reduces direct delivery in order to focus on its strategic influencing role.

External Focus: to achieve the RES, SEEDA adopts a more joined-up approach with a range of regional and local partners, which will include a more formally structured alignment with local authorities.

Capacity Building: SEEDA ensures that partners have the capacity and capability to contribute directly to sustainable economic development.

Place: SEEDA's activities reflect differing priorities across the urban and rural areas of the region, forging strong and effective links between local, sub-regional, regional and national priorities.

Multiple Outcomes: SEEDA activity delivers a number of outcomes across the breadth of its activities, with Sustainable Development as the golden thread weaving through and tested in the investment decision-making process.

Cross-Team Working: SEEDA develops greater cross-team working to achieve multiple outcomes, in partnership with others.

Extra-Regional Outlook: SEEDA develops an extra-regional focus in its activities, gaining wider exposure to experience and learning from other regions, nationally and internationally.

Leverage: SEEDA works more closely with the private sector to find new ways of financing regional priorities.

2.6 Measuring Progress – outcomes and outputs

A new Regional Sponsorship Framework is currently being developed by central Government in consultation with the RDAs. The overall purpose of this framework is to form a clear line of sight between the work of RDAs and the Regional Economic Performance Public Service Agreement, which seeks to **"improve the economic performance of all English regions and reduce the gap in economic growth between regions"**.

The new framework will comprise:

- **An overarching regional economic growth objective, measured in terms of GVA per capita;**
- **A set of outcome-focused performance indicators:**
  - Productivity (GVA per hour indices);
  - Employment (employment rates);
  - Skills (percentage of working age population with basic, intermediate and higher-level skills);
  - Innovation (Business Gross Domestic Expenditure on R&D as a proportion of GVA);
  - Enterprise (Number of VAT start-ups per 10,000 resident adults).
- **Cross-cutting principles relating to sustainable development and economic opportunities for all, which RDAs must apply consistently to all aspects of their work;**
- **Supporting outputs, specific to the region and the objectives of each RDA's Corporate Plan.**

Within this framework, the overarching economic growth objective for each region is: "To increase sustainably its trend rate of growth (measured in terms of GVA per head) in comparison with its trend growth over the most recent full economic cycle". In the case of the South East, over the last economic cycle (1990-2002) real GVA grew by around 2.7% per annum. The RES 2006-2016 sets a headline target to achieve an average annual increase in GVA per capita of at least 3%. SEEDA therefore proposes not to set a separate specific quantitative target for GVA during the Corporate Plan period. Instead, the RES headline target is seen as the appropriate overarching objective, even though this focuses on average annual increases over a 10-year period. Performance for individual years will therefore vary, as seems likely for 2008, given recent reductions in Treasury projections of economic growth.

The main components of this new framework were broadly anticipated by RES headline indicators and targets. Annex 1 Table of Outcomes and Outputs sets out SEEDA's contribution to meeting these targets over the Corporate Plan period. The table opposite summarises this approach, keeping a clear line of sight across the Sponsorship Framework, RES targets and the detail of SEEDA activity. Supporting outcomes specific to the region are taken from the RES Implementation Plan and shown in Annex 1 under the column entitled "RES Outcomes 2008-11". SEEDA's outcomes and outputs are related directly to these, delivery of which SEEDA will report on each year in its Annual Report.

Sponsorship Framework	RES Targets	Corporate Plan Programmes
Regional Growth Objective	GVA Growth Headline Indicator	All SEEDA work contributes
Productivity - GVA per hour	Productivity Headline Indicator	All SEEDA work contributes
	Ecological footprint headline indicator	All SEEDA work contributes
Employment - proportion of population in work	**Target 10:** Employment **Transformational Action:** Raising Economic Activity Rates	Employment and Skills
Skills - % of working population	**Target 6:** Skills **Transformational Action:** Skills Escalator	Employment and Skills
Innovation - Business Expenditure in Research and Development (BERD) as a proportion of GVA	**Target 1:** Global Business and Foreign Direct Investment	Global Markets
	Target 2: Knowledge Transfer and BERD **Transformational Action:** Science and Innovation Campuses	Research and Development
	Target 3: Innovation and Creativity **Transformational Action:** Global Leadership in Environmental Technologies	Innovation and Creativity
Enterprise - VAT Start-ups per 10,000 population	**Target 5:** Enterprise	Enterprise
	Target 7: Competition and Business Regulation	Procurement and Regulation
Cross-cutting Principles: sustainable development and economic opportunity for all	**Target 4:** Infrastructure **Transformational Action:** 100% Next Generation Broadband; Education-led Regeneration	Infrastructure
	Target 8: Transport	Infrastructure
	Target 9: Physical Development	Infrastructure
	Target 11: Climate Change and Energy	Low Carbon
	Target 12: Sustainable Consumption and Production	Resource Efficiency
	Target 13: Natural Resources and Environment	Natural and Rural* Resources
	Target 14: Sustainable Communities **Transformational Action:** Making the Most of 2012	Sustainable Communities

**The Rural activities contribute across all RES targets, not just Target 13*

An effective Evaluation Framework is a critical part of ensuring that SEEDA delivers against the Outcomes and Outputs set out in Annex 1. It also takes account of the recommendations of our Independent Performance Assessment and the RDA Impact Evaluation Framework. It includes an evaluation policy, dissemination strategy, training programme, monitoring system and an Evaluation Framework Panel which gives independent external advice and support to our work. Evaluation evidence will be used to improve understanding of successful interventions to bring about economic growth. This evidence will be shared both internally and with other RDAs through the national network.

2.7 Risk Management

SEEDA currently has in place a comprehensive approach to the identification and management of risk to the organisation, to delivery of the RES and to delivery of the Corporate Plan. This includes the creation and review of a hierarchy of Risk Registers from corporate risk at strategic level to Directorate risk, through to the responsibilities and accountabilities of managers and individuals.

As the organisation develops and its delivery model changes, so too will its Risk Management Strategy. The transition period towards the new model will be the time when delivery of existing business and the new SEEDA will be most at risk. The Executive Board and Directors will keep risk under close review as part of their oversight of performance, against existing business objectives and against progress of the Delivery Plan for organisational development.

3 CORE STRATEGY FOR SEEDA'S CORPORATE PLAN 2008-11

3.1 Overall Approach

SEEDA will make major shifts in how it develops the portfolios within its Corporate Plan:

- **Simplifying and refining strategy** where SEEDA has a major RES delivery role, such as for the Global Business and Foreign Direct Investment, Knowledge Transfer, Innovation and Enterprise targets;
- **Developing new policy and delivery interventions** where SEEDA leads the region in new areas of work, particularly the Climate Change and Energy, Sustainable Consumption and Production, and Sustainable Communities targets;
- **Aligning resources and catalysing new approaches** where other partners have a leading delivery role, including RES targets on Expenditure on Research and Development, Employment and Skills, Infrastructure, Transport and Physical Development, and Natural Resources and the Environment;
- **Developing new approaches to investing in place** to ensure that SEEDA's resources and expertise deliver both regional and local priorities, as well as developing new mechanisms to delegate funding to local authorities and sub-regional bodies;
- **Preparing for new responsibilities and new ways of working,** notably regional planning functions from 2010 and the delegation of funding wherever economic development can be delivered more effectively at sub-regional level.

This chapter explains the strategic approach being taken to achieving these shifts in the development of each portfolio.

Underpinning all these shifts lies an expectation of change in SEEDA's relationship with local authorities and sub-regions. Delegation cannot take place until the Regional Development Agencies Act 1998 is amended, probably during 2009. Following this, new delegation arrangements will be agreed with local authorities and other partners to build on the previous structure of Area Investment Frameworks and Area Programmes. In the meantime, SEEDA will invest at least £18 million in 2008-09 in priorities set by local partners, maintaining the level of locally-determined investment made in the last year of the 2005-08 Corporate Plan. SEEDA anticipates that, over the Corporate Plan period, the majority of its funding will bridge local and regional priorities and will be delegated through a number of different mechanisms.

Business remains a key stakeholder for SEEDA in ensuring that its investment is business-led. SEEDA engages with business through its business support programmes, including Business Link, and the Sector Consortia. The Investor Development Managers establish and maintain relationships with the region's major businesses. The South East Business Forum brings together the region's business membership bodies. SEEDA is establishing Strategic Regional Partnerships to bring the business voice into the development and delivery of Local Area Agreements (LAAs), and MAAs where they exist. SEEDA is establishing a high-level Corporate Cabinet to bring the corporate social responsibility activities of major businesses together to address key areas of deprivation across the region.

3.2 Global Competitiveness

SEEDA's Corporate Plan 2005-08 increased investment in innovation and knowledge transfer from around £11m in 2004-05 to over £30m in 2007-08. The new Corporate Plan will:

- **Maintain this momentum;**
- **Create a strong focus on innovative places;**
- **Simplify and refine the programmes and priority activities;**
- **Deliver two RES transformational actions: Science and Innovation Campuses and Global Leadership in Environmental Technologies.**

The Global Competitiveness portfolio contains three programmes:

1 Global Markets Programme

- SEEDA's support for **promoting and supporting inward investment** by global businesses into the region will be maintained at current levels and focused on capturing the offer of different parts of the region for potential inward investors. This will include working with local authorities to strengthen the role of sub-regions in developing their inward investment offers across the South East, particularly in those parts where there is potential to lift economic performance through securing new inward investors.
- The existing network of **Investor Development Managers** and **International Trade Sector Advisors** will be maintained and strengthened as a key source of advice, expertise and networking for existing businesses in the region.
- **Sector Consortia** will continue to work in partnership with UKTI and SEEDA to improve international trade and investment in the region. They will identify international market opportunities and marshal private and public sector support to engage with them. This includes ensuring that the skills requirements of each sector are met. The consortia cover the areas of aerospace and defence, construction, digital content, environmental technology, healthcare, marine and security.
- The **Selective Finance for Investment in England** programme will make grants available to businesses committing to job-creating investments in Thanet and Dover.

2 Research and Development Programme

- Informed by the South East Science, Engineering and Technology Advisory Council (SESETAC), an **Innovation Action Plan** that includes innovation skills and the **Innovation Collaborations** programme which will include **Innovation Platforms** both within the South East and at the pan-regional level. SEEDA will work closely with the national Technology Strategy Board (TSB) and the Research Councils to invest £20m SEEDA funding over the next three years alongside TSB and Research Council funds.
- **Science and Innovation Campuses** will focus on the internationally recognised research cluster of Harwell/Chilton, the proposed international Institute of Sustainability in the Thames Gateway and the proposed Communications campus.
- A new **Environmental Technologies Global Strategy** led by the Envirobusiness sector consortium will support the growth of a vitally important sector and reduce the region's ecological footprint. It will promote international links with global leaders, build practical collaboration between existing businesses and support demonstrators and practical research in key areas.

3 Innovation and Creativity Programme

- SEEDA's Enterprise Hubs, Designing Demand, High Growth SME Coaching and the Innovation Advisory Service will be delivered through sub-regional **Innovation Teams** focused in specific places, particularly the Diamonds for Investment and Growth, and extending to the service and creative sectors as well as technology and science-driven innovation. These teams will support the Business Support Simplification innovation products, roll-outs of which are anticipated from April 2009.
- The **Manufacturing Advisory Service** and **Grants for Research and Development** will be maintained as regional programmes. Their work supports the refreshed central Government **Manufacturing Strategy** with its new emphasis on green manufacturing. The South East will develop its own green manufacturing strategy in 2008 via the Regional Manufacturing Forum and the Engineering Employers Federation South.

3.3 Smart Growth

SEEDA's support for enterprise, skills and employment will focus on lifting under-performance through development and smart use of technology, knowledge and skills as well as tackling economic polarisation:

- To align and lever in the resources of the Learning and Skills Council (LSC), Higher Education Funding Council for England (HEFCE), local authorities and Jobcentre Plus;
- To catalyse new and integrated approaches to encouraging economic activity and raising skills levels which avoid duplication of effort and address market failure;
- To ensure that all programmes are consistent with central Government's Business Support Simplification Programme (BSSP).

The Smart Growth portfolio has three programmes:

1 Enterprise Programme

- Funding will be maintained at £24m per annum for primary access to publicly funded business support through the six **Business Link** Providers. They will be targeted to integrate additional services with mainstream support, including:
    - **Train to Gain** brokerage which will address training needs of employers across the skills levels, from skills for life through to leadership and management;
    - Support to start and grow businesses for under-represented groups in enterprise including women, young people, those aged over 50, the third sector and those from BME and rural communities;
    - Business resource efficiency;
    - Support for social enterprises.
- **Enterprise Gateways** will focus on community outreach work, providing an intensive pre-start up service which will be mainstreamed into Business Link by 2010.
- **A South East Business Support Advisory Board** consisting of business support funders and business membership bodies, will oversee the development and implementation of a Regional BSSP Transition Management Plan. It will also develop and implement a regional business support strategy in line with the Government's Enterprise Framework. A prime focus of the Board will be to stop re-proliferation of business support products and services. It will ensure that all publicly-funded business support in the region is accessed, marketed and delivered in a

way consistent with the BSSP Framework and portfolio of products. Where appropriate, it will also apply the agreed principles and processes on regional flexibility to ensure that local needs and regional priorities are fully taken into account in the design and future operation of the BSSP framework and portfolio.

- SEEDA will provide strategic advice and input to the **South East Social Enterprise Partnership**. This will include ensuring that Business Link has the capacity and expertise to act as the primary access channel to business support.

2 Employment and Skills Programme

- The **Regional Skills for Productivity Alliance** is a mature partnership driving performance on skills and employment in the region. Linked to this, **Local Employment and Skills Boards** bring together employability, skills and productivity at a sub-regional level. SEEDA funding will be used to pilot new approaches, to further strengthen regional and local partnerships and to support local priorities as identified through LAAs and other local development frameworks and strategies. We will promote the contribution of upskilling to improving business performance across all skills levels and seek to remove barriers for employers so that many more can commit to the principles of the skills pledge wherever appropriate.
- SEEDA will lead work with regional skills and employability stakeholders to support delivery of the Regional Minister's skills priorities. Examples include development of flagship programmes in areas such as public-sector apprenticeships and a specific programme for older workers.

3 Procurement and Regulation Programme

- SEEDA will work with regional partners to develop a strategic approach to fiscal and regulatory changes in support of the National Enterprise Strategy.
- A regional approach to public procurement and sustainable procurement will be led through a new **South East Public Procurement Forum**. This will include supporting SMEs and third sector organisations to bid for public sector contracts.
- The £9m available through the **2007-13 European Regional Development Fund Competitiveness Operational Programme** has been designed to deliver to the RES objectives of Smart Growth and Sustainable Prosperity.

3.4 Sustainable Prosperity

The challenge posed by the RES Ecological Footprint target is now felt nationwide. There is an expectation that carbon targets will be tightened as the Climate Change Bill passes into legislation and, while rising energy prices will encourage low-carbon solutions, these will not be found fast enough to decouple carbon from the economy in a manner that allows the South East to retain its globally competitive position.

Deprivation, particularly in the coastal area but present in pockets throughout the region, remains stubbornly persistent. Significant opportunities exist in these areas for cultural and creative industries, the visitor economy, the social and health sectors, and the South East's offer for 2012. Other agencies are providing leadership on these opportunities for their specific sector. Through our Sustainable Communities programme, SEEDA's role is to integrate regional interventions, cultural, social and third-sector policy with the economic objectives of the RES.

The overarching framework is set by the **Regional Sustainability Framework**. Working with the Sustainable Futures Group, SEEDA will develop policy and delivery interventions based on better evidence and leading to clear frameworks for investment decisions. SEEDA will support a mass-market approach focused on key places, such as the Diamonds for Investment and Growth. There are strong links between this approach and the **Global Environmental Technologies Strategy** being developed as part of the Global Competitiveness portfolio. The approach will also require testing new institutional models of delivery, including the application of social enterprise and corporate community investment as tools for achieving triple bottom-line outcomes.

SEEDA is meeting its Energy White Paper commitments and going beyond them by committing to a 30% reduction in our own emissions and working with our regional partners to develop a common position of joint target reduction. This will include measuring the success of our programmes up-front, for example by recording carbon reductions from our business and community behaviour change on SEE-Stats.

The Sustainable Prosperity portfolio has four programmes:

1 Low Carbon Programme

- SEEDA will bring national, regional and local partners together to deliver **large-scale energy and water efficiency retrofitting** of existing buildings, and the **take-up of mass market renewables** in both new-build and existing buildings. The aim will be to saturate a local area, for example Urban South Hampshire, North Kent Thames Gateway, Ashford, or Milton Keynes, demonstrating that local retrofitting and renewables approaches can work to stimulate the supply chain. SEEDA will work with local authorities and the private sector to develop innovative funding solutions including a **carbon off-setting** scheme for the South East and a **revolving fund** for retrofitting.
- SEEDA will establish a **Renewables Panel and Fund**, seeking priority bids rather than giving grants on a one-by-one basis, so as to stimulate innovation. It will link to national programmes such as the Energy Technology Institute and the Environmental Transformation Fund.

2 Resource Efficiency Programme

- SEEDA will bring national, regional and local partners together to plan for a **Zero Waste Region** encouraging the private sector to turn waste into profit. This will focus initially on construction waste to support delivery of the Sustainable Construction Strategy. The partnership will ensure activities are supportive and cost-effective.
- SEEDA will mainstream the **Business Resource Efficiency** pilot into the work of Business Link and encourage and enable **innovative solutions** such as smart- or home-based working.

3 Natural and Rural Resources Programme

- Natural England is developing a long-term and strategic approach to land use which will maintain and enhance the region’s natural ecosystems, helping resilience to growth and climate change impacts.
- SEEDA delivery of rural support will be through **mainstream activity** under Business Links; Enterprise Gateways; major site development; Tourism and Culture; Skills; and Inclusion and Diversity. We will expect rural issues to be part of the distinctiveness of each place in our work with local authorities and other partners. To that end, the **Rural Action Plan** has been developed through the interim regional Rural Board and engaging the South East Rural Affairs Forum. It will be a living plan owned by partners on the South East Rural Board. SEEDA will report on progress in rural areas through the annual report of the South East Regional Rural Board. This will be submitted to the Regions Minister and discussed at quarterly meetings between the Chair of the Board and Defra.
- In addition to testing for rural-proofing of mainstream programmes, we will:
    - **Encourage new business in rural areas** using existing assets such as redundant buildings which both create local jobs and reduce travel;
    - Deliver £30m European funding through the **Rural Development Programme for England** working closely with land-based industry groups;

- Continue to invest £3m through the **Small Rural Towns** programme;
- Develop a **Rural Access to Services** catalyst programme. SEEDA/Local Authority match funding will test solutions which will, in the long term, be embedded within LAAs.

4 Sustainable Communities Programme

- SEEDA activity will identify, pilot and disseminate innovative **solutions to worklessness and polarisation** in communities, bringing together the power of the public, private and third sectors and addressing both urban and rural communities.
- SEEDA will develop a **Cultural and Creative Opportunities Framework** with partners, taking account of the central Government Creative Economy Programme Strategy and working with Tourism South East to implement the regional Tourism Strategy.
- The programme will align with the Government's **Creative Economy Programme** which aims to move the rapidly growing creative sector into the mainstream of economic policy. RDAs have a specific role to work with cultural partners, private and public sector to establish a network of regional beacons, develop creative economy strategies and support the development of local infrastructure.
- SEEDA will support local partners to develop strong proposals for the Department of Culture Media and Sport's **Seaside Resorts Fund**.
- Through its Compete, Create, Collaborate Framework, business opportunities arising from Making the Most of 2012 will be secured through the **Compete4** procurement programme and through SEEDA's support for **Tourism South East** activities, creating a world-class arrival and visit. SEEDA will contribute to making a success of the **Cultural Olympiad** programme of festivals and events, as well as of the South East proposal to the **Legacy Trust Fund**.
- SEEDA will continue to chair the new **Corporate Cabinet**, which brings major corporates together to generate leadership and action on corporate social responsibility, focussing action where it can have the greatest impact. SEEDA will facilitate collaboration between corporates, social enterprise and voluntary community sectors to deliver social and cultural change across the region.

3.5 Enabling Infrastructure and Development

All parts of the South East require a supportive physical environment which provides the highest quality of built and natural environment, access to global markets, local connectivity and community cohesion. Across much of the region, these benefits can be provided by the market. But market failures do exist, particularly around the provision of infrastructure, the economic development of disadvantaged areas and, as the Stern Review identified, around mitigating and adapting to climate change.

For some strategic regional transport priorities, there is a need to align resources and catalyse new approaches to deliver particularly important, difficult or strategic projects. SEEDA will invest in fewer, larger, critical projects to deliver transformational developments that meet local priorities and are influential in the wider market, particularly in encouraging and demonstrating sustainable design and construction.

Addressing barriers to delivery is a key part of our enabling role, working with partners including the Regional Transport and Housing Boards, the Homes and Communities Agency, local authorities, the South East Regional Improvement and Efficiency Partnership and the private sector.

In taking forward these transformational projects, SEEDA will, if necessary, seek the Secretary of State's confirmation to use Compulsary Purchase Order (CPO) powers under Section 20 of the Regional Development Agency Act 1998 to enable regeneration in compliance with Appendix B of Circular 06/2004.

The Enabling Infrastructure and Development portfolio has two programmes:

1 Strategic Development Fund Programme

- SEEDA's capital investment will be brought together into a single **Strategic Development Fund** which will allow more efficient and flexible portfolio management of what can be complex projects characterised by peaks in resource requirements over time. The existing portfolio of projects will be reviewed to bring increasing focus to fewer, more critical projects and to ensure that these align with RES objectives and address sub-regional and local priorities.
- A programme of **Education-led Regeneration** will use SEEDA funding to provide feasibility and intelligence about future demand for jobs and skills at all levels. It seeks to align national partners' funding behind wider regeneration and economic development outcomes. This will provide the infrastructure enabling implementation of the RES Transformational Action, 'Skills Escalator'. A critical part of this work includes SEEDA's support to the Higher Skills Alliance. This is the key partnership implementing the national higher level skills strategy.

2 Infrastructure Programme

- SEEDA will work closely with the **Regional Assembly, Regional Transport Board** and **Regional Housing Board** to ensure the delivery of key infrastructure and transport projects, and delivery of adequate levels of housing (including affordable housing) to meet the needs of the South East and maintain its competitiveness.
- Through **South East Excellence**, SEEDA will work to build the capacity of local partners and the construction industries to deliver the highest quality of design and construction standards in new development. SEEDA will work with key agencies including English Partnerships (EP), the Academy for Sustainable Communities (ASC), the Advisory Team for Large Applications (ATLAS), the Homes and Communities Agency (HCA), the Improvement and Development Agency (IDeA) and the Planning Advisory Service (PAS). National advisory bodies such as the Commission for Architecture and the Built Environment (CABE) and professional institutes will also be involved as appropriate.
- With the Regional Assembly, SEEDA will lead on the development of a **Regional Infrastructure Fund (RIF)** to unlock critically important infrastructure schemes and bring forward regionally significant projects, such as major employment sites or areas of major housing growth. Subject to agreement on partners' funding, SEEDA would invest £5m in each of 2009/10 and 2010/11 alongside investment from the Homes and Communities Agency, the Department for Transport and other contributions. The RIF will deliver priorities identified through an expanded Regional Funding Allocation. And it aims to enable further borrowing and private sector investment as part of a revolving fund.

3.6 Strategic Influence

SEEDA will establish **new working relationships** with local government and other stakeholders which have **new standards of openness and transparency** and respond to strengthened arrangements for scrutiny by Parliament.

The Strategic Influence portfolio has three major programmes:

1 Living RES Process Programme

- SEEDA will lead the Living RES cycle and produce the Annual RES Monitoring Report. This will include developing and maintaining the economic evidence base on behalf of the region. It will also include working with the network of RDAs to share best practice on interventions to bring about economic growth.
- SEEDA will coordinate **monitoring and review of RES Action Plans** to maintain and enhance alignment between RES objectives and the business plans of major partners.

2 New Ways of Working Programme

- SEEDA will work to **strengthen sub-regional partnerships** and **help develop local partners' capacity** to contribute to the RES:
  - Through LAAs, and MAAs where they exist;
  - Through mechanisms for delegating place-based investment to mainstream partners, special-purpose vehicles and economic development companies;
  - Through Strategic Regional Partnerships which help to build these links and ensure a strong voice for business;
  - Together with local authorities as they face significant regeneration challenges and opportunities to help build capacity, SEEDA will work with the South East Improvement and Efficiency Partnerships;
  - With external partners, cross-SEEDA task groups will work to connect proposed investments with regional and sub-regional priorities. Two examples of these are given below.

SEEDA is working with the Partnership for Urban South Hampshire, one of 13 national MAA pathfinders, and has established an internal task group to ensure that SEEDA's proposed investments in South Hampshire connect regional and sub-regional priorities. **Further proposals for MAAs** will also be supported as they come forward, particularly in the Diamonds for Investment and Growth where functional economic areas straddle local and sometimes regional administrative boundaries.

Alongside the other two Greater South East RDAs - East of England and London - SEEDA is working with the Communities and Local Government department to develop and deliver the **Thames Gateway Economic Development Investment Plan (EDIP)** which will help to unlock £12bn GVA from a currently underperforming area. A £275m strategic investment fund is being established to support the plan. A cross-SEEDA team has been working with teams from the other two RDAs and CLG to develop a co-ordinated approach to the priorities to be funded through the EDIP.

3 Advocacy Programme

- SEEDA will influence Government policy and articulate the needs of the region's economy by:
  - Collaborating with London and the East of England across the **Greater South East**;
  - Collaborating with the East of England and East Midlands on **Milton Keynes South Midlands growth area**;
  - Working with other RDAs through SEEDA's lead roles on enterprise, innovation, energy, waste, Corporate Social Responsibility, ICT and Broadband. SEEDA also leads an RDA Coastal Areas Network to improve coordination and best practice and is the co-Chair of the Women's Enterprise Taskforce (key activities are detailed in the box opposite);
  - Influencing European policy, particularly on the Lisbon Agenda, climate change and energy, social cohesion and the future of the Structural Funds.

RDA Lead Roles

Enterprise

SEEDA will:

- Lead the joint working on the implementation of the Enterprise Framework, beginning with a joint RDA response;
- Continue to lead the RDA input into the BSSP, working closely with the Department for Business, Enterprise and Regulatory Reform (BERR) to ensure that the new national framework is fit for purpose and able to meet the needs of business, taking into account regional differences;
- Provide the management of national Business Link activity, on behalf of all RDAs, enhancing the current Business Link model so that it can fully meet the requirement to become the primary access channel;
- Continue to provide management of the Women's Enterprise Task Force and, working with Yorkshire Forward, support the Ethnic Minority Business Task Force;
- Continue to provide national leadership for the implementation of the RDA section of the national strategy for Social Enterprise.

Innovation

- SEEDA is leading a joint RDA response to the Department for Innovation, Universities and Skills (DIUS) on the White Paper "Innovation Nation" and is developing thinking on implementing the Innovative Places chapter.
- SEEDA is continuing to lead the RDAs in building relationships with the TSB, including delivery of the commitment to align £180m RDA funding with TSB funding.

ICT and Broadband

- SEEDA will focus on further developing links with BERR, OfCom (the telecommunications regulator) and the Broadband Stakeholders Group to influence national policy and advance the deployment of next generation Broadband access networks across the UK.

Energy

SEEDA will focus on:

- Helping government to develop its renewable energy strategy to achieve the more demanding EU targets under development;
- Coordinating RDA activity to deliver on their own commitments in the 2007 Energy White paper including delivering and reporting on sustainable energy solutions in each region, coupled with identifying and achieving the range of skills needed in the workforce;
- Providing coordinated leadership across all regions for the development of local and sub-regional initiatives for delivery of low-carbon solutions, learning lessons across the RDA network.

SEEDA will influence and support the South East England Regional Assembly and local authorities in the region to plan for and deliver the housing, transport and employment generating development necessary to deliver sustainable economic development by:

- Developing a strengthened shared evidence base with the Regional Assembly to support any review of the South East Plan. This will also form a key part of the evidence for a future single regional strategy;
- Providing clear advice on the level and type of development considered necessary across the region and sub-regionally to deliver sustainable economic development;

- Supporting local authorities in developing their own evidence base and in producing their Sustainable Community Strategies, Local Development Frameworks and other key strategic plans.

3.7 Developing SEEDA

Alongside a programme of Continuous Improvement developed from the Independent Performance Assessment, SEEDA will use this transitional period to prepare for taking over both the proposed role of regional planning body from 2010 and the leadership and development of a Single Regional Strategy.

Continuous Improvement Programme

- Building on the Improvement Plan agreed with the NAO, following its assessment of SEEDA as a “strongly performing” RDA, and in recognition of the new challenges which the current RES provides, SEEDA has a programme of **Organisational Development:**
    - To shape the organisation to fit the new RES;
    - To improve SEEDA’s own capacity to lead and influence within the region and across regional boundaries, for example by embedding cross-cutting working on Sustainable Prosperity through objective setting supported by learning and development;
    - To put in place the right internal systems and infrastructure to support the effective management of our organisation.
- SEEDA has aligned its management structure with the main themes of the new RES. We are in the process of strengthening the Area Teams and their coverage of the region to support increased focus on place and engagement with local partners.
- SEEDA will become more strategic, have an enhanced external focus particularly on working with partners in relation to appropriate delivery in their areas, and seek multiple outcomes from each of the projects or programmes.
- Performance management systems will continue to be a major focus for development during the early part of the Corporate Plan, as will the transparency and clarity of working with our partners.

Preparing for the Single Regional Strategy

- The development of a Single Regional Strategy will considerably broaden SEEDA’s strategic role, both in the scope of the Strategy and in the imperative to increase ownership, engagement and accountability.
- The delegation of programme funding will require new business models to be developed. SEEDA will work with partners to build capacity for this.
- Both these developments will require changes in legislation prior to their full implementation, indicating a period of change and development that will span much of the next three years. Milestones will be the development of a **Single Delivery Framework** to develop a common evidence base, monitoring framework and implementation plan linking the RES and the South East Plan. This will be developed to influence an expanded **Regional Funding Allocation**.
- These changes will require very significant shifts in skills and capabilities at all levels in the organisation. This has already been recognised by SEEDA’s Board, which is working with SEEDA’s Executive to this end.
- SEEDA’s communications function will be strengthened to support high standards of openness and transparency. A corporate communications strategy will underpin this, setting standards for both internal and external communications.

4 RESOURCES AND CAPACITIES

4.1 Funding by Portfolio

The table below summarises the proposed broad allocation of funds, including forecast receipts, against the portfolios and programmes described in the previous section. The primary shifts in funding over the Corporate Plan period will be from the Strategic Development Fund into a new RIF and into new interventions to drive Sustainable Prosperity.

PROGRAMMES	**2008/09 (£,000)**	**2009/10 (£,000)**	**2010/11 (£,000)**	**2008-11 (£,000)**
Global Competitiveness				
Global Markets	4,455	4,350	4,350	13,155
Research and Development	15,985	15,160	15,970	47,115
Innovation and Creativity	16,485	16,330	17,710	50,525
ICT/Broadband	775	480	210	1,465
Total	**37,700**	**36,320**	**38,240**	**112,260**
Smart Growth				
Enterprise	27,770	30,260	28,980	87,010
Employment and Skills	5,285	5,260	5,520	16,065
Procurement and Regulation	785	870	920	2,575
Total	**33,840**	**36,390**	**35,420**	**105,650**
Sustainable Prosperity				
Low Carbon	650	2,240	2,900	5,790
Resource Efficiency	1,950	3,810	3,800	9,560
Natural and Rural Resources	4,045	3,785	3,720	11,550
Sustainable Communities	5,465	6,255	7,740	19,460
Total	**12,110**	**16,090**	**18,160**	**46,360**
Enabling Infrastructure				
Strategic Development Fund	44,280	37,910	35,060	117,250
Infrastructure	4,510	8,120	9,210	21,840
Total	**48,790**	**46,030**	**44,270**	**139,090**
Strategic Influencing				
Strategic Partnerships	1,865	1,865	1,865	5,595
Communications	835	775	895	2,505
Research/ Evaluation	900	880	920	2,700
Total	**3,600**	**3,520**	**3,680**	**10,800**
Developing SEEDA				
Organisational Development	2,500	2,600	2,600	7,700
Total	**2,500**	**2,600**	**2,600**	**7,700**
Programme Total	**138,540**	**140,950**	**142,370**	**421,860**

4.2 Funding by Area

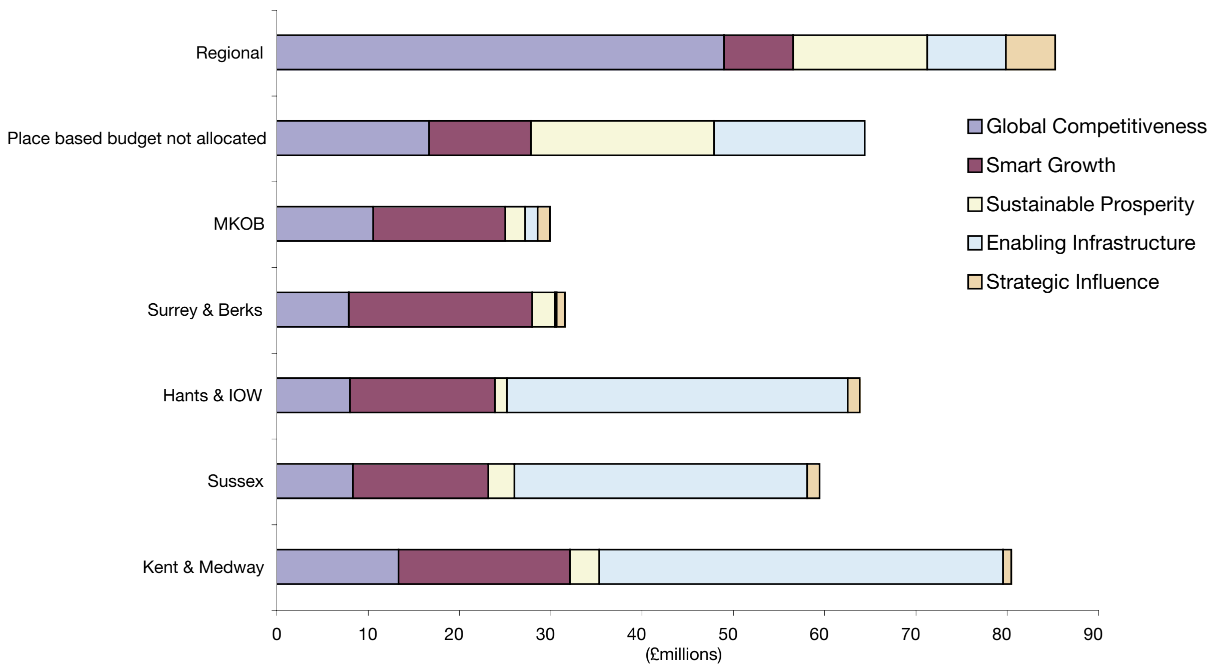
SEEDA has a strong history of investing in place, with budgets in its early years dominated by Single Regeneration Budget (SRB) schemes and physical infrastructure projects. SRB projects concentrated on deprived areas mainly along the coast but with significant pockets of investment in Reading and Slough. An Area Investment Framework (AIF) programme was introduced in 2004-05 and was followed by area programmes in Milton Keynes, Oxfordshire, Buckinghamshire and Berkshire with the objective of addressing pockets of deprivation away from the coast. SEEDA's funding for AIF and area programmes has totalled £46.4 million during the 2005-08 Corporate Plan period.

The 2005-08 Corporate Plan, anticipating the 2006 RES, increased the focus on investing in success not through regeneration programmes, which are focused on areas of market failure, but by building on the global regions programme and supporting research and innovation collaborations led by SESETAC.

The following graph illustrates SEEDAs expected investment within the five sub-regions by each of the Corporate Plan portfolios. This illustrates:

- **A significant continued investment in regeneration projects in Kent and Medway, Sussex and Hampshire and the Isle of Wight where there is a clear market failure and an opportunity to drive economic renewal;**
- **Investment outside of these areas is focused on ensuring the global competitiveness of businesses in each of the sub-regions;**
- **A number of spatially specific programmes which have not yet been located and will be driven by regional and local priorities to deliver the RES such as local Employment and Skills programmes, renewable technologies Challenge Fund, local Business Resource Efficiency programmes, RIF, Education-led Regeneration;**
- **A continued investment in programmes which are delivered across the region, although flexible to local needs, such as the Manufacturing Advisory Service, Regional Skills for Productivity Alliance, and Tourism South East.**

Spend by Sub-region and Portfolio 2008-11



4.3 Administration Costs

The CSR settlement for RDAs also included a negotiated reduction in administration and programme support costs over the period of the Corporate Plan. SEEDA agreed administration costs over the Corporate Plan period will be:

	2008-09	2009-10	2010-11	2008-11
	£m	*£m*	*£m*	*£m*
Pay Costs	17.3	16.6	14.4	48.3
Non-Pay Costs	5.9	5.9	5.9	17.7
Total Administration Costs	**23.2**	**22.5**	**20.3**	**66.0**

This represents a significant efficiency saving of 15% in real terms on 2007-8 (£23.9m) by the end of the period. Achieving this reduction will be accomplished through the Organisational Development programme, which will shape the organisation to deliver the new RES and the new responsibilities it will assume through the SNR.

4.4 Efficiency Savings

SEEDA is committed to meeting the efficiency savings set out by government. These will be met through the reduction in our administration budget, as well as by achieving greater outcomes from key programmes. For example, the Business Link budgets will not be increased over the Corporate Plan period, but will include delivery on key new activities, such as Business Resource Efficiency and the Enterprise Gateways.

4.5 Preparing for the Single Regional Strategy

The CSR settlement, for both programme and administration cost, excludes any changes in expenditure arising from the SNR which the RDAs have proposed should be met by additional government funding. SEEDA and the Regional Assembly will work together to ensure that all responsibilities of the Regional Assembly continue to be met and to ensure that the knowledge, capability and skills of the Regional Assembly are retained.

If you require any further information about this Plan or the activities of SEEDA, please contact us

SEEDA Headquarters
Cross Lanes
Guildford
Surrey GU1 1YA
England

Phone +44 (0)1483 484 200
Fax +44 (0)1483 484 247
Email seeda@seeda.co.uk
Web www.seeda.co.uk

Chatham Maritime Office
The Observatory
Brunel
Chatham Maritime
Kent ME4 4NT
England

Phone +44 (0)1634 899 900
Fax +44 (0)1634 899 901

SEEDA Brussels
South East England
Brussels Office
Rue du Commerce 45
1000 Bruxelles
Belgium

Phone 00 322 504 0720/0721
Fax 00 322 504 0722

ANNEX 1: OUTCOMES AND OUTPUTS

ANNEX 1: OUTCOMES AND OUTPUTS

BERR FRAMEWORK		REGIONAL ECONOMIC STRATEGY			CORPORATE PLAN			
Regional Objectives	**Outcome Indicators**	**RES Target / Transformational Actions**	**RES Outcomes by 2016**	**RES Outcomes 2008-11**	**SEEDA Outcomes 2008-11**	**SEEDA Outputs 2008-11**	**Milestones and Actions**	**Major partners and Programmes**
	GVA headline target	Achieve an average annual increase in GVA per capita of at least 3%	Achieve an average annual increase in GVA per capita of at least 3%	Achieve an average annual increase in GVA per capita of at least 3%	All SEEDA work contributes to this RES target			N.B. contribution from activities across Corporate Plan and especially: Global Markets; Research and Development; Innovation and Creativity; Enterprise; Procurement
		Ecological footprint headline target	Reduce the rate of increase in the region's ecological footprint (from 6.3 global hectares per capita in 2003, currently increasing at 1.1% per annum), stabalise it and seek to reduce it by 2016	The rate of increase in the region's ecological footprint is below 1.1%	All SEEDA work contributes to this RES target			N.B. contribution from activities across Corporate Plan and especially: Innovation and Creativity; Low Carbon; Resource Efficiency; Natural and Rural Resources; Strategic Development Fund
Productivity	GVA per hour	Productivity headline target	Increase productivity per worker by an average 2.4% annually, from £39,000 in 2005 to at least 50,000 by 2016 (constant prices)	Increase productivity per worker by 3x2.4%, from £39,000 to around £42,000	All SEEDA work contributes to this RES target			N.B. contribution from activities across Corporate Plan and especially: Innovation and Creativity, Enterprise, Employment and Skills; Sustainable Communities; Infrastructure
Employment	Proportion of population in work	10. Employment TA: 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)	30,000 South East residents brought back into the labour market (N.B. pro rata target would be 44,000)	RSPA reformed to deliver on future skills and employment frameworks strategy LSPAs developed into employment and skills boards 40 plus Flagship programme on the older workforce developed Established close working arrangements with Local Authorities with further development of LAAs on employment and skills Regional Minister and stakeholders working together to support delivery of skills and employability targets in the South East and leading the way in influencing national policy	400 jobs created/safeguarded per year 8,000 employment supports per year	2008: Employment and skills boards operational with local action plans in place 2008: Regional Employability Framework developed 2008: Regional, sub regional and local employment plans aligned 2008: 40 plus Flagship programme on the older workforce developed 2009: Employment and skills boards working as the strategic arm for employment and skills delivery and linked to Local Area Agreements 2009: 50% of earliest training pools projects mainstreamed 2010: 8 National Skills Academies in operation 2010: 40 Plus Flagship programme on the older workforce rolled out	Main Partners: Regional Skills for Productivity Alliance; Job Centre plus; Local Authorities; Learning & Skills Councils; Sector Skills Councils; Further Education; Higher Education; Priority Activities: Regional Skills for Productivity Alliance; Employment and Skills Boards; Employability pilots
Skills	Percentage of working population with basic, intermediate and higher level skills attainments	6. Skills TA: Skills Escalator	Maximise the number of people ready for employment at all skill levels, and ensure they are continually equipped to progress in the labour market	73% of population at NVQ level 2 or above - on a working population of 5.2m, this means an increase of around 300,000 over the 2005 baseline 34% of population at NVQ level 4 or above - on a working population of 5.2m, this means an increase of around 200,000 over the 2005 baseline		5,000 business supports per year 10,000 people assisted in skills development per year 600 people gain skills at level 2 or more 20,000 people trained in land-based related activities under the rural European programme	2008: Regional framework for skills produced 2008: RSPA partners aligned to framework for delivery 2009: 50% of earliest training pools projects mainstreamed 2010: 8 National Skills Academies in operation by year 3 2010: 40 – 70 older workers regional pilot developed	

ANNEX 1: CONTINUED

BERR FRAMEWORK		REGIONAL ECONOMIC STRATEGY			CORPORATE PLAN			
Regional Objectives	**Outcome Indicators**	**RES Target / Transformational Actions**	**RES Outcomes by 2016**	**RES Outcomes 2008-11**	**SEEDA Outcomes 2008-11**	**SEEDA Outputs 2008-11**	**Milestones and Actions**	**Major partners and Programmes**
Innovation		1. Global Business and Foreign Direct Investment	Increase the percentage of businesses located in the South East operating internationally from an estimated 10% in 2003 to 15% by 2016, maximising the South East's share of global Foreign Direct Investment	4,800 new business operating internationally 640 new investors	SEEDA supports UKTI in its objective to maximise UKTI's contribution to the RES outcome of 4,800 businesses operating internationally 640 new investors in the region	360 new investors to locate to the region 10,000 jobs created / safeguarded (3 year forecasted) 1,500 jobs created or safeguarded (SFIE) £100m investment levered into the region (SFIE)	2008: Integration of the international teams with SEEDA's innovation activity 2008: Development of a new three year international plan 2008: A review of Global Reps activity 2009: New Sector Consortia strategy and action plan developed 2009: Implementation of the new international plan 2009: Implementation of the recommendations of the review of Global Reps activity	Main Partners: UKTI; Strategic Economic Partnerships Priority Activities: Regional Trade and Investment Service; Selective Finance for Investment in England (SFIE)
	Business gross domestic expenditure on R&D as a proportion of GVA	2. Knowledge Transfer and R&D TA: Science and Innovation Campuses	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	Number of businesses reporting R+D links with universities increased from 11% to 12.8% BERD increases from £3,300m to £3,565m, around £250m per annum	265 businesses engaged in major collaborations, 4-5% of RES target, developing from 1,350 collaborative engagements £20m levered into the region from Technology Strategy Board funding programme	7 networks in place involving 1,500 businesses 200 partnerships in place involving 200 businesses, including a minimum of 45 technology transfer agreements with European partners 7 Collaborative R&D projects in place involving 35 businesses 3 Innovation Platforms in place addressing technological challenges in 3 areas involving 30 businesses 3 science and innovation campuses developed Environmental Technology Strategy delivered 10-15 major collaborative projects by land-based businesses supported through the rural European programme	2008: SE Innovation Action Plan in place 2008-11: Aligned funding is managed in partnership with the TSB 2008: Development programme for science and innovation campuses in place 2008: Environmental Technologies Strategy developed 2009-11 SE Innovation Action Plan implementation phase 2009-11: Environmental Technologies Global Strategy implementation phase 2010: Science and Innovation Campuses established and operational	Main Partners: SESETAC; National Technology Strategy Board Priority Activities: Innovation Action Plan; Innovation Collaborations; Science and Innovation Campuses
		3. Innovation and Creativity TA: Environmental Technologies	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	An increase in turnover attributable to new and improved products and services from £147bn to £206bn	Businesses benefiting from SEEDA investment in innovation and creativity will collectively report an average of turnover attributable to new products of at least 20% and turnover attributable to significantly improved products and services of at least 25%	2,000 businesses will have been assisted by SEEDAs innovation and creativity programmes £0.5bn new investment funding raised for their businesses, generating £1bn new GVA 600 environmental technologies businesses assisted to get involved in collaborative innovation	2008: Innovation and Creativity Action Plan integrated with international teams 2008: New Innovation and Creativity Plan developed 2008: Consultation with local partners on Innovation Teams 2008: RDPE Implementation Plan in place 2009-11: New place-based innovation teams in place across the region	Main Partners: Sector Consortia; Business Link; Design Council; Cultural Agencies; Higher Education Institutions Priority Activities: Innovation Teams; Manufacturing Advisory Service; Grants for R&D; Proof of Concept (PoCKeT) Fund; Finance SE core funding

ANNEX 1: CONTINUED

BERR FRAMEWORK		REGIONAL ECONOMIC STRATEGY			CORPORATE PLAN			
Regional Objectives	**Outcome Indicators**	**RES Target / Transformational Actions**	**RES Outcomes by 2016**	**RES Outcomes 2008-11**	**SEEDA Outcomes 2008-11**	**SEEDA Outputs 2008-11**	**Milestones and Actions**	**Major partners and Programmes**
Enterprise	**Number of VAT start-ups per 10,000 adult population**	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	6-10,000 additional VAT registrations (i.e. net gain in registration) per annum* 10,000 more businesses run by women by 2010	8,710 Businesses Created 5,000 business created and sustained after 12 months Delivery of Business Support Simplification Programme Mainstreaming of SEEDA business support programmes into Business Links Appoint suppliers for the Business Link service from April 2010	60,000 individuals assisted who are considering starting a business 24,000 start ups assisted Supporting 6,000 female pre-start and start-up businesses (Women's Enterprise Strategy 2005-10) Parity take-up of business support services in disadvantaged areas and underrepresented groups: 7% of businesses based in disadvantaged areas; 31% rural; 23% run by women; and 4% run by black and ethnic minorities 800 jobs created in rural areas through reuse of redundant buildings	2008: Business Support Advisory Board established 2008: Business Support Strategy adopted 2008: Ongoing development of redundant buildings for rural job creation 2009: Integration of Train to Gain skills brokerage with Business Link 2009: Regional Customer Management and Information System delivered 2009: Business Support Boards established 2010: Migration to BSSP portfolio 2010: Integration of Enterprise Gateways provision within Business Link	Main Partners: Business Link; Learning and Skills Council; Regional Women's Enterprise Steering Group SESEP Priority Activities: Business Link; Enterprise Gateways; Train to Gain; Enterprise Culture; Regional Customer Management and Information System; Rural Redundant Buildings Programme
		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	Traffic light changed to green by establishing SE Public Procurement Forum, developing the evidence base and using it to develop a regional strategy	Initial leadership in working with regional partners to develop a strategic approach in support of the national Enterprise Strategy, including influencing key fiscal and regulatory changes and developing a regional approach to public procurement	Strategic approach developed National and European policy development influenced	2008: Establish SE Public Procurement Forum 2008: Regional Strategy and Action Plan developed 2009-10: Deliver procurement projects to support underrepresented groups and local sustainable procurement pilots 2008-11: 2012 regional e-brokerage in place and delivering	Main Partners: NHS; Local Authorities Priority Activities: South East Public Procurement Forum; Regional Strategy and Action Plan; 2012 Regional Electronic Brokerage

** Following the change in Structural Business Statistics Regulation by Eurostat, all member states are required to produce statistics on business births, deaths and survival rates using definitions and methodology determined by Eurostat. The new statistics will include businesses registering for PAYE and not just VAT and so will provide better estimates of new business registrations. We will switch to the new measure as soon as the new statistics become available (later in 2008).*

ANNEX 1: CONTINUED

BERR FRAMEWORK		REGIONAL ECONOMIC STRATEGY			CORPORATE PLAN			
Regional Objectives	**Outcome Indicators**	**RES Target / Transformational Actions**	**RES Outcomes by 2016**	**RES Outcomes 2008-11**	**SEEDA Outcomes 2008-11**	**SEEDA Outputs 2008-11**	**Milestones and Actions**	**Major partners and Programmes**
Sustainable Development and Economic Opportunity for All (Cross cutting issues)		4. Infrastructure TA: 100% Next Generation Broadband	Secure investment in infrastructure priorities to maintain international economic competitiveness	Traffic light changed to green by securing investment in infrastructure priorities and development milestones achieved: Airtrack; Brighton Mainline; SMART; M4 Capacity Enhancement; Next Generation Access (NGA) networks in all new build in the region.	Strategy development: a distinctive, informed sustainable economic development voice influences the development of planning and investment strategies in the region	Strategy development: Robust evidence base to support strategy development SE Plan with robust economic dimension Integrated Single Regional Strategy	2008: Complete baseline of evidence and targets for transport , housing and physical development 2009: Submit evidence to partial review of SE Plan 2008 SE strategies for reducing congestion and pollution from transport and to improve the energy efficiency of existing housing stock 2011: Major infrastructure projects completed or on track	Main Partners: Regional Assembly; Regional Transport Board; Regional Housing Board; Private Sector Development Partners; Homes and Communities Agency/EP; Local Authorities; Network Rail; Highways Agency Priority Activities Major transport investment in line with RTB priorities; Thames Gateway Economic Development Investment Plan; Regional Infrastructure Fund; Education-led regeneration; Local broadband initiatives; Pilot/demonstration projects for demand management and modal shift; local teleworking pilots; South East Excellence; Capacity building for local regeneration
		8. Transport	Reduce road congestion and pollution levels by improving travel choice, promoting public transport, managing demand and facilitating modal shifts	Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plans for improving travel choice, reducing road congestion, managing demand and facilitating modal shifts	Investment Planning: Public investment facilitates the delivery of sustainable economic development	Investment Planning: Single Delivery Framework; in place which increases share of resources delivered via RTB, RHB and RFA	2008: Completion of Single delivery framework giving combined RSS/RES leadership	
		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 mixed use developments	Traffic light changed to green by achieving SE Plan housing numbers, with attention paid to high quality design, and completing employment land review	Increased private sector confidence in investing in areas of relative market failure	Regional Infrastructure Fund in place and beginning to deliver infrastructure Next Generation Access networks planned in all growth areas and diamonds	2008: Regional Infrastructure Fund established and selection of initial schemes 2010: Local ICT strategy groups established in each growth area and diamond with strategic development plans in place	
					Innovation: Innovation is introduced into transport, infrastructure and physical development projects including demand management, modal shift and through smarter ways of working Skills development: an increased number of organisations and individuals have the skills to deliver sustainable economic development	Measurable progress made towards high quality town centre improvements (supported by SEEDA) Innovation: SEEDA pilots and demonstration projects recognised as exemplars Skills development: Minimum of 250 -300 SEEDA supported expert briefing and learning opportunities taken up by local authority councillors, senior officers and professionals	2009: Plans in place to improve sub-regional economic performance through targeted development investment, particularly in coastal areas 2009: Identify pilot projects and sites where innovation will be demonstrated 2008: Collaborative working agreement between national local authority advice and support agencies in place 2008: Programme of skills/engagement activities established to support local authority growth aspirations	
		11. Climate Change and Energy	Reduce CO_2 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	Growth in CO_2 emissions halted and plans in place to reduce by 20% from 2003 baseline by 2016 [pro rata target would be 8% reduction in CO_2 emissions from 8.9 to 8.2 tonnes per capita per annum, 19m to 17.5m tonnes in total] 760MW renewable energy installed by 2010, around 7% of regional electricity supply [pro rata target would be1170MW capacity to deliver 10% supply]	SEEDA leadership and leverage results in an increase in renewables capacity and supply beyond the planned 760MW capacity and 7% supply SEEDA leverage and support results in plans adopted for significant emissions reductions from Diamonds areas Region-wide housing retrofit strategy in place, involving Local Authorities, leading corporates and utilities SEEDA and other regional partners' own emissions reduced by 30%	Increase the number of businesses considering sustainability in their action planning by 50% SEEDA emissions reduced by 30% SEEDA developments are at least at level 4 of the Code for Sustainable Homes and equivalent for commercial properties Carbon offsetting fund levers 1:4 ratio of funding by year 3 Diamond areas work levers 1:1 ratio of funding	2008: Single Delivery Framework gives regional lead on this target 2008: SEEDA is exemplar organisation in terms of carbon emissions, energy and water use per employee 2009: Renewables Challenge Fund established 2009: Carbon offsetting fund established 2009: Understanding of how to align/ deliver at local level 2010: Energy Efficiency and Renewables advice work integrated into Business Link service 2010: Supply side projects begun and linked to demand-side Renewables challenges, e.g. Anaerobic Digestion and biomass CHP	Main Partners: Regional bodies; Diamonds Authorities; Utilities companies and corporates; Envirobusiness; Business Link; SE Forum for Sustainability Priority Activities: Diamond Authorities Ecological Footprint; Regional Carbon Off-setting Fund; Renewables Technology Panel and Challenge Fund; Regional Centre of Excellence SEEDA Going Green programme

ANNEX 1: CONTINUED

BERR FRAMEWORK		REGIONAL ECONOMIC STRATEGY			CORPORATE PLAN			
Regional Objectives	**Outcome Indicators**	**RES Target / Transformational Actions**	**RES Outcomes by 2016**	**RES Outcomes 2008-11**	**SEEDA Outcomes 2008-11**	**SEEDA Outputs 2008-11**	**Milestones and Actions**	**Major partners and Programmes**
		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	6% Reduction in water consumption per capita from 169 litres to around 158 litres Increase in GVA generated per tonne of waste from £5,000 to around £5,300 GVA	SEEDA leadership and leverage supports the Environment Agency and business to continue making progress on water reduction target SEEDA business support activity contributes to business achieving its share of the 6% reduction in water consumption SEEDA leadership of Zero-Waste Region contributes to the reduction targets in the SE Plan and the increase in GVA generated per tonne of waste Housing retrofitting programme contributes to water reduction target 6 local producer networks with improved public procurement and exploiting local markets	Increase the number of businesses considering sustainability in their action planning by 50%	2008: Zero-Waste Region Strategy in place and starts delivery on construction materials 2009: Housing retrofitting strategy in place and starts delivery 2010: Business resource efficiency support and advice mainstreamed into Business Link 2010: Regulations changed to provide right standards for waste re-use	Main Partners: Environment Agency and regional bodies; Water Companies; Business Link Priority Activities: Zero-Waste Region Project; Business support on resource efficiency; Smart Construction;
		13. Natural Resources and the Environment	Achieve measurable improvements in the quality, bio-diversity and accessibility of green and open space	Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plan for ecosystem services	SEEDA support to Natural England results in clear regional strategies and action plans SEEDA's own developments are exemplar projects of new regional strategies	Measurable increase in quality of green infrastructure in SEEDA projects from Strategic Development Fund - especially coastal and in Diamonds SEEDA influence results in increased quality of green infrastructure in Diamonds SEEDA influence and its own developments result in greater economic value from environmentally beneficial actions	2008: Natural England supported to develop long-term spatial targeting framework to guide all Green Infrastructure work bringing together all agency priorities; and used in all SEEDA-funding physical development work 2008: Cross-agency/Local Authority programmes identified so as to bend funding streams to best effect 2008: European RDPE Regional Implementation Plan in place 2009: Cross-agency/Local Authority programmes start to be implemented	Main Partners: Natural England; Environment Agency; Rural partners Priority Activities: Economic Aspects of Land use; Green Infrastructure; Exemplar Projects; Rural Programmes
		14. Sustainable Communities TA: Making the Most of 2012	Enable more people to benefit from sustainable prosperity across the region and reduce polarisation between communities	Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plans for inclusion, culture and place-making that demonstrate clear contributions towards GVA, Productivity, Quality of Life and Wellbeing	SEEDA leadership results in clear regional strategies and action plans in placed based on robust evidence	Increased and more targeted private sector contributions tackle deprivation SE Festival Offer has high national and international profile and increased sustainability Strong and distinctive cultural offer in each part of the region with clear understanding of the target audience and ability to increase GVA and community engagement Significant progress in all aspects of SE 2012 offer Cultural assets and improved public realm in key coastal resorts Increased understanding of how to address persistent deprivation and economic and financial exclusion SEEDA developments provide more economic inclusion, employment and cultural outputs/outcomes 30 small rural towns enabled to introduce regeneration initiatives aimed at increasing employment and reducing ecological footprint	2008: Corporate Cabinet Partnership launched and operational 2008: Cultural and Creative Opportunities Framework developed with partners 2008: Regional data gathering and analysis tool created – regional ISEW developed and refined 2009: Financial Inclusion Strategy developed and rolled out 2009: Best practice models in homlessness prevention and service delivery developed 2010: South East Partnership for 2012 delivers with SEEDA's co-ordination and support 2010: Support and advice given to coastal reports seeking to obtain funding through DCMS Seaside Resorts Fund 2011: Small Rural Towns programme completed	Main Partners: RAISE; Culture SE; SE Health Partnerships; Local authority Partnerships Priority Activities: Evidence Base; Workless and Polarised Communities; Vibrant places and communities; Community and Corporate Collaboration; New Paradigm – New Markets; Making the Most 2012; Small Rural Towns

ANNEX 2: PROGRAMME SUMMARIES

GLOBAL MARKETS

RES Target summary

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

Regional Outcomes during Corporate Plan period

An additional 4,800 businesses operating internationally and 640 new investors to the region

SEEDA's role

- Target sponsor
- Holding the Regional Trade and Investment Strategy
- Direct delivery of regional trade and investment service

Main Partners

- UKTI - Main partner. Aim for their strategy to be aligned with Regional Trade and Investment Strategy
- Strategic Economic Partnerships – key role in developing local offers

SEEDA Outcomes during Corporate Plan period

- SEEDA supports UKTI in its objective to maximise UKTI's contribution to the RES outcome of 4,800 businesses operating internationally
- 640 new investors in the region

SEEDA Outputs during Corporate Plan period

- 360 new investors to locate in the region
- 10,000 jobs created/safeguarded (3 year forecast)
- 1,500 jobs created or safeguarded through SFIE
- £100m of investment levered into the region through SFIE

Priority Activities

1. Regional Trade and Investment Service

- Delivery of a regional Inward Investment function
- International representation in Asia Pacific; North American; European markets
- International Trade Sector Advisors
- Delivery of a regional Investor Development Managers service

2. Selective Finance for Investment

- Direct funding to companies for capital investment projects which create employment

3. Sector Consortia: Aerospace and Defence; Construction; Digital Content; Environmental Technology; Healthcare; Marine; Security

- Identify international market opportunities and marshall public and private sector support to engage with them

Major milestones	
2008-9	• Integration of the international teams with SEEDA's innovation activity • Development of a new three year international plan • A review of international representation activity
2009-10	• Implementation of new international plan • New Sector Consortia strategy and action plan developed • Implementation of the recommendations of the review of international representation activity
2010-11	

Priority Places

Growth areas: Milton Keynes and Aylesbury Vale, Thames Gateway, Ashford prioritised for inward investment promotion

Diamonds for Investment and Growth: Increased support to international companies through additional Investor Development Managers focusing on the four diamonds (Thames Gateway, Gatwick, Milton Keynes, Urban South Hampshire)

Kent and Buckinghamshire: Support for local inward investment programmes

SFIE: Thanet (Kent) and completion of legacy projects in Brighton

Greater South East: working with other RDAs on joint inward investment promotion

RESEARCH AND DEVELOPMENT

RES Target summary

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 expenditure on research and development in the South East from 3.2% of Gross Value Added in 2003 to 4% by 2016

Regional Outcomes during Corporate Plan period

Number of businesses reporting R+D links with universities increased from 11% to 12.8% BERD increases from £3300m to £3,565m, around £250m per annum

SEEDA's role

- Working closely with SESETAC to develop the partnership with the Technology Strategy Board
- Holding the SE Innovation Action Plan
- Delivery of Science and Innovation Campus Transformational Action
- Delivery of Global Leadership in Environmental Technologies transformational action

Main Partners

- SESETAC
- Technology Strategy Board
- Sector Consortia

SEEDA Outcomes during Corporate Plan period

- 265 businesses engaged in major collaborations, 4-5% of RES target, developing from 1,350 collaborative engagements
- £20m levered into the region from Technology Strategy Board funding

SEEDA Outputs during Corporate Plan period

- 7 networks in place involving 1500 businesses
- 200 partnerships in place involving 200 businesses including a minimum of 45 technology transfer agreements with EU partners
- 7 Collaborative R&D projects in place to involving 35 businesses
- 3 Innovation Platforms in place addressing technological challenges in 3 areas involving 30 businesses
- 3 Science and Innovation Campus developed
- 10-15 major collaborative projects by land-based businesses supported through the rural European programme

Priority Activities

1. Innovation Action Plan

- Funding for sub-regional Innovation Networks
- Funding for sub-regional Innovation Partnerships
- Collaborative R+D
- Innovation Platforms

2. Innovation Collaborations

- Development of a Environmental Technologies Global Strategy
- Space sector projects: Astrea, AlphaSat, etc
- Work with other RDAs and partners on development of a Greater South East Golden Triangle

3. Science and Innovation Campuses

- Thames Gateway Institute for Sustainability at Ebbsfleet
- Harwell/Chilton
- Communications campus

Major milestones	
2008-9	• SE Innovation Action Plan in place • Aligned funding is managed in partnership with the TSB • Development programme for Science and Innovation Campuses in place • Environmental Technologies Global Strategy developed
2009-10	• Environmental Technologies Strategy implementation phase: capacity building
2010-11	• Environmental Technologies Global Strategy implementation phase • Science and Innovation Campuses established and operational

Priority Places

Diamonds for Investment and Growth / Inner South East: activity will be centred on the concentrations of knowledge bases is the region, acting as focal points for innovation networks to create a clear, simple and effective offer to business

Science and Innovation Campuses: at Thames Gateway Institute for Sustainability (Ebbsfleet) and Harwell/Chilton

INNOVATION AND CREATIVITY

RES Target summary

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% to 25% by 2016

Regional Outcomes during Corporate Plan period

An increase in turnover attributable to new and improved products and services from £147bn to £206bn

SEEDA's role	Main Partners
• Target sponsor • Direct delivery of innovation and creativity 'offer' to businesses through Innovation Teams, Business Links, etc	Sector Consortia Business Link Design Council Cultural Agencies Higher Education Institutions

SEEDA Outcomes during Corporate Plan period

- Businesses benefiting from SEEDA investment in innovation and creativity will collectively report an average of turnover attributable to new products of at least 20% and turnover attributable to significantly improved products and services of at least 25%

SEEDA Outputs during Corporate Plan period

- 2,000 businesses assisted by innovation and creativity programmes
- £0.5bn new investment funding raised for their businesses, generating £1bn of new GVA
- 600 Environmental Technologies businesses assisted to get involved in collaborative innovation

Priority Activities

1. Business Support

- Innovation Teams
- Manufacturing Advisory Service

2. Finance for Innovation

- Grants for Research and Development
- Proof of Concept (PoCKeT) Fund
- Finance South East Core Funding

Major milestones	
2008-9	• Innovation and Creativity Action Plan integrated with international teams • New Innovation and Creativity Plan • Consultation with local partners on Innovation Teams • RDPE Implementation Plan in place
2009-10	• Implementation phase of place-based Innovation Teams
2010-11	• Place-based Innovation Teams in place across the region

Priority Places

Diamonds for Investment and Growth: will be the focus for innovation teams and support for environmental technologies.

ENTERPRISE

RES Target summary

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

Regional Outcomes during Corporate Plan period

An additional 6,000 to 10,000 VAT registrations (i.e. net gain in registration) per annum, including an additional 10,000 businesses run by women by 2010*

SEEDA's role	Main Partners
• Develop an integrated and simplified approach to business support through the Business support Strategy • Establish Business Link as the primary access point for publicly funded business support • Implement improved and better targeted support for women's enterprise, under represented and disadvantaged groups • Influence legislation through lead RDA role for Enterprise (including National Enterprise Task Forces) • Support and enable proposed new National Enterprise Academy	Business Link Learning and Skills Council Regional Women's Enterprise Steering Group Local Authorities

SEEDA Outcomes during Corporate Plan period

- 8,710 businesses created and 5,000 businesses created and sustained after 12 months
- Delivery of Business Support Simplification Programme
- Mainstreaming of SEEDA business support programmes into Business Links including Train to Gain brokerage; support to start and grow businesses for underrepresented groups in enterprise; business resource efficiency; and support for social enterprise
- Business Link service suppliers appointed from April 2010

SEEDA Outputs during Corporate Plan period

- 60,000 individuals assisted who are considering starting a business
- 24,000 start ups assisted
- Supporting 6,000 female pre-start and start-up businesses (Women's Enterprise Strategy 2005-10)
- Parity take-up of business support services in disadvantaged areas and underrepresented groups, specifically: 7% of businesses based in disadvantaged areas; 31% rural; 23% run by women; and 4% run by black and ethnic minorities
- 800 jobs created in rural area through reuse of redundant buildings

** Following the change in Structural Business Statistics Regulation by Eurostat, all member states are required to produce statistics on business births, deaths and survival rates using definitions and methodology determined by Eurostat. The new statistics will include businesses registering for PAYE and not just VAT and so will provide better estimates of new business registrations. We will switch to the new measure as soon as the new statistics become available (later in 2008).*

Priority Activities

1. **Business Link**
   - Deliver of Business Link services throughout the region
   - By end of Corporate Plan have mainstreamed the provision of: Train to Gain, Enterprise Gateways, business resource efficiency and rural enterprise support into Business Links
2. **Enterprise Gateways**
   - Provision of enterprise development and business support focused on community outreach work
3. **Enterprise Culture**
   - Piloting the delivery of support to under-represented and hard to reach groups
4. **Business Support Advisory Board**
   - Development and implementation of Regional BSSP Transition Management Plan
   - Develop and implement a regional business support strategy in line with the Government's Enterprise Framework
5. **Regional Customer Relationship Management**
   - Deliver of a region-wide customer relationship management system
6. **Rural Redundant Buildings Programme**
   - Creating opportunities for enterprise development through the reuse of redundant buildings

Major milestones	
2008-9	• Business Support Advisory Board established • Business Support Strategy adopted • Ongoing development of redundant buildings for rural jobs
2009-10	• Integration of Train to Gain skills brokerage with Business Link • Regional Customer Management and Information System delivered • Business Support Boards established
2010-11	• Migration to BSSP portfolio • Integration of Enterprise Gateways provision within Business Link

Priority Places

Business Link is a national service, managed by SEEDA and delivered locally through 6 Business Link Providers. Business Link will play an active role in LAAs, particularly in respect of enterprise creation and business support

Business Link Providers will work with local partners to ensure the Business Link offer, including the Enterprise Gateway programme, is focused, informed and directed to address local priorities

Focused projects, targeted at under-represented and disadvantaged groups, will help to stimulate an enterprise culture in areas with low start-up rates such as **North and East Kent; Coastal Sussex; South Hampshire; and the Isle of Wight**

EMPLOYMENT AND SKILLS

RES Target summary

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

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

Regional Outcomes during Corporate Plan period

Employment: 30,000 South East residents brought back into the labour market (N.B. pro rata target would be 44,000)

Skills: 73% of population at NVQ level 2 or above - on a working population of 5.2m, this means an increase of around 300,000 over the 2005 baseline

34% of population at NVQ level 4 or above - on a working population of 5.2m, this means an increase of around 200,000 over the 2005 baseline

SEEDA's role	Main Partners
• Facilitator of the roles and responsibilities of members of the Regional Skills for Productivity Alliance as target sponsor for both Employment and Skills	Regional Skills for Productivity Alliance Job Centre plus Local Authorities Learning & Skills Councils Sector Skills Councils Further Education Higher Education

SEEDA Outcomes during Corporate Plan period

- Regional Skills for Productivity Alliance reformed to deliver on future skills and employment frameworks
- Local Skills for Productivity Alliances developed into employment and skills boards
- Roll out of SEEDAs 40 Plus flagship programme on the older workforce
- Established close working arrangements with Local Authorities with further development of LAAs on employment and skills
- Regional Minister and stakeholders working together to support delivery of skills and employability targets in the South East and leading the way in influencing national policy

SEEDA Outputs during Corporate Plan period

Employment

- 400 jobs created/safeguarded per year
- 8,000 employment supports per year

Skills

- 5,000 Business supports per year
- 10,000 people assisted in skills development per year
- 600 people gain skills at level 2 or more

Priority Activities

1. Regional Skills for Productivity Alliance

- Inform LAA and MAA employment and skills strategies
- Demand-side/employer input to skills and employment provision

2. Employment and Skills Boards

- LSPAs transformed into local skills and employment boards
- Mapping and evidence base to identify local priorities to inform LAA and MAA employment and skills strategies
- Brokerage role to meet evidenced sub regional and local priorities

3. Employability

- Regional Employability Framework
- Employability pilots

Major milestones

2008-9	• Employment and Skills Boards operational with local action plans in place • Regional Employability Framework developed • Regional, sub regional and local employment plans aligned • 40 Plus flagship programme on the older workforce developed • Regional Framework for Skills produced • RSPA partners aligned to Framework for Delivery
2009-10	• Employment and skills boards working as the strategic arm for employment and skills delivery and linked to Local Area Agreements • 50% of earliest training pools projects mainstreamed
2010-11	• 8 National Skills Academies in operation • 40 Plus flagship programme on the older workforce rolled out

Priority Places

Working with local authorities to embed employment and skills as a key theme in all Local Area Agreement and where possible Multi Area Agreements (such as Urban South Hampshire). Capacity building for Employment and Skills Boards and partners will be provided across all sub-regions

PROCUREMENT AND REGULATION

RES Target summary

Increase the level of participation of South East businesses (especially small business and social enterprise) in tendering for Public Sector contracts

Regional Outcomes during Corporate Plan period

RES traffic light changed to green by establishing SE Public Procurement Forum, developing the evidence base and using it to develop a regional strategy

SEEDA's role	Main Partners
• Target sponsor • Holder of policy and strategy for procurement and regulation • Influencing legislation in London and Brussels (including RDA Lead Role to feed into BERR)	NHS Local Authorities

SEEDA Outcomes during Corporate Plan period

- Initial leadership in working with regional partners to develop a strategic approach in support of the national Enterprise Strategy, including influencing key fiscal and regulatory changes and developing a regional approach to public procurement

SEEDA Outputs during Corporate Plan period

- Strategic approach developed
- National and European policy developments influenced

Priority Activities

1. Evidence base
- Deliver an evidence base for the economic impact of public sector procurement

2. South East Public Procurement Forum
- Development of a SE Public Procurement Forum including all major public sector agencies

3. Regional Strategy and Action plan
- Produce a regional strategy and action plan for all major public sector providers

4. 2012 Regional Electronic Brokerage
- Deliver a regional electronic brokerage system for small businesses to procure contracts for 2012

Major milestones	
2008-9	• Establish SE Public Procurement Forum • Regional Strategy and Action Plan developed
2009-10	• Deliver procurement projects to support underrepresented groups and local sustainable procurement pilots • 2012 regional e-brokerage operational
2010-11	• Deliver procurement projects to support underrepresented groups and local sustainable procurement pilots

Priority Places

The spatial priorities in respect of public sector procurement will be determined locally through Local Area Agreements taking account of individual public sector structures, for instance the development of local commissioning strategies within the NHS

Pilot programmes to be established in **Kent** and **Hampshire** where substantial work is already being planned

LOW CARBON

RES Target summary Reduce CO_2 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 electricity supply in the South East by 2010 as a step towards achieving 20% by 2020
Regional Outcomes during Corporate Plan period Growth in CO_2 emissions halted and plans in place to reduce by 20% from 2003 baseline by 2016 [pro rata target would be 8% reduction in CO_2 emissions from 8.9 to 8.2 tonnes per capita per annum, 19m to 17.5m tonnes in total] 760MW renewable energy installed by 2010, around 7% of regional electricity supply [pro rata target would be1170MW capacity to deliver 10% supply]

SEEDA's role	**Main Partners**
• Target sponsor whilst regional partnership established, including leadership of a regional Carbon Reduction Action Plan for Public Sector • Working closely with Regional Assembly on a Regional Carbon Action Plan as part of Regional Climate Change Strategy • Working with Climate South East on a regional "centre of excellence"	Regional bodies Diamond Authorities Utilities companies and corporates Envirobusiness Business Link South East Forum for Sustainability

SEEDA Outcomes during Corporate Plan period • SEEDA leadership and leverage results in an increase in renewables capacity and supply beyond the planned 760MW capacity and 7% supply • SEEDA leverage and support results in plans adopted for significant emissions reductions from Diamonds areas • Region-wide housing retrofit strategy to achieve energy and water efficiency in place, involving Local Authorities, leading corporates and utilities • SEEDA and other regional partners' own emissions reduced by 30%
SEEDA Outputs during Corporate Plan period • Increase the number of businesses considering sustainability in their action planning by 50% • SEEDA emissions reduced by 30% • SEEDA developments are at least at level 4 of the Code for Sustainable Homes and equivalent for commercial properties • Carbon offsetting fund levers 1:4 ratio of funding by year 3 • Work with Diamond Authorities levers 1:1 ratio of funding

Priority Activities

1. **Diamond Authorities Ecological Footprint**
   - Influence regional bodies, and Diamonds Local Authorities to adopt 20% carbon/energy/water efficiency plans
   - Develop housing retrofit plan with Diamonds Local Authorities and Corporates
2. **Regional carbon off-setting fund**
   - Establish a framework for a region-wide revolving carbon off-setting fund
   - Grass-roots community campaign to reduce carbon footprint (the "Greening Campaign")
3. **Renewables Technology Panel and Challenge Fund**
   - Establish a fund to support the development of innovative renewables technologies
4. **Regional Centre of Excellence**
   - Develop with partners a regional framework "centre of excellence" to signpost to authoritative advice, guidance and best practice
5. **SEEDA 'Going Green' programme**
   - Reduce SEEDA's own footprint by 30%

Major milestones	
2008-9	• Single Delivery Framework establishes regional lead on this target • SEEDA is exemplar organisation in terms of carbon emissions, energy and water use per employee
2009-10	• Renewables Challenge Fund established • Carbon offsetting framework fund established • Understanding of how to align/deliver at local level
2010-11	• Energy Efficiency and Renewables advice work integrated into Business Link service • Supply side projects begun and linked to demand-side Renewables challenges, e.g. Anaerobic Digestion and biomass CHP

Priority Places

Develop a coherent regional framework for renewables, with sub-regional priorities, to include:

- **Thames Gateway/Kent** – London Array supply chain development and biomass development
- **Hampshire and Isle of Wight** – development of leading edge renewables sector, wave, tidal, wind, biomass
- **Surrey & Thames Valley** – Biomass/waste

RESOURCE EFFICIENCY

RES Target summary

Reduce per capita water consumption in the South East by 20% from 169 litres per day in 2003/4 to 135 litres per day by 2016. Achieve a 30% increase over the 2003 baseline in GVA generated per tonne of materials entering the waste stream by 2016

Regional Outcomes during Corporate Plan period

Achieve a 6% reduction in water consumption per capita from 169 litres to around 158 litres. Increase in GVA generated per tonne of waste from £5,000 to around £5,300 GVA

SEEDA's role

- Target sponsor whilst regional partnership established
- Direct delivery of resource efficiency programmes through Business Link
- Stimulation of supply chains, local/home-based business and home-working
- Direct delivery of exemplar development projects through SEEDA Strategic Development Fund

Main Partners

Environment Agency and regional bodies
Water Companies
Business Link

SEEDA Outcomes during Corporate Plan period

- SEEDA leadership and leverage supports the Environment Agency and business to continue making progress on water reduction target
- SEEDA business support activity contributes to business achieving its share of the 6% reduction in water consumption
- SEEDA leadership of Zero-Waste Region contributes to the reduction targets in the SE Plan and the increase in GVA generated per tonne of waste
- Housing retrofitting programme contributes to water reduction target
- 6 local producer networks with improved public procurement and exploiting local markets

SEEDA Outputs during Corporate Plan period

- Increase the number of businesses considering sustainability in their action planning by 50%
- Construction materials diverted from landfill increased to over 70%

Priority Activities

1. **Zero-waste region project**
   - capacity building and projects on construction waste reduction and resource recovery in Growth Areas and Diamonds for Investment and Growth
2. **Business support on resource efficiency**
   - support to businesses through intensive assistance and encouraging innovation to fill the gap in the support for SMEs
3. **Smart Construction**
   - development of sustainable procurement, supply chain development and skills

Major milestones	
2008-9	• Zero-Waste Region Strategy in place and starts delivery on costruction materials
2009-10	• Housing retrofitting strategy in place and starts delivery
2010-11	• Business resource efficiency support and advice mainstreamed into Business Link • Regulations changed to provide right standards for waste re-use

Priority Places

Reducing water consumption and waste generation will need to be delivered across the whole of the region. **Growth Areas, Diamonds for Investment & Growth** and **major coastal regeneration areas** will have further to go to achieving these targets and will be a priority for action. Key areas for focus will be **Milton Keynes** and **Aylesbury Vale, Thames Gateway, Ashford, Shoreham, Brighton & Hove and Urban South Hampshire**

NATURAL AND RURAL RESOURCES

RES Target summary

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

Regional Outcomes during Corporate Plan period

RES traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plan for ecosystem services

SEEDA's role	Main Partners
• Support Natural England as target sponsor • Develop with Natural England the business case for maintaining and enhancing ecosystem services	Natural England Environment Agency Local Authorities

SEEDA Outcomes during Corporate Plan period

- SEEDA support to Natural England results in clear regional strategies and action plans and SEEDA's own developments are exemplar projects of the new regional strategies

SEEDA Outputs during Corporate Plan period

- Measurable increase in quality of green infrastructure in SEEDA projects from Strategic Development Fund - especially coastal and in Diamonds
- SEEDA influence results in increased quality of green infrastructure in Diamonds
- SEEDA influence results in long-term land use strategy for the region to deliver multiple outcomes

Priority Activities

1. Economic aspects of Land Use

- Contribute to development of a regional economic 'climate change adaptation strategy'

2. Green infrastructure

- Develop framework for building green infrastructure into developments in the Diamonds, especially the Thames Gateway 'parklands'

3. Exemplar projects

- Deliver exemplar projects through SEEDA Strategic Development Fund

4. Rural Programmes

- Work with land-based industry groups to make most effective use of RDPE funding
- Redundant Buildings (see Enterprise)
- Rural Small Towns (see Sustainable Communities)
- Rural Access to Services programme. Funding will test solutions which, in the long term, will be embedded within LAAs. SEEDA funding will be matched by Local Authorities

Major milestones	
2008-9	• Support Natural England to develop long-term spatial targeting framework developed to guide all Green Infrastructure work, bringing together all agency priorities; and used in all SEEDA-funding physical development work. • Cross-agency/Local Authority programmes identified so as to bend funding streams to best effect • European RDPE regional implementation plan in place
2009-10	• Cross-agency/Local Authority programmes start to be implemented
2010-11	

Priority Places

Though access to green spaces is needed across the region, the **Diamonds for Investment and Growth** (particularly Thames Gateway Parklands; PUSH; Milton Keynes and Aylesbury Vale) will be a priority for green infrastructure due to the increased needs from population and business growth, and the consequential pressures on ecological systems and land. Additional priority areas include: the **Coast, rural landscapes,** and **East Kent Country Park**

SUSTAINABLE COMMUNITIES

RES Target summary

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

Regional Outcomes during Corporate Plan period

RES Traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plans for inclusion, culture and place-making that demonstrate clear contributions towards GVA, Productivity, Quality of Life and Wellbeing

SEEDA's role

- Target sponsor
- Developing policy and strategy and supporting regional interventions across the Sustainable Communities agenda joining up the cultural, social and health dimensions

Main Partners

RAISE
Culture SE and Cultural Agencies
SE Health Partnerships
Local Authority Partners
South East Exellence

SEEDA Outcomes during Corporate Plan period

- SEEDA leadership results in clear regional strategies and action plans in placed based on robust evidence

SEEDA Outputs during Corporate Plan period

- Increased and more targeted private sector contributions to tackle deprivation
- SE Festival Offer has high national and international profile and increased sustainability
- Strong and distinctive cultural offer in coastal contour and growth diamonds with clear understanding of the target audience and ability to increase GVA and community engagement
- Significant progress in all aspects of SE 2012 offer
- Cultural assets and improved public realm in key coastal resorts
- Increased understanding of how to address persistent deprivation and economic and financial exclusion
- SEEDA developments provide more economic inclusion, employment and cultural outputs/outcomes
- 30 small rural towns enabled to introduce regeneration initiatives aimed at increasing employment and reducing ecological footprint

Priority Activities

1. Evidence base
- Develop regional ISEW and regional evidence bases for equality and diversity and culture

2. Workless and Polarised Communities
- Pilot interventions to tackle work readiness and worklessness particularly in young people
- Develop a regional Financial Inclusion Strategy and lobby for tax and benefit reform

3. Vibrant places and communities
- Capacity building for culturally led placemaking and regeneration, focusing on growth areas and seaside resorts
- Cultural and Creative Opportunities Framework developed with partners

4. Community and Corporate Collaboration
- Work with the third sector to pilot local solutions to worklessness and polarisation
- Develop a Corporate Cabinet bringing together third sector and corporates to deliver solutions to local social issues

5. New Paradigm – New Markets
- Identify the major impact of cultural, social and demographic change on the way we live our lives, identifying future opportunities for cultural and social markets

6. Making the Most of 2012
- 2012 leadership, co-ordination, promotion and overall development of the legacy

7. Small Rural Towns
- Work to ensure rural communities are places where people live and work

8. Tourism South East
- Delivery of support to the regions tourist sector to boost the visitor economy

Major milestones	
2008-9	• Regional data gathering and analysis tool created - regional Index of Sustainable Economic Well-being (ISEW) developed and refined • Cultural and Creative Opportunities Framework developed with partners • Corporate Cabinet partnership developed and operational
2009-10	• Financial Inclusion Strategy developed and rolled out • Best practice models in worklessness prevention and service delivery developed
2010-11	• SE 2012 partnership delivers with SEEDA support • Relationship with third sector developed in relation to SNR

Priority Places

Action should be focussed on the major areas of deprivation and exclusion, within the **Coastal Contour** and **Diamonds for Investment and Growth**, noting that for example areas of worklessness and health inequality may not map onto each other, so targeted efforts need to be evidence-based

STRATEGIC DEVELOPMENT FUND

Contribution to RES Targets

The Strategic Development Fund (SDF) is part of enabling infrastructure which contributes to many of the RES targets

SEEDA invests significant funds both directly and through funding partner activity, to address market failure in the property market and to prepare development sites for the market. SEEDA contributes to the delivery of 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

The aim of the SDF is to:

a) create attractive, long-term investment opportunities by reducing the perceived risk to a manageable threshold and to maximise the appeal of investments in these areas so that fund managers can invest against the usual range of performance/risk criteria

b) reduce intra regional economic disparities and release the untapped economic potential of all parts of the region

c) Contribute to the increase in business stock through facilitating the creation of new employment space

d) contribute towards the development of sustainable communities, including through mixed use development, including housing and education led approaches to regeneration

SEEDA's role

- **Delivery** of regeneration projects in priority areas promoting best practice in mixed-use development
- **Provide advice and support** on strategic schemes enabling key partners to meet their development goals
- **Supporting the business and innovation agendas** by providing the physical infrastructure to enable businesses to flourish
- **Leverage:** Delivering mechanisms to lever in private and public sector funding to enable development, and infrastructure such as education facilities
- **Innovation:** Using a proportion of SEEDA's own resources to promote innovative demonstration projects

Main Partners

Local Authorities
English Partnerships/Homes and Communities Agency
Regeneration Partnerships
Private sector developers / investors
LSC/HEFCE

SEEDA Outcomes during Corporate Plan period

- Obstacles removed so that key regeneration sites can be brought forward for development
- Greater number of sites brought forward through devolved delivery
- Funding vehicles and special delivery vehicles identified and set up
- Increased private sector confidence in investing in areas of relative market failure
- Innovation introduced into development projects and seen as exemplars

SEEDA Outputs during Corporate Plan period

- £500 million of Public/Private Investment levered into the region
- 1,000 housing units (300 affordable)
- 75% of new homes (on SEEDA sites) built to code level 4 of the Sustainable Homes
- 69,000 sq m of commercial space
- Space for 2,000 jobs (Based on worker floorspace ratio of 34 would be higher if office/high tech)

These are <u>gross outcomes not direct outputs</u> from SEEDA expenditure

Priority Activities

1. Major Capital Projects in priority regeneration areas

- Prioritising areas of SEEDA's investment
- Complete masterplanning of sites to ensure comprehensive regeneration
- Support to provide evidence and feasibility studies for local Education-led regeneration initiatives
- Working with partners to overcome barriers to regeneration
- Ensure developments meet highest standards of design and sustainability

Major milestones	
2008-9	• Review existing portfolio and Investment Plan developed • Identification of priorities for regeneration with local partners • Complete strategic acquisition of key regeneration sites • Promote SEEDA's development standards on direct development and other SEEDA funded development • Identify pilot projects and sites where innovation will be demonstrated
2009-10	• Secure development partners for development sites • Planning permissions secured • Developments started on site
2010-11	• Secure development partners for development sites • Planning permissions secured • Developments started on site

Priority Places

Kent

- Thames Gateway (Dartford, Northfleet Embankment, Chatham Maritime, Rochester Riverside, Queenborough and Rushenden)
- Ashford (SPV)
- Dover and Margate Town Centre

Sussex

- Hastings
- Brighton

Hampshire

- South Hampshire

Isle of Wight

- Cowes Waterfront

Oxfordshire

- Oxford

INFRASTRUCTURE

RES Target summary
Infrastructure: Secure investment in infrastructure priorities to maintain international economic competitiveness **Transport:** Reduce road congestion and pollution levels by improving travel choice, promoting public transport, managing demand and facilitating modal shifts **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 mixed use development

Regional Outcomes during Corporate Plan period

Infrastructure: RES traffic light changed to green by securing investment in infrastructure priorities and development milestones achieved: Airtrack; Brighton Mainline; SMART; M4 Capacity Enhancement; Next Generation Access (NGA) networks in all new build in the region

Transport: RES traffic light changed to green by establishing baseline and agreeing regional frameworks, strategies and action plans for improving travel choice, reducing road congestion, managing demand and facilitating modal shifts

Physical Development: RES traffic light changed to green by achieving SE Plan housing numbers on housing, completing employment land review and setting baseline on efficient use of land resources, including mixed use development

SEEDA's role	Main Partners
• **Strategy Development:** Influences the development of planning and investment strategies in the region, and in its statutory planning consultee role • **Investment Planning:** Influence public investment plans for housing, transport and other infrastrcuture • **Innovation:** Using a proportion of SEEDA's own resources to promote innovative pilot and demonstration projects to move the infrastructure agendas forward • **Skills development:** Developing the skills base in the region (including professionals and politicians) to deliver sustainable places	Regional Assembly Regional Transport Board Regional Housing Board Local Authorities Highways Agency Network Rail

SEEDA Outcomes during Corporate Plan period

- **Strategy development:** a distinctive, informed sustainable economic development voice influences the development of planning, housing and other investment strategies and planning proposals in the region
- **Investment Planning:** clear plans are set for public investment which delivers sustainable economic development
- **Innovation:** a proportion of SEEDA's own resources promotes innovative pilot and demonstration projects to move the transport, infrastructure and physical development agendas forward including demand reduction through smart working
- **Skills development:** an increased number of organisations and individuals have the skills to deliver sustainable places
- **Leverage:** create opportunities to unlock potential of the region through removal of blockages to economic growth, particularly through the development of a Regional Infrastructure Fund (RIF) and European funding e.g. SMART

SEEDA Outputs during Corporate Plan period

- **Strategy development:** effective contribution to partial review of SE Plan; effective transition to new Single Regional Strategy; robust evidence base in place to support strategy development
- **Investment Planning:** completion of Single Delivery Framework; increase in SE share of resources delivered via RTB, RHB and RFA; Regional Infrastructure Fund in place; Next Generation Access networks planned in all Growth Areas and Diamonds for Investment and Growth
- **Innovation:** SEEDA pilots and demonstrator projects recognised as exemplars
- **Skills development:** Minimum 500 SEEDA supported experts briefing and learning opportunities taken up by local authority councillors, senior officers and built environment professionals

Priority Activities

1. Strategy Development

- Major investment programme: AirTrack; Brighton Mainline capacity enhancement; SMART ; M4 capacity enhancement; access management package for Port of Dover
- SE Strategy for reducing congestion and pollution from transport
- Input to housing policy and practice
- Influence planning proposals and decisions
- SE Strategy for improved energy and water efficiency of existing housing stock

2. Investment Planning

- Thames Gateway Economic Development Investment Plan: infrastructure, transport, innovative projects, skills development
- Delivery of a Regional Infrastructure Fund to address the timely provision of infrastructure
- Support to provide evidence and feasibility studies for local Education-led regeneration initiatives
- Support to provide evidence and feasibility studies for local broadband initiatives

3. Innovation

- Pilot/demonstration projects for demand management and modal shift
- Support for local teleworking pilots
- Pilot/demonstration project for Regional Infrastructure Fund

4. Skills development

- South East Excellence: Develop programme of activities to support local place-making skills, particularly (but not exclusively) targeted at a mixed audience of councillors and private sector housebuilders/ developers
- Identify and disseminate best practice
- Support Local Authority placemaking capacity-building activities

Major milestones	
2008-9	• Single delivery framework in place and giving combined RSS/RES leadership on these targets • Baseline of evidence and 'policy on' targets in place for transport and physical development, including SE strategies for reducing congestion and pollution from transport and to improve the energy efficiency of existing housing stock • Collaborative working agreement between national local authority advice and support agencies in place 2008: programme of skills/engagement activities established to support local authority growth aspirations
2009-10	• Local ICT strategy groups established in each growth area and diamond with strategic development plans in place • Delivery of skills activities to support local placemaking
2010-11	• Regional Infrastructure Fund in place and making a difference to timely provision of infrastructure • Major infrastructure projects completed or on track

Priority Places

Infrastructure: The strategic access corridors of the **Thames Valley, Thames Gateway, Solent to Midlands, South Coast** and **London-Dover Straits** with a specific gateway hub focus on **Heathrow, Gatwick** and **Ebbsfleet,** reflecting the Regional Transport Strategy's hubs and spokes concept

Transport: Priority strategic corridors, hubs and spokes are set out in the Regional Transport Strategy, linking areas of economic success to each other and to areas of opportunity within and beyond the region. There will be particular focus on **global gateways, major corridors** and **Diamonds for Investment and Growth**

Physical development: The primary focus will be to ensure that strategy and investment plans will support economic growth, particularly in the areas identified in the South East Plan and the RES

ANNEX 3: MATRIX OF PRIORITIES BY AREA

Corporate Plan Programmes	Area Priorities
Global Markets	Regional Trade and Investment Service • Thames Gateway Economic Development Investment Plan (EDIP) • Gatwick Diamond Investor Development Manager • Milton Keynes and Buckinghamshire • South Hampshire Selective Finance for Investment • Thanet • Legacy projects in Brighton and Hove Support for Local Initiatives • Buckinghamshire Economic and Learning Partnership to deliver increased inward investment support • Locate in Kent to deliver increased inward investment support
Research & Development	Science and Innovation Campuses in this Corporate Plan period • Thames Gateway Institute for Sustainability • Harwell/Chilton (Oxfordshire) • Communications campus
Innovation & Creativity	Innovation Teams: bidding process will be carried out in phases and may result in teams in: • Urban South Hampshire and Isle of Wight • North Kent Thames Gateway • Kent/Thames Gateway • Surrey • Thames Valley and Basingstoke • Milton Keynes and Aylesbury Vale/Buckinghamshire • Oxfordshire • Gatwick and West Sussex • East Sussex and Brighton & Hove Diamonds focus on innovation and knowledge transfer through business to business collaboration and support for environmental technologies • North Kent Thames Gateway • Gatwick Diamond • Brighton and Hove • Urban South Hampshire • Milton Keynes and Aylesbury Vale • Oxfordshire • Reading
Enterprise	Business Links • Kent • Sussex • Hampshire and the Isle of Wight • Surrey • Berkshire • Milton Keynes, Oxfordshire, Buckinghamshire Enterprise Culture • Support for new National Enterprise Academy in Buckinghamshire • Support for Buckinghamshire Economic and Learning Partnership to promote start-up and growth businesses • Support for activities contained within the within the Thames Gateway EDIP

Employment and Skills	Employment and Skills Boards • Kent • Sussex • Hampshire and the Isle of Wight • Surrey • Berkshire • Milton Keynes, Oxfordshire, Buckinghamshire Continued support for local employability and skills programmes • 'New Directions' in Reading and Slough • 'Routes to Success' in Milton Keynes • 'Learning Communities' in Oxfordshire
Procurement and Regulation	• Kent public procurement pilot linked to the Kent Local Area Agreement • Hampshire procurement pilot linked to the Urban South Hampshire Multi Area Agreement
Low Carbon	Renewables Technology • Investment to enable windfarms and other renewable energy sources with a focus on Thanet and the Thames Estuary • Support leading edge renewables sector (wave, tidal, wind, biomass) on the Isle of Wight • Large-scale energy and water efficiency buildings and retrofit in Diamonds
Resource Efficiency	• North Kent Thames Gateway Sustainable Construction Academy and residential eco-development studies • Possible support for eco-towns in the region
Natural and Rural Resources	Support for activities contained within the South East Rural Action Plan • Kent • Sussex • Hampshire and Isle of Wight • Surrey • Milton Keynes and Buckinghamshire • Oxfordshire
Sustainable Communities	Employability and skills development programmes to help create sustainable communities • North Kent Thames Gateway • Ashford Town Centre development • West Sussex • East Sussex • Brighton and Hove Cultural offer and vibrancy of town centres development • North Kent Thames Gateway • New investments into East Kent • Support for towns successful in receiving Seaside Resorts funding from DCMS • Securing legacy and local benefits for 2012 SE Partnership activities

Infrastructure	Regeneration and cultural offer skills capacity building • Kent • Shoreham: consultation, studies and research to create joint area action plan • Place-making and culture-led regeneration in Sussex Coastal Resorts • Development of Newhaven masterplan • Milton Keynes/Aylesbury Vale Support for transport corridors • Thames Gateway Greater South East infrastructure studies • Kent strategic transport corridor • Road and rail network serving Hastings and Bexhill • Freight corridor between Southampton and the West Midlands • EastWest Rail Link Consortium Employability and skills infrastructure • Gatwick Diamond skills escalator and Higher Education campus • Collaborative and coherent planning of major capital investments along the West Sussex coast • Supporting partners to develop the Higher Education campus in Bognor Regis • Supporting partners to develop the learning campus in Basingstoke Other infrastructure • Effective deployment of East Kent Spatial Development Company and continued investment into East Kent business opportunities to release employment sites • North Kent Thames Gateway Broadband and carbon neutral transport demonstration projects
Strategic Development Fund	• North Kent Thames Gateway: land assembly investments into Dartford Town Centre, Northfleet, Medway and Queenborough to bring forward mixed use sites • Ashford Special Purpose Vehicle development • Continued investment into Dover and Margate Town Centre renewal programmes • Hastings and Bexhill 5-point Plan: Lacuna Place office development; site acquisition for future commercial accommodation; Queensway South innovation park; land acquisition in North Bexhill growth area • Brighton Stadium and education corridor and Brighton International Convention Centre* • Key employment sites in Urban South Hampshire including: Woolston Riverside, Tipner, Daedalus and Hythe Marine Park • Major regeneration projects within the Cowes Waterfront/Medina Valley initiative on the Isle of Wight

**subject to approval*

ANNEX 4:
BUDGET ANALYSIS BY CAPITAL AND REVENUE SPEND

ANNEX 4: BUDGET ANALYSIS BY CAPITAL AND REVENUE SPEND

	2008/09			2009/10			2010/11			2008-11		
	Capital £m	Revenue £m	Total £m	Capital £m	Revenue £m	Total £m	Capital £m	Revenue £m	Total £m	Capital £m	Revenue £m	Total £m
Our indicative allocation (CSR 07)	69.3	88.8	158.1	67.6	90.3	157.9	65.9	88.2	154.1	202.8	267.3	470.1
Receipts	5.0	4.0	9.0	7.0	4.0	11.0	10.0	4.0	14.0	22.0	12.0	34.0
Total Single Pot Income	**74.3**	**92.8**	**167.1**	**74.6**	**94.3**	**168.9**	**75.9**	**92.02**	**168.1**	**224.8**	**279.3**	**504.1**
Administration	0.0	23.2	23.2	0.0	22.5	22.5	0.0	20.3	20.3	0.0	66.0	66.0
Non-cash expenditure	0.0	5.5	5.5	0.0	5.5	5.5	0.0	5.5	5.5	0.0	16.5	16.5
Available Programme Budget	**74.3**	**64.1**	**138.4**	**74.6**	**66.3**	**140.9**	**75.9**	**66.4**	**142.3**	**224.8**	**196.8**	**421.6**
Existing commitments	74.3	41.1	115.4	42.9	30.4	73.3	27.8	5.7	33.5	145.0	77.2	222.3
Indicative Headroom	**0.0**	**23.0**	**23.0**	**31.7**	**35.9**	**67.6**	**48.1**	**60.7**	**108.8**	**79.8**	**119.6**	**199.4**
European Programmes												
European Social Fund	0.0	1.6	1.6	0.0	2.5	2.5	0.0	2.6	2.6	0.0	6.8	6.8
European Regional Development Fund (Competitiveness Programmes)	0.0	2.1	2.1	0.0	3.3	3.3	0.0	3.3	3.3	0.0	8.7	8.7
Rural Development Programme for England	7.0	3.0	10.0	7.0	3.0	10.0	7.0	3.0	10.0	21.0	9.0	30.0
INTERREG 4B (Transport)	2.4	0.9	3.3	0.3	0.2	0.5	0.6	0.3	0.9	3.3	1.4	4.7
European Regional Development Fund (Trans-national Programmes)	0.0	0.5	0.5	0.0	1.1	1.1	0.0	1.7	1.7	0.0	3.3	3.3
Total European Programmes	**9.4**	**8.1**	**17.5**	**7.3**	**10.1**	**17.4**	**7.6**	**10.9**	**18.5**	**24.3**	**29.1**	**53.4**
Other Funding Sources												
Communities and Local Government (Thames Gateway)	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	30.0	30.0
Learning and Skills Council (Train to Gain)	0.0	6.0	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.0	6.0
Total Other Funding Sources	**0.0**	**16.0**	**16.0**	**0.0**	**10.0**	**10.0**	**0.0**	**10.0**	**10.0**	**0.0**	**36.0**	**36.0**