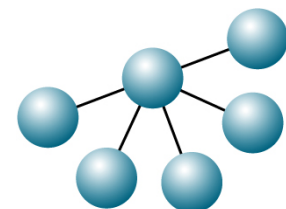


APPENDIX 1



SHARED INTELLIGENCE

TGSE ECONOMIC DEVELOPMENT BUSINESS PLAN 2009-2011

WORK IN PROGRESS

Draft Table of Proposed Activities for discussion at Chief Executives Board on 8th December.

Our Starting Point

At the beginning of 2008, TGSEP underwent a review examining the future role and functions of the Partnership. It was agreed that coordinating the delivery of economic development should be a core function of the Partnership. For this reason, the Partnership commissioned the preparation of an Economic Development Business Plan for the period commencing April 2009 until the end of the CSR period in 2011.

The Economic Development Business Plan will form a significant component of TGSEP's wider Business Plan to be prepared in the coming months. Inevitably, during the course of this work, important questions have been raised about the future role and capacity of TGSEP. From our soundings, it will be important to clearly define and communicate the Partnership's new role with other public sector partners and also with the private sector.

During the consultation period, partners have advised that: i) there is merit in tackling some economic development issues at a subregional level under the auspices of TGSEP; b) local authority partners should define TGSEP's role and activities ensuring it adds value and does not duplicate existing work; and c) TGSEP should not be involved in direct delivery.

On this basis, TGSEP's economic development role should be focused on:

- **Lobbying/championing** – using the power of the Partnership where a collective voice carries greater weight in making the case for intervention than a single partner, e.g. lobbying DfT/Highways Agency/CLG for swifter action on Junction 30 of the M25.
- **Leadership and accountability** – providing a forum for debate and opportunity to provide leadership on key issues, such as a collective response to the expansion of Lakeside. In addition, TGSEP offers a vehicle for improving accountability and performance managing the delivery of economic development in the subregion.

- **Intelligence gathering and monitoring** – assembling and analysing information to inform delivery, and monitoring progress against the long-term vision and growth targets for South Essex. Identifying opportunities to pilot new initiatives in South Essex and supporting partners to secure funding. Sharing best practice across the subregion.
- **Advocacy** – supporting partners’ economic and regeneration objectives, influencing strategic decision making and developing stronger links with county, regional, and Thames Gateway agencies.
- **Coordinating activity** – providing strategic oversight, ensuring that the delivery activities of partners are suitably joined and maximise benefits for the subregion. This includes promoting a coordinated approach to capital and revenue funded economic development. Where partners see the merit, it may entail facilitating *co-commissioning* of services if it makes to do so at a subregional level.

It is helpful to make a distinction between the role of the TGSEP Executive team and the strategic role of the Partnership Board. The first two bullets refer predominantly to the strategic operation of the Board. The latter three bullets relate more to activities which could be undertaken by TGSEP’s executive.

Looking in more detail at the range of activities that could be delivered through the Partnership under these headings, the table below sets out proposed activities for discussion and agreement with partners. The narrative and supporting evidence to accompany the table is being prepared separately, together with milestones and potential sources of funding. Clearly, the options presented below have implications for the structure of the Partnership and the capacity requirements of the Executive.

KEY

	New programmes (to be agreed with partners) where there is a role for TGSEP to facilitate a more coordinated subregional approach.
	Enhancing existing programmes - informing the work of other organisations, providing strategic oversight, and building stronger partnerships.
	Lobbying/advocacy – supporting partners to deliver and improving accountability.

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
<p>Unlocking barriers to physical economic regeneration</p> <p>Critical projects which are subregionally (and regionally) significant without which the overall scale of planned regeneration and growth of TGSE will not be delivered.</p>						
1	Thurrock – M25 Junction 30/31	Junction 30/31 improvements are critical to unlocking development at London Gateway, the adjacent business park, and growth elsewhere in the subregion.	Progress subject to agreement with DfT and Highways Agency on the options for long term improvements to Junction 30.	TTGDC/ Thurrock Council	Lobbying role to support TTGDC and Thurrock Council	
2	Basildon town centre – securing progress with the joint venture	Critical project for Basildon’s regeneration and growth, and overall growth of TGSE.	The joint venture with private developer expected to be announced early next year but delays due to the economic climate. BRP now reconsidering the scheme with HCA and ECC providing upfront funding for infrastructure.	BRP/Basildon District Council	Lobbying and advocacy role for TGSEP to reinforce the case for HCA/ECC investment.	
3	Southend town centre – planning framework and infrastructure investment	Critical project for Southend’s regeneration and growth, and overall growth of TGSE.	RSL and the Council are now putting in place the planning framework for transformation of the town centre. Investment in the next 2 years will focus on the enabling infrastructure to support growth when the market conditions improve.	Southend Borough Council / RSL	Limited advocacy role to support SBC and RSL in progressing the town centre planning framework, and lobbying HCA if gap funding of infrastructure projects is required.	
4	Castle Point – identifying resources to manage delivery	Lack of revenue funding is restricting progress of regeneration in town centres and industrial areas.	The Council is considering a number of options including its own delivery vehicle.	Castle Point Borough Council	Opportunity for TGSEP executive to provide support in brokering an agreement e.g. drawing on the expertise of other LDVs.	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
5	Rochford–unlocking development at the Airport	Primary location for high tech job creation in Rochford and Southend.	<p>A JAAP with Southend Council is currently being prepared.</p> <p>EEDA and the URC have identified an opportunity to invest in a training facility for engineering companies based at the airport.</p>	Rochford District Council and Southend Council, URC	Advocacy role supporting partners to progress the JAAP, moving forward with the training centre, and identifying longer term opportunities associated with the airport which could benefit the subregion.	
<p>Business Development</p> <p>Ensuring a comprehensive programme of support is in place for established businesses to survive the recession, and to continue to invest in their future growth. Critically, this will depend on strengthening business engagement.</p>						
6	Coordinating a subregional response to the recession	South Essex partners need to be well versed on how the recession is affecting businesses in the area, and how public sector channels of support could lessen the impact of the recession on local companies.	<p>A number of agencies are drawing up responses to the credit crunch:</p> <p>Regional Economic Council – chaired by Barbara Follett, tasked with formulating a regional response to the recession.</p> <p>EEDA/Business Link – currently in the process of re-profiling programmes in response to the recession.</p> <p>Essex CC – Lord Hanningfield’s proposals to create a bank to support small business.</p>	TGSEP executive	<p>Intelligence gathering to inform Business Link/local authority activities and develop an early warning system:</p> <ol style="list-style-type: none"> 1. Monitoring data on redundancies and engaging with the Regional Economic Council/EEDA. 2. Collating intelligence from Essex business forums, chambers of commerce, the FSB on how the recession is affecting South Essex and undertaking a survey of businesses to understand how they are being affected. 3. Influencing Business Link, ECC, EEDA and Regional Economic Council activities for 	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
					<p>SMEs.</p> <p>4. Lobbying Whitehall departments should a large closure become apparent.</p> <p>5. Ensuring a Rapid Response Plan is in place to respond to large closures.</p>	
7	Business Support Awareness Raising Campaign	Businesses in South Essex are not sufficiently aware of the support on offer to them.	Package of measures to understand the attitudes of South Essex businesses to business support, and outreach work to promote the offer (see 9)	Business Link, local authorities	<p>1. Intelligence gathering - understanding why local businesses are not aware of support.</p> <p>2. Brokering agreement with Business Link on how to promote a single portal for business support which gives a local dimension to the regional service.</p> <p>3. Coordinating joint working to promote business support through Business Forums and leaflet drops.</p>	<p>Compliance with BSSP</p> <p>Lessons from Castle Point promotion of Business Link.</p>
8	Strengthening supply chains	There is little activity to support supply chain development, which could provide an important source of revenue to companies in difficult times.	There are opportunities to do more to promote local procurement and supply chain development, in the first instance through a joined up approach to public sector procurement.	?	TGSEP executive to provide support and coordination as required.	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
9	Influencing the core Business Link offer for established companies	Shared concern that the regional Business Link model needs be more tailored to local need.	Business Link provides a core service for established businesses to develop and expand. There is a need to tailor this offer to local need.	Business Link	<ol style="list-style-type: none"> 1. Intelligence gathering role to identify specific issues facing South Essex businesses. 2. Improving communication between local partners and Business Link. 3. Working with Business Link to tailor the offer based on the intelligence gathering. 4. Commissioning additional services from Business Link and setting subregional targets, subject to agreement on shared challenges. 	Compliance with BSSP
10	Improving penetration of EEI's programmes of support for exporters.	<p>South Essex is already home to a number of companies trading overseas.</p> <p>Increasing the value of exports across the subregion will be important for supporting businesses during the economic downturn and for longer term growth.</p>	<p>A number of existing programmes are provided by EEI:</p> <p>Export Service – International Trade Team Package of services to support businesses export to international markets.</p> <p>R&D Programme for international companies - R&D Programme providing support to businesses requiring specialist help commercialising their IP in worldwide markets.</p>	East of England International	<ol style="list-style-type: none"> 1. Intelligence gathering – wrking with local authorities to identify firms in South Essex that may be eligible for support. 2. Improving communication channels with EEI. 	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
11	Improving business efficiency: responding to climate change	<p>Mitigating the impacts of climate change remains an international, national and regional priority.</p> <p>There are high carbon emissions among South Essex businesses.</p>	<p>There is a significant policy drive (Thames Gateway/EEDA) and funding (e.g. ERDF) for mitigating the impacts of climate change, and promoting green technologies. This policy drive could create opportunities for companies in South Essex.</p>	Local authorities	<p>1. Facilitating coordinated bids such as the South Essex Green Initiative ERDF bid.</p> <p>2. Identifying other opportunities such as those in the EDIP and CLG Delivery Plan, e.g. Environmental Infrastructure Fund, Waste to Energy Fund.</p>	
<p>Enterprise and Innovation</p> <p>Providing strategic oversight to ensure enterprise programmes are fit for purpose, and comprehensive assistance is in place to support the commercialisation of new ideas.</p>						
12	Identifying and promoting synergies between innovation and enterprise centres proposed across the subregion	<p>A number of new facilities are proposed: - Thurrock DP World Innovation Centre; Basildon Incubation Centre; Castle Point Enterprise Centre; Rochford Eco Enterprise centre.</p> <p>Progressing these projects in isolation could lead to missed opportunities.</p>	<p>There is a clear need to strengthen the innovation and enterprise physical infrastructure in South Essex – e.g. incubation units and facilities to support R&D around large capital investments (DP World, Basildon Hospital).</p> <p>As feasibility studies are undertaken there needs to be greater strategic oversight to avoid duplication, to maximise benefits to the subregion and to ensure investments lead to a complementary network of facilities.</p>	Local scheme promoters	<p>1. Championing the proposed projects - ensure there are clearly defined milestones, a workplan, lines of accountability and reporting structures.</p> <p>2. Working with EEDA to influence EDIP funding for the remaining spending period and the second iteration of EDIP, e.g. opportunities in Basildon to substitute funding from Ford Innovation Centre to a facility at the hospital.</p> <p>3. Commissioning a study to identify links between the projects and to ensure each facility provides access to a range of support services as part of the wider Thames</p>	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
					Gateway and East of England network.	
13	Enhancing the startup offer	<p>The recession is likely to lead to an increase in demand for start-up support. There are question marks over whether the start-up support offer in South Essex is fit for purpose. Enterprise agencies have been hit by the new Business Link system.</p>	<p>There is a need for strategic oversight to assess whether start-up support is fit for purpose, and if not, to work with partners to identify how to strengthen the system.</p> <p>There are options for local authorities to put additional resources into Business Link (as Southend have done), to develop local enterprise programmes (Rochford), or to support enterprise agencies to find new income streams.</p>	Business Link / EEDA/Local authorities	<p>1. Evaluating the effectiveness of the Business Link start-up service,</p> <p>2. Subject to agreement between partners, potentially commissioning additional services from Business Link, drawing on lessons from Southend voucher system pilot.</p> <p>2. Subject to agreement between partners, strengthening the enterprise agencies – in the first instance, facilitating discussions to identify opportunities for collaboration or new funding channels, and opportunities related to new incubation facilities planned in the subregion.</p> <p>3. Ensuring the Thames Gateway Enterprise Enhancement study examines longer term enterprise opportunities in South Essex.</p>	

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14	Raising aspirations, instilling an enterprise culture in schools	A number of local authorities have identified the need for a programme to develop enterprise in schools. A subregional programme could bring economies of scale.	Programme to stimulate business ideas among young people, as undertaken already in Rochford.	Local authorities / private sector	1. Facilitating the development of a subregional programme drawing on lessons from Rochford	
15	Informing the activities of Essex Innovation Network	More South Essex businesses need to be encouraged to commercialise new ideas to support productivity growth. In South Essex, the main public sector funded provider of support in this area is Essex Innovation Network. Penetration of the service in South Essex could be improved.	<p>Over the last 12 months since its relaunch, EIN has supported a significant number of companies in South Essex to develop their business ideas or invest in workforce development (see Southend case studies and CNH Basildon example). EIN provides a number of programmes:</p> <p><i>New Ideas Programme</i> - Support for new businesses involving the commercialisation of new ideas.</p> <p><i>Developing Innovative Business Programme</i> - For innovative businesses in their early stages of trading as well as more established businesses.</p> <p><i>Essex Manufacturing Innovation and Growth Programme</i> - a new programme to commence next year in partnership with Institute for Manufacturing, Uni of Cambridge.</p>	EIN	<p>1. Fostering stronger relationships between local authorities and EIN - agreeing a memorandum of understanding to engage EIN in local activities when appropriate.</p> <p>2. Intelligence gathering - Identifying opportunities for businesses to harness the expertise of EIN (part of business needs survey).</p> <p>3. Commissioning additional services from EIN where opportunities are identified.</p>	EIN will become part of ECC from January next year.

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
16	Influencing EEDA's Regional Innovation Services	More South Essex businesses need to be encouraged to innovate. There are opportunities to capture more value in South Essex from EEDA's regional innovation services.	EEDA supports a number of innovation services regionally, such as: Innovation Advisory Service; Health Enterprise East; the Manufacturing Advisory Service, etc.	EEDA and delivery partners	<p>1. Intelligence gathering – identifying businesses that could benefit from EEDA's services.</p> <p>2. Building a stronger relationship and strengthening communication with EEDA's delivery partners.</p> <p>3. Agreeing targets for penetration of services in South Essex.</p>	
<p>Inward Investment & Business Retention</p> <p>Facilitating greater coordination on inward investment and business retention on behalf of local partners.</p>						
17	A streamlined Investment Service	<p>The Thames Gateway inward investment landscape is complex.</p> <p>Many partners remain unclear about how the different investment agencies interact.</p>	Inward investment and business retention services are provided by Invest Thames Gateway (FDI); East of England International (FDI); Invest Essex (FDI, domestic investment and investor development); and some local authorities undertake investor development and inward investment promotion.	<p>Invest Thames Gateway</p> <p>EEI</p> <p>Invest Essex</p> <p>Local authorities and local delivery vehicles</p>	<p>Limited role for TGSEP:</p> <p>1. immediate term - clarify/communicate lines of responsibility; and develop recession plan (as above).</p> <p>2. short term – work with partners to define the South Essex offer and strengthen communication channels with Invest Essex.</p> <p>3. medium term – explore opportunities to enter into a contract with Invest Essex to provide a dedicated TGSE resource. A similar model operates in North Kent.</p>	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
Skills Coordinating a response to changes in the machinery of Government.						
18	Establish an Employment and Skills Board (ESB) for TGSEP	Propose three-fold role: <ul style="list-style-type: none"> - Influence skills provision with new agencies for 14 – 19 education and adults; - Champion employer engagement on skills - Champion employer engagement in integration of employment and skills See details below.	The ESB could build upon the current TGSEP Education and Skills Commissioning & Economy and Inward Investment Boards. It will need employer representation from public and private sectors. There would be links to officer level group that is being established for the TGSEP area on 14 – 19 and adults skills.	TGSEP	Produce Terms of Reference for agreement. Agree nature of membership and recruit members. Agree frequency of meetings Resource Secretariat. Commission papers from partners.	Agree whether ESB is the same group as the 'Recession Task Force'.
19	Influence 14-19 and adult skills agenda	LSC is being replaced by a regional Skills Funding Agency in 2010. 14-19 provision responsibility is being passed to Local Authorities in 2010 overseen by a regional Young People's Learning Agency. Neither of these will have any formal infrastructure at TGSEP sub-regional level.	There is a need to ensure some coherence of capital programmes between 14-19, adults and higher education. There is a need to influence the provision of Diplomas, Apprenticeship, the adult vocational curriculum, the skills offer to employers and the adult guidance service to help ensure the needs of the TGSEP sub-regional economy are met.	TGSEP	Agree Terms of Reference Establish links with SFA and YPLA. Commission intelligence to underpin employers' needs. Provide rationale for change where necessary.	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
20	Champion employer engagement on skills	<p>There is a need to advise on the coordination of employer engagement, e.g. on work experience, Compacts etc.</p> <p>There is a need to help ensure employers are effectively engaged in Apprenticeships, Train to Gain, Skills and Employment Pledges, and that the new educational infrastructure is well used by employers.</p> <p>Employers need support to survive the recession. Skills help raise productivity.</p>	<p>Ensure engagement of employers across the education and skills agenda. Advise on how best this offer might be coordinated by others.</p> <p>Consider benefits for employers of public sector offer so that it can be championed.</p> <p>Promote case studies and disseminate good practice.</p> <p>Help ensure marketing to employers is joined up and not fragmented.</p>	TGSEP	<p>Agree Terms of Reference.</p> <p>Work with business organisations in the area and other intermediaries.</p> <p>Advise education sector on employer engagement and business benefits.</p>	
21	Champion employer engagement in integration of employment and skills	<p>There need to be links between qualifications and jobs.</p> <p>There are low levels of skills in the workforce and educational attainment is polarised. Employers criticise the lack of employability skills in recruits and skills gaps in current staff.</p> <p>There are low levels of aspiration in some</p>	<p>Help build effective customer journeys for individuals through to jobs with employers.</p> <p>Involve employers in the design.</p> <p>Focus in employability issues.</p>	TGSEP	<p>Consider how joint working between Jobcentre plus and new SFA/YPLA will work.</p> <p>Map customer journey for employers and individuals through to sustained jobs.</p> <p>Consult employers. Involve business organisations.</p> <p>Make proposals.</p>	

		Rationale	Description	Delivery Lead	Role and Actions for TGSEP	Notes
		<p>young people. There are high levels of economic inactivity.</p> <p>These underlying challenges need to be tackled alongside the impact of the recession.</p>				