A separate executive summary is also available, to request copies visit the publications and downloads section of the EEDA website, www.eeda.org.uk
## Contents

### 5 How will we organise ourselves?
- 5.1 Organisational structure
- 5.2 Strategy and planning
- 5.3 Resources
- 5.4 Finance and programme management
- 5.5 Governance
- 5.6 Efficiency plan
- 5.7 Equality and diversity

### 6 The results we are seeking to achieve
- 6.1 EEDA’s performance management framework
- 6.2 Balanced scorecard
- 6.3 The regional development agency (RDA) Tasking Framework
- 6.4 Reporting to Government Office for the East of England (GO-East) and scrutiny by the East of England Regional Assembly (EERA)
- 6.5 Satisfaction surveys
- 6.6 Evaluation

### 7 Appendices
- Appendix I Contribution to public service agreements (PSAs)
- Appendix II Outputs
- Appendix III Balanced scorecard
- Appendix IV How performance will be measured against each goal - a framework for reporting
- Appendix V List of supporting research and strategies

### Glossary
Executive summary

Introduction

The East of England, one of the largest and most diverse regions in the UK, has major opportunities over the coming period to develop rapidly as a leading European region. It will make a significant contribution to the UK economy and provide a rich quality of life for those who live and work here. With a newly adopted regional economic strategy for the East of England - ‘a shared vision’, accompanied by a suite of emerging complementary strategies and policies, a shared sense of regional direction and purpose is apparent. In this context, the East of England Development Agency (EEDA) exists to stimulate sustainable regional growth, development and regeneration. The corporate plan sets out the framework by which EEDA will achieve this over the 2005-2008 period.

In particular, the 2005-2008 corporate plan outlines:

• how we will deploy resources and energies to lead and contribute to the delivery of the regional economic strategy
• EEDA’s response to the priorities of government as set out in the outcome of the Spending Review 2004, and through the relevant public service agreement (PSA) targets of central government departments
• how we will seek to develop as an organisation over the 2005-2008 period, and the way EEDA will discharge responsibilities and conduct business
• a framework within which partners can engage with EEDA and by which EEDA’s performance can be assessed.

This executive summary outlines:

• who we are and what are our ambitions
• our activities for the period 2005/6-2007/8
• how we will organise ourselves
• the results we are seeking to achieve
• expenditure overview.
Who we are and what our ambitions are

About EEDA

EEDA is the driving force behind sustainable economic growth and regeneration in the East of England. A business-led, government-funded organisation sponsored by the Department of Trade and Industry (DTI), we are one of nine regional development agencies (RDAs) focusing on economic development and building prosperity in the English regions. We operate across the six counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk and the unitary council areas of Luton, Peterborough, Southend-on-Sea and Thurrock.

EEDA’s new roles

During our first five years, EEDA’s activities were heavily project-based. The primary focus of the organisation was on the development, funding and direct delivery of a wide range of projects and programmes - many of them existing programmes inherited from Government. This focus was entirely appropriate for those early years. However, EEDA is now a more established member of the regional community, with a single pot of resources from Government making up the bulk of our expenditure and with most inherited programmes drawing to a close.

Similarly, in 1999, the East of England was still a relatively young region. Over the last five years the coherence and cohesion of regional direction, partnership working, institutions and delivery mechanisms, have developed rapidly. A wider range of functions are now influenced and shaped at regional level by increasingly effective co-ordination, partnership-working and stakeholder arrangements.

In this context we feel it is important for EEDA’s operating style and roles to develop. EEDA remains a small RDA operating in a large, diverse and highly dynamic region, commanding resources equivalent to just over 0.1 per cent of regional gross domestic product (GDP). The principal challenge for EEDA is how we can best achieve sustainable improvement in regional economic performance with such modest levels of resources. We have concluded that, in these circumstances, setting the strategic direction for the region’s economic development and influencing and supporting our partners, who often have much larger resource bases, is crucial.
Therefore, over this corporate plan period EEDA will increasingly seek to act as:

- an advocate for the East of England, working alongside our partners and influencing the national and international agenda
- a strategic navigator setting and shaping the economic direction of the region
- a convener or facilitator of the organisations, networks and stakeholders, both within the region and those situated in other regions, that are key to achieving sustainable regional economic development
- an expert or advisor able to identify and solve problems
- an innovator able to develop and pilot ideas and new thinking
- a commissioner, either of projects, programmes, joint ventures or sister organisations
- a delivery manager of specific projects or programmes where there is added value in EEDA retaining these roles in-house.
The regional economic strategy

The regional economic strategy sets the overall framework for the sustainable economic development of the East of England. Following an extensive period of development and consultation, "a shared vision: the regional economic strategy for the East of England" was launched in December 2004.

The regional economic strategy has a clear vision for the region:

"... a leading economy, founded on our world-class knowledge base and the creativity and enterprise of our people, in order to improve the quality of life of all who live and work here."

The strategy aims to:

- build on the region’s strengths including science and innovation, the region’s role as an international gateway, and its landscapes and environmental assets
- improve areas of average or poor performance including deprivation and social exclusion, enterprise and productivity and skills levels
- capitalise on distinctive opportunities to manage the region’s high level of growth sensitively and effectively and ensure benefits from our proximity to London
- embed important principles of sustainable development, urban and rural vitality, equality and diversity and regional leadership.

To realise the vision, the regional economic strategy focuses on eight strategic goals:

- **goal one**: a skills base that can support a world-class economy
- **goal two**: growing competitiveness, productivity and entrepreneurship
- **goal three**: global leadership in developing and realizing innovation in science, technology and research
- **goal four**: high quality places to work, live and visit
- **goal five**: social inclusion and broad participation in the regional economy
- **goal six**: making the most from the development of international gateways and national and regional transport corridors
- **goal seven**: a leading information society
- **goal eight**: an exemplar for the efficient use of resources.
Our activities for the period 2005/6 - 2007/8

Given EEDA’s relatively small resource base, we need to deliver the regional economic strategy and the strategic direction of the region, through:

- shaping and influencing the priorities and programmes of our partners and other stakeholders
- ensuring we deploy our resources effectively in a focused and strategic manner to stimulate change.

Shaping and influencing roles

Our shaping and influencing roles will increasingly be conducted through more coherent forms of partnership working. The main business models we use to do this are outlined below:

- **regional delivery partnerships**: establishing, operating and supporting a small number of regional prioritisation and strategic resources boards, that get buy-in from major funders and stakeholders of the changes sought by the regional economic strategy and other strategies
- **sub-regional and local delivery capacity**: EEDA will provide support to sub-regional partnerships and local delivery vehicles, like urban development corporations, urban regeneration companies, limited liability partnerships and local strategic partnerships in areas of major change
- **specialist sister organisations and subsidiaries**: EEDA will continue to support and establish a number of specialist, focused delivery organisations for functional and sectoral performance improvement.
Furthermore, in the East of England, alongside the distinctive issues we face, we have purposes, strengths and issues in common with other regions. These are often best addressed through pan-regional working or sharing best practice within the RDA network. For example, the East of England plays an important role in complementing and enhancing the position of London as a world city. The development of London has a major effect on the East of England, particularly in those areas closer to London. The Greater South East, which brings together EEDA, the London Development Agency and the South East England Development Agency, is fundamental to the overall health of the UK economy and makes an important contribution to reducing the productivity gap between the UK and the USA, France and Germany. The three regions of the Greater South East will continue to work together on matters of common interest. On a more sub-regional basis, the Milton Keynes - South Midland Growth Area straddles three regions and EEDA will co-operate with colleagues in the South East and the East Midlands to progress this agenda.

**Delivery of products**

We will focus the majority of our own resources on a limited number of major strategic interventions where they can best add value to regional development. The identification of these interventions is made according to one or more of the following criteria:

- deals with changes where there is a strong government expectation of RDA leadership in planning and managing change
- intervenes in areas which are most likely to deliver long-term improvement in the performance of the regional economy
- delivers projects or programmes which can achieve progress and make a significant contribution across a number of regional economic strategy goals
- delivers on regional economic priorities where there is no obvious alternative regional organisation that has the capacity, capability and focus on delivering this type of intervention
- undertakes interventions where there are synergies to be gained by operating at the level or scale of regional intervention and where synergies and additional learning can be gained by regional roll-out
- continues with interventions where EEDA has made significant prior commitments over the corporate plan period and/or where EEDA already is engaged in developing the type of intervention.
Using the regional economic strategy as our guide and the criteria for intervention outlined, we will focus our interventions over the next corporate plan period on four areas that best progress the areas outlined above. These areas or ‘products’ are:

**Business Support package**
EEDA has gained responsibility for regional business support services from April 2005 under the Spending Review 2004 changes to the Business Link contracting regime. Enhancement in the performance of the region’s estimated 386,500 businesses, together with increasing the rates of start-up activity, and a stronger entrepreneurial culture, are requirements for improvements in regional growth, development and regeneration; and will accelerate delivery of all regional economic strategy goals.

**Investing in Communities programme**
Investing in Communities was launched by EEDA in December 2003, and is the RDAs’ first holistic community regeneration programme, and a successor to the Single Regeneration Budget (SRB) and other bid and area-based regeneration initiatives. The participation of all communities in the region’s growth and development has strong economic, social and environmental rationales; and the elimination of multiple deprivation from struggling communities and neighbourhoods is both a key goal of the regional economic strategy and will support other regional economic strategy priorities for the region (eg on skills, quality of place).

**Enterprise Hub programme**
Given the East of England’s distinctive character as the UK’s ‘ideas’ region, coupled with EEDAs existing investments in innovation centres, networks and knowledge transfer, the creation of a regional brand of enterprise hubs will accelerate SME growth and turn the region’s ideas more consistently into economic and commercial value. This will also include innovation centres and business growth packages in key sectors and areas.

**Regional Renaissance package**
This product is designed for regional cities, urban areas, market towns and their hinterlands to implement the region’s Sustainable Communities Plan and towns and cities strategy. It recognises the challenges of the housing and employment growth targets set by the regional spatial strategy and shared by the regional economic strategy and the designation of three major tranches of the region as Growth Areas under the Sustainable Communities Plan.
While EEDA will play a lead role in shaping and focusing efforts on the four products, we recognise that in many cases delivery of the different component products will be carried out by our partners. We will be working with our partners through the business models, outlined above, to take forward delivery of the products over the corporate plan period.

The regional economic strategy identifies four underlying principles - sustainable development, urban renaissance and rural vitality, equality and diversity and regional leadership, coherence and cohesion. It is important that we work to integrate these principles into all the interventions that we make. This affects both our strategic role in developing priorities and the processes we undertake in implementation. In our strategic role EEDA is committed to advancing sustainable development, urban renaissance and rural vitality, as well as equality and diversity in determining regional priorities with our partners. In its delivery role EEDA will take forward its statutory responsibilities in appraising activities to assess impacts on environment, rural areas and the region’s communities.

Cross-cutting activities

This plan also specifically identifies three cross-cutting activities:

Rural
The East of England has a significant rural landscape. Actions to improve the sustainable economic performance of the East of England must therefore take into account the particular issues and opportunities relevant to our rural communities. The objectives of EEDA’s work in rural communities is to achieve a thriving and sustainable rural economy, delivered through simplified and customer-focused mechanisms and improved integration and targeting of areas of need and opportunity. Issues facing our rural communities are cross-cutting and affect all areas of EEDA’s activity. Over the long-term, EEDA is committed to achieving full integration and mainstreaming of rural priorities across EEDA’s business. It is however, still anticipated that there will be a need for targeted rural interventions and delivery structures to tackle specific rural market failures.

Regional representation
The second cross-cutting activity, more effective representation for our region, nationally and internationally, is necessary to support many of the goals of the regional economic strategy. A coherent and cohesive view is especially important to this region. The region attracts less funding than other parts of the UK, and EEDA currently receives less funding than other RDAs. We need to continually strive to get the most out of the funding we do receive and promote the important role that this region plays in relation to the overall health of the UK economy.

Regional intelligence
The third cross-cutting activity is about providing access to and improving data and information about the region. As a region we need to continually develop the evidence base and the arguments that underpin all of our work. An important element of EEDA’s activities is the continuous improvement of the research and intelligence base to ensure policy making is evidence-based in the broadest sense.
How we will organise ourselves

The work of EEDA is directed by its board, advised by the chief executive group. The chief executive group comprises a chief executive, two directorate generals and a director of communications.

The development directorate is the main 'business facing' part of the organisation, leading on employment and skills issues, business support and innovation. It is also responsible for work on sustainable development including rural and environmental issues, planning, development and infrastructure. Alongside other public sector partners, the directorate works closely with the business, community and voluntary sectors.

The operations directorate provides support services for EEDA focusing on performance and audit, finance, procurement, human resources, knowledge management, ICT and programme monitoring. It is also responsible for the agency’s strategic (regional economic strategy), corporate and business planning.

The communications directorate is responsible for EEDA’s marketing communications activities, managing our press office, events and marketing, our board and external relations teams. The directorate also leads on relationship management issues and manages our sub-regional partnership relationships.

See section five of the full corporate plan for further information on EEDA’s organisational structure, pages 99-102.
EEDA has adopted a multi-dimensional approach to evaluating and assessing its performance, deploying various business processes and assessment models which together provide a comprehensive measure of performance. EEDA’s internal framework centres on a balanced scorecard approach that links to a comprehensive set of indicators covering four perspectives. These perspectives focus on the:

- **impact** of our activities, using indicators to assess the priorities of the regional economic strategy and the delivery of the corporate plan products
- **efficiency of our internal processes**, including measures related to assessing our forecasting and project management capability
- **the learning and growth** of our staff, focusing on the roll-out of a comprehensive learning and organisational development programme
- **the level of stakeholder** satisfaction, based on a number of indicators that measure the customer experience of EEDA.

The scorecard is revised as part of our annual business planning process.

The new RDA Tasking Framework requires RDAs to report on their contribution to a set of agreed public service agreement targets belonging to central government departments. EEDA’s contributions to these targets are set out in this plan in relation to each of the goals of the economic strategy. Under the Tasking Framework, the RDAs have also agreed to set targets for six core outputs and four mandatory component outputs in their corporate plans, as set out in the table opposite.
The results we are seeking to achieve

<table>
<thead>
<tr>
<th>No</th>
<th>Output</th>
<th>2005/6</th>
<th>2006/7</th>
<th>2007/8</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>low</td>
<td>mid</td>
<td>high</td>
<td>low</td>
</tr>
<tr>
<td>1</td>
<td>Job creation - number of jobs created or safeguarded</td>
<td>3400</td>
<td>4000</td>
<td>4600</td>
<td>3485</td>
</tr>
<tr>
<td>2</td>
<td>Employment support - number of people assisted to get a job</td>
<td>900</td>
<td>1200</td>
<td>1500</td>
<td>923</td>
</tr>
<tr>
<td>3</td>
<td>Business creation - number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region</td>
<td>1336</td>
<td>1670</td>
<td>2004</td>
<td>1368</td>
</tr>
<tr>
<td>4</td>
<td>Business support - number of businesses assisted to improve their performance</td>
<td>2960</td>
<td>3700</td>
<td>4440</td>
<td>3032</td>
</tr>
<tr>
<td>4a</td>
<td>Business support - number of businesses within the region engaged in new collaborations with the UK knowledge base</td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>154</td>
</tr>
<tr>
<td>5</td>
<td>Regeneration - public and private regeneration infrastructure investment levered (£m)</td>
<td>60</td>
<td>80</td>
<td>100</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td>Regeneration - public and private regeneration infrastructure investment levered (private %)</td>
<td>33</td>
<td>44</td>
<td>55</td>
<td>33</td>
</tr>
<tr>
<td>5a</td>
<td>Regeneration - brownfield land reclaimed (Hectares)</td>
<td>27</td>
<td>36</td>
<td>45</td>
<td>28</td>
</tr>
<tr>
<td>6</td>
<td>Skills - number of people assisted in their skills development as a result of RDA programmes</td>
<td>12,000</td>
<td>15,000</td>
<td>18,000</td>
<td>12,300</td>
</tr>
<tr>
<td>6a</td>
<td>Skills - number of adults gaining basic skills as part of the Skills for Life Strategy that count towards the skills PSA target</td>
<td>338</td>
<td>450</td>
<td>563</td>
<td>345</td>
</tr>
<tr>
<td>6b</td>
<td>Skills - number of adults in the workforce who lack a full Level 2 or equivalent qualification who are supported in achieving at least a full Level 2 qualification or equivalent</td>
<td>420</td>
<td>560</td>
<td>700</td>
<td>431</td>
</tr>
</tbody>
</table>

1 The definition of new businesses created had not been agreed at the time of writing, so the figures shown are for the number of businesses created and sustained for at least 12 months. This is the same as the previous tier 3 output for businesses created. It is intended, unless agreed otherwise by all the RDAs, that growth will be measured between 12 months and 24 months on the basis of employees employed by each business, and reported on at the end of the 24 month period.
EEDA has previously been required to report to the Government Office for the East of England (GO-East) on a quarterly basis against the criteria established in the RDA performance monitoring and reporting framework issued by the DTI. This included achievement against the quantitative output targets and a qualitative assessment of performance. In the future it is likely that these reports will be replaced by six monthly reports to the EEDA board, copied to GO-East, set within the broader framework of a comprehensive performance assessment process. Proposals for developing the performance monitoring and reporting framework are currently being considered by national government and RDAs.

In addition, EEDA’s activities are subject to scrutiny by the East of England Regional Assembly (EERA). The scrutiny function is currently carried out in a robust but positive fashion, with both EEDA and EERA working together constructively for the benefit of the region.

We employ regular staff and customer satisfaction surveys to measure our performance both quantitatively and qualitatively in a range of areas. The results of the surveys are used to measure progress towards achieving some of the goals in the balanced scorecard and to inform management in its aim to ensure that the organisation continuously improves.

Finally, during 2005 EEDA will be developing a broad evaluation framework to cover the full range of its activities. This framework will not principally be about evaluating past performance - it will be about developing a more formal framework within which EEDA can learn from experience, improve the evidence base for policy and programme development and as a result be more effective in carrying out its role.
The table below describes EEDA’s expenditure plans over the corporate plan period. There are broadly three main areas of activity:

- delivery of regional economic strategy goals
- delivery of three cross-goal activities
- core running costs.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills</td>
<td>8.4</td>
<td>5.6</td>
<td>7.9</td>
<td>5.4</td>
<td>5.8</td>
<td>5.5</td>
</tr>
<tr>
<td>Enterprise</td>
<td>5.1</td>
<td>22.4</td>
<td>4.5</td>
<td>22.1</td>
<td>5.0</td>
<td>22.8</td>
</tr>
<tr>
<td>Innovation</td>
<td>16.8</td>
<td>10.0</td>
<td>8.9</td>
<td>11.4</td>
<td>9.7</td>
<td>11.9</td>
</tr>
<tr>
<td>Places</td>
<td>20.2</td>
<td>3.3</td>
<td>23.8</td>
<td>3.4</td>
<td>23.0</td>
<td>3.6</td>
</tr>
<tr>
<td>Social inclusion</td>
<td>5.0</td>
<td>9.2</td>
<td>12.6</td>
<td>11.1</td>
<td>11.3</td>
<td>9.9</td>
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<tr>
<td>Transport gateways</td>
<td>0.0</td>
<td>0.8</td>
<td>0.0</td>
<td>0.8</td>
<td>0.0</td>
<td>1.0</td>
</tr>
<tr>
<td>ICT</td>
<td>1.6</td>
<td>0.6</td>
<td>1.0</td>
<td>0.7</td>
<td>0.6</td>
<td>0.8</td>
</tr>
<tr>
<td>Efficient use of resources</td>
<td>0.1</td>
<td>0.4</td>
<td>0.0</td>
<td>0.3</td>
<td>0.0</td>
<td>0.3</td>
</tr>
<tr>
<td>Rural</td>
<td>3.0</td>
<td>5.4</td>
<td>3.3</td>
<td>4.8</td>
<td>2.8</td>
<td>4.9</td>
</tr>
<tr>
<td>Regional Representation</td>
<td>3.7</td>
<td>4.2</td>
<td>1.7</td>
<td>3.0</td>
<td>1.3</td>
<td>3.5</td>
</tr>
<tr>
<td>Regional Intelligence</td>
<td>0.0</td>
<td>0.5</td>
<td>0.0</td>
<td>0.7</td>
<td>0.0</td>
<td>0.8</td>
</tr>
<tr>
<td>Core Running Costs</td>
<td>0.5</td>
<td>10.7</td>
<td>0.5</td>
<td>10.4</td>
<td>0.5</td>
<td>10.4</td>
</tr>
<tr>
<td>Cost of capital and depreciation</td>
<td>0.0</td>
<td>1.5</td>
<td>0.0</td>
<td>1.5</td>
<td>0.0</td>
<td>1.5</td>
</tr>
<tr>
<td>Contingency</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65.4</strong></td>
<td><strong>75.6</strong></td>
<td><strong>65.2</strong></td>
<td><strong>76.6</strong></td>
<td><strong>61.0</strong></td>
<td><strong>77.9</strong></td>
</tr>
</tbody>
</table>

EEDA will be implementing an efficiency plan over the corporate plan period. The concept of securing best value and being economic, efficient and effective in our outlays is embedded within the culture of EEDA. Constant attention is paid by the board, chief executive and senior management to maximising the benefit/cost equation and maintaining organisational overheads at the lowest level practical. This is done bearing in mind not only the scale and nature of support functions that have to be provided - with additional functions and responsibilities being transferred in 2005/06 - but also the governance and accountability responsibilities that fall to EEDA consequent upon it being a publicly funded body.
The East of England, one of the largest and most diverse regions in the UK, has major opportunities over the coming period to develop rapidly as a leading European region. It will make a significant contribution to the UK economy and provide a rich quality of life for those who live and work here. With a newly adopted regional economic strategy - a shared vision: the regional economic strategy for the East of England, accompanied by a suite of emerging complementary strategies and policies, at shared sense of regional direction and purpose is apparent. In this context, the East of England Development Agency (EEDA) exists to stimulate sustainable regional growth, development and regeneration; and this corporate plan sets out the framework by which EEDA will achieve this over the 2005-2008 period.
In particular, this corporate plan:

- outlines how EEDA will deploy resources and energies to lead and contribute to the delivery of the regional economic strategy
- details EEDA’s response to the priorities of government as set out in the outcome of the Spending Review 2004 and through the relevant public service agreement (PSA) targets of central government departments
- explains how EEDA will seek to develop as an organisation over the 2005-2008 period, and the way EEDA will discharge responsibilities and conduct business
- provides a framework within which partners can engage with EEDA and by which EEDA’s performance can be assessed.

The past twelve months has seen high levels of consultation and debate on the future economic direction of the East of England. The adoption of a revised regional economic strategy was preceded by over twelve months of scenario planning, consultation drafts, meetings and events. EEDA’s corporate plan has been developed drawing on the consensus that emerged from the regional economic strategy review process.

This corporate plan is organised in the following way:

**Section two: who are we and what are our ambitions** explains the role of EEDA, the scope of the regional economic strategy and its relationship with EEDA's corporate plan. It sets out our seven operating styles.

**Section three: the regional economic strategy** introduces the vision and eight goals of the regional economic strategy - a shared vision: the regional economic strategy for the East of England.

**Section four: our activities for the period 2005/6-2007/8** sets out EEDA’s main areas of activity over the corporate plan period, including:

- the key regional, sub-regional, local, pan-regional and specialist business models used to progress EEDA's activities
- the four core products that will be the focus of EEDA's resources
- how EEDA intends to deliver the eight goals of the regional economic strategy, along with the cross-goal themes of rural activities, regional intelligence and regional representation, with links to the main relevant PSA targets set out in the Tasking Framework
- a list of the key sub-regional priorities for the region
- the financial resources of EEDA and how these will be allocated across the regional economic strategy goals.
Section five: how will we organise ourselves sets out EEDA’s organisational structure and how it intends to ensure efficiency, value for money and equality in the delivery of EEDA’s services.

Section six: the results we are seeking to achieve summarises EEDA’s performance management framework, including its balanced scorecard, and also gives a summary of how EEDA’s activities contribute to the PSA targets set out in the RDA Tasking Framework.
Who are we and what are our ambitions?

2.1 Introduction to EEDA

EEDA is the driving force behind sustainable economic growth and regeneration in the East of England. A business-led government funded organisation sponsored by the Department of Trade and Industry (DTI), we are one of nine regional development agencies (RDAs) focusing on economic development and building prosperity in the English regions. We operate across the six counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk and the unitary council areas of Luton, Peterborough, Southend-on-Sea and Thurrock.

EEDA’s remit is wide and ‘a shared vision: the regional economic strategy for the East of England’ shapes our activity. Its goals provide the focus for our work and inform the projects and initiatives we support. It is imperative that we work closely with other public agencies that have a role to play in developing the region’s economy, and continue to promote growth in such a way that encourages social progress and environmental and sustainable resource management.
2.2 The role of the regional economic strategy

The regional economic strategy sets the overall framework for the sustainable economic development of the East of England. Following an extensive period of development and consultation, ‘a shared vision: the regional economic strategy for the East of England’ was launched in December 2004. It was produced by EEDA on behalf of the region. In particular, its development was guided by six regional organisations: the East of England Regional Assembly (EERA), Community and Voluntary Forum for the Eastern Region (COVER), Confederation of British Industry (CBI), Institute of Directors (IOD), Federation of Small Businesses (FSB) and East of England Chambers of Commerce.

The regional economic strategy is the framework within which many different organisations can work with businesses, communities and individuals to improve the region’s economic performance. Although EEDA has the lead role in developing, monitoring and reviewing the regional economic strategy, the strategy is owned and delivered by a range of organisations working in partnership. This corporate plan sets out EEDA’s own contribution to the implementation of the regional economic strategy over a three year timescale, and sets includes how it intends to use its own resources. An annual business plan will set out EEDA’s activities one year ahead in more detail.

2.3 Working in partnership

Given the breadth of our remit and the fact our resources are, in relative terms, modest it is essential that we work in partnership with a range of organisations to implement the regional economic strategy. Strong relationships exist with many organisations including EERA, the Government Office for the East of England (GO-East), East of England International, UK Trade & Investment (UKTI), the region’s Learning and Skills Councils (LSC), Jobcentre Plus, the regional Small Business Service, the Business Link network, businesses and the representative organisations of business, such as the East of England Business Group, the voluntary and community sector and local authorities at district/borough, unitary and county levels. In addition, EEDA works with nine sub-regional economic partnerships that are agents for economic development and regeneration in their areas.

2.4 EEDA’s new roles

During our first five years, EEDA’s activities were heavily project-based. The primary focus of the organisation was on the development, funding, and direct delivery of a wide range of projects and programmes - many of them existing programmes inherited from Government. This focus was entirely appropriate for those early years. However, EEDA is now a more established member of the regional community, with a single pot of resources from Government making up the bulk of our expenditure, and with most inherited programmes drawing to a close.
Similarly, in 1999, the East of England was still a relatively young region. Over the last five years the coherence and cohesion of regional direction, partnership working, institutions and delivery mechanisms, have developed rapidly. The East of England now has a much clearer strategic direction, articulated in a largely complementary suite of emerging strategies such as the regional economic strategy, regional social strategy, draft regional spatial strategy, and a new integrated regional strategy. A wider range of functions are now influenced and shaped at regional level by increasingly effective co-ordination, partnership-working and stakeholder arrangements.

In this context we feel it is important for EEDA’s operating style and roles to develop. EEDA remains a small RDA operating in a large, diverse, and highly dynamic region, commanding resources equivalent to just over 0.1 per cent of regional gross domestic product (GDP) and with less than 200 staff. The principal challenge for EEDA is how we can best achieve sustainable improvement in regional economic performance with such modest levels of resources. We have concluded that, in these circumstances, setting the strategic direction for the region’s economic development and influencing and supporting our partners, who often have much larger resource bases, is crucial. To be a successful influencer and supporter we need to discharge the following roles and styles at the highest levels of quality. Over this corporate plan period EEDA will seek to act as:

- an **advocate** for the East of England, working alongside our partners and influencing the national and international agenda
- a **strategic navigator** setting and shaping the economic direction of the region
- a **convener** or **facilitator** of the organisations, networks and stakeholders, both within the region and those situated in other regions, that are key to achieving sustainable regional economic development
- an **expert** or **advisor** able to identify and solve problems
- an **innovator** able to develop and pilot ideas and new thinking
- a **commissioner**, either of projects, programmes, joint ventures or sister organisations
- a **delivery manager** of specific projects or programmes where there is added value in EEDA retaining these roles in-house.

In short, the proposition is that the East of England can best achieve improved sustainable economic performance if EEDA influences and supports the region to:

- punch above our weight nationally and internationally ([the advocate role](#))
- have a clear, coherent sense of strategic direction - knowing where we are going ([the navigator role](#))
- work together cohesively to identify, agree and progress major priorities and changes in a joined-up way ([the convenor role](#))
- solve the key economic problems and bottlenecks that may hinder progress ([the expert role](#))
- experiment and pilot innovative solutions that, if successful, can thereafter be adopted and rolled-out across the region ([the innovator role](#))
- uses the resources at our disposal competently and in a catalytic, value-added way ([the commissioner and delivery manager roles](#)).

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2 The development of the regional social strategy, spatial strategy and integrated regional strategy has been led by EERA and can be found on their website, www.eera.gov.uk
2.5 Performance management

EEDA has adopted a multi-dimensional approach to evaluating and assessing its performance. EEDA’s internal framework centres on a balanced scorecard approach that links to a comprehensive set of indicators covering four perspectives. These perspectives currently focus on the:

- **impact** of our activities, using indicators to assess the priorities of the regional economic strategy and the delivery of the corporate plan products
- **efficiency of our internal processes**, including measures related to assessing our forecasting and project management capability
- **learning and growth** of our staff, focusing on the roll-out of a comprehensive learning and organisational development programme
- **level of stakeholder** satisfaction, based on a number of indicators that measure the customer experience of EEDA.

The scorecard will be reassessed as part of the production of our business plan 2005/6. The current balanced scorecard is set out in appendix III.

EEDA also reports to GO-East quarterly against the criteria established in the RDA performance monitoring and reporting framework issued by the DTI. This includes achievement against the quantitative output targets and a qualitative assessment of performance. The DTI’s requirements are incorporated into the balanced scorecard.

Proposals for developing the performance monitoring and reporting framework are currently being considered by national Government and RDAs. Those proposals if accepted would mean moving towards a comprehensive performance assessment model and would be implemented in the period of this corporate plan.

In addition, EEDA’s activities are subject to scrutiny by EERA. The scrutiny function is currently carried out in a robust but positive fashion, with both EEDA and EERA working together constructively for the benefit of the region.
EAST OF ENGLAND DEVELOPMENT AGENCY: corporate plan 2005/6 - 2007/8

The regional economic strategy

3.1 ‘A shared vision: the regional economic strategy for the East of England’ was launched in November 2004. It sets the long-term vision for the sustainable economic development of the East of England. The vision for the region is of:

‘...a leading economy, founded on our world-class knowledge base and the creativity and enterprise of our people, in order to improve the quality of life of all who live and work here.’
Achieving the vision of the regional economic strategy means:

**Building on the region’s strengths:**

- the region’s global leadership in science and technology, research and innovation
- our international gateway roles and transport corridors
- the region’s landscapes and environmental assets, which act as a national resource for food, farming and renewable energy.
Improving areas of average or poor performance in the region:

- **skills and human capital** - the region’s skills base remains patchy, with areas of educational underperformance, skills gaps and shortages
- **enterprise and productivity** - the region’s strong reputation for research and development (R&D) is not consistently translated into business success
- **deprivation and social exclusion** - although the region has high levels of employment, a number of communities continue to suffer from multiple deprivation and are excluded from contributing to and sharing in the benefits arising from the growing prosperity of the region.

Capitalising on the region’s distinctive opportunities and challenges:

- **complementing and enhancing the position of London as a world city** - London and its two adjacent regions provide over 40 per cent of UK Gross Value Added\(^3\), a significant proportion of the country’s public finance revenue; and much of the UK’s competitive advantage in a global economy
- **managing growth and development sensitively and effectively** - the region’s high level of growth is creating increasing pressures on housing, transport, and other infrastructure and services, while per capita levels of public expenditure are the lowest in the country.

Embedding underlying principles:

- **sustainable development** - while the regional economic strategy by definition focuses on the economic aspects of sustainable development, it also addresses the other principles of sustainable development - social progress, environmental and sustainable resource management. The regional economic strategy embeds social and environmental aspects into the delivery of all its strategic goals and priorities
- **urban renaissance and rural vitality** - the East of England is atypical of many English regions in having no obvious regional capital. Instead it comprises a large number of major regional cities of different character, the largest number of market towns in England and a very significant rural economic hinterland, all of which play distinct roles in the economic development of the region
- **equality and diversity** - the East of England benefits from the different communities and cultures within its population. A range of barriers remain for some groups in accessing all the opportunities available in the region. This represents a significant loss to the region’s economic and social vitality
- **regional leadership, coherence and cohesion** - the region now has a robust research evidence base, an emerging array of complementary strategies and an increasingly mature relationship between key players within the region and with major external stakeholders. The regional economic strategy is an economic template for delivery taken forward by a range of regional partners.

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3 Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom.
3.3 To realise the vision, the regional economic strategy focuses on eight strategic goals which address the sustainable economic development of the region:

- **goal one:** a skills base that can support a world-class economy
- **goal two:** growing competitiveness, productivity and entrepreneurship
- **goal three:** global leadership in developing and realising innovation in science, technology and research
- **goal four:** high quality places to work, live and visit
- **goal five:** social inclusion and broad participation in the regional economy
- **goal six:** making the most from the development of international gateways and national and regional transport corridors
- **goal seven:** a leading information society
- **goal eight:** an exemplar for the efficient use of resources

The goals and priorities identified in the regional economic strategy are relevant to the whole of the region or have region-wide significance. In some circumstances however, more specific sub-regional actions are required to reflect the importance of different priorities in various parts of the region or alternative approaches to delivery.

The revision of the regional economic strategy was informed by a wide range of research on the East of England, which had been undertaken since the publication of the previous strategy. This work formed a strong evidence base for the revised strategy and is referenced throughout the new strategy document. The most relevant research and strategies underpinning the development of each goal are outlined in appendix V.

The development of the strategy was also informed by a workshop-based scenario planning exercise which involved the participation of over 50 organisations in the region. These workshops identified a range of key economic, political, environmental, technological and social drivers influencing sustainable economic growth in the region. Further information on these drivers is set out in the publication ‘scenario planning: developing a shared understanding of the influences on the economic development of the East of England’, and is available on the East of England Observatory.
4.1 Overview

Section two explained how, given EEDA’s small resource base, we need to deliver the regional economic strategy and the strategic direction of the region, through:

- shaping and influencing the priorities and programmes of our partners and other stakeholders
- ensuring we deploy our resources effectively in a focused and strategic manner to stimulate change.

Our shaping and influencing roles will increasingly be conducted through more coherent forms of partnership working. The main business models we use to do this are outlined below:

- **regional delivery partnerships**: establishing, operating and supporting a small number of regional prioritisation and strategic resources boards, that get buy-in from major funders and stakeholders to further the objectives of the regional economic strategy and other strategies
- **sub-regional and local delivery capacity**: EEDA will provide support to sub-regional partnerships and local delivery vehicles, like urban development corporations, urban regeneration companies, limited liability partnerships and local strategic partnerships in areas of major change
- **specialist sister organisations and subsidiaries**: EEDA will continue to support and establish a number of specialist delivery organisations for functional and sectoral performance improvement.
EEDA will focus the majority of its resources on a limited number of major strategic interventions where they can best add value to regional development. The identification of these interventions is made according to one or more of the following criteria:

- deal with changes where there is a strong government expectation of RDA leadership in planning and managing change
- intervention in areas which are most likely to deliver a long-term step change in the performance of the regional economy
- delivery of projects or programmes which can achieve progress and make a significant contribution across a number of regional economic strategy goals
- delivery of regional economic priorities where there is no obvious alternative regional organisation that has the capacity, capability and focus on delivering this type of intervention
- undertake interventions where there are synergies to be gained by operating at the level or scale of regional intervention and where synergies and additional learning can be gained by regional roll-out
- continue with interventions where EEDA has made significant prior commitments over the corporate plan period and/or where EEDA already is engaged in developing the type of intervention.

Using the regional economic strategy as its guide and the criteria for intervention outlined, EEDA will focus its interventions over the next corporate plan period on four areas that best progress the areas outlined above. These ‘products’ are:

- a new regional Business Support package: EEDA gained responsibility for regional business support services from April 2005 under the Spending Review 2004. Enhancement in the performance of the region’s estimated 386,500 businesses, together with increasing the rates of start-up activity, and a stronger entrepreneurial culture, are requirements for improvements in regional growth, development and regeneration; and will accelerate delivery of all regional economic strategy goals.

- Investing in Communities programme: Investing in Communities was launched by EEDA in December 2003, and is the RDA’s first holistic community regeneration programme, and a successor to the Single Regeneration Budget (SRB) and other bid and area-based regeneration initiatives. The participation of all communities in the region’s growth and development has strong economic, social and environmental rationales; and the elimination of multiple deprivation from struggling communities and neighbourhoods is both a key goal of the regional economic strategy and will support other regional economic strategy priorities for the region (eg on skills, quality of place).

- roll-out of a more extensive Enterprise Hub programme: Given the East of England’s distinctive character as the UK’s ‘ideas’ region, coupled with EEDA’s existing investments in innovation centres, networks and knowledge transfer, the creation of a regional brand of enterprise hubs, will accelerate SME growth and turn the region’s ideas more consistently into economic and commercial value. This will also include innovation centres and business growth packages in key sectors and areas.
• a **Regional Renaissance package**: for regional cities, urban areas, market towns and their hinterlands to implement the region’s Sustainable Communities Plan and towns and cities strategy. This product recognises the challenges of the housing and employment growth targets set by the regional spatial strategy, shared by the regional economic strategy and the designation of three major tranches of the region as Growth Areas under the Sustainable Communities Plan.

While EEDA will play a lead role in shaping and focusing efforts on the four products, we recognise that in many cases delivery of the different components products will be carried out by our partners. We will be working with our partners through the business models identified in this section to take forward delivery of the products over the corporate plan period.

The regional economic strategy identified four underlying principles - sustainable development; urban renaissance and rural vitality; equality and diversity; and regional leadership coherence and cohesion. It is important that we will work to integrate these principles into all the interventions that we make. This affects both our strategic role in developing priorities and the processes we undertake in implementation. In our strategic role EEDA is committed to advancing sustainable development, urban renaissance and rural vitality, as well as equality and diversity in determining regional priorities with our partners. In its delivery role EEDA will take forward its statutory responsibilities in appraising activities to assess impacts on environment, rural areas and the region’s communities.

• **sustainable development**: social progress, environmental and sustainable resource management cut across the goals of the corporate plan. The focus of EEDA’s activities in the area of resource efficiency is set out in goal eight of the regional economic strategy. However, meeting this agenda will also require the necessary skills base and business practices in the region, as well as a strong environmental technologies sector. EEDA also needs to ensure the principles of minimising environmental degradation and improving energy efficiency underpin planning and transport activities. In addition, EEDA’s processes ensure use of the sustainable development toolkit and environmental assessments to understand and mitigate the environmental impact of programmes and projects in all areas of EEDA’s operations.

• **urban renaissance and rural vitality**: EEDA will work to ensure that its business models are applied to both urban and rural delivery, where applicable. Our approach is to increasingly embed rural activities in the products and goal areas of our corporate plan. However, we also accept that there remains the need for specific interventions to take account of particular rural issues and these are set out in section four, under ‘cross-cutting activities’ (page 77).

• **equality and diversity**: equality and diversity principles form an integral part of the implementation of this corporate plan. In terms of skills and business development, we will strengthen the regional economy by working with employers and partners to remove the barriers which prevent or discourage individuals from achieving their full potential. Competitiveness will be increased by encouraging entrepreneurial aspirations among those population groups who traditionally start-up the least.
number of new enterprises. In addition we will ensure that inclusive business support services are complemented by targeted services, and we will also encourage businesses to tackle discrimination in the workplace. The provision of high quality places needs to respond to the diverse needs of different communities, and ensure that improved safe and affordable transport services bring increased access to education, training and employment.

- **regional leadership, coherence and cohesion:** the region now has a robust research evidence base, an emerging array of complementary strategies and an increasingly mature relationship between key players within the region and with major external stakeholders. Over the next three years, EEDA will work with its Observatory partners to improve the region’s research and data resources to champion evidence-based policy making.

### 4.2 Key business models

#### Regional partnerships

Progressing the regional economic strategy requires input from a range of stakeholders, including all major public, private and voluntary & community sector agencies. EEDA, therefore, will convene or support partnership arrangements for each of the regional economic strategy goals and will also play a role in developing partnership mechanisms for the regional spatial strategy, the integrated regional strategy and other regional strategies as appropriate.

Regional delivery partnerships are expected to:

- undertake the delivery planning, monitoring and review of the regional economic strategy goal and/or other strategy
- agree regional implementation priorities and results sought
- reconcile and negotiate regional contributions to PSA and other national targets
- produce regional spending programmes, joint investment and business planning
- co-ordinate sub-regional commissioning and delivery management
- ensure production of common regional intelligence and analysis
- identify and promote learning from pilot, experimental and innovative initiatives.

The regional partnerships EEDA currently supports are set out here.

#### Regional Skills and Competitiveness Partnership

A new Regional Skills and Competitiveness Partnership (RSCP) has been established to oversee delivery of goals one to three of the regional economic strategy that focus on skills, enterprise and innovation. The RSCP incorporates the Department for Education and Skills (DfES) requirements for the establishment of a Regional Skills Partnership, which will function as a lead for goal one, as well as the DTI’s requirement for a Science and Industry Council, that will lead the development of goal three. A Strategic Advisory Board for Business is being established to lead on goal two.
At the time of writing, it is envisaged that the RSCP’s structure will comprise a Public Resources Board and three Strategic Advisory Boards focused on young people, adults and business, supported by a new Regional Intelligence Centre that will build on the existing regional Observatory. The Public Resources Board is likely to include representatives from EEDA, GO-East, EERA, the Higher Education Funding Council (HEFCE), JobCentre Plus and the LSC. Membership of the Strategic Advisory Boards will be a broad partnership covering the demand and supply side in the public and private sector. This will include stakeholders such as the Skills for Business Network, Association of Colleges for the Eastern Region, Association of Universities East of England and business representatives. Each Strategic Advisory Board will produce a customer focused action plan that will be put forward to the Public Resources Board.

A Sustainable Communities and Infrastructure Board
A proposal for a Sustainable Communities and Infrastructure Board is being investigated. It would play a similar role to the RSCP for goals four to six of the regional economic strategy covering high quality places to live, work and visit, social inclusion and transport gateways. It would also bring together the work of delivering the regional economic strategy, the regional spatial strategy and the regional housing strategy.

The role and membership of the board is still being progressed. However, it is envisaged that it might incorporate a Community Development Board for prioritisation of community regeneration and social inclusion issues as lead for goal five of the regional economic strategy and a Transport and Infrastructure Board as lead for goal six. It would also be supported by the Regional Centre of Excellence for Sustainable Communities (Inspire East) and a Growth Areas Board for areas of major change - effectively to ensure positive outcomes on goal four.

A jointly funded research project supported by EERA, EEDA and GO-East is currently being undertaken into regional governance structures. Its outcome will inform proposals for the development of the appropriate structures to jointly develop strategy and take forward delivery. These structures will make use of, complement, and add value to, the existing regional structures such as EERA’s Housing and Sustainable Communities Panel.

ICT and resource productivity steering groups
Goals seven and eight of the regional economic strategy covering ICT and the efficient use of resources will be led by regional steering groups, with links to the RSCP and the Sustainable Communities and Infrastructure Board.
Regional rural delivery framework
EEDA will continue to work with GO-East, EERA and other partners to develop and implement a regional rural delivery framework which will establish local priorities across the three overarching aims of the Government’s rural strategy 2004 and provide the basis for greater co-ordination and integration. Within this context, we will aim to build capacity within EEDA and delivery partnerships, including those involved in the RSCP and a Sustainable Communities and Infrastructure Board, in order to secure improvements in rural delivery in which EEDA has a direct role.

Mainstreaming of rural activities will be supported by ‘rural-proofing’ by EEDA and other relevant bodies or partnerships. Rural proofing is a commitment to ensure that policies take account of the region’s rural areas. This means that as they are designed and delivered, policy and programmes are assessed to ensure they are appropriate for the circumstances and needs of rural areas, where relevant. It also means ensuring that the impacts of policy and programmes on rural areas are considered. This corporate plan has already been subject to a sustainability appraisal and rural proofing process by a third party.

Sub-regional, local and pan-regional partnerships
EEDA recognises the importance of sub-regional and local ownership for delivering contributions to the regional economic strategy. To this end EEDA will:

- provide core funding for a range of partnerships and organisations
- encourage appropriate programme management and delivery of some sub-regional programmes where capacity and capability allows
- promote networking and best practice sharing amongst them. While this area of work will develop over the corporate plan period, the current support envisaged is set out here.

Sub-regional economic partnerships
EEDA will continue to support nine sub-regional economic partnerships, representing:

- Bedfordshire (Bedfordshire and Luton Economic Development Partnership)
- Greater Cambridgeshire (Greater Cambridge Partnership)
- Greater Essex (Essex Prosperity Forum)
- Haven Gateway (Haven Gateway Partnership)
- Hertfordshire (Hertfordshire Prosperity)
- Norfolk (Shaping the Future)
- Greater Peterborough (Greater Peterborough Economic Development Partnership)
- Suffolk (Suffolk Development Agency)
- Thames Gateway South Essex (Thames Gateway South Essex Partnership).

These partnerships are agents for sustainable economic development and regeneration across both urban and rural activities. They are inclusive and bring together the main economic development agencies and key influencers from the private sector. They were established in response to local needs, and are characterised by strong partnership working, governance and accountability.
Core functions of sub-regional economic partnerships include:

- formulating and overseeing sub-regional strategy developments and/or solving sub-regional economic issues
- acting as a policy developer and identifying sub-regional priorities that are aligned with the regional economic strategy
- consulting with and gaining buy-in from major public organisations and private and voluntary sectors in the sub-region
- working with, and developing the capacity of local strategic partnerships and local delivery vehicles in their area
- providing input into data gathering and research, linked to the regional observatory.

Sub-regional economic partnerships play a key role in ensuring that sub-regions have integrated urban, rural and community strategies that align with EEDA’s priorities. This involves close working with county rural partnerships, Investing in Communities partnerships and local authorities, as well as other key local and regional bodies. They also play an important delivery role in a number of EEDA’s activities, for example they will articulate the sub-regional dimension of Investing in Communities, East of England International and the East of England tourism model.

Local delivery vehicles
EEDA will work with and support a number of local delivery vehicles over the corporate plan period. Local delivery vehicles are either existing or likely to be needed for changes in Basildon, Bedford, Greater Cambridge, Great Yarmouth/Lowestoft, Harlow, Luton conurbation, Peterborough, Southend and Thurrock.

Through the Sustainable Communities Plan, the Government aims to ensure that appropriate delivery agencies are put in place to ensure that housing growth, urban renaissance and infrastructure is planned and implemented to meet the targets identified in the Sustainable Communities Plan, the Growth Area assessments and emerging regional planning guidance and significant regeneration objectives outside the Growth Areas. EEDA is committed to undertaking strategic leadership and capacity building for local delivery vehicles in areas undergoing major change.

In assessing the appropriateness of a delivery vehicle for a defined locality, EEDA has identified a number of criteria that it deems necessary for it to secure the growth and development of an area. In addition, the regional rural delivery framework, when finalised, may highlight the need for new or improved rural local delivery vehicles. Different delivery models are necessary to respond to the variety of circumstances around the region and this has been at the heart of EEDA’s analysis in articulating which mechanism it supports. The criteria guiding the analysis includes:

- the scale and opportunity for regeneration/growth proposed
- the willingness within local authorities to accept this change
- the capacity and capability of local authorities and partnerships to deliver this change
- the extent of buy in from the business community/responsiveness of the market to deliver the change.
Pan-regional partnerships
In the East of England, alongside the distinctive issues we face, we have common purposes, strengths and issues with other regions which are best addressed by pan-regional working or sharing best practice within the RDA network.

The East of England plays an important role in complementing and enhancing the position of London as a world city. The development of London has a major effect on the East of England, particularly in those areas closer to London. The Greater South East is fundamental to the overall health of the UK economy and makes an important contribution to reducing the productivity gap between the UK and the USA, France and Germany.

There are already many examples of cross-regional working:

- EEDA works closely with its neighbouring regions in taking forward the Sustainable Communities Plan, particularly as significant parts of the Thames Gateway South Essex and Milton Keynes-South Midlands Growth Areas are situated in the East of England and overlap other regions.
- RDAs in the South East, East Midlands and the East of England jointly support the Oxford2Cambridge Arc, a programme to support and promote the unique set of educational, research, business, commercial and governmental resources that exist in the area around and between Oxford and Cambridge.
- EEDA collaborates with its partners in the South East and East and West Midlands in the development of the Motorsport Valley, where there is a pool of world-class high-performance engineering and motorsport companies.
- EEDA is progressing a joint automotive academy with the South East of England Development Agency (SEEDA) and the London Development Agency (LDA) which is housed at the regional centre for manufacturing excellence that builds on the high technology manufacturing expertise that exists in these three regions.
- the East of England is working with the LDA and North London Economic Partnership to jointly support the development of long-haul routes at London Stansted.

Assessment of delivery vehicles against the key criteria

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<th>Local capacity and/or capability</th>
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Our activities for the period 2005/6 - 2007/8

EAST OF ENGLAND DEVELOPMENT AGENCY: corporate plan 2005/6 - 2007/8
Our activities for the period 2005/6 - 2007/8

• collaborative research initiatives include a jointly funded research programme on the higher education sector in the Greater South East, funded by the respective regional assemblies, government offices, and regional development agencies. More research collaboration is proposed
• looking forward, the London 2012 Olympic Bid presents a real opportunity for the regions to work together to support the bid, and if the bid is successful, ensure maximum benefits for the UK as a whole.

Specialist sister organisations and subsidiaries

EEDA believes that there is considerable value in supporting and developing specialist delivery organisations that can focus specifically on key customers and major changes. This is an area that is likely to develop during the corporate plan period, but such organisations will include:

• the new international business services organisation, East of England International, builds on the existing organisations Invest East of England and UKTI, to bring together some of the complementary regional inward investment and export support services and address a wider international business agenda
• a new regional tourism model builds on the regional synergies of local/sub-regional destination management organisations and the existing East of England Tourist Board
• sector development, knowledge transfer and business support organisations like the Manufacturing Advisory Service in the East of England (MAS-East), Renewables East and Gateway2Innovate
• EEDA subsidiaries and joint ventures such as the Centre for Integrated Photonics (CIP).

Joint investment frameworks

EEDA will also explore new funding and partnership arrangements, such as joint investment frameworks. For example, EEDA is developing a framework agreement and investment plan with Arts Council England East. This has resulted in the production of a joint prospectus with shared priorities that aim to improve regional impact by focusing on a small number of high quality programmes, major and pilot projects that contribute to the achievement of the regional economic strategy goals, as well as informing the deployment of all four key products.

EEDA has also explored the prospectus model on an area-based initiative in Ipswich. This brings together all major funders programmes to ensure coherence for one of the key regional cites.

EEDA expects to continue to assess such funding models over the corporate planning period.
4.3 EEDA’s products

We have identified four products that we will concentrate our resources on over the corporate plan period:

The Business Support package

EEDA gained responsibility for regional business support services in the East of England from April 2005. This change was announced as one of the outcomes from the 2004 Spending Review. The Business Link network, along with a range of other local and specialist business support agencies, will play a critical role in the delivery of this product.

During the corporate plan period, the development of this product will include:

- transferring the Business Link contracts from SBS to EEDA, and piloting new forms of information, diagnostic and brokerage models
- improved local access and information points based on the Business Link brand region with the aim of building a more co-ordinated and simplified service from the business perspective
- local enterprise facilitators, relationship managers, coaches, mentors and brokers for business growth and development assistance
- increased integration and rationalisation of existing skills, enterprise and innovation providers to give a seamless service for the customer
- improving and streamlining the specialist business development infrastructure and services in key sectors (eg support for manufacturing through MAS-East), communities (eg city growth strategies), geographies (eg rural areas) and functions (eg international business services, knowledge transfer etc)
- further integration of business support services for hard to reach groups into the mainstream business support infrastructure where appropriate
- providing businesses with advice on access to finance, and providing or overseeing regional funding programmes such as the Selective Finance for Investment grant and CREATE East of England, the regional venture capital fund
- greater emphasis on international business opportunities, through import and export advice, inward investment initiatives, global networks and alliances and international research arrangements
- encouraging the adoption of best practice in promoting equality of opportunity and in the management of diversity.

Investing in Communities programme

Investing in Communities is a catalytic programme which promotes a holistic approach to social inclusion, by supporting long-term strategic planning to tackle disadvantage and by encouraging the co-ordination of public sector resources and interventions to deliver agreed priorities. The programme offers a real opportunity to develop long-term regeneration solutions to help address the specific needs of the most disadvantaged communities both in urban and rural areas. It has three main delivery components:
Our activities for the period 2005/6 - 2007/8

• **sub-regional activity** - co-ordinated and facilitated by sub-regional economic partnerships, bringing together key bodies including local strategic partnerships, to develop 10 year investment plans with the aim of transforming communities. Delivering against the plans will be enabled by more effective local partnerships and community leaders to drive forward implementation.

• **regional activity** - where it makes sense to support organisations at this level, such as in the development of regional strategies for the voluntary and community sector, social enterprise and women’s enterprise.

• **regional research and development** - undertaking research that will underpin sub-regional and regional regeneration activity and inform public sector decision makers on key social exclusion or economic issues, such as issues around migrant workers; or piloting new activity that might have wider regional application.

**Enterprise Hub programme**

EEDA is undertaking a 10 year programme which will see a network of enterprise hubs developed across the region. In addition to existing and planned centres, EEDA aims to look at the feasibility of a public private partnership or private finance initiatives for future infrastructure and services programmes. Many enterprise hubs may have a physical centre, but some may be virtual, bound together by strong network services. These hubs tend to have a strong sector focus, and are linked to higher education establishments and areas of high concentration of private sector R&D development.

There is a close relationship between the Enterprise Hub programme and the Business Support package, particularly in the development of specialist business support for technology-based and/or high growth businesses.

The programme will be flexible to the needs of prospective users but the standard programme is likely to include at least some of the following characteristics:

• high quality accommodation for new business start-ups, with accessible communal space to promote network-building

• access to a centre manager, enterprise and/or network facilitator, together with a network of coaches, mentors, partners and sponsors of the centre

• access to relevant training and educational programmes, networks, finance opportunities, R&D centres and institutions, and support services

• a consistent regional approach to ICT platforms and knowledge management development for the network(s) on which the enterprise hub is based

• international relations management with relevant overseas networks/hubs/clusters

• funding, legal and intellectual property support for knowledge exploitation through a future Higher Education Innovation Fund, R&D, proof of concept, and licensing/spin-out packages

• access for a range of companies who participate in the centre on an outreach or extension basis.
Regional Renaissance package

EEDA’s involvement in regeneration and our contribution to the Government’s Sustainable Communities Plan will follow a strategic and holistic assessment of priorities in key places undergoing major change through growth and/or regeneration. These priorities will be set out in local masterplanning documents which will be developed with local partners and which EEDA will use to direct its contribution to what will be, in some cases, major physical investments plans. There will be less emphasis on EEDA taking forward direct development in isolation, except where we do so in piloting innovative models and exemplar approaches to demonstrate the economic and social benefits of improvement to the physical environment. EEDA will facilitate exchange of best practice and development of skills and expertise to deliver quality development. The package will initially be rolled out in selected areas including a small number of market towns. It includes:

- marketing prospectuses to co-ordinate priorities for future investment
- city growth strategies
- masterplans and local strategies which take a holistic and inclusive approach to an area together with design standards and briefs, to achieve high quality development
- a physical investment programme which contributes to the delivery of masterplans and local strategies where it is appropriate for EEDA to do so
- town centre management and enterprise facilitation, including initiatives such as business improvement districts
- exemplar approaches including housing demonstrators which cover both affordable housing and mixed use developments
- development of innovative intervention models to deliver urban and rural renaissance such as the Thurrock Art and Culture visioning model.
4.4 Delivering the regional economic strategy

This section outlines EEDA’s contributions to the eight strategic goals of the regional economic strategy, together with the cross-goal themes of rural activities, regional intelligence, regional representation and sectors and clusters.

4.4i Goal one: a skills base that can support a world-class economy

Regional economic strategy priorities
1. increasing employment rates in disadvantaged communities
2. supporting wider career choices for young people
3. developing skills that better meet business needs
4. developing higher level skills to support the knowledge economy

Introduction

The region’s skills base is patchy, with areas of underperformance and a number of skills gaps and shortages. In particular the region suffers from a low number of applicants to university and a net out-migration of students after graduation, contributing to a shortage of higher level skilled workers in the region. There is also a significant number of people with numeracy and literacy needs. Such problems are often more acute in the rural parts of the region where access to learning facilities can be a barrier.

EEDA views tackling skills issues as a requirement for improving productivity and delivering sustainable economic growth. However, we fully recognise that we are a relatively modest funder of skills development compared to other major public and private agencies, and we do not wish to duplicate activity already being undertaken by our partners. Therefore, our main contribution to this regional economic strategy goal is in supporting the development of an effective Regional Skills and Competitiveness Partnership (RSCP) to develop a demand-led regional skills package for both businesses/employers and individuals, as well as to facilitate strong links to other regional economic strategy goal programmes and priorities. In addition, EEDA will make strategic investments in skills infrastructure and services, and ensure that the four core products also prioritise skills dimensions.
Main areas of activity

EEDA’s proposed areas of work and their relationship to the regional economic strategy priorities are as follows:

- EEDA will increase employment opportunities for disadvantaged communities by working with partners to ensure mainstream and flexible funding is targeted at those people that are hardest to help and reach. EEDA will work with its partners to pilot new approaches to the delivery of services to these groups.

  **Addresses regional economic strategy priority one**

- EEDA will improve the work readiness of young people by working with partners to improve the support given to young people when making learning and career options. EEDA will focus on increasing participation rates in learning (pre and post-16) and better matching learning activity to the needs of the regional economy by increasing the study of vocational, mathematics, science, engineering and technology subjects.

  **Addresses regional economic strategy priority two**

- EEDA will work with employers and partners to create a demand-led system of learning and skills provision that meets the needs of the East of England, through activities that encourage employer engagement in workforce development, the take up of vocational training and improvements in the quality and responsiveness of the learning and skills sector. Improving basic skills in the workplace will be a priority as over half of adults with numeracy and literacy needs in the East of England are in employment.

  **Addresses regional economic strategy priority three**

- EEDA will grow the knowledge economy by implementing a capital expansion programme in higher education provision. EEDA will also work with the Association of Universities in the East of England (AUEE) and other partners to increase participation in higher education through foundation degrees and other routes which deliver higher level skills in tune with the region’s needs. EEDA will support initiatives to increase leadership and management development activity.

  **Addresses regional economic strategy priority four**

- EEDA will establish a development fund for testing and piloting new approaches to increasing participation in learning and skills development across employers, individuals and communities. The initial focus will be on the modernising rural delivery pathfinder in the Fens.

  **Addresses all regional economic strategy priorities**
Goal one: a skills base that can support a world-class economy

Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

**Advocate, strategic navigator and convenor**
EEDA will manage and facilitate the new RSCP, which will ensure partners work to an agreed regional framework for strategic priorities and clearly identified action plans setting out responsibilities and targets. It will also ensure a coherent regional voice in addressing national issues. EEDA’s role is critical in bringing partners together to address skills issues and in integrating skills within the broader business support agenda. EEDA will also play a key role in ensuring the RSCP delivers the skills the East of England needs to achieve the targets of the Sustainable Communities Plan.

Following the Spending Review 2004 announcement, the region will also explore the ‘dual key’ approach to funding workforce development. This approach will see the LSC and EEDA working together to jointly agree the allocation of funding based on the region’s skill needs. This approach will be integrated into the RSCP.

EEDA will ensure regional plans are sensitive to the spatially diverse needs of local economies. For example, the needs of rural economies will be a constant feature of EEDA’s contribution to sector skills agreements.

**Advisor and innovator**
EEDA’s work on employment opportunities for disadvantaged communities will involve close working with Jobcentre Plus, particularly through the piloting of innovative solutions.

EEDA will also work with its partners, employers and educational establishments to advise on ways that training can be more closely aligned with the requirements of enterprises. This will also include promoting employers’ engagement with schools and colleges to encourage entrepreneurship and interest in the region’s key sectors.

In order to support the development of a demand-led system of learning and skills provision, EEDA will work with a variety of regional partners. This includes collaboration with the Learning and Skills Council (LSC) to build on the good practice developed through the Adult Skills Pilot. We will also work with the Skills for Business Network to identify and tackle sectoral needs. In addressing both sectoral and generic skills needs, EEDA will work with further education establishments and work-based training providers to enable the supply of training to be more responsive to employer needs.

In developing higher skills to support the knowledge economy, EEDA will undertake a strategic and advisory role in identifying and shaping higher education priorities for the region. Our approach will take account of the fact that considerable higher education in the region is delivered through further education establishments.
Commissioner and deliverer

Skills development will be a major component of, and make a central contribution to, each of EEDA’s four core products with priorities in:

- the Business Support package for workforce development and vocational training
- Enterprise Hubs for entrepreneurial, business management and technical training
- Investing in Communities for investing in the human and social capital of disadvantaged communities to provide the foundation for development and regeneration
- the Regional Renaissance programme to ensure the quantity and quality of professional and construction skills are available to deliver the Sustainable Communities Plan.

EEDA will invest in capital projects that leverage funding from the Higher Education Funding Council for England (HEFCE) and other partners to increase higher education provision in the region’s cold spots, particularly in Peterborough, Suffolk and Thames Gateway South Essex.

The Investing in Communities programme is of particular importance to EEDA’s activities in this area, focusing on the elements of the programme that aim to deliver employment outcomes. Targeting of activity in this area is likely to focus closely on the disadvantaged groups identified in the National Employment Panel’s ‘A New Deal for All’ report (January 2004), such as programmes developed to support older people.

European funding will play an important role in delivery of EEDA’s activities in this area, particularly through the European Social Fund. EEDA has developed a co-ordinated approach to co-financing with the LSC and Jobcentre Plus, involving nearly £23 million of European Social Fund funding. This is being used to address regional skills and employment priorities through the European Objective 3 funding programme. EEDA will also continue to identify and make the most of opportunities that arise from transnational European Union funding programmes.
What success will look like

Success in the region will be shown by an improvement in the region’s skills base, raising the skills level of individuals so that they meet the needs of businesses and employers. EEDA’s own contribution to that success will be shown by:

- an established RSCP that has developed regional priorities and action plans and is delivering co-ordinated expenditure in line with these priorities and plans
- implementation of at least three pilot activities designed to support disadvantaged communities facing barriers to employment, in partnership with JobCentre Plus. This will include activity in the Fens modernising rural delivery pathfinder
- Essex University Southend campus development being completed; and funding secured for higher education provision in Suffolk and Peterborough
- an established demand-led skills development fund developed in synergy with mainstream funding programmes such as those of the LSC, that has a strong take-up by employers and a demonstrable effect on the performance of participating businesses.

Activity in this area will make a significant contribution towards EEDA’s skills targets.

Public service agreement (PSA) targets

EEDA’s activities under this goal will contribute to the achievement of the following PSA targets:

HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services) DCMS 4 (tourism, creative & leisure industries) ODPM 1 (social exclusion), DTI 2 (innovation), DTI6 (enterprise), DTI8 (trade & investment), DfES13 (adult skills), DWP4 (employment), HO8 (voluntary and community sector).

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1 Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
4.4ii  **Goal two: growing competitiveness, productivity and entrepreneurship**

**Regional economic strategy priorities**
1. building a more enterprising culture
2. providing a coherent and integrated business support service
3. supporting the accelerated and sustained growth, productivity and competitiveness of the region’s businesses
4. developing the capacity of the region to engage in global markets and to improve the level and quality of foreign investment into the region
5. ensuring business development adds value and vitality to local communities

**Introduction**

The regional economic strategy sets out the region’s aim to be a leading and supportive location for starting and growing enterprising businesses. EEDA will play a key role in improving business support provision with the aim of providing a clearer and more straightforward service for businesses. Currently, business support penetration remains variable, with a number of gaps, and those services that do exist are not always well connected to the business community. The region’s companies are faced with an array of funders and agencies each with their own priorities and chosen route to market. The fragmented approach can cause confusion, duplication and a waste of resource and opportunity.

The Department of Trade and Industry (DTI) and Small Business Service (SBS) passed the business support budgets and responsibility to RDAs in April 2005. This gives EEDA an opportunity to influence how business is supported at all levels, including help for start-ups, growth, R&D, innovation and international business, as well as improving the climate for social enterprise, entrepreneurship in deprived communities and among particular groups where start up and growth is lowest. This will be delivered through EEDA’s Business Support package. The Investing in Communities programme and the Enterprise Hub package are also relevant to delivering the priorities of this goal.
The new information, diagnostic and brokerage role to be undertaken by the Business Link network will enable a simplified gateway to a full range of business support services in the region. This is illustrated in the diagram below:

Main areas of activity

EEDA’s proposed areas of work, and their relationship to the regional economic strategy priorities are as follows:

- EEDA’s main challenge over the corporate plan period will be to transform regional business support provision so that it improves local access and information points based on the Business Link brand. The aim is to build a more **co-ordinated and simplified service** from the business perspective, based on the information, diagnostic and brokerage model. Over the corporate plan period, we will promote the Business Link brand as a source of impartial advice, with clear signposting to generic and specialist support services according to the needs of business. Over the first part of the corporate plan period, EEDA will conduct a comprehensive assessment of the requirements of businesses together with an evaluation of capacity, capability and accessibility of the current resources.

**Addresses regional economic strategy priority two**

- Although business support will remain inclusive to all businesses in the region, some supply will be targeted at **specific communities and groups** recognising the diversity of business types in the region and reflecting the need to improve business start up rates among certain groups. This includes services developed for certain key sectors, outreach activities for hard to reach groups and/or activities focused on particular deprived communities, including those in lagging rural districts. In the long-term, the aim is to influence the way that mainstream support is delivered.

**Addresses regional economic strategy priorities three and five**
• EEDA will take a more central strategic role to align our sister organisations Invest East of England and UKTI in the context of the wider international agenda through the creation of a new international business services company called East of England International. The objective is to create an environment that will enable businesses to take full advantage of all the opportunities available from operating in global markets.

Addresses regional economic strategy priority four

• EEDA will seek to reinforce and build upon the region’s entrepreneurial culture and other aspects of the business start-up strategy, including helping to establish stronger links between businesses and educational establishments, encouraging corporate social responsibility and promoting better equality and diversity practices. EEDA will co-ordinate activity in this area, recognising that many of the activities will be delivered by regional and sub-regional partners.

Addresses regional economic strategy priorities one and five

Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

Advocate, strategic navigator and convenor
The RSCP will bring greater alignment between business support, skills, international trade and innovation. Of particular importance is the establishment of a Business Strategic Advisory Board, chaired by an EEDA board member, which will advise the RSCP on business-facing issues and priorities. It is recognised that the fundamental importance of enterprise to economic development means that business development is an important component of all four products. EEDA’s strategic role is to ensure that addressing business needs and supporting enterprise growth is fundamental to delivery of all the goals of the regional economic strategy, while at the same time ensuring that businesses are able to access support through a simplified and accessible structure.

An important priority for EEDA over the corporate plan period is to bring greater coherence to the provision of specialist support services and their relationship with mainstream support. Many of the support requirements of under-represented groups and social enterprises are generic by nature, although they often have different routes into the business support network and require specific advice on issues such as access to finance. Their needs can in most cases be best met by locally-based mainstream support organisations, working closely alongside specialist providers. As part of this, over the first year of the corporate plan, EEDA will be reviewing the current situation whereby each Business Link leads on different specialisms of business support. This will form part of a wider evaluation of the ways in which these specialist business support activities are integrated across the Business Link network.

Advisor and innovator
EEDA will play a lead role in transforming business support provision in the region. In the early part of the corporate plan period, this will involve transferring the Business Link contracts from SBS to EEDA. Over the medium term, EEDA will seek to pilot new forms of information, diagnostic and brokerage processes with a view to setting a new regional model for business support. EEDA and its partners will assess how to make use of the different available data sources such as Business Link management information to inform
business support development, particularly with regard to sharing of best practice and the targeting and impact assessment of activities on different social groups and communities.

In delivering the business start-up strategy, EEDA will take the role of strategic catalyst working closely with partners including the Business Link network, Chambers of Commerce, East of England Business Group, Social Enterprise East of England and Eastern Association of Enterprise Agencies. EEDA is also working with the region’s Education Business Link Organisations to deliver enterprise projects into schools.

Building on the recommendations from regional research on community development finance, EEDA will be a strategic influencer, working with the high street banks, existing community development finance institutions, including those already funded by EEDA, and potential clients to ensure that there are clear pathways to accessing finance.

Commissioner and deliverer
In delivering business support, EEDA will work alongside and in partnership with a range of agencies including the national SBS, the Business Link network, East of England International, UKTI and other business support providers. While EEDA will set the strategic direction for business support, delivery of mainstream business support services will continue to be carried out at local level. Operational dexterity will be facilitated by the introduction of a regional knowledge management system.

There will be some targeting of specialist services driven by business needs. This will involve working with sector groups and other specialist providers. EEDA will continue to manage a number of specialist business support services such as MAS-East, and also manage several finance schemes including the Selective Finance for Investment (SFI) grant, R&D grants and Create East of England, the regional venture capital fund. EEDA will support a number of programmes designed to facilitate targeting of specific communities or groups of business, such as social enterprises, and voluntary and community ventures. European funding, particularly through co-financing, will support many of these measures.

EEDA is currently leading the development of a strategy for women’s enterprise in the East of England under the guidance of a cross-organisation steering group. The strategy acknowledges the importance of existing providers of enterprise and business support services for women in the region, such as Women’s Employment, Enterprise and Training Unit and Incredit, but aims to bring a clearer focus of services and resources across the region. Actions include improving access to services which address key barriers to women’s enterprise, such as business skills, mentoring, coaching information and signposting, as well as improving women’s skills in the workforce and promoting social entrepreneurship.

EEDA is committed to a co-ordinated regional approach to encouraging and supporting the growth of the social economy by developing appropriate services through mainstream support providers, investing in linked specialist development agencies and improving enterprise start-up funding for people or groups that experience difficulty in attracting mainstream investment. EEDA has funded Social Enterprise East of England to develop a regional strategy to promote and support social enterprises in the region.
This sets out a number of actions in the areas of access to finance, learning opportunities, business performance and growth, promotion of social enterprises, networks, public procurement and networks. Following consultation, the strategy will be taken forward by a number of partners, including those from the public sector led by the regional social enterprise network, Social Enterprise East of England.

EEDA is also working with partners to incorporate the work of the rural business hubs and rural enquiry officers into the mainstream business support function, in order to facilitate a single portal approach to business advice across the region that also provides a link to the variety of specialist advice available to rural businesses.

In delivering international business services, EEDA will ensure that international business activities are linked to other regional activity, especially in the areas of skills and innovation. EEDA has established a new company to bring together the trade and investment aspects of the international agenda in the East of England. This new joint-venture delivery company, East of England International, is co-owned by EEDA and other partners. Its activities will develop within the context of the RSCP and the developing business support model and build on the close working with sub-regional economic partnerships.

Objectives for 2005/6, which will be a transitional year for East of England International, are:

- supporting more new exporters and new market entrants
- attracting more inward investment
- a greater focus on regional economic strategy priority sectors and areas of the region
- an international exhibitions programme to support our SMEs and promote the region’s science/research base
- the development of a network of overseas alliances which will support the delivery of the regional economic strategy goals
- co-ordinated organisation of incoming missions and VIPs to the region including better follow up.

The development of new international business support programmes will take place in 2005/6 with full implementation in 2006/7 including:

- support for joint ventures, outbound investment and partnering
- a key account strategy to attract market leaders to the region
- a pilot ‘fast track’ support programme to develop the export expertise of potential high growth companies
- supporting the development of our transport gateways as engines for economic growth.

EEDA will work with UKTI, EEI and other partners to revise the international business strategy for the East of England. A new high-level stakeholder forum will be formed to advise on the strategy and delivery plan for the international business agenda. EEDA and UKTI will be jointly responsible for contracting for the delivery of the new strategy and business plan, and carrying out performance management of the joint-venture delivery company.
What success will look like

Success in the region will be shown by an improvement in the productivity and performance of the region’s businesses; an increase in the level of entrepreneurship across different social groups; and improved business performance in deprived areas. EEDA’s own contribution to that success will be shown by:

- the operation of an accessible, coherent, co-ordinated and efficient business support service for our region’s businesses in both urban and rural areas
- more companies using business support services and realising an improvement in their overall competitiveness as a result of using these services, shown by an increase in the satisfaction and performance of Business Link customers
- improved business intelligence being used to target resources to meet the needs of specific business groups and hard to reach communities
- establishment of a new international business company that will deliver services covering inward and out-bound investment and out-sourcing, joint ventures, technology transfer, exporting and international alliances.

Activity in this area will make a significant contribution towards EEDA’s business creation target, businesses supported targets and Business Link performance targets.

Public service agreement (PSA) targets

EEDA’s activities will contribute to the achievement of the following PSA targets:

- HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services), Defra 5 (sustainable farming & food) DCMS 4 (tourism, creative & leisure industries) DTI 2 (innovation), DTI 6 (enterprise), DTI 8 (trade & investment), DWP 4 (employment) HO8 (voluntary and community sector).

Public service agreement [PSA] targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
Goal three: global leadership in developing and realising innovation in science, technology and research

4.4iii Goal three: global leadership in developing and realising innovation in science, technology and research

Regional economic strategy priorities

1. stimulating demand for research and development and knowledge transfer amongst the region’s small and medium enterprises (SMEs)
2. ensuring strong links between regional universities, research institutes, and the private sector
3. maintaining and building upon the quality of research establishments in the region
4. facilitating international partnerships that enable knowledge transfer and collaboration on R&D
5. making full use of the research assets and global reputation of Cambridge to achieve benefits for the region

Introduction

The East of England’s high quality knowledge-base means that the region is well positioned to take the lead in driving forward the UK’s innovation agenda. As the leading R&D region in the country, the East of England is regarded as having an international significance, and the potential for innovation spreads far beyond the obvious successes of Cambridge to all corners of the region. EEDA has the potential to have a major impact both regionally and nationally. There is a clear opportunity for the region to build on its research excellence. Failure to address this means the region risks losing its leading knowledge-based businesses to global competitors to the detriment of the UK economy as a whole.

The Enterprise Hub programme will be of particular importance to this goal, whether it be the delivery of the physical infrastructure of an innovation centre or facilitation of networking activity in a key cluster. The Business Support product is also of particular relevance.
Main areas of activity

EEDA’s proposed areas of work and their relationship to the regional economic strategy priorities are as follows:

• EEDA will establish and provide the secretariat for the East of England’s Science and Industry Council, which will form part of the RSCP. The council will give clear guidance to EEDA and the region in relation to funding and strategy decisions related to this goal. It will also influence the national and international innovation agenda, as ambassadors of regional business and research, with the authority to speak on behalf of the region.
  **Addresses all regional economic strategy priorities**

• EEDA will contribute to the provision of the physical centres of enterprise hubs, particularly through the support of innovation centres and science parks. Innovation centres play a crucial role in improving business survival rates and growth, while science and technology parks provide an environment for translating academic research into commercially exploitable technologies. These centres have a strong sector focus, and are linked to higher education establishments and areas of high concentration of private sector R&D development.
  **Addresses regional economic strategy priorities one, two and five**

• Complementing the Enterprise Hub product, EEDA will roll-out a consistent support model for high growth knowledge-based enterprises. This will include facilities to link networks with each other and research centres, and will be an integral part of the business support landscape. It will also involve advising businesses on accessing national and European R&D programmes, such as the European Union Sixth Framework Programme.
  **Addresses all regional economic strategy priorities**

• EEDA will play a lead role in supporting the development of knowledge-intensive business clusters of excellence, building on and linking areas of high growth innovative businesses with the region’s world-class research base. This programme will ensure that each of the region’s major clusters has access to tailored support and infrastructure within a ten year timescale. Work will centre around the key sectors and clusters set out in the regional economic strategy.
  **Addresses all regional economic strategy priorities**
Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

Advocate, strategic navigator and convenor
The Science and Industry Council will be a key strategic advisory body for this area. It will give clear guidance to EEDA in relation to funding and strategy decisions and advise on development areas of the RSCP. EEDA will establish, manage and provide the secretariat to the council. Working through the Science and Industry Council gives EEDA opportunities to work closely with the region’s main private sector R&D players, as well as with higher education establishments with a view to influencing Government funding on innovation priorities.

Given the importance of this area of activity to national policy, EEDA will accelerate its discussions with the DTI’s innovation and growth teams to ensure the region is taken into account in national policy, as well as incorporating national policy into a regional context. EEDA will also play an important role in cross-RDA groups in innovation and sector/cluster development work.

Advisor and innovator
Critical to EEDA’s success will be building a reputation as a prominent driver for the development and promotion of the region’s innovation strategy. This will involve close collaboration with partners. Over the period of the corporate plan, EEDA will work with the UK’s Research Councils on a wide range of issues from commercialisation of research to collaborative funding schemes.

Commissioner and deliverer
EEDA’s role in delivering innovation centres and science parks will focus on the provision of advisory services for other developers, the funding of feasibility studies, some limited gap funding to private sector development plans and equity funding of public sector projects with local authority and/or higher education partners.

EEDA will continue to commission and oversee initiatives that give value-added support to knowledge-based companies in the region. These include the Gateway 2 Innovate project, which provides a one-stop advice service to innovative businesses in the region and an East of England Innovation Relay Centre that aims to facilitate the transfer of innovative technologies to and from European companies or research departments. EEDA will also support knowledge transfer partnerships that have a role in engaging businesses with the region’s research base.

EEDA will build on the business support measures outlined in goal two to deliver a value-added service for knowledge-based companies, such as through the management of the R&D grants and the facilitation of a proof of concept funding scheme. EEDA will also aim to improve the co-ordination and signposting of other high value business support measures such as investor readiness packages, funding and legal/intellectual property support for knowledge exploitation and licensing/spin-out advice.
Enterprise Hub activity will be primarily targeted at the region’s key areas of research strength, and will aim to build on key clusters of development. EEDA will continue to support existing enterprise hubs:

- Hertfordshire Business Incubation Centre (Stevenage)
- Brabraham BioConcepts (Cambridge)

and will develop those underway:

- Centre for Sustainable Engineering (Peterborough)
- advanced engineering and motorsport (Hethel)
- Health Enterprise East (Papworth).

Future development of enterprise hubs will be evaluated against a range of criteria identified as being critical to their success, with priorities tending towards those in denser catchments which build on existing or emerging success and are linked to educational establishments.

**What success will look like**

Success in the region will be shown by a growth in the number and quality of knowledge-based businesses in the region. EEDA’s own contribution to that success will be shown by:

- the Science and Industry Council delivering a clear prioritisation of the region’s innovation agenda and being recognised as having a strong national reputation, demonstrated through a strong presence at international conferences and events
- completion of the Luton Butterfield Park innovation centre and business base
- the development of four further major physical centres of enterprise hubs, together with a range of other networking and support services
- an increase in the number of East of England SMEs accessing the regional knowledge base
- roll-out of a comprehensive business support model that meets the specific needs of businesses in the region’s key clusters, and which leads to an increase in the number of knowledge-based enterprises accessing public sector support.

Activity in this area will make a significant contribution towards EEDA’s business supported targets, including the number of firms engaging in new collaborations with the UK knowledge base.

### Public service agreement (PSA) targets

EEDA’s activities in this goal will contribute to the achievement of the following PSA targets:

- HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services), DCMS 4 (tourism, creative & leisure industries), DTI 2 (innovation), DTI 6 (enterprise), DTI 8 (trade & investment).

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Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
Goal four: high quality places to work, live and visit

Regional economic strategy priorities
1. ensuring a suitable supply of homes to support economic growth
2. ensuring the provision of social and transport infrastructure to make communities sustainable
3. ensuring a high quality supply of business land and premises
4. developing green spaces and infrastructure to support economic growth
5. developing culture, heritage, and leisure assets for residents and visitors
6. enabling renaissance and regeneration of the region’s communities

Introduction

The East of England faces many challenges to successfully deliver the level and quality of development necessary to meet the growth in the region’s population and economic activity. To address the priorities in this goal, a holistic approach to renaissance in the region needs to be adopted. This will focus on areas undergoing major change in the region, particularly the Growth Areas as defined in the government’s Sustainable Communities Plan. EEDA activity in this area will also be driven by the requirements of the regional spatial strategy, which identifies the region’s growth and regeneration priorities, and the regional housing strategy, and will focus on making those plans work for the whole region, including rural areas.

Delivering high quality places to work, live and visit is closely linked to strategic transport infrastructure requirements of the region and EEDA’s work in these areas is closely co-ordinated and makes joint use of evidence and research for policy development. In this agenda EEDA is working alongside a number of specialist partners such as English Partnerships, many with significantly more funding. EEDA’s role is therefore to co-ordinate policy and delivery and address gaps in a way that complements existing activity. This particularly relates to the Regional Centre of Excellence for Sustainable Communities (Inspire East) which brings together the work of ODPM, Constructing Excellence and the Commission for Architecture and the Built Environment (CABE).

High quality places means the integration between jobs, homes, local transport, community facilities, such as schools and health services, and cultural, heritage and leisure assets which are accessible to a diverse population. It means making best use of physical sites, and ensuring development is of the highest design and environmental standards. It also means making sure the region has the skills and networks in place to deliver this goal which will be aided by implementing the recommendations of the Egan Review, a review undertaken of the skills and training that built environment professionals require to deliver sustainable communities.
Physical programmes have long lead times and EEDA already has a number of committed projects which it has been developing over recent years that will be delivered in this corporate planning period. Future priorities will be determined following a strategic review of the method of delivering projects and holistic appraisal of priorities within the region.

The Regional Renaissance product is a major component of delivering this goal. There are also links to and opportunities to align priorities with those agreed under the 10 year strategic investment plans being developed under the Investing in Communities programme.

**Main areas of activity**

EEDA’s proposed areas of work and their relationship to the regional economic strategy priorities are as follows:

- EEDA will oversee the establishment and development of the *Regional Centre of Excellence for Sustainable Communities (Inspire East)*. This body, which fulfils an obligation for the region from the ODPM, will help to facilitate and enable the delivery of sustainable communities across the East of England. Inspire East will take forward the Egan Review recommendations for a full range of built environment occupations, bringing forward partnership working with the construction industry, CABE, local authorities, and the community and voluntary sector.

  *Addresses all regional economic strategy priorities*

- EEDA will facilitate and support *regional renaissance strategies and best practice in high quality development*. This will include and be directed by masterplans or local strategies supported by a prospectus approach for specific places such as in Ipswich, where a prospectus is currently being developed. These masterplans are primarily for cities and towns and will take account of the investment needs of the rural hinterlands. They will also take into consideration the needs of people from socially excluded groups and the environmental requirements of the community through initiatives such as green grid projects like Rainham Marshes in Purfleet.

  *Addresses regional economic strategy priorities one and six*

- EEDA will play a strategic role in facilitating *brownfield land development*. The most effective method of enabling development will be determined by the outcomes of the brownfield land action plans which are being rolled-out across the region. These action plans will support the objectives of masterplanning and local strategies, and support other goals such as skills goal through enabling the spatial elements of the capital expansion of higher education in the region.

  *Addresses regional economic strategy priorities one and three*
EEDA will promote and manage a programme of investment in regional renaissance to address the delivery of the regional economic strategy priorities under goal four. This programme of investment is one of the biggest elements of EEDA expenditure and will be directed by the regional renaissance strategies. It will involve partnership delivery of major growth area and regeneration physical projects, as well as the commissioning and supporting of exemplar approaches to high quality development including housing and other mixed-use demonstrator projects. Initiatives being investigated in the Growth Areas, such as the zero energy development project in Bishop Stortford, are important regional innovations and EEDA will play a lead role in disseminating the findings and use this evidence to inform future policy.

Addresses all regional economic strategy priorities

We will work with the leisure and cultural industries to develop those sectors to the benefit of local communities. EEDA will also support activities to attract significant tourism infrastructure projects to the region through close working with the East of England Tourist Board and local and sub-regional partners.

Addresses regional economic strategy priority five

EEDA will work with local delivery vehicles, such as urban development companies, urban regeneration companies and limited liability partnerships to address Growth Areas in the Sustainable Communities Plan and other areas in need of economic regeneration. This will involve supporting these delivery vehicles in their strategic leadership role and capacity building. Local delivery vehicles will be required to produce robust regeneration frameworks which sit over a number of area masterplans and give strategic guidance to EEDA and other partners. The regeneration frameworks are expected to be key documents in delivering the physical infrastructure for growth and regeneration in Thurrock, Southend-on-Sea, Basildon, Luton/Dunstable/Houghton Regis, Bedford, Harlow, Peterborough, Cambridge, Castle Point, Great Yarmouth/Lowestoft and Stevenage. EEDA has committed an element of its capital programme to support projects prioritised by local delivery vehicles, such as the Essex University facilities being developed in Southend-on-Sea. The scale of these projects will mean that they will be delivered in partnership with other funders.

Addresses all regional economic strategy priorities
Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

**Advocate, strategic navigator and convenor**
EEDA’s role in delivering the objectives of high quality places will be to facilitate strong partnership working via the appropriate regional and sub regional structures. The focus of work will be on areas undergoing major change. This will target attention on the Growth Areas as defined in the Sustainable Communities Plan and urban and rural areas in need of economic regeneration. However, EEDA’s work in this area will not focus entirely on Growth Areas, as it also needs to deliver the objectives of the region’s towns and cities strategy and the regional rural delivery framework.

Spatial and thematic targeting will be based on local strategies and masterplans and will be informed by the brownfield land action plans. This work will be designed to complement the work of major delivery partners such as local authorities and English Partnerships. To set the direction for regional priorities EEDA will work with a broad cross-section of regional and national bodies including ODPM, Constructing Excellence, CABE, Community Renewal Network East, professional bodies and stakeholder and funders representing the region’s main sectors and interest groups.

**Advisor and innovator**
EEDA, in partnership with other regional stakeholders will contribute to the intelligence base to help set the regional priorities and bring forward innovative solutions and ways of delivering a high quality environment. The production of evidence-based policy will inform the development of EEDA strategy, support our statutory planning role and input into the development of masterplans.

**Commissioner and deliverer**
EEDA will be a deliverer of programmes that address the priorities of this goal through housing demonstrator projects, brownfield land and other physical programmes where appropriate. Increasingly EEDA will look to focus on larger catalytic schemes such as Eastport in Great Yarmouth or town centre redevelopments that support the Growth Areas and regeneration agenda.

In taking forward work on brownfield land programme and demonstrator projects, EEDA will work closely with the major deliverers in this area such as local authorities, English Partnerships, and local development vehicles.

EEDA will also be a commissioner of programmes to take forward activities in disadvantaged areas such as those addressing the needs of affordable housing.
What success will look like

Success in the region will be shown by a marked improvement in the quality of development and regeneration. EEDA’s own contribution to that success will be shown by:

• agreement by key players of regional priorities for sustainable communities
• the Regional Centre of Excellence for Sustainable Communities (Inspire East), being the first point of contact for people involved in delivering and maintaining sustainable communities in the region, seeking information and advice on best practice and skills development. This will result in improved design and sustainability of communities and increased partnership working
• achievement of the regional target of 60 per cent for all development on brownfield or previously developed land through implementation of the brownfield land actions plans
• the delivery of a number of significant housing and other projects including the zero energy development in Bishops Stortford
• the delivery of a programme of regionally significant physical projects. These are focused, in the region’s regeneration and Growth Areas and the committed programme of delivery includes renewal projects at Great Yarmouth, Lowestoft, Wisbech, Colchester and Kings Lynn. EEDA has allocated significant funding for projects that will arise from its masterplanning and prospectus work. Proposals already include major investments in Peterborough, Thames Gateway South Essex and Ipswich.

Activity in this area will contribute to EEDA levering private and public investment and reclaiming brownfield land.

Public service agreement (PSA) targets

EEDA’s activities in this goal will contribute to the achievement of the following PSA targets:

HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services), ODPM 5 (Housing), ODPM 1 (social exclusion), DCMS 4 (tourism, creative & leisure industries), HO8 (voluntary and community sector).

Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
4.4v **Goal five: social inclusion and broad participation in the regional economy**

<table>
<thead>
<tr>
<th>Regional economic strategy priorities</th>
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<tr>
<td>1. supporting those who are disadvantaged to achieve their potential</td>
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<tr>
<td>2. supporting disadvantaged communities and groups to access sustainable employment opportunities</td>
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<td>3. improving prospects for better quality employment</td>
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<td>4. providing improved access to essential services</td>
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<td>5. tackling discrimination experienced by communities or individuals</td>
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**Introduction**

The East of England, like other parts of the UK, is characterised by widening disparities and faces problems of poverty, disadvantage and social exclusion. The causes of social exclusion are multifaceted and its key drivers, such as low income, ill health, poor skills, unemployment, poor housing, discrimination and other factors, are mutually reinforcing. Issues the region particularly has to address are access to services unemployment rates in some areas or in particular segments of the population, and low pay. These issues affect people who live in both urban and rural areas across the region.

EEDA’s commitment to sustainable economic development, and equality and diversity in the East of England is underpinned by its work in tackling deprivation and increasing participation in the economy. The aim is to develop a competitive, thriving, sustainable and inclusive economy which will contribute to the achievement of positive health and social outcomes. Priorities for the region in achieving this are set out in goal five, but the building blocks of the economy which contribute to sustainable growth and an inclusive society are cross-cutting and are addressed in all parts of EEDA’s contribution to the goals of the regional economic strategy.

Employment creation and economic growth in a community do not in themselves necessarily reduce local unemployment or increase the prosperity and wealth of local people. Specific action is needed to ensure that benefits of economic growth are made available to all.

EEDA’s main contribution to tackling these problems is through embedding equality and diversity principles in all policy development and delivery and specifically through its commitment to the Investing in Communities programme. The Investing in Communities programme also represents a significant opportunity to bring together activity under the different goals of the regional economic strategy - enterprise, skills, high quality places and transport, where these have an impact on communities of interest or place. It also seeks to develop better co-ordination and strategic planning of public sector investment to address the needs of communities.
The regional social strategy developed by EERA sets out a vision, and framework for achieving a fair and inclusive society in the East of England. Goal five of the regional economic strategy identifies key responses required to deliver this strategy. EEDA’s main contribution to delivering the social strategy’s objectives are related to tackling poverty and reducing income inequalities; promoting access to work, tackling low pay and improving conditions of work; improving the life chances of children and young people; and improving access to transport, information and services for disadvantaged groups. Through the Investing in Communities programme EEDA will seek to bring about better co-ordination of public sector responses to addressing these issues.

The nature and distribution of disadvantage in the region means that the East of England tends to attract few nationally determined, geographically based initiatives. However, national initiatives that do include programmes that affect the region, such as neighbourhood renewal and city growth strategies, will impact on some of the region’s most deprived areas and EEDA needs to work closely to support and complement these initiatives.

Main areas of activity

EEDA’s proposed areas of work and their relationship to the regional economic strategy priorities are as follows:

- EEDA will work within the appropriate regional governance structures to bring together regional partners to focus on social inclusion issues.
  **Addresses all regional economic strategy priorities**

- EEDA will manage and deliver the Investing in Communities programme. This will involve:
  - supporting the development of regional strategies for the voluntary and community sector, social enterprise, women’s enterprise and faiths. These strategies will be instrumental to informing further investment at a regional and sub-regional level by EEDA and other public sector partners
  - developing and delivering against the 10 year strategic sub-regional investment plans aimed at tackling disadvantage, recognising the link between social and economic inclusion, co-ordinating public sector resources and interventions to deliver agreed priorities. Delivering against the plans will be enabled by more effective local partnerships and community leaders to drive forward implementation
  - commissioning research and development activity to inform wider public sector policy development and investment planning.
  **Addresses all regional economic strategy priorities**

- EEDA will continue to meet its existing commitments under the Single Regeneration Budget and Rural Renaissance programmes aimed at tackling the regeneration and socio-economic needs of urban and rural areas, including accessibility to services, across the region. EEDA will continue to address the objectives of these programmes largely under the sub-regional delivery component of Investing in Communities although the future of delivery for elements of the rural renaissance programme will be determined by the regional rural delivery framework.
  **Addresses all regional economic strategy priorities**
Goal five: social inclusion and broad participation in the regional economy

Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

**Advocate, strategic navigator and convenor**
A major component of the Investing in Communities programme will be in setting strategic direction and bringing together the appropriate bodies to deliver priorities addressing long-term social inclusion.

The Single Regeneration Budget programme, URBAN and LEADER+ activities will continue to be focused on the most deprived communities. EEDA will continue to look for opportunities to support projects funded through European funding under Objective 2 and Objective 3 co-financing programmes where these meet EEDA’s strategic objectives.

**Advisor and innovator**
The Investing in Communities programme takes a radically different approach seeking to effect service delivery, whilst this will impact most significantly on the most deprived communities of interest and place, investment will not only be directed at geographical areas.

Key interest groups include: the unemployed, those with disabilities, women returning to work, ethnic minorities, young people, older people, community and voluntary sector, social enterprises, travellers, and migrant workers. Regional programmes for research and intelligence will inform and advise wider public policy and programme interventions. These programmes include research on the voluntary and community sector, recognising the contribution of the sector as an employer and provider of the services and support to communities but also the pressures of change affecting the sector, including the Government’s ‘change up’ agenda. Other research areas include the development of a social enterprise strategy, assessing the contribution of this sector to the economy and the need to ensure that its further growth has the business, financial and other support it requires; research into the value of faiths based regeneration; and the development of a women’s enterprise strategy, with the aim of encouraging greater participation by women in starting, owning and managing businesses.

EEDA will also use opportunities through programmes such as Investing in Communities to work with public and private sector partners to improve the availability of appropriate childcare provision to remove barriers to participation in employment, enterprise creation, education and training.

**Commissioner and deliverer**
Key to delivering EEDA’s corporate plan objectives for social inclusion is a joint investment planning approach, using a small amount of Investing in Communities investment to bend substantial public sector spend and ensuring appropriate linkages are embedded in taking forward the RSCP, Growth Areas, Rural Development Framework and other modernising rural delivery activity.

Main delivery partners for EEDA in taking this agenda forward and ensuring alignment with related programmes are sub-regional economic partnerships, local strategic partnerships, LSCs, Jobcentre Plus, Single Regeneration Budget Partnerships, regeneration partnerships, local delivery vehicles and Inspire East.
After an initial period of sub-regional capacity building and development, all nine of the sub-regional plans will be submitted for approval. They will represent a partnership view of priorities, and the next three years will see delivery against those plans.

**What success will look like**

Success in the region will be shown by improving lifetime outcomes for individuals within deprived communities of interest and place across the region in comparison with regional averages. This will include measurable improvement against the 2000 indices of deprivation for the 10 per cent most deprived wards within the region, the most deprived super output areas on the 2004 index of deprivation and the Defra defined lagging rural districts. EEDA’s own contribution to this success will be shown by:

- improved targeting of public sector resources, based on comprehensive public and private sector investment plans focused on needs of communities
- a stronger and more enterprise focused voluntary and community sector, playing a increasing part in developing and delivering effective public services, in addition to contributing to strategic investment planning by public and private sector through the Investing in Communities programme
- a programme of support leading to the identification and development of an increased number of community leaders to drive forward change for local communities
- across the region, in urban and rural locations, EEDA programmes delivering enhanced economic performance in deprived areas and in excluded communities, including improved employment and business creation outputs
- a developed and shared programme of research that underpins further policy development and defines the priorities which will deliver inclusive, safe, healthy and economically vibrant communities
- continued improvement in the effectiveness and targeted impact of the Investing in Communities programme through an effective regional evaluation framework put in place to capture the impacts and outcomes of EEDA and regional partner activity on communities of interest and place.

Activity in this area will contribute to all of EEDA core outputs particularly those in deprived areas.

**Public service agreement (PSA) targets**

EEDA’s activities in this goal will contribute to the achievement of the following PSA targets:

- HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services), ODPM 1 (social exclusion), DTI 6 (enterprise), DFES 13 (skills), DWP 4 (employment), HO8 (voluntary and community sector).

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*Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.*
Goal six: making the most from the development of international gateways and national and regional transport corridors

Regional economic strategy priorities

1. Taking advantage of the opportunities from airport expansion in the region
2. Making the most of our gateways to the sea
3. Promoting the delivery of strategic road, rail, and other public transport priorities for the region
4. Ensuring that transport solutions serve economic growth in a sustainable manner
5. Understanding and addressing the importance of transport links with London

Introduction

The East of England is in a prime strategic location for the UK economy. It is close to London, connects the Midlands, the north of England and Scotland with the capital, and contains transport gateways that link the UK with the continent. The development planned for the region presents an opportunity to make the most of its strategic location and redress some of the weaknesses in its transport infrastructure. These weaknesses include parts of the transport system operating at capacity resulting in congestion, a network that is dominated by radial links to London and lack of adequate east-west links, and poor access to some rural and coastal areas which compound regeneration difficulties.

The Aviation White Paper sets out a new and challenging agenda for airport expansion particularly for Stansted and Luton. Work to explore how the benefits of this expansion can be captured for the region has already been taken forward by the establishment of an Airports Round Table. Three significant port expansion proposals are at planning appeal within regeneration areas and EEDA is supporting the Eastport initiative at Great Yarmouth. Dependent upon the outcomes of the planning processes, EEDA will need to understand and realise the economic and regeneration benefits of those schemes and help secure sustainable surface access.

For EEDA the majority of activity that contributes to this area is work with partners to establish the regional priorities and ensure they are addressed. This will mean using our resources to lobby, influence and facilitate transport delivery partners in providing transport solutions to meet the region’s economic objectives rather than acting as a direct transport delivery agent. The regional spatial strategy, the regional economic strategy and the integrated regional strategy set out the requirements for housing, road, rail and sustainable transport infrastructure which support economic and employment growth. They also provide the opportunity for these areas to be considered alongside one another. Together, these documents set the framework for lobbying and influencing work in this area.
The transport solutions that the region prioritises will have to take into consideration the social and environmental impacts of proposals. EEDA as a stakeholder in the process will work to ensure that sustainability appraisals and environmental assessments are used to support the development of priorities. These will, where possible, promote the use of public transport, reduced congestion and lower demand for travel and the implementation of projects in a way that mitigate environmental impacts.

Priorities will need to have particular emphasis on the need to deliver infrastructure to ensure implementation of the Sustainable Communities Plan and to improve transport to/from/within the region’s key regeneration areas. The significant growth anticipated in areas outside the Sustainable Communities Plan’s Growth Areas will also need to be given consideration. Physical development of places and strategic transport links are closely related and research and policy development in these areas will be considered together.

The types of intervention adopted will be reflected in the level of resource allocation. The key product in making the most of transport gateways is the Enterprise Hub programme that supports the development of key industries in this area and makes use of the strategic location of the gateways to business.

**Main areas of activity**

EEDA’s proposed areas of work, and relationship to the regional economic strategy priorities are as follows:

- EEDA will play a role in the development of arrangements for **regional transport and infrastructure prioritisation** in partnership with EERA and other regional stakeholders through appropriate regional governance structures to secure complementarity between the strategic infrastructure priorities identified in the regional transport strategy and the regional economic strategy. The focus will be on having a regional strategic leadership body in this area, advocating priorities and policy that support environmental, social and economic objectives
  
  **Addresses all regional economic strategy priorities**

- EEDA will influence **transport investment priorities** by demonstrating the economic case for investment and how they can deliver against the Sustainable Communities Plan, promote regeneration objectives, support business growth and improve accessibility in the remote areas of the region. This will be supported by research which addresses how we can best integrate transport, housing, planning and other community and social infrastructure and deliver sustainable solutions to transport problems regionally and nationally. EEDA will also contribute to these priorities by work supporting areas such as Thames Gateway through Estuarial Management and Infrastructure Development
  
  **Addresses regional economic strategy priorities three and four**
• EEDA will conduct transport gateways research to understand and promote the economic benefits of port and airport expansion, as well as exploring how the regeneration benefits to international businesses including tourism can be secured. This will help inform a programme of activity around skills and enterprise development that will realise the benefits of gateways for the region.

**Addresses regional economic strategy priorities one and two**

• EEDA will support the development of enterprise at the regional strategic transport gateways sites by piloting and establishing aviation, maritime and/or logistics enterprise hubs with regional supply chain and business development services related to the development and operation of the aviation and maritime industry. This pilot work will be part of the Enterprise Hub programme and delivered alongside the rest of the programme in goal three.

**Addresses regional economic strategy priorities one and two**

**Delivery**

EEDA will deliver the regional economic strategy priorities through a variety of roles:

**Advocate, strategic navigator and convenor**

In determining the strategic transport priorities, the focus of this work with regional partners such as GO-East, EERA and the sub-regional economic partnerships will be through the joint commissioning of research and promoting policy, delivery and implementation solutions across the region. Key partners will include transport delivery agents such as Department for Transport (DfT), Highways Agency, Strategic Rail Authority, Network Rail, rail companies and local highways authorities. Links with business and freight organisations will need to be considered and representations from the relevant stakeholders sought.

**Advisor and innovator**

In influencing the transport priorities for the region and establishing the evidence base, an opportunity exists for increased collaboration with neighbouring regions through South East and London regional development agencies. This could include examining inter-regional initiatives and linkages such as the Lower Thames Crossing and seeking to ensure that the considerable growth between now and 2021 is supported by adequate transport infrastructure.

In supporting the appropriate transport gateway developments the focus will be to research and understand regional impacts in order to influence and lobby those partners in the decision making processes such as ODPM, DfT and, local authorities. The key partners in developing the vision for the transport gateway developments will be port and airport operators, the Airports Round Table, strategic authorities, sub-regional economic partnerships, business forums and the relevant supply chains. The development of this area of activity is in its early stages. First steps will be preparatory and feasibility work to develop a joint understanding of the appropriate scope of the work and the key delivery partners. Linkages across to skills and innovation will need to be secured.
Commissioner and deliverer

The Airports Round Table has given an indication of the areas of work that can be introduced under the umbrella of aviation enterprise hubs. A Ports Round Table also needs to be progressed to provide a similar agenda to capture the benefits of port expansions for the region.

What success will look like

Success in the region will be shown by achieving a sustainable and efficient transport system that serves the growth and regeneration aspirations of the region. EEDA's own contribution to this success will be shown by:

- achieving a shared understanding by key regional stakeholders of actual and potential contributions to the regional economy of the major international transport gateways and transport investment
- the development of a Regional Transport and Infrastructure Board with active engagement of regional stakeholders to establish and agree strategic infrastructure priorities which recognise the objectives of the regional economic strategy
- the completion of a robust research evidence base to inform future transport investment decisions that enhance the East of England's competitive advantage, act as a catalyst for inward investment and support regeneration
- the development of aviation, maritime and/or logistics enterprise hubs that take advantage of and harness the additional value of the growth of transport gateways
- the region securing increased transport investment which better reflects the needs of the Sustainable Communities Plan Growth Areas, regeneration objectives, business competitiveness and productivity.

Activity in this area is not focused on output delivery but will contribute to EEDA's delivery of business support targets.

Public service agreement (PSA) targets

EEDA's activities in this goal will contribute to the achievement of the following PSA targets:

HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services), DTI 2 (innovation), DTI 6 (enterprise), DTI 8 (trade & investment) and ODPM 5 (housing).
Introduction

The regional economic strategy sets out the region’s aim to build on its leadership in the development and use of new and innovative ICT technology and services. The East of England holds a strong ICT business community and R&D base, including a telecoms research cluster around Adastral Park in Suffolk and a cluster of ICT businesses along the Cambridge-Ipswich corridor.

EEDA has a key role to play in maximising the ability of enterprises to take advantage of new ICT developments (including digital broadcasting, high definition television and media convergence) by ensuring that both high speed data connections and innovative services are available throughout the region and encouraging the take-up of new digital services.

It is important for the productivity of the region that businesses make use of advances in ICT as they appear. As high speed access becomes more prevalent, the ‘digital divide’ will become less about basic network access and more about the divide between those with the necessary skills to use and exploit ICT and those without.

EEDA’s approach in this area will be to mainstream delivery through existing and emerging providers. All four key products have significant ICT dimensions. EEDA will also pilot innovative investments and services where a strong business case can be made.
Main areas of activity

EEDA’s proposed areas of work, and relationship to the regional economic priorities are as follows:

- Although there is relatively strong take-up of broadband in the region, more still needs to be done to ensure that the region derives economic, environmental and social benefits from the exploitation of new technologies. EEDA will encourage the take-up of digital services, particularly targeting SMEs, including the promotion of teleworking, flexible working and the adoption of e-commerce/e-business solutions. **Addresses regional economic strategy priorities one and two**

- EEDA will support cross-sector collaboration to support broadband content and applications in four target markets - business, learning, public sector and community. In particular, EEDA will assist in the development and delivery of content initiatives that will drive forward broadband usage. EEDA will assist by promoting digital content through the harmonisation of existing content initiatives and through helping companies in the region that produce digital content to publicise their products. **Addresses regional economic strategy priorities one and four**

- As broadband infrastructure becomes more widely available, the key challenge will be to ensure that the region’s working population has adequate skills to fully benefit from the opportunities that ICT offers. EEDA will support the ‘Skills for Life’ initiative so that actions to improve ICT skills across all social groups are not treated in isolation. **Addresses regional economic strategy priority three**

- Whilst the provision of data communications infrastructure should largely be left to market forces, EEDA will support the building of infrastructure in some areas which still are not covered by private provision and complete ongoing initiatives. **Addresses regional economic strategy priority two**

Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

**Advocate, strategic navigator and convenor**
EEDA will undertake a range of influencing and lobbying activities to support the aspirations of this goal. This will include encouraging suppliers of commercial services to extend their presence into the region, influencing building regulations and planning permission issues, promoting new technologies and flexible work practices in all businesses, and supporting e-government and e-procurement activities.
Advisor and innovator
EEDA will oversee a high bandwidth pilot project in the Norwich area and will also advise on how public sector aggregation can be used to support community groups in upgrading to next generation broadband.

Commissioner and deliverer
Although relatively modest levels of direct investment are envisaged under this goal, ICT will be integral to, and provide components of, each of the four core products including:

- business ICT take-up and more sophisticated usage being available through the Business Support package
- development of ICT clusters and usage of common ICT platforms, infrastructure and services within enterprise hubs
- ICT training and provision of ICT community infrastructure and services within the Investing in Communities programme
- ‘Wired’ communities and high bandwidth market stimulation within Regional Renaissance packages.

Most of EEDA’s activities in this area will be targeted and delivered through partner organisations. The Chambers of Commerce, UK Centre for Economic and Environmental Development (UK CEED), business support providers, telecoms operators, trade organisations, and other partners will also play an important role in delivery of this goal.

There will be significant targeting of EEDA’s resources in this area. Support for programmes to increase computer literacy will be aimed at those groups that have limited experience or take-up of ICT. This could be a focus on those that may not previously have had access to internet technologies in their educational or business background such as older people or parents re-entering the workforce, or those that live in areas where there has previously been limited internet access such as those living in rural areas. In developing teleworking/flexible working initiatives, preference will be given to projects serving women in certain ethnic minority groups; rural dwellers; people employed in areas of transport overload; and the disabled.

Infrastructure projects will be focused on providing coverage in areas which will remain outside the planned BT ADSL roll-out, mainly in the more remote rural areas of the region. Activities designed to promote digital services to businesses will target SMEs, especially micro-businesses, as evidence indicates that these are the most in need of such support.
What success will look like

Success in the region will be shown by region wide entry-level broadband coverage with significant availability at higher bandwidth, the use of next generation technologies and successful exploitation of e-business opportunities amongst SMEs. EEDA’s own contribution to this success will be shown by:

- a robust regional technical support resource on broadband infrastructure
- establishment of a flagship wireless city network in Norwich (Norfolk Next Generation Broadband project)
- e-Work centre established in Peterborough.

Activity in this area is not a major area for output delivery, but will contribute to the businesses supported targets.

Public service agreement (PSA) targets

EEDA’s activities in this goal will contribute to the achievement of the following PSA targets:

HMT 4 (productivity), HMT 6 (regional growth), Defra 1 (sustainable development), DCMS 4 (tourism, creative & leisure industries), Defra 4 (rural productivity & access to services) DTI 2 (innovation), DTI6 (enterprise).

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13 Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
4.4viii  **Goal eight: an exemplar for the efficient use of resources**

**Regional economic strategy priorities**

1. promoting the adoption of resource efficiency and environmental good practice principles
2. capturing the advantages of the renewable energy potential of the region
3. progressing the development of environmental goods and services businesses
4. establishing the region as an exemplar of environmentally sustainable development

**Introduction**

The regional economic strategy has undergone a sustainable development appraisal and each goal identifies its impact on the environment. This approach underlines the principle that sustainable development needs to be integrated into all the policy programmes that EEDA develops and delivers rather than being treated separately. In addition, EEDA recognises there are specific economic and environmental benefits to be gained from supporting specific sectors in the region, by both increasing demand and supporting the supply side for renewables, environmental goods and services. This goal specifically identifies a number of priorities that will help 'decouple’ the relationship between growth in the economy and the use of resources.

The region has a set of well developed strategies including the sustainable development framework, the environment strategy and the regional waste strategy. EEDA’s activity in the efficient use of resources will be informed by these documents. There is a number of excellent projects and programmes in the region that contribute to the resource efficiency agenda but there is a gap in the regional coherence and co-ordination of this work which is sometimes ad hoc, does not have a high profile or is not linked to the appropriate business support networks. EEDA’s primary role will be to take responsibility for the co-ordination of activity which supports resource efficiency and environmental good practice through our main business support delivery channels.

Key products in this goal are the Business Support package, the Enterprise Hub programme and the Regional Renaissance package, due to the potential for rural and coastal areas offered by renewable energy such as biofuels and offshore wind. EEDA also has an important role in the sustainable development agenda through the establishment of regional partnership boards, its contribution to regional and national sustainable development policy and representation of the region at a national level.
Main areas of activity

EEDA’s proposed areas of work, and relationship to the regional economic strategy priorities are as follows:

- EEDA will take the regional lead in giving coherence to the delivery of resource efficiency advice to business, which will support building the demand side for environmental goods and services sector. This will be conducted via the appropriate fora and mainstreaming delivery mechanisms to promote resource efficiency and environmental management in businesses. This is in line with the 2005-08 allocation of Landfill Tax Escalator funding to the RDAs through the Business Resource Efficiency and Waste programme to co-ordinate and facilitate resource efficiency activity in their regions. One of the most important ways of mainstreaming will be integrating this activity within the Business Support package and building on the work already undertaken by Business Links in this area. EEDA will support technology transfer through the Centre for Sustainable Engineering and other regional experts and programmes on resource efficient technologies and techniques. EEDA will also undertake research using the jointly commissioned REWARD model to inform where resource efficiency work should be targeted in the region.

Addresses regional economic strategy priority one

- EEDA will support the renewable energy and environmental goods and services sector, including new technologies for waste management and re-use. This will be carried out through the work of specialist business support services, including the continued support and development of Renewables East activities, through delivering the offshore renewables centre in Lowestoft, knowledge transfer, increased skills roll-out and raising the profile of the industry and the region. This support for the supply side of the efficient uses of resources equation will complement activity already outlined on the demand side.

Addresses regional economic strategy priorities two and three

- EEDA will work with EERA and other regional partners to establish the region as an environmental exemplar through the consistent application of sustainable development principles and through strategic leadership of regional bodies on the sustainable development agenda. EEDA’s and the RDAs’ reputation as deliverers of sustainable development will be enhanced through EEDA’s current Defra lead role and by mainstreaming sustainable development into EEDA’s and other partners’ activity through the Sustainable Development toolkit. This work will also be supported by environmental economic research to support the development of policies and baselines to measure regional performance. EEDA will also be progressing public procurement initiatives which promote good environmental purchasing practice amongst the regions major funding bodies.

Addresses all regional economic strategy priorities

Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:
Advocate, strategic navigator and convenor
EEDA’s approach in delivering this goal, and to sustainability generally, will be to mainstream delivery through existing and emerging providers, with all key products having sustainable development dimensions.

EEDA will work with the RSCP to integrate the delivery of skills for the renewable energy sector across the region. This route will also be the most effective way to raise awareness of resource efficiency savings in business and raising the skill levels of SME managers.

EEDA’s role will largely focus on coordinating the activity of the sub-regional and national programmes in the region such as existing resource efficiency projects, Green Business Clubs, Sustainable Business Partnerships, Peterborough Environment City Trust, Business Environment Training Initiative, Community Carbon Reduction Project, the Norfolk industry and business group for the environment (the big e), ReMaDe Essex and social enterprises.

Advisor and innovator
The Science and Industry Council will be used as the centre of expertise in new resource efficient design and production technologies and in developing higher education links with the renewable energy sector, bringing new technologies to the market place.

Each individual priority will be led through established specialist advisor and delivery bodies eg Renewables East and Regional Waste Support Group. Linking with the RSCP and the Science and Industry Council will further demonstrate the considerable economic opportunities associated with environmental technologies, goods and services and the links to business support, higher education and the skills agenda that has previously been lacking.

Commissioner and deliverer
All of the areas of work proposed for the corporate plan period are region-wide in scope in that they are demand led by business. Research has demonstrated that development of the renewable energy sector has significant potential economic growth for coastal towns and rural areas and support for these sectors will have a particular benefit in these areas. The Growth Areas offer the opportunity for the development of the supply of renewable sources of energy. Similarly opportunities for growth of the environmental technologies could make a significant contribution to the growth areas by mitigating the environmental impacts of development in areas of the region undergoing growth or regeneration. A number of regional partners are involved in this agenda such as the Regional Waste Support Group, Renewables East, Sustainable Development Round Table, Environment Agency, EERA, GO-East, Business Links, Science and Industry Council and the RSCP. EEDA will be working with these partners to try and direct resources towards influencing the sustainable development aspects of large investments in the region rather than developing small separate initiatives.

It is envisaged that Business Links will be the signposting/delivery agent for resource efficiency advice and provide generic business support and advice that will support the growth of the region’s environmental goods and services businesses.
The sub-regional economic partnerships will be partners in sub-regional delivery in resource efficiency and in identifying renewable energy opportunities at local level.

**What success will look like**

Success in the region will be shown by:

- a strong environmental technology sector driving greater business efficiency and sustainability
- the region being increasingly known for its high quality natural environment
- renewable energy production
- an improved environmental business and skills climate.

EEDA’s own contribution to this success will be shown by:

- a coherent programme of resource efficiency support for businesses that is linked and mainstreamed through existing business support delivery channels
- increasing market share and high levels of growth of the renewable energy and environmental goods and services sector, through mainstreaming sector support delivered alongside other regional specialist business support services. That tailored support will lead to greater awareness and new market development for renewables, waste, recyclates and re-use of resources leading to lower environmental impacts of regional business
- the Offshore Renewables Centre being opened in Lowestoft by 2008 to provide a centre of expertise, technology transfer and business support for the renewable energy sector, as well as regeneration of the England’s most easterly point
- EEDA and its regional partners working strategically to mainstream sustainable development in all it activity so as to contribute to creating a reputation for the East of England as the leading region in this area. The Sustainable Development Toolkit will be used across all the core products of EEDA and will underpin the delivery of sustainable development in the Growth Areas.

Activity in this area will contribute to all of EEDA’s core outputs, particularly delivering the business support targets.

### Public service agreement (PSA) targets

EEDA’s activities in this goal will contribute to the achievement of the following PSA targets:

- HMT 4 (productivity), HMT 6 (regional economic performance), Defra 1 (sustainable development), Defra 4 (rural productivity and access to services), Defra 5 (sustainable food and farming), DTI 6 (enterprise), ODPM 5 (housing availability), HO8 (voluntary and community sector).

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11 Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
4.5 Cross-cutting activities

4.5i Rural

As set out in the regional economic strategy, the challenges and opportunities facing rural areas in the East of England are to:

- support entrepreneurship and sustainable rural business growth
- ensure that the least well performing rural areas in the region are addressed in terms of increasing productivity
- create and regenerate thriving communities in which there are local employment opportunities for good quality jobs, a supply of affordable housing for local people and access to services including health, education, skills, transport, business support and ICT
- enable a productive and sustainable food and farming industry to flourish, mitigating the impacts and optimising the opportunities of Common Agricultural Policy (CAP) reform whilst conserving and enhancing the potential of the natural environment and heritage.

Introduction

The East of England has a significant rural landscape. Actions to improve the sustainable economic performance of the East of England must therefore take into account the particular issues and opportunities relevant to our rural communities. The objectives of EEDA’s work in rural communities is to achieve a thriving and sustainable rural economy, delivered through simplified and customer focused mechanisms and improved integration and targeting of areas of need and opportunity.

Issues facing our rural communities are cross-cutting and affect all areas of EEDA’s activity. Over the long-term, EEDA is committed to achieving full integration and mainstreaming of rural priorities across EEDA’s business. It is however, still anticipated that there will be a need for targeted rural interventions and delivery structures to tackle specific rural market failures.

EEDA’s key products are addressing delivery in the rural areas of the region as an integral part of the product. This section only highlights those areas where specific activity may need to be undertaken which is not already covered by the goals and products.
Main areas of activity

EEDA’s proposed areas of work and relationship to the regional economic strategy priorities are as follows:

- EEDA will continue to influence the Modernising Rural Delivery Programme (MRDP) at a national level and work with regional and local partners in order to ensure that positive outcomes from the increased responsibilities issued to RDAs are achieved. EEDA will work with GO-East, EERA and other partners to develop and implement a regional rural delivery framework and to build capacity within EEDA and partners to deliver improvements in rural areas.
- EEDA will work to support the MRD rural pathfinder in the Fens, and consider the case, with partners, for the establishment and operation of other delivery mechanisms as part of the regional rural delivery framework.
- EEDA will develop specific sectoral focus activity which concentrates on rural priorities where required, including sectors such as farming, food and drink, offshore and onshore renewable energy, biofuels and sustainable tourism.
- EEDA will continue to build closer engagement with partners involved in protected areas and Community Forests to develop the social and economic benefits of a high quality environment.
- EEDA will promote and support the approach of mainstreaming of rural priorities across its own and partner activity, including addressing access to skills and business support, employment, affordable housing, infrastructure and service provision.

Delivery

EEDA will deliver the regional economic strategy priorities through a variety of roles:

**Advocate, strategic navigator and convenor**

EEDA currently represents all nine RDAs in dealing with Defra. This lead role, along with its national role in implementing MRDP, gives EEDA a clear leadership role in shaping the delivery of sustainable economic development in rural areas. EEDA will have significant engagement in regional partnerships and networks to determine the design and implementation of the regional rural delivery framework, such as the GO-East Project Board, Public Agencies Group East (PAGE), EERA and associated governance structures.

EEDA will also work with partners in developing sectoral specific activity, such as focusing on the food, drink and farming sectors, and addressing the priorities of the sustainable food and farming strategy which will be integrated into the food and drink industry strategy for the region.

**Advisor and innovator**

EEDA will support the Modernising Rural Delivery rural pathfinder in the Fens, and will use the evidence from this innovative project to assess other potential rural delivery mechanisms across the region.
Commissioner and deliverer

All four products take account of rural issues and support rural communities, in particular:

- there are specific rural dimensions in the Business Support package
- some enterprise hubs target rural enterprise and communities, eg the proposed renewables energy centre in Lowestoft and networking activity around the food and drink sector
- Investing in Communities is the primary delivery vehicle for tackling social deprivation and community regeneration across rural areas
- Regional Renaissance continues the evolution of successful Market Towns masterplanning and implementation.

The rural strategy 2004, Tasking Framework and regional rural delivery framework are key drivers for EEDA’s own delivery activity. The rural strategy provides the broad government policy context for the next three to five years, setting three priorities:

- economic and social regeneration
- social justice for all
- enhancing the value of our countryside.

EEDA’s primary focus will be on the first of these priorities, although there are strong links across all three that are fundamental to our approach.

The regional rural delivery framework will provide the basis for EEDA to identify how it can most effectively target its own resources and interventions to best contribute to the achievement of these goals and contribute to the rural PSA target as set out in the Tasking Framework. This will be based on evidence relating to need and opportunity. The first year of the corporate plan will be a transition year for EEDA in setting its priorities as the regional rural delivery framework is developed.

Over the corporate plan period, there will be a strong emphasis on securing effective mainstreaming of rural delivery through the RSCP and the new business support model. Furthermore, developing strong relationships with local delivery providers and mainstream services in local authorities are fundamental to delivering the outcomes of the regional rural delivery framework.
What success will look like

Success in the region will be shown by an improvement in the productivity of communities and businesses in the least well performing rural areas, supported by an increased level of business support penetration into rural areas, better access to services and an improvement in the level of skills achieved by rural residents. Success will also be demonstrated by an agriculture and food sector industry that can respond successfully to changing economic and environmental demands and pressures. EEDA’s own contribution to this success will be shown by:

- establishment of a regional rural delivery framework that will enable a set of priorities to be adopted and delivered by regional and local partners in rural areas enabling joined-up delivery of services
- a customer-focused and simplified funding and support structure for rural businesses and communities, with interventions delivering increased access to business advice and appropriate development of skills in the workforce
- the Fens pathfinder project developing real improvement to rural delivery that can be spread across the region, for example working with the LSC to deliver the learning and skills agenda
- EEDA being recognised as an exemplar for rural proofing and integration of rural delivery across its programme area; in particular the core products being effectively delivered in rural areas
- projects identified at a sub-regional level that will raise the productivity of the least well performing districts
- greater recognition and development of the socio-economic benefits of high quality environmental assets.

Activity in this area will contribute to all of EEDA core outputs, and the reporting of rural outputs will be part of EEDA’s performance management arrangements.

Public service agreement (PSA) targets

EEDA’s activities in this goal will contribute to the achievement of the following PSA targets:

HMT 4 (productivity), HMT 6 (regional economic performance), Defra 1 (sustainable development), Defra 4 (rural productivity & access to services), Defra 5 (sustainable food & farming), DCMS 4 (tourism, creative & leisure industries), ODPM 1 (social exclusion), DTI 6 (enterprise), DWP 4 (employment), DFES 13 (skills), HO 8 (voluntary and community sector).

Public service agreement (PSA) targets are performance targets established for government departments each spending review. RDAs are required to set out how their activities will contribute to PSA targets covered by the RDA Tasking Framework.
4.5ii Regional representation

Introduction

More effective representation for our region, nationally and internationally, is necessary to support many of the goals of the regional economic strategy. A coherent and cohesive view is especially important to this region. The East of England is often viewed alongside London and the South East which can present a misleading impression of our relative prosperity. The region attracts less funding than other parts of the UK, and EEDA currently receives less funding than other RDAs. We need to continually strive to get more out of the funding we do have and make sure where possible it can be directed to deliver against the priorities the region has identified.

We also need to use our assets and success to our continuing advantage and to address regional priorities. The region has an impressive track record and provides an excellent location to work, visit and invest which not enough people know about. We need to work hard to tell people about our successes.

EEDA believes the new roles it has identified give the organisation a firm foundation from which the region can increase its influence and improve its profile inter-regionally, nationally and internationally. In this regard EEDA will make provision throughout the corporate plan period for the region to have a prominent presence at major national and international fora and events, and to contribute a distinctive offer based on the ‘ideas region’ vision laid out in the regional economic strategy.

Championing and raising the profile of the region cannot be delivered by EEDA alone, regional partners and other stakeholders will all have an important role to play. EEDA’s role is, in part, ensuring that the region’s voice is co-ordinated and coherent to maximise the effect. We need to involve as many regional stakeholders as possible including EERA, UKTI, Invest East of England, the East of England Tourist Board and the Arts Council England East.
Main areas of activity

- In partnership with EERA and other regional partners, EEDA will champion issues of regional importance by developing our relationship with national government and in Europe, representing the region at high profile events, and developing a communications strategy for the region.

  **Addresses all regional economic strategy priorities**

- Raising the profile of the East of England as an ideas region will be a key area of activity supported by continued development of branding and marketing campaigns such as the Landmark project. Work will be focused on creating an umbrella brand which builds on the region’s existing brands, its quality of life and sub-regional distinctiveness. Branding and marketing will be delivered through close working with other regional agencies to ensure a coherent message nationally and internationally.

  **Addresses all regional economic strategy priorities**

- EEDA will work with the RDA network in its departmental lead role to represent the voice of regional development in national government and act as single point of contact for national government to ensure effective communication. EEDA currently holds the lead role amongst RDAs for the Department for Environment Food and Rural Affairs. EEDA will carry out its responsibilities for managing national negotiations on modernising rural delivery and working with RDAs nationally to ensure good practice sharing and collaboration where appropriate. Defra’s responsibilities include sustainable development and EEDA will work across RDAs to achieve greater mainstreaming of this statutory duty.

  **Addresses all regional economic strategy priorities**

What success will look like

Success will be shown by a higher profile for the region and a stronger identity regionally, nationally and internationally.

EEDA’s contribution to this success will be shown by:

- clear communication of regional priorities nationally and internationally and greater capacity to influence in areas that are critical to the region
- the East of England being recognised as the UK’s ideas region, with an acknowledged reputation for science and innovation and the space for ideas messages widely embedded in communications about the region
- continued development of work that brings together the regional and sub-regional profile, raising activity to support a strong regional voice producing inward investment and direct business benefits. EEDA and its partners will work together in a coherent and consistent way using common messages that raise the profile and visibility of the region and achieve greater impact
- the region having a strong reputation for leading work on rural issues and sustainable development, enabling greater influence on regional and national policy development.
4.5iii Regional intelligence

Introduction

Regional partners need to continually develop the evidence base and arguments that underpin their work. A key element of EEDA’s activities is the continuous improvement of the research and intelligence base to ensure policy making is evidence-based in the broadest sense.

The research that EEDA is proposing to take forward itself or with partners is referred to elsewhere in this document under the relevant goal. For example, in the next three year period EEDA will undertake research that supports the development of key sectors, informs thinking about regional transport priorities further develops the Investing in Communities programme. EEDA will also produce a series of publications including ‘state of the region’ reports that analyse the key strengths and weaknesses of the region and benchmark the East of England with other regions.

Increasingly this will involve closer working with partners to encourage more co-ordinated regional research and to ensure the resulting analysis is shared widely across the region. To support this activity EEDA and partners are planning a number of regional intelligence centres. These would bring together the hubs of knowledge and expertise within the region and commit human and financial resources to the development of new analysis and research content. This would complement the proposals for improved regional statistics and an ONS regional presence as suggested in the recent Allsop Review of statistics for economic policy making.

Main areas of activity

- EEDA will undertake long-term research, policy development and evaluation to inform future revisions of the regional economic strategy and take a leading part in the development of a coherent and cohesive framework for research in the region.
  Addresses all regional economic strategy priorities

- EEDA will work closely with EERA and other regional partners to influence the development of European Structural Funds using research evidence to ensure that the priorities and needs of the region are recognised in the shape and scope of structural funds post 2006.
  Addresses all regional economic strategy priorities
Developments over the corporate plan period include enhancement of the East of England Observatory building upon the current web application to add meeting facilitation, secretariat, and research group co-ordination functions that will support the regional intelligence centres, so that the region has a truly shared approach to research and intelligence. Closer regional working and more effective interventions will be supported by continuing development of the links and sharing of best practice between the East of England Observatory, the Eastern Region Public Health Observatory and the county observatories.

**Addresses all regional economic strategy priorities**

• EEDA will develop jointly owned, analytical, research-based Regional Intelligence Centres, or groups of networks that can be co-ordinated by small regional and cross sectoral core units distributed across the regional delivery partnerships. These would make use of the existing Observatory ICT infrastructure developed by EEDA to disseminate data and research to partners.

**Addresses all regional economic strategy priorities**

**What success will look like**

Success will be shown by improved economic performance because EEDA and regional partners are able to target resources more effectively.

EEDA’s own contribution to this success will be shown by:

• increasing focus of EEDA’s research programme on major studies which are jointly commissioned with partners and which facilitate a shared approach policy development and implementation

• lobbying and relationship building in Europe, based upon evidence, aimed at shaping the development of funds and policy in a way which supports the needs and aspirations of the region

• development and promotion of the Regional Observatory, increasing the level of engagement of stakeholders using its online facilities for the sharing of research and information

• a strengthened jointly-owned research base supported and shared by a range of regional partners to inform policy development

• increasing the quality and quantity of publications that form part of the region’s shared intelligence resources including a series of state of the region reports, all readily available to EEDA and partners via the Observatory web application

• developing the region’s human capacity for intelligence gathering, analysis and research to support evidence-based policy making, shared policy development and implementation.
4.5iv Sectors and clusters

EEDA uses a sector and cluster approach to further the vision of the regional economic strategy. A sector approach provides a means of segmenting the regional economy in order to focus engagement with businesses, develop policy interventions and undertake strategic planning with stakeholders and the private sector.

The regional economic strategy identifies a number of industry sectors that are influential in realising its eight goals:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Sectors that are important in delivering the vision and the eight goals of the regional economic strategy</th>
<th>Sectors that are otherwise important for the strength of the regional economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(all sectors are important to this goal)</td>
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</tr>
<tr>
<td>2</td>
<td>(all sectors are important to this goal)</td>
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</tr>
<tr>
<td>3</td>
<td>Life sciences</td>
<td>Financial and business services</td>
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<td></td>
<td>Automotive</td>
<td>Creative and cultural industries</td>
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<td></td>
<td>High technology manufacturing and advanced engineering</td>
<td>Tourism, heritage and leisure</td>
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<td></td>
<td>Food and agriculture</td>
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<td>4</td>
<td>Construction and the built environment</td>
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<td></td>
<td>Health and social care</td>
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<td></td>
<td>Public sector modernisation</td>
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<td>5</td>
<td>Social enterprise</td>
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<tr>
<td>6</td>
<td>Transport gateways</td>
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<td>7</td>
<td>ICT</td>
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<tr>
<td>8</td>
<td>Energy</td>
<td>Environmental goods and services</td>
</tr>
</tbody>
</table>

Source: A shared vision: the regional economic strategy for the East of England, EEDA, December 2004
Each of EEDA’s four products has a sectoral dimension:

The Business Support programme includes a number of specialist business development services and skills initiatives focused on the needs of particular sectors. This includes support for manufacturing through MAS-East and the tourism sector through the new regional tourism body. EEDA will also use a sector approach as part of its initiatives to attract more inward investment into the region and to establish and oversee international alliances.

While there are no specific industry sectors that are fundamental to the Investing in Communities programme, there is a need to work with alternative approaches to enterprise development through the social enterprise sector.

As part of the Enterprise Hub programme, EEDA will support a number of sector-specific business networking and knowledge transfer initiatives. Many of these initiatives are being taken forward by partners focused on a single sector such as the Eastern Region Biotechnology Initiative (life sciences), Renewables East (renewable energy), the East of England Energy Group (energy) and the East of England Multimedia Alliance (ICT). EEDA will continue to support existing enterprise hubs in Stevenage (Hertfordshire Business Incubation Centre) and Cambridge (Brabraham BioConcepts) and will develop those underway in Peterborough (Centre for Sustainable Engineering), Hethel (advancing engineering and motorsport) and Papworth (Health Enterprise East).

The Regional Renaissance programme includes the exchange of best practice and the development of skills and enterprise in urban renaissance. The Regional Centre of Excellence for Sustainable Communities (Inspire East) will function as a unique tool to monitor and advise on skills issues within the construction and built environment sector and will work with built environment professionals on issues of design quality.

### 4.6 Spatial priorities

#### Regional priorities

EEDA has worked closely with EERA in developing joint spatial objectives for the regional economic strategy and the regional spatial strategy. Those spatial priorities are carried through into EEDA’s own activity in the corporate plan.

EEDA’s spatial priorities are to:

- deliver growth in the growth corridors
- deliver renaissance in regional cities
- deliver stabilisation and economic reinvention in regeneration areas and lagging rural areas
- reduce the gap between lagging rural areas and the regional average.
One of the key challenges for the region is to plan for and manage growth. This map shows three of the Growth Areas identified under the Government’s Sustainable Communities Plan fall within or overlap the region: Thames Gateway South Essex; London-Stansted-Cambridge-Peterborough; and Milton Keynes-South Midlands. The East of England is largely a rural region. Some of the rural parts of the region are amongst the most prosperous and are attracting and accommodating a large proportion of the population growth the region is experiencing. The Growth Areas identified in the Sustainable Communities Plan include many rural areas, and addressing employment and housing growth in a sustainable way that complements the distinctive nature of the region’s rural communities is an area of focus for EEDA’s activity.
Spatial classification of the East of England and lagging rural districts

This map shows the lagging rural districts previously defined by: Breckland, Fenland, Kings Lynn and West Norfolk, North Norfolk and Tendring. The assessment of rural lagging districts is due to be revised using the latest available data and in line with the new Defra rural definitions. They will be reviewed as part of the regional rural delivery framework.

EEDA will use these areas to monitor the health of the rural economy but these areas will not be the exclusive focus of EEDA’s programmes. Like much of the region, deprivation and need in rural areas is most acute for disadvantaged groups and they are not necessarily geographically clustered. Some rural programmes and programmes delivered in rural areas will be focused on addressing the needs of individuals or businesses groups across the region.

The nationally most deprived wards have been defined according to the Indices of Multiple Deprivation (IMD 2000). This analysis has been revised and updated to produce a finer level of detail on the geographical location of relative deprivation nationally. The indices of multiple deprivation analysis has now been undertaken at super output level for 2004.
Comparison of the nationally 10 per cent most deprived wards in the East of England based on the Index of Multiple Deprivation 2000 and 2004

This map compares these two deprivation analyses for the East of England. It shows some differences and both analyses are part of the evidence base that is being used in determining Investing in Communities sub-regional investment plans. These areas are not the exclusive focus of EEDA’s activity. An important characteristic of the region is that deprivation and disadvantage is not always clustered geographically. EEDA’s work is sometimes targeted thematically or towards particular elements of the community.

EEDA will report on the wards in the region falling within the 20 per cent most deprived nationally but is also developing a reporting, monitoring and evaluation framework for the Investing in Communities programme that will capture the additional impacts of the programme.
Sub-regional priorities

EEDA recognises that achieving the vision of the regional economic strategy for the East of England also means acknowledging its diversity. Priorities need to be set not just at regional level, but also at a sub-regional level.

Sub-regional economic partnerships are committed to producing business plans that progress the priorities of the regional economic strategy. Over the corporate plan period, EEDA will work with the partnerships to further the priorities identified in the regional economic strategy, with a particular focus on the sub-regional priorities set out below:

**Bedfordshire and Luton**
- making the most of the economic benefits of Luton Airport expansion
- supporting the development of the Butterfield Technology Park
- managing and delivering growth as part of the sub-region’s Growth Area designation
- supporting the economic potential of tourism, with the promotion of new visitor attractions in the sub-region
- encouraging the growth of knowledge businesses through knowledge transfer, the promotion of business networks and development of the Oxford2Cambridge Arc.

**Essex**
- investigating the feasibility of an enterprise hub focused on Stansted
- developing the Harlow Growth Area
- promoting innovation, including the development of key sectors such as multimedia & ICT
- rolling out an integrated and comprehensive inward investment service capable of delivering on local and regional targets
- improving accessibility to jobs and learning for rural communities, particularly in lagging areas.

**Greater Cambridge**
- reinforcing Cambridge’s role in science, technology and R&D in order to further business growth
- encouraging the two way dissemination and transfer of knowledge and commercialisation expertise between Cambridge and the rest of the region including along economic corridors
- supporting the development of skills and management training to facilitate growth in high-tech companies
- managing growth and sustainable new transport communications as part of the sub-region’s Growth Area designation
- supporting Cambridgeshire Horizons as the local infrastructure delivery partnership
- enveloping the sustainability of rural communities and rural businesses through improvement in access to services, enterprise growth, tourism activity and infrastructure development.
Greater Peterborough
- improving higher education provision
- supporting business competitiveness, particularly through cluster development by building on current strengths
- supporting the city centre urban regeneration company to catalyse rapid growth
- addressing the jobs growth/housing growth/land use equation
- raising the profile of the sub-region nationally and internationally.

Haven Gateway
- providing education, training and skills to enable local people to access the job opportunities within the sub-region
- creating conditions to facilitate the growth in employment as required in the draft spatial strategy based on the strengths and opportunities of the sub-region
- maximising the tourism potential of the sub-region including the development of the physical infrastructure
- securing improvements to infrastructure in the following key areas: rail capacity, road improvements, access to ICT technology and port expansion
- supporting Colchester and Ipswich as a regional cities.

Hertfordshire
- developing knowledge-based companies and anchoring large corporations
- managing the London effect
- dealing with transport bottlenecks
- improving the take up of ICT amongst SMEs
- dealing with pockets of deprivation, such as in Stevenage and Watford.

Norfolk
- supporting the development of the Eastport proposal in Great Yarmouth
- reinforcing the role of Norwich as a regional centre, with a particular emphasis on the development of important clusters and the role of the Norwich Research Park
- supporting the regeneration and renaissance of the Kings Lynn sub-region
- rolling out an enterprise hub in Hethel focused on the motorsport and advanced engineering sectors
- furthering eco-tourism in the Norfolk Broads
- supporting rural disadvantaged communities, particularly the elderly, through access to skills training and provision of local infrastructure.

Suffolk
- improving higher education provision
- supporting the rural economy and strengthening rural partnerships to develop the role of market towns
- realising the opportunities in the environmental energy sector through support of an Offshore Renewables Centre
- supporting the development of the Cambridge-Ipswich Corridor and with particular emphasis on knowledge transfer activities, ICT and related clusters, and the role of Adastral Park in Martlesham
- developing the Lowestoft region and supporting the Great Yarmouth/Lowestoft URC bid.
Thames Gateway South Essex
- supporting the development of Southend as a regional city
- supporting the Shellhaven London Gateway developments
- improving higher education provision
- promoting Thames Gateway South Essex to public and private sector investors to attract new funding and investment
- supporting local development vehicles such as Southend urban regeneration company and the Thurrock urban development corporation.

4.7 Expenditure and funding overview

Expenditure overview

The table opposite describes EEDA’s expenditure plans. Capital and current expenditure is effectively budgeted separately and is displayed accordingly.

‘Capital’ is expenditure which creates an asset, either within EEDA or through a grant intended to do the same in a partner organisation. All other expenditure is ‘current’. The terms ‘capital’ and ‘current’ used in this plan are a familiar shorthand for the ‘capital investment’ and ‘resource investment’ budget allocations, which make up capital, and the ‘resource consumption’ budget allocation which is equivalent to ‘current’. EEDA will manage the technicalities of these budgets within the framework set out in the plan.

These activities have been scrutinised for deliverability by the executive and state aids implications have been or are being considered. Some are closer to implementation than others, and many require further work. Project managers for these actions will be working with regional partners in completing delivery plans.

There are broadly three main areas of activity:

1 Regional economic strategy goals
   EEDA is proposing to deliver across the eight goals described elsewhere in this document

2 Cross goal themes
   These are issues which cut across many or all of the organisation’s goals and have a separate budget line

3 Core running costs
   These are running costs which support the totality of the activities and policy development, but which are not easily attributable to specific goals. For instance, EEDA is supporting the achievement of regional targets through convening strategic partnership groups which can influence the mainstream activities of partner organisations. Staff costs in supporting such groups, which play an important part in co-ordinating partnership activities in support of business, are included opposite.
Planned expenditure across all these areas of activity is as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills</td>
<td>8.4</td>
<td>5.6</td>
<td>7.9</td>
<td>5.4</td>
<td>5.8</td>
<td>5.5</td>
</tr>
<tr>
<td>Enterprise</td>
<td>5.1</td>
<td>22.4</td>
<td>4.5</td>
<td>22.1</td>
<td>5.0</td>
<td>22.8</td>
</tr>
<tr>
<td>Innovation</td>
<td>16.8</td>
<td>10.0</td>
<td>8.9</td>
<td>11.4</td>
<td>9.7</td>
<td>11.9</td>
</tr>
<tr>
<td>Places</td>
<td>20.2</td>
<td>3.3</td>
<td>23.8</td>
<td>3.4</td>
<td>23.0</td>
<td>3.6</td>
</tr>
<tr>
<td>Social inclusion</td>
<td>5.0</td>
<td>9.2</td>
<td>12.6</td>
<td>11.1</td>
<td>11.3</td>
<td>9.9</td>
</tr>
<tr>
<td>Transport gateways</td>
<td>0.0</td>
<td>0.8</td>
<td>0.0</td>
<td>0.8</td>
<td>0.0</td>
<td>1.0</td>
</tr>
<tr>
<td>ICT</td>
<td>1.6</td>
<td>0.6</td>
<td>1.0</td>
<td>0.7</td>
<td>0.6</td>
<td>0.8</td>
</tr>
<tr>
<td>Efficient use of resources</td>
<td>0.1</td>
<td>0.4</td>
<td>0.0</td>
<td>0.3</td>
<td>0.0</td>
<td>0.3</td>
</tr>
<tr>
<td>Rural</td>
<td>3.0</td>
<td>5.4</td>
<td>3.3</td>
<td>4.8</td>
<td>2.8</td>
<td>4.9</td>
</tr>
<tr>
<td>Regional representation</td>
<td>3.7</td>
<td>4.2</td>
<td>1.7</td>
<td>3.0</td>
<td>1.3</td>
<td>3.5</td>
</tr>
<tr>
<td>Regional intelligence</td>
<td>0.0</td>
<td>0.5</td>
<td>0.0</td>
<td>0.7</td>
<td>0.0</td>
<td>0.8</td>
</tr>
<tr>
<td>Core running costs</td>
<td>0.5</td>
<td>10.7</td>
<td>0.5</td>
<td>10.4</td>
<td>0.5</td>
<td>10.4</td>
</tr>
<tr>
<td>Cost of capital and depreciation</td>
<td>0.0</td>
<td>1.5</td>
<td>0.0</td>
<td>1.5</td>
<td>0.0</td>
<td>1.5</td>
</tr>
<tr>
<td>Contingency</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65.4</strong></td>
<td><strong>75.6</strong></td>
<td><strong>65.2</strong></td>
<td><strong>76.6</strong></td>
<td><strong>61.0</strong></td>
<td><strong>77.9</strong></td>
</tr>
</tbody>
</table>

Note: this corporate plan has been prepared on the basis that each category of non-cash costs is categorised as current resource, namely:

- depreciation
- cost of capital
- provisions and write-downs in relation to development assets
- other provisions
- profit and/or loss on disposal of assets.
Funding overview

In overview, the breakdown of resources and planned expenditure is as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional economic strategy goals</td>
<td>57.2</td>
<td>52.3</td>
<td>109.5</td>
<td>58.7</td>
<td>55.2</td>
<td>113.9</td>
<td>55.4</td>
<td>55.8</td>
<td>111.2</td>
</tr>
<tr>
<td>Cross goal themes</td>
<td>6.7</td>
<td>10.1</td>
<td>16.8</td>
<td>5.0</td>
<td>8.5</td>
<td>13.5</td>
<td>4.1</td>
<td>9.2</td>
<td>13.3</td>
</tr>
<tr>
<td>Core running costs</td>
<td>0.5</td>
<td>10.7</td>
<td>11.2</td>
<td>0.5</td>
<td>10.4</td>
<td>10.9</td>
<td>0.5</td>
<td>10.4</td>
<td>10.9</td>
</tr>
<tr>
<td>Cost of capital and depreciation</td>
<td>0.0</td>
<td>1.5</td>
<td>1.5</td>
<td>0.0</td>
<td>1.5</td>
<td>1.5</td>
<td>0.0</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Contingency</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
<td>1.0</td>
<td>2.0</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
<td></td>
</tr>
<tr>
<td>Total estimated expenditure</td>
<td>65.4</td>
<td>75.6</td>
<td>141.0</td>
<td>65.2</td>
<td>76.6</td>
<td>141.8</td>
<td>60.9</td>
<td>77.9</td>
<td>138.8</td>
</tr>
<tr>
<td>Grant-in-aid (GIA)</td>
<td>57.4</td>
<td>73.3</td>
<td>130.7</td>
<td>58.2</td>
<td>76.1</td>
<td>134.3</td>
<td>59.9</td>
<td>77.6</td>
<td>137.5</td>
</tr>
<tr>
<td>Carry-forward GIA</td>
<td>5.9</td>
<td>1.7</td>
<td>7.6</td>
<td>5.5</td>
<td>0.0</td>
<td>5.5</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Estimated income</td>
<td>2.1</td>
<td>0.6</td>
<td>2.7</td>
<td>1.5</td>
<td>0.5</td>
<td>2.0</td>
<td>1.0</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>Total estimated resources</td>
<td>65.4</td>
<td>75.6</td>
<td>141.0</td>
<td>65.2</td>
<td>76.6</td>
<td>141.8</td>
<td>60.9</td>
<td>77.9</td>
<td>138.8</td>
</tr>
</tbody>
</table>

All figures above are stated in terms of resource (including accruals) rather than cash. Limits on the use of resources are placed by the DTI, with separate limits for both capital and current, as defined above. These have been increased through the planned use of carried forward resources via end of year flexibility. The maximum allowable is 10 per cent of the annual allocation or £20 million whichever is the greater. Additional funding is likely to be available from ODPM (estimated at £19.5 million for 2005-6) and from the European Union (£1.5 million) to finance further expenditure.

From 2005/6, there will no longer be a national performance fund nor any RDA contingency available. As a result, EEDA has provided for the contingency sums shown above to provide some flexibility to spending plans.
Objective 2 match funding and grant opportunities

EEDA will contribute to the strategic direction of the Objective 2 programme in the region, working in partnership with East of England Local Government Conference (EELGC) and EERA and GO-East. We will be proactive in developing projects to deliver the required outcomes of the programme, particularly in respect of access to capital and development of key clusters and sectors and skills.

EEDA will look to make best use of opportunities for European funding for projects operating within its existing programmes.

Estate management plan

EEDA’s property assets can be considered in three separate areas:

- investment portfolio
- development assets
- leased office accommodation.

Investment portfolio

EEDA inherited a dispersed and largely rural based investment portfolio of properties from English Partnerships. These were set on ten separate locations and contained some 150,000 sq ft of managed workspace units. A review of these properties was undertaken in November 2001 and it was determined that a phased sale of all of these assets would follow. This has now largely been realised. The total rental value of the rural element of investment portfolio assets prior to sale was some £370,000 per annum. EEDA has realised a total receipt of some £5 million in the last two financial years from sale of these assets. The last remaining rural investment assets in Fakenham and Docking in North Norfolk will be marketed for sale in 2005-6 and the expected capital receipt is built into our funding statement. We also retain freehold interest of three business centres (Lowestoft, Leiston and South Gorleston). It is intended to sell the freehold interest of these assets, ensuring their continued use for new or small and medium sized business letting. The total asset value of the investment estate at December 31 2004 is £3 million.

The income from all of these capital receipts is subsequently recycled in new investment across the region according to priorities set in the delivery of EEDA’s core products.

Development assets

Since April 1999 EEDA has also purchased a number of development assets to promote a wide variety of urban regeneration projects. The development portfolio had a value of £24 million at 31 December 2004 and contained 17 significant properties in locations across the region.

Ongoing sale and development of this portfolio is occurring in partnership with both public and private sector partners. Expected receipts from sales over and above those from the investment portfolio are also included in the funding overview.
The development portfolio of property is currently subject to a review in relation to EEDA’s overall capital investments. Further investment and development opportunities will be considered over the corporate plan period in line with a comprehensive property strategy that is in preparation. This strategy will be incorporated into EEDA’s business planning framework for 2005/6. Consideration is also being given to an appropriate vehicle for delivery of this property strategy, including consideration of the approach of setting up a Property Investment Fund.

**Leased office accommodation**

All of EEDA’s office accommodation is held on a leased basis. We currently occupy three separate buildings - 11,000 sq ft at the Business Centre, Histon, 14,000 sq ft at Victory House, Histon, and 3,500 sq ft in Thetford.

The Business Centre is held on a 20 year lease, the other two properties are on short leases both of which can be terminated in 2007.

An accommodation strategy is in preparation to deal with assessing and implementing EEDA’s accommodation needs from 2007, when the leases on 17,500 sq feet of property will terminate. This strategy will be agreed as part of the 2005-6 business planning cycle.

**Running costs and staffing**

The figures opposite summarise all running cost expenditure which is neither grant nor direct development. This consolidates expenditure from both core running costs and activity lines. These are quoted net, and allow for income from partners and rentals to offset premises costs and service charges. Staff costs allow for transfer of responsibilities from both the Countryside Agency and SBS as well as the impact of increases in employer contributions to the civil service pension scheme.

The income shown is sourced from partner contributions towards their accommodation costs and from rental receipts from the estate that the agency is permitted to retain to defray costs incurred on this function.
These figures summarise all running cost expenditure which is neither grant nor direct development.

<table>
<thead>
<tr>
<th>Core running costs (all figures £000s)</th>
<th>Full year final 2004-05</th>
<th>Inflation &amp; cost pressures</th>
<th>New responsibilities &amp; other changes</th>
<th>Efficiency savings</th>
<th>Budget 2005-06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>7352</td>
<td>532</td>
<td>1079</td>
<td>-180</td>
<td>8783</td>
</tr>
<tr>
<td>Facilities &amp; estate management</td>
<td>1092</td>
<td>22</td>
<td>-39</td>
<td>-25</td>
<td>1050</td>
</tr>
<tr>
<td>ICT</td>
<td>415</td>
<td>8</td>
<td>-106</td>
<td>-15</td>
<td>302</td>
</tr>
<tr>
<td>Other</td>
<td>518</td>
<td>16</td>
<td>162</td>
<td>-15</td>
<td>681</td>
</tr>
<tr>
<td><strong>Total current costs</strong></td>
<td>9377</td>
<td>578</td>
<td>1096</td>
<td>-235</td>
<td>10816</td>
</tr>
<tr>
<td><strong>CAPITAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>80</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>80</td>
</tr>
<tr>
<td>ICT</td>
<td>270</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>370</td>
</tr>
<tr>
<td><strong>Total running costs</strong></td>
<td>9727</td>
<td>578</td>
<td>1196</td>
<td>-235</td>
<td>11266</td>
</tr>
<tr>
<td>Less income</td>
<td>-250</td>
<td>-</td>
<td>130</td>
<td>-</td>
<td>-120</td>
</tr>
<tr>
<td><strong>Net running costs</strong></td>
<td>9477</td>
<td>578</td>
<td>1326</td>
<td>-235</td>
<td>11146</td>
</tr>
</tbody>
</table>

Costs for the Regional Observatory and raising the profile of the region have been incorporated into budgets for Regional Intelligence and Regional Representation respectively. Aggregated running costs also include direct expenditure that can be attributable to other activity lines, which may include staffing costs. The current establishment consists of 170 posts.
The current estimate of aggregate running costs for 2005-08 is given in the following table.

<table>
<thead>
<tr>
<th>All figures £000s</th>
<th>2005-06</th>
<th>2005-06</th>
<th>Total</th>
<th>2006-07</th>
<th>2006-07</th>
<th>Total</th>
<th>2007-08</th>
<th>2007-08</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>450</td>
<td>10696</td>
<td>11146</td>
<td>450</td>
<td>10400</td>
<td>10850</td>
<td>450</td>
<td>10400</td>
<td>10850</td>
</tr>
<tr>
<td>Staffing costs</td>
<td>-</td>
<td>725</td>
<td>725</td>
<td>-</td>
<td>747</td>
<td>747</td>
<td>-</td>
<td>769</td>
<td>769</td>
</tr>
<tr>
<td>outside core</td>
<td>-</td>
<td>950</td>
<td>950</td>
<td>-</td>
<td>950</td>
<td>950</td>
<td>-</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td>'Sister' organisations</td>
<td>-</td>
<td>950</td>
<td>950</td>
<td>-</td>
<td>950</td>
<td>950</td>
<td>-</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td>Other direct expenditure</td>
<td>310</td>
<td>4330</td>
<td>4640</td>
<td>312</td>
<td>4355</td>
<td>4667</td>
<td>313</td>
<td>4380</td>
<td>4693</td>
</tr>
<tr>
<td>Gross running costs</td>
<td>760</td>
<td>16701</td>
<td>17461</td>
<td>762</td>
<td>16452</td>
<td>17214</td>
<td>763</td>
<td>16499</td>
<td>17262</td>
</tr>
</tbody>
</table>

**Note:**

For 2005/6:

- total pay running costs are £6.4 million
- non-pay running costs are £10.3 million
- capital running costs are £0.8 million.

For 2006/7:

- total pay running costs are £5.8 million
- non-pay running costs are £10.6 million
- capital running costs are £0.8 million.

For 2007/8:

- total pay running costs are £5.8 million
- non-pay running costs are £10.7 million
- capital running costs are £0.8 million.

The figures exclude related non-cash items.
How will we organise ourselves?

5.1 Organisational structure

The work of EEDA is directed by its board, advised by the executive. The executive comprises a chief executive, two directorate generals and a director.

The development directorate is the main 'business facing' part of the organisation, leading on employment and skills issues, business support and innovation. It is also responsible for work on sustainable development including rural and environmental issues, planning, development and infrastructure. Alongside other public sector partners, the directorate works closely with the business, community and voluntary sectors.

The operations directorate provides support services for EEDA focusing on performance and audit, finance, procurement, human resources, knowledge management, ICT and programme monitoring. It is also responsible for the agency’s strategic (regional economic strategy), corporate and business planning.

The communications directorate is responsible for EEDA’s marketing communications activities, managing our press office, events and marketing, our board and external relations teams. The directorate also leads on relationship management issues and manages our sub-regional partnership relationships.
5.2 Strategy and planning

The regional economic strategy sets the overall framework for the economic development of the region. It is reviewed in full every three years. EEDA’s corporate plan sets out our contribution to the implementation of the regional economic strategy. We are required to produce a three year corporate plan, though it is reviewed every two years. The corporate plan - this document - sets the overall direction for our activities over the next three years. In addition, each year, we will produce a one year business plan. The business plan describes our activities in more detail.

5.3 Resources

EEDA’s resources team covers ICT, property and facilities management and human resources.

Our success depends upon the contribution and commitment of our staff. To ensure the achievement of our aims and objectives, continuous development of our staff is of paramount importance. Since EEDA’s inception in 1999 staff numbers have increased considerably, and our activities and responsibilities have grown approximately fourfold in this period.

Training and development needs are met in many different ways according to the most cost effective learning process available and include qualification training, courses and seminars, in-house development, continuous personal development, mentoring and other opportunities such as work shadowing and secondment. EEDA’s performance appraisal framework is the primary management tool for ensuring continual staff improvement across the organisation.

In 2004 the agency embarked on a ‘leadership and organisation development programme’. Continuing through 2005, this programme will help EEDA to be more effective in carrying out the roles identified in section two.

5.4 Finance and programme management

EEDA’s finance and programme management team covers our financial accounting, budgeting and financial planning activities together with the maintenance and updating of the programme management and monitoring system.

Programme management, encompassing the investment appraisal process, is a critical business system for EEDA. Since the end of 2003/4 we have been using a new programme management system, Artemis 7. All direct development or grant projects funded from the single programme are recorded and monitored through this system.
EEDA has an agreed single programme appraisal process for all direct development and grant projects. This process covers project development, appraisal, delivery, monitoring and evaluation and it fits within the framework provided by the DTI in their Single Programme Appraisal Guidance which was last revised in July 2003. By adopting this guidance as the basis for our appraisal process we are ensuring compliance with the Treasury’s ‘The Green Book - Appraisal and Evaluation in Central Government’, the Office of Government Commerce’s ‘Gateway Reviews’ and the ODPM Guidance ‘Assessing the Impacts of Spatial Interventions - Regeneration, Renewal and Regional Development’.

5.5 Governance

EEDA’s governance team provides advisory and assurance services to the Board and Executive in a range of areas including procurement, performance management, risk management and insurance, records management, internal audit, ISO 14001 and EMAS, freedom of information and data protection legislation and joint ventures and comparable arrangements. Policies and practises within the agency must meet good practise standards and satisfy corporate governance requirements.

5.6 Efficiency plan

The whole concept of securing Value For Money (VFM), best value and being economical, efficient and effective in our outlays is embedded within the culture of EEDA. Constant attention is paid by the board, chief executive and senior management to maximising the benefit/cost equation and maintaining organisational overheads at the lowest level practical. This is done bearing in mind not only the scale and nature of support functions that have to be provided - with additional functions and responsibilities being transferred in 2005/6 - but also the governance and accountability responsibilities that fall to the Agency consequent upon it being a publicly funded body.

The key points of our efficiency plan include:

- a 2.5 per cent savings requirement of £2.3 million in 2005/6, rising to £6.9 million by 2007/8
- a target to achieve cashable administrative efficiencies (a minimum of £750,000) and programme efficiencies (£2.7 million) by 2007/08 - total £3.45 million
- a target to achieve non-cashable output efficiencies in the recurring element of at least 7.5 per cent by 2007/08
- identified cashable administrative efficiencies (relative to our £250,000 target) in excess of £700,000 - supported in large part by a requirement to reduce staffing budgets by 2007/8 by 7.5 per cent, an initiative supported by the devolution of staffing budgets to the respective directorate managers as from 2005/6
- cashable programme efficiencies of around £1.1 million (against a requirement of £900,000) - from, for example, changed funding arrangements applicable to sub-regional economic partnerships and Business Links
- non-cashable output gains of at least £1.03 million in 2005/6.
Implementation of the plan will be the responsibility of the head of finance and programme management and monitored by EEDA’s business management group.

5.7 Equality and diversity

The East of England benefits from the different communities and cultures within its population. The region’s opportunities are not fully available to all and some groups of people face a range of barriers which inhibit access. These include barriers personal to the individual, such as skills or aspirations, as well as institutional barriers, such as employers’ attitudes. That in turn means the region is not getting the benefits of all groups engaging in the region’s economy and community.

EEDA is committed to ensuring that equality and diversity are mainstreamed within all of the work we do as an employer, programme deliverer and regional influencer. The integration of equality and diversity considerations into all areas of corporate plan activity is key to the delivery of the regional economic strategy goals, the quality of our products and the achievement of our vision.

Over the corporate plan period, EEDA will strengthen its role as an employer through the introduction of best equality practice. We will strengthen service delivery by improving equality of access to our relevant products and by better understanding the needs of different groups. In addition, we will support and influence others to do likewise. A cross directorate equality and diversity group has been established to ensure appropriate actions are implemented across EEDA. The group meets every two months and is chaired by an EEDA director. Its terms of reference and action plan have been approved by the EEDA Board which receives regular progress reports.

The first priority for the equality and diversity group over the corporate plan period is to develop a race equality scheme in light of the Race Relations Amendment Act 2000. This scheme will be part of a process of formulating a wider corporate strategy designed to mainstream equality and diversity. This will result in the development and implementation of a coherent equality and diversity three year strategy and action plan that will:

- demonstrate a clear commitment to promoting equality and diversity
- include a good quality race equality scheme
- build the capability of EEDA’s managers to promote equality and diversity by implementing the scheme and our equality-related employment policies
- support managers in reviewing and monitoring policies and in taking action to improve performance
- engage staff and contribute towards the creation of the positive equal opportunities climate described in the equality and diversity policy
- embed equality impact assessments as a measure to mainstream equality and diversity (incorporating race, gender and disability) into our policies and practices as an employer, deliverer and influencer
- build a positive profile as we anticipate joint regional working with the Commission for Equality and Human Rights.
The results we are seeking to achieve

6.1 EEDA’s performance management framework

EEDA has adopted a multi-dimensional approach to performance management, deploying various business processes and assessment models which together provide a comprehensive evaluation of performance. There is a hierarchy of performance metrics ranging from those associated for example with particular projects (outputs) and functions (finance - accounts payable settlement period) through to an organisation-wide assessment. At the apex of this pyramid is the balanced scorecard, an organisation-wide assessment focussing on EEDA’s critical success factors.
6.2 Balanced scorecard

EEDA’s internal performance framework centres on a balanced scorecard approach. A balanced scorecard links an organisation’s strategic objectives to a comprehensive set of indicators. The indicators in EEDA’s balanced scorecard measure the key activities and processes at the core of the agency’s operating environment. The purpose of the scorecard is to assist managers to focus on EEDA’s overall vision. It concentrates on those measures that are most crucial to EEDA and is aimed at motivating staff to achieve the strategic objectives. The performance results from assessing progress against the measures will point to areas of EEDA’s performance that require strengthening.

The scorecard is reconsidered each year to ensure that the goals are relevant and therefore the example in appendix III for 2004/5 will be revised following the adoption of this plan and in formulating the 2005/6 business plan.

6.3 RDA Tasking Framework

The new RDA Tasking Framework requires RDAs to report on their contribution to a set of agreed PSA targets. Contributions to these targets are set out in this plan under the goals of the economic strategy in section four. While all the PSAs identified are important to RDAs’ work, as an economic development agency, EEDA recognises that PSAs HMT6 and HMT4 are at the heart of RDA activity. The table in appendix I summarises the contribution that EEDA will make to these PSA targets and links these back to the relevant goals and EEDA products.

Under the Tasking Framework, the RDAs have also agreed to set targets for six core outputs and four mandatory components in their corporate plans. An output target range for EEDA for each of these outputs is set out in appendix IV for each of the years 2005/6, 2006/7 and 2007/8.

Many of the output targets in the new Tasking Framework are new targets for RDAs. We have not collected data on several of the outputs before: employment support, business support, business supported in new collaborations with the UK knowledge base, the public and private regeneration infrastructure levered and the sub sets of the skills output. Setting targets for these outputs has therefore been particularly difficult.

In some cases the definition of the targets was only agreed around the time of the completion of this corporate plan. This was the case for the target for the number of hectares of brownfield land reclaimed. In addition, the skills output definition has changed from measuring a training place of 30 hours length to one of six hours length. Although this is a change that we welcome, it may be difficult initially to forecast accurately on this new basis. It should also be noted that at the time of writing discussion is still ongoing with regard to the method for demonstrating growth after 12 months for the number of new businesses created.
The targets provided in appendix II will therefore be reviewed after six months. This will allow us to confirm the robustness of the figures once we have the added knowledge gained from collecting information on the new outputs for the first half of the year.

Each of the output targets has been increased from year to year by 2.5 per cent in order to reflect the efficiency target.

As set out throughout this corporate plan, EEDA continues to play a catalytic and influencing role that does not necessarily produce outputs of the type referred to above. EEDA will monitor its strategic added value by reporting against its different operating styles. The criteria by which we intend to assess our success in these operating styles is set out in appendix III. This table also maps the links between the PSAs, outcome indicators and output measures that we will use in our performance monitoring processes.

6.4 Reporting to GO-East and scrutiny by the East of England Regional Assembly

EEDA has previously been required to report to GO-East on a quarterly basis against the criteria established in the RDA performance monitoring and reporting framework issued by DTI. This included achievement against the quantitative output targets and a qualitative assessment of performance. In the future it is likely that these reports will be replaced by six monthly reports to the EEDA board, copied to GO-East, set within the broader framework of a comprehensive performance assessment process.

In addition, EEDA’s activities are subject to scrutiny by EERA. The scrutiny function is currently carried out in a robust but positive fashion, with both EEDA and EERA working together constructively for the benefit of the region.

6.5 Satisfaction surveys

We employ regular staff and customer satisfaction surveys to measure our performance both quantitatively and qualitatively in a range of areas. The results of the surveys are used to measure progress towards achieving some of the goals in the balanced scorecard and to inform management in its aim to ensure the organisation continuously improves.
6.6 Evaluation

It was noted above that EEDA has an agreed single programme appraisal process for all direct development and grant projects. This process covers project development, appraisal, delivery, monitoring and evaluation and it fits within the framework provided by the DTI in their Single Programme Appraisal Guidance which was last revised in July 2003.

In addition, during 2005 EEDA will be developing a broad evaluation framework to cover the full range of its activities. This framework will not principally be about evaluating past performance - it will be about developing a more formal framework within which EEDA can learn from experience, improve the evidence base for policy and programme development and as a result be more effective in carrying out its role.
Appendices

Appendix I: Contribution to Public Service Agreements (PSAs)

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<tr>
<th>PSA target</th>
<th>EEDA’s contribution</th>
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<tr>
<td>HMT 6 - Make sustainable improvements in the performance of all English regions by 2008, and over the long-term narrow the gap in growth rates between the regions, demonstrating progress by 2006 (Target shared by DTI, ODPM and Treasury)</td>
<td>All of EEDA’s activity will contribute to making sustainable improvements in the economic performance of the East of England. In line with the vision of the revised regional economic strategy, EEDA seeks to promote high and growing levels of income; increasing levels of economic participation and inclusion; sustainable and dynamic urban and rural environments, in order to improve the quality of life for all who live and work in the region. The economic growth aspirations for the region encompass the job growth projections outlined in the draft regional spatial strategy. EEDA is promoting a stronger regional partnership approach in developing a shared evidence base, setting regional priorities and policy development through joint regional strategies. The regional delivery partnership for skills, enterprise, innovation in science and technology will be the Regional Skills and Competitiveness Partnership (RSCP). EEDA is also investigating, with partners, proposals for a Sustainable Communities and Infrastructure Board which would undertake a complementary role for housing, infrastructure and social inclusion.</td>
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<td>Defra 1 - Promote sustainable development across Government and in the UK and internationally, as measured by: the achievement of positive trends in the Government’s headline indicators of sustainable development; the UK’s progress towards delivering the World Summit on Sustainable Development commitments, notably in the area of sustainable production and consumption, chemicals, biodiversity, oceans, fisheries and agriculture; and global climate change agreements (Defra Target)</td>
<td>All of EEDA’s activity will contribute to promoting sustainable development in the UK. The first three priorities of goal eight, promoting resource efficiency and environmental best practice, capturing the advantages of renewable energy potential in the region and progressing the development of environmental goods and services businesses, will be managed through the key products and business models established to principally support regional economic strategy goals one, two and three (skills, entrepreneurship and innovation in science and technology). Resource efficiency will be promoted through the regional Business Support package whilst renewable energy and the broader environmental goods and services sector will be supported through the Enterprise Hub programme. EEDA will continue with its funding for Renewables East and the Centre for Sustainable Engineering as well as developing an Offshore Renewables Centre in Lowestoft. Delivery through these products demonstrates EEDA’s commitment to mainstream sustainable development activity to ensure that these sectors are not peripheral to the organisation’s activity. The remaining two core products - Investing in Communities and the Regional Renaissance package by their very nature have a strong contribution to sustainable development in the region. The regional delivery partnerships such as the RSCP with its associated Science and Industry Council and Strategic Advisory Board for Business will co-ordinate the delivery of goal eight, priorities one to three. At this point EEDA is currently undertaking research on how best to deliver priority one (resource efficiency) given the current level of sub-regional and national activity already underway in the region. This research will also inform the allocation of the Business Resource Efficiency and Waste programme funding to co-ordinate and facilitate resource efficiency activity across the East of England. Current EEDA activity on supporting renewables and the environmental goods and services sector will be integrated with this. Priority four, establishing the region as an exemplar of environmentally sustainable development, will be co-ordinated through EEDA staff resource in partnership with bodies such as the Sustainable Development Roundtable. Key activities under this priority include the further development and integration of the Sustainable Development Toolkit - a web based tool that enables the development and appraisal of projects against the themes of the Regional Sustainable Development Framework - into EEDA’s project and single programme appraisal processes as well as promoting its use across the region.</td>
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<td>EEDA will contribute towards sustainable development in the region by ensuring that it underpins all activities set out in this plan. For example, EEDA’s establishment and development of the Regional Centre of Excellence for Sustainable Communities (Inspire East) will facilitate and enable the delivery of sustainable communities across the region including best practice in high quality and sustainable developments, whilst the Investing in Communities programme will help to tackle disadvantage through its activities around social and economic inclusion. EEDA will also support the development of a Regional Transport and Infrastructure Board whose remit may include promotion of the delivery of public transport priorities across the East of England as well as to ensure that transport solutions service economic growth in a sustainable manner. EEDA will continue its role as a strategic navigator by taking a leading role in influencing regional strategies such as the developing regional spatial strategy to ensure that the principles of sustainable development are appropriately adhered to. EEDA will continue its representation and support for key regional strategic bodies such as the Sustainable Development Roundtable and will work with partners to look at how best to increase the capacity of these organisations to become the regional strategic focus for sustainable development, particularly in the context of the predicted levels of physical and economic growth predicted for the region. EEDA currently has the Defra lead role among RDAs and will continue to lead on environmental and sustainable development issues across RDAs at national level.</td>
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<td><strong>HMT 4 - Demonstrate further progress by 2008 on the Government’s long-term objective of raising the rate of UK productivity growth over the economic cycle, and narrowing the gap with our major industrial competitors</strong> (Target shared by DTI and Treasury)</td>
<td>All of EEDA’s activity will contribute to raising the region’s productivity rate from its current position below the UK average. The five drivers of productivity framework maps closely to the activity EEDA is undertaking in contributing to realising the vision of the regional economic strategy. A skills base for a world-class economy will be delivered by EEDA’s work in developing a demand led regional skills offer through the RSCP and through the skills element of all the products - Business Support, Investing in Communities, Enterprise Hubs and Regional Renaissance, which are the focus of this plan.</td>
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<td><strong>DCMS 4 - improve the productivity of the tourism, creative and leisure industries by 2008 (DCMS Target)</strong></td>
<td>Enterprise will primarily be supported through EEDA’s activity planned under goal two - growing competitiveness, productivity and entrepreneurship. The focus of EEDA’s activities in these areas will be the implementation of a regional Business Support product and the roll-out of an Enterprise Hub programme. Both of these products have specific goals of working with businesses to improve productivity, whether through the provision of business advice to support enterprise growth, or through the development of enterprise hubs that facilitate the development of high growth business clusters. Innovation is the focus of EEDA activity in goal three - global leadership in developing and realising innovation in science, technology and research. Through a programme of activity with strategic leadership from the Science and Industry Council, to support high growth, knowledge based enterprises and clusters EEDA intends to build on the East of England’s international reputation and support the ability of the region’s businesses to compete on a world stage. Investment and competition are addressed in a number of areas of EEDA’s work, from making investments in the region to overcome market failure in physical renewal and regeneration to a role in masterplanning and local development frameworks that bring forward enterprise sites in the context of holistic planning for local areas.</td>
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<td>The Tourism, Heritage and Leisure sector and the Creative and Cultural Industries are both identified as important sectors in the regional economic strategy. Accordingly, they are the focus of specific business and skills support supported by EEDA. In terms of tourism, EEDA adopted the East of England Tourist Board (EETB) in April 2003 as a sister organisation to act as our delivery partner for tourism in the region. However, consultation on a new sustainable tourism strategy for the region has indicated the need for a new tourism delivery model for the region. In particular, the model needs to take account of the nature of the visitor economy within the region which tends to be dispersed, complicated and varied, characterised by a variety of many destinations. On this basis, EEDA is working to implement a new regional tourism model. The aim of this new model will be to develop a structure which better suits the fragmented nature of the industry and features improved working with sub-regional structures supported by the local</td>
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In taking forward the new model, EEDA and its tourism partners will be furthering the main themes of the national strategy Tomorrow’s Tourism Today. Activities will include:

- working with Visit Britain to undertake marketing and e-tourism giving regional information linked to national themes
- working with EnglandNet to link information and booking activities in the region
- using the results of a skills audit for the Tourism, Leisure and Heritage sector to improve and retain skills in the sector
- working with other RDAs to develop quality performance mechanisms and pilot quality assessors assisting businesses to improve efficiencies and skills
- promoting the adoption and use of the Green Audit Kit by tourism businesses.

In addition, a number of projects that EEDA is delivering under the regional renaissance product or under the activities of goal four (high quality places), which promote high quality design which respects the historic and natural environment, have significant implications for the tourism sector.

Goal four also recognises that cultural, leisure facilities and the historic environment contribute to the region’s image and identity. Investment in these areas can promote healthy, safe and culturally vibrant communities which help attract and retain the high quality workforce the region’s economy needs.

There is a direct relationship with Growth Areas in terms of building the tourism infrastructure, and in particular, strategic investment such as city renaissance plans and the outer harbour project in Great Yarmouth have significant implications for the visitor economy. The development of regional airports and ports as gateways to the region as set out under goal six (transport gateways) is also critical for effective delivery and promotion of the tourism offer.
**PSA target** | **EEDA’s contribution** | **Links to regional economic strategy goals and products**
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Defra 4 - Reduce the gap in productivity between the least well performing quartile of rural areas and the English median by 2008, demonstrating progress by 2006, and improve the accessibility of services for rural people [Defra Target] | With respect to the creative and cultural industries, EEDA has worked with its partners to develop Space for Creativity, a development strategy for the creative and cultural industries in the East of England that will be launched at the beginning of 2005 in a series of workshops. EEDA will work with its partners to take forward the priorities set out in this strategy over the corporate plan period. In the first year of the corporate plan, EEDA is developing pilot projects that will develop models of business networking in two areas of the region where there are already significant areas of critical mass of businesses in the sector (Norwich/Norfolk and Hertfordshire). The pilots will be used to develop models that could be used to support the growth of other emerging areas of creative industries activity. The joint prospectus developed with the Arts Council England East also complements and includes investment to implement Space for Creativity. EEDA will continue to support business networks and/or support organisations providing specific business support to the sector, including the East of England Multimedia Alliance and Screen East. EEDA will also be guided by the Science and Industry Council in assessing the feasibility of enterprise hub support for the creative and cultural industries. |  

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The main aim of EEDA’s work in rural areas is to achieve a sustainable rural economy, delivered increasingly through mainstream activity. Therefore, EEDA’s main contribution to raising rural productivity and improving access to services will be through mainstreaming of rural into EEDA’s core products and activities. All four core products will have significant rural elements:

- there will be specific rural dimensions in the Business Support programme, particularly focusing on the accessibility of business support services to rural communities
- some enterprise hubs will target rural enterprise and communities, for example the proposed renewables energy centre in Lowestoft and networking activity around the food and drink sector
- Investing in Communities will be the primary delivery vehicle for tackling social deprivation and community regeneration across rural areas
- Regional Renaissance continues the evolution of successful Market Towns masterplanning and implementation.
From April 2005, EEDA will manage projects entered into by the Countryside Agency through to successful completion. We will also continue to support a rural renaissance programme of activity through the sub-regional economic partnerships in 2005/6. Indicative allocations for these are broadly relative to where the main rural areas suffering economic and social disadvantage are and the partnerships are being encouraged to pay particular attention to appropriate interventions in these areas.

EEDA is also building relationships with the management groups of protected areas in the region to encourage these partnerships to address economic development in their management plans, some of which will impact directly on lagging rural areas, for example north Norfolk.

The regional rural delivery framework currently being developed will increasingly inform and prioritise EEDA’s activities, both through mainstream delivery and specific rural interventions. As part of this process we expect the validity of the previously ‘lagging area’ or indicator districts identified by Defra to be tested within the context of determining more effective delivery mechanisms. EEDA will be leading regional partners in assessing the effectiveness of existing delivery against the priorities set out in the regional rural delivery framework and determining how this should change in the future. We expect this to inform our own delivery approach from April 2006. We will also be supporting the Fens pathfinder project in examining and testing more effective delivery solutions, particularly where these relate directly to EEDA’s core activities, such as learning and skills.

In terms of access to services, Investing in Communities will be the primary route for investment in community and social regeneration in rural areas, of which accessibility of a broad range of services may well be an aspect, subject to the sub-regional investment priorities. It is intended that Investing in Communities will provide a comprehensive investment planning approach across the needs of the whole community including businesses. EEDA’s role will be to facilitate delivery against the sub-regional investment plans with mainstream funding partners. In addition, access to support services for rural businesses will also be addressed through the new business support model to be rolled out from April 2005.
### PSA target | EEDA’s contribution | Links to regional economic strategy goals and products
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**DWP4** - Over the three years to Spring 2008, and taking account of the economic cycle: demonstrate progress on increasing the employment rate (shared by DWP and HM Treasury); increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the Local Authority wards with the poorest initial labour market position); and significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate.

Increasing the overall employment rate in the region can only be achieved by targeting disadvantaged communities. The economically inactive are a larger target group than the unemployed. Much of EEDA’s activities in this area will be delivered through the Investing in Communities programme.

Skills development activity will also be closely linked to JobCentre Plus activity to link spare capacity in the labour market with the region’s skills shortages and recruitment difficulties. EEDA will also focus its skills and business activity on increasing the quality of employment in the region to deal with low pay problems in the region.

**Goal 1**
- [A skills base that can support a world-class economy]

**Goal 2**
- [Growing competitiveness, productivity and entrepreneurship]

**Goal 5**
- [Social inclusion and broad participation in the regional economy]

**Rural**

**DTI 6** - Build an enterprise society in which small firms of all kinds thrive and achieve their potential with an increase in the number of people considering going into business; an improvement in the overall productivity of small firms; and more enterprise in disadvantaged communities [DTI Target]

Building a more enterprising region is a fundamental part of activities under goals two and three and is also an objective of all four products.

Through the Business Support product, the RSCP will oversee an improved coordination of business support activities in the region to provide a consistent service accessible to all businesses in the East of England. EEDA will also use business intelligence to target business support resources on specific groups and communities which face barriers to enterprise, such as women and certain ethnic minority groups, or groups with specific needs, such as high growth businesses and social enterprises. All Business Links are required to target these specific groups as appropriate according to the need in

**Goal 1**
- [A skills base that can support a world-class economy]

**Goal 2**
- [Growing competitiveness, productivity and entrepreneurship]
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<td>their area and EEDA will ensure that this is set out in their respective business plans. Over the corporate plan period, EEDA will work to ensure that businesses are able to access support through a simplified and more accessible structure, with the Business Link brand promoted as the impartial entry point to a range of different services. The Business Link network, therefore, plays a crucial role in signposting businesses to the appropriate business support package as part of their information, diagnostic and brokerage role.</td>
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<td>The focus of the Enterprise Hub product is to improve the productivity of knowledge-based businesses through increasing business use of the region’s world-class knowledge base and encouraging more businesses to access public sector support mechanisms. EEDA’s activities in this area include the management of R&amp;D grants, the provision of regional innovation support though ‘Gateway 2 Innovate’, the promotion of technology transfer through the East of England Innovation Relay Centre and the roll out of innovation centres and science parks.</td>
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<td>The Investing in Communities product represents an opportunity to bring together enterprise activity with other goal activities such as skills, physical development and transport, where these have an impact on communities of interest or place. This will bring an integrated approach to the encouragement of enterprise in deprived communities and among hard to reach social groups.</td>
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<td>The Regional Renaissance package will further the development of employment sites that support business growth, particularly through the development of appropriate brownfield sites. EEDA will also continue to support City Growth Luton as part of a nationwide city growth initiative driven by a commitment to help deprived urban areas through the growth of private enterprise.</td>
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<td>EEDA will also work to foster a more enterprising culture in the region. Much of this activity will focus on encouraging young people to develop more enterprising skills and attitudes. EEDA supports a number of schemes that aim to boost young people’s attitude to enterprise including Budding Entrepreneurs, Cranfield University Business Challenge, Soul Trade Workshops, and Young Foresight. EEDA is also working with the region’s Education Business Links Organisations to deliver enterprise projects in schools.</td>
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<td>Goal 3</td>
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<td>Goal 5</td>
<td>(Social inclusion and broad participation in the regional economy)</td>
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<td>Goal 6</td>
<td>(Making the most from the development of international gateways and national and regional transport corridors)</td>
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<td>Goal 7</td>
<td>(A leading information society)</td>
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<td>Goal 8</td>
<td>(An exemplar in the efficient use of resources)</td>
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### PSA target

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| In taking forward the regional business start-up strategy, EEDA and its partners will also seek to encourage greater entrepreneurial activity from specific under-represented groups in the region, particularly from within some black and minority ethnic communities, women entrepreneurs, people aged over 50 and people with disabilities. | **Goal 1**  
[A skills base that can support a world-class economy] | |
| **DTI 8** - By 2008, deliver a measurable improvement in the business performance of UK Trade & Investment’s international trade customers, with a emphasis on new to export firms; and maintain the UK as the prime location in the EU for foreign direct investment [Target shared by DTI and FCO] | The international agenda is a key area of EEDA’s activities, and will be an integral part of the RSCP. EEDA is aiming to pursue a much broader international agenda than it has undertaken previously, supporting all forms of international business – inward and out-bound investment and out-sourcing, joint ventures, technology transfer, exporting and international alliances. In order to achieve this agenda, EEDA will be establishing a new international business services company (East of England International). This will build on the existing inward investment agency, Invest East of England, with UKTI incorporated as part of a unified provider of trade and investment services. This will enable a more coherent delivery of international services, building on existing regional expertise.  

Over the corporate plan period, the new company will also drive forward an expanded programme of activities, including a ‘fast track’ trade development programme designed to meet the needs of knowledge-based enterprises and medium sized companies. This pilot programme will be an integral part of EEDA’s support for knowledge-based businesses. The company will also be responsible for aftercare or ‘investor development support’ which will be delivered as an integral part of business support activity under the guidance of the RSCP. The support will be closely co-ordinated with the national UKTI programme and will be delivered jointly with local and sub-regional partners.  

The new company will also pursue a more integrated approach to overseas exhibitions and a new programme of region-to-region alliances. Geographic and sectoral priorities will guide the development of this activity. The East of England International trade and investment teams will collate their views of the potential in each overseas market per sector. This will be cross-referenced to the UKTI business plans for each country overseas. Activity will be concentrated where the trade and investment opportunities are greatest in the region’s priority sectors. We will develop strong relationships with the Embassies and Consulates General in each country, | **Goal 2**  
[Growing competitiveness, productivity and entrepreneurship] | **Goal 3**  
[Global leadership in developing and realising innovation in science, technology and research] | **Goal 6**  
[Making the most from the development of international gateways and national and regional transport corridors] |
## PSA target

### EEDA's contribution

Priority market ensuring they are informed and engaged in the delivery of the full range of East of England International’s objectives.

East of England International will focus on developing major alliances with two overseas economies each year over the corporate plan period. The first of such alliances will be with San Jose, building on the existing regional office based in Silicon Valley. Opportunities to strengthen alliances with China will also be explored, recognising and building on the existing Essex/Nanjing relationship, the Guangzhou Incubator in Cambridge and the various university contacts in China.

East of England International will also undertake a range of marketing activities to attract inward investment to the region. Marketing will focus on attracting companies in sectors identified in the regional economic strategy as priorities for the region. Marketing will be aimed directly at businesses in our target sectors through business to business contact programmes; UKTI posts in priority markets to encourage referrals through the national inward investment sales force overseas; and key intermediaries [lawyers, consultants, venture capital forms] with the potential to influence investment location decisions.

### Links to regional economic strategy goals and products

| Goal 1 | Tackle social exclusion and deliver neighbourhood renewal, working with Departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010 [ODPM Target] |
| Goal 4 | High quality places to live, work and visit |
| Goal 5 | Social inclusion and broad participation in the regional economy |
| Rural | |
and inclusive economy. Priorities for the region in achieving this are set out in goal five (social inclusion and broad participation in the regional economy) but the building blocks of the economy which contribute to sustainable growth and an inclusive society are cross-cutting and are addressed in all parts of EEDA contribution to the goals of the regional economic strategy.

Employment creation and economic growth in a community do not in themselves necessarily reduce local unemployment or increase the prosperity and wealth of local people. Specific action is needed to ensure that benefits of economic growth are made available to all.

EEDA is contributing to the delivery of this goal in a number of ways the most significant being through two products, the long-term commitment to the strategic Investing in Communities programme and the focus on the contribution the built environment can make to inclusion and regeneration through the Regional Renaissance package.

The Investing in Communities programme also represents a significant opportunity to bring together activity under the different goals - enterprise, skills, physical development and transport, where these have an impact on communities of interest or place. It also seeks to develop better co-ordination and strategic planning of public sector investment to address the needs of communities.

As well as involving or setting the direction for EEDA’s own delivery both of these products are built around EEDA’s strategic role in the region to bring together local or regional partnership to tackle the barriers or distinctive issues the region faces. Both products will seek to provide opportunities to link to the region’s neighbourhood renewal programme, managed by GO-East, to ensure EEDA’s activity complements and adds value to national programmes in the region.

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| DTI 2 - Improve the relative international performance of the UK research base and increase the overall innovation performance of the UK economy, making continued progress to 2008, including through effective knowledge transfer amongst universities, research institutions and business [DTI Target] | As the leading R&D region in the UK (measured by proportion of GVA spent on R&D), the East of England has the potential to have a major impact on improving the overall innovation performance of the UK economy. The Enterprise Hub product will be a key part of EEDA’s strategy in addressing this PSA target through the delivery of innovation centres and business growth packages in key sectors and areas to accelerate SME growth and turn the region’s ideas more consistently into economic and commercial value. A broader range of activities to support goal three of the regional economic strategy will promote greater collaboration and knowledge transfer between research establishments, universities and businesses. EEDA’s activities in this area include the management of R&D grants, the provision of regional innovation support though ‘Gateway 2 Innovate’, the promotion of technology transfer through the East of England Innovation Relay Centre and the roll out of innovation centres and science parks. | Goal 1  
[A skills base that can support a world-class economy]  
Goal 2  
[Growing competitiveness, productivity and entrepreneurship]  
Goal 3  
[Global leadership in developing and realising innovation in science, technology and research]  
Goal 6  
[Making the most from the development of international gateways and national and regional transport corridors]  
Goal 7  
[A leading information society] |
<table>
<thead>
<tr>
<th>PSA target</th>
<th>EEDA’s contribution</th>
<th>Links to regional economic strategy goals and products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DfES 13</strong> - Increase the number of adults with the skills required for employability and progression to higher levels of training through: improving the basic skill levels of 2.25 million adults between the launch of Skills for Life in 2001 and 2010, with a milestone of 1.5 million in 2007; and reducing by at least 40 per cent the number of adults in the workforce who lack NVQ2 or equivalent qualifications by 2010. Working towards this, one million adults in the workforce to achieve level 2 between 2003 and 2006</td>
<td>The successful management of the RSCP will be fundamental in contributing to this PSA through ensuring effective collaboration on sectoral and regional demand for skills. In particular, closer alignment between business support and skills development through initiatives such as the region’s Manufacturing Advisory Service will increase the take up of training opportunities and private investment in skills development. The Skills for Life strategy is a key focus of EEDA’s work in dealing with its priority to develop skills that meet business needs as set out under goal 1. EEDA supports the Regional Basic Skills Forum which ensures partner activity in this area is co-ordinated. Examples of EEDA’s activities include the ‘training the trainers’ project which aims to increase capacity in the supply side. Much of our activity in this area is sector focused, focusing on supporting adults to gain qualifications up to level 2 where appropriate.</td>
<td>Goal 1 (A skills base that can support a world-class economy) Goal 5 (Social inclusion and broad participation in the regional economy) Rural</td>
</tr>
<tr>
<td><strong>ODPM 5</strong> - Achieve a better balance between housing availability and the demand for housing, including improving affordability, in all English regions while protecting valuable countryside around our towns, cities and in the green belt and the sustainability of towns and cities (ODPM Target)</td>
<td>EEDA has worked successfully with its regional partners particularly EERA and members of the Regional Housing Board to ensure complementarity between the regional economic strategy, the draft regional spatial strategy and the regional housing strategy and the region’s commitment to strong partnership working is shown by the development of the integrated regional strategy. EEDA’s role in relation to housing will primarily be through influencing those with the statutory remit in this area. This influencing role is addressed under EEDA’s activity in goal four (high quality places) as part of the wider concept of the importance of high quality sustainable environments for communities for economic development and regeneration. The devolved decision making agenda raises the opportunity for RDAs to contribute formally to the work of setting housing and transport priorities and show how they link to economic development of the region. As a result of increasing partnership priority setting, policy development and delivery, and the devolution of decision making, EEDA and its partners are investigating the appropriate fora to lead on housing, infrastructure, social inclusion and sustainable development agendas.</td>
<td>Goal 4 (High quality places to live, work and visit) Goal 6 (Making the most from the development of international gateways and national and regional transport corridors) Goal 8 (An exemplar for the efficient use of resources)</td>
</tr>
</tbody>
</table>
EEDA’s main activities to deliver goal four include brownfield land action plans which aim to deliver and exceed the regional target of 60 per cent of all development on brownfield land, undertaking exemplar mixed use developments and housing demonstrators to innovate and raise design and environmental standard amongst the built environment industry and professionals we are working with.

EEDA has a vital role as ODPM accountable body in delivering investment in the three Growth Areas that fall within or overlap the region. This programme of investment links with EEDA’s strategic role in supporting the development of the Growth Areas in a way that integrates them with the surrounding areas.

More than three quarters of the land area of the East of England is designated as agricultural landscape, supporting a diverse farming industry. The regional economic strategy recognises the potential which the landscapes and environmental assets bring to the region’s economy, acting as a natural resource for food, farming, renewable energy and tourism. Furthermore, agriculture and food is identified as an important sector in the regional economic strategy and is the focus of specific business and skills support supported by EEDA.

EEDA has worked closely with GO-East on the Sustainable Food and Farming Strategy regional implementation plan and on the development of the Food and Drink industry strategy. The two strategies cover similar priorities and it is therefore proposed to move to a single integrated model of industrial consultation and public sector delivery co-ordination to rationalise the delivery of regional support for the sector.

The developing regional rural delivery framework, which will take these strategies into account, will underpin the priorities for regional activity over the next corporate plan period. EEDA’s responsibilities for activity relating to rural areas, and to the food and farming sectors will also increase during this period under the provisions of the Rural Strategy 2004. Furthermore, EEDA’s current lead role will support strategic influencing at national, as well as regional level in policy development which underpins sustainable and competitive industries.

<table>
<thead>
<tr>
<th>PSA target</th>
<th>EEDA’s contribution</th>
<th>Links to regional economic strategy goals and products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defra 5 - Deliver more customer focused, competitive and sustainable farming and food industries and to secure further progress via CAP and WTO negotiations in reducing CAP trade-distorting support [Defra Target]</td>
<td>EEDA’s main activities to deliver goal four include brownfield land action plans which aim to deliver and exceed the regional target of 60 per cent of all development on brownfield land, undertaking exemplar mixed use developments and housing demonstrators to innovate and raise design and environmental standard amongst the built environment industry and professionals we are working with. EEDA has a vital role as ODPM accountable body in delivering investment in the three Growth Areas that fall within or overlap the region. This programme of investment links with EEDA’s strategic role in supporting the development of the Growth Areas in a way that integrates them with the surrounding areas. More than three quarters of the land area of the East of England is designated as agricultural landscape, supporting a diverse farming industry. The regional economic strategy recognises the potential which the landscapes and environmental assets bring to the region’s economy, acting as a natural resource for food, farming, renewable energy and tourism. Furthermore, agriculture and food is identified as an important sector in the regional economic strategy and is the focus of specific business and skills support supported by EEDA. EEDA has worked closely with GO-East on the Sustainable Food and Farming Strategy regional implementation plan and on the development of the Food and Drink industry strategy. The two strategies cover similar priorities and it is therefore proposed to move to a single integrated model of industrial consultation and public sector delivery co-ordination to rationalise the delivery of regional support for the sector.</td>
<td>Goal 2 [Growing competitiveness, productivity and entrepreneurship] Goal 8 [An exemplar in the efficient use of resources] Rural</td>
</tr>
</tbody>
</table>
### PSA target | EEDA’s contribution | Links to regional economic strategy goals and products
--- | --- | ---

EEDA will establish a food and drink industry led forum to provide the industry voice to the RSCP in allocation of resources for business support and skills. EEDA and the forum will lead the integration of the current rural business support hubs into the RSCP model, developing an enhanced route for regional rural businesses, including farming (particularly in exploring opportunities and mitigating impacts of CAP reform) and food and drink businesses into the full range of business and skills support. Sector specific support will be enhanced or developed where the advantages of generic support are not appropriate or available. Barriers to growth for SME and micro businesses continue to require emphasis. In terms of international trade, EEDA will continue to build relationships with organisations such as the International Agricultural Technology Centre and others, and to work with the UKTI food sector champion and food cluster groups in the region to promote regional food products.

EEDA is supporting a major marketing and PR campaign for the food sector. As well as working through sponsorship of events concentrating on consumer focused themes such as the East of England Food Industry Conference, EEDA will be working with regional partners on provision of educational material to consumers, in supporting activity linking health, diet and regional and local food both from the consumer focused end, and also in working with organisations (for example EFPF) through the whole supply chain process. EEDA will continue to work with public and private sector bodies in developing and enhancing the potential for regional and local food procurement into the retail multiple, catering and hospitality sectors.

EEDA will be working to promote best environmental practice in the farming and food industries through encouraging improvement in environmental skills in the industry, promoting resource efficiency, and sustainable management. EEDA is keen to explore further opportunities for environmental and food tourism in the land-based sectors, and in working closely with the Confederation of the Integrated Agency and others in maximising EU funding leverage and developing and supporting simplified and integrated rural development programmes which underpin all three pillars of sustainable development.
EEDA is particularly keen to optimise the potential of the farming industry to contribute to growth in the renewables sector. EEDA will continue to promote and support improved technology transfer and through working with R&D centres and businesses.

EEDA’s Investing in Communities programme will underpin the support for addressing regeneration in communities within the region and particularly in addressing disadvantages and deprivation in those communities. Through a masterplanning process, EEDA will be working to ensure that market towns and their hinterlands are integrated into this process and linked to specific activity such as the promotion of farmers markets and local and regional food supply.

The voluntary and community sector have a number of roles within EEDA’s operations. Through their representative and membership bodies such as COVER they are a member of the EEDA’s main strategy committee which steer and approve the direction of the regional economic strategy and the corporate plan. At a sub-regional level they are key strategic partners and one of the core roles for EEDA’s sub regional economic partnerships is to consult with and ensure buy in from the voluntary and community sector in determining its priorities. Additionally the voluntary and community sector and social enterprises are supported through EEDA programmes.

Under goal two EEDA will also support a number of programmes designed to facilitate targeting of specific communities or groups of business, such as social enterprises and voluntary and community ventures.

Under goal four Inspire East will take forward the Egan Review recommendations for the core and associate occupations, bringing forward partnership working with the construction industry, CABE, local authorities, the community and voluntary sector.

Under goal five the focus of regional activity in the first three years of the Investing in Communities programme there will be a specifically targeted voluntary and community sector strategy that will complement the existing work already developed for the regional social enterprises that face similar issues.
A stronger and more enterprise focused voluntary and community sector contributing to a vibrant and inclusive economy is key to the delivery of Investing in Communities. The ChangeUP programme that EEDA is delivering will support the achievement of this.

Regional programmes under Investing in Communities for research and intelligence in community and voluntary sector and social enterprises will be addresses first alongside migrant and traveller issues.
### Appendix II: Outputs

<table>
<thead>
<tr>
<th>No</th>
<th>Output</th>
<th>2005/6</th>
<th></th>
<th>2006/7</th>
<th></th>
<th>2007/8</th>
<th></th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>low</td>
<td>mid</td>
<td>high</td>
<td>low</td>
<td>mid</td>
<td>high</td>
<td>%</td>
</tr>
<tr>
<td>1</td>
<td>Job creation - number of jobs created or safeguarded</td>
<td>3400</td>
<td>4000</td>
<td>4600</td>
<td>3485</td>
<td>4100</td>
<td>4715</td>
<td>3570</td>
</tr>
<tr>
<td>2</td>
<td>Employment support - number of people assisted to get a job</td>
<td>900</td>
<td>1200</td>
<td>1500</td>
<td>923</td>
<td>1230</td>
<td>1538</td>
<td>945</td>
</tr>
<tr>
<td>3</td>
<td>Business creation - number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region</td>
<td>1336</td>
<td>1670</td>
<td>2004</td>
<td>1368</td>
<td>1710</td>
<td>2052</td>
<td>1404</td>
</tr>
<tr>
<td>4</td>
<td>Business support - number of businesses assisted to improve their performance</td>
<td>2960</td>
<td>3700</td>
<td>4440</td>
<td>3032</td>
<td>3790</td>
<td>4548</td>
<td>3112</td>
</tr>
<tr>
<td>4a</td>
<td>Business support - number of businesses within the region engaged in new collaborations with the UK knowledge base</td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>154</td>
<td>205</td>
<td>256</td>
<td>158</td>
</tr>
<tr>
<td>5</td>
<td>Regeneration - public and private regeneration infrastructure investment levered (£m)</td>
<td>60</td>
<td>80</td>
<td>100</td>
<td>62</td>
<td>82</td>
<td>103</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>Regeneration - public and private regeneration infrastructure investment levered (private %)</td>
<td>33</td>
<td>44</td>
<td>55</td>
<td>33</td>
<td>44</td>
<td>55</td>
<td>33</td>
</tr>
<tr>
<td>5a</td>
<td>Regeneration - brownfield land reclaimed (Hectares)</td>
<td>27</td>
<td>36</td>
<td>45</td>
<td>28</td>
<td>37</td>
<td>46</td>
<td>29</td>
</tr>
<tr>
<td>6</td>
<td>Skills - number of people assisted in their skills development as a result of RDA programmes</td>
<td>12,000</td>
<td>15,000</td>
<td>18,000</td>
<td>12,300</td>
<td>15,375</td>
<td>18,450</td>
<td>12,608</td>
</tr>
<tr>
<td>6a</td>
<td>Skills - number of adults gaining basic skills as part of the Skills for Life Strategy that count towards the skills PSA target</td>
<td>338</td>
<td>450</td>
<td>563</td>
<td>345</td>
<td>460</td>
<td>575</td>
<td>356</td>
</tr>
<tr>
<td>6b</td>
<td>Skills - number of adults in the workforce who lack a full Level 2 or equivalent qualification who are supported in achieving at least a full Level 2 qualification or equivalent</td>
<td>420</td>
<td>560</td>
<td>700</td>
<td>431</td>
<td>575</td>
<td>719</td>
<td>443</td>
</tr>
</tbody>
</table>
The definition of new businesses created had not been agreed at the time of writing, so the figures shown are for the number of businesses created and sustained for at least 12 months. This is the same as the previous Tier 3 output for businesses created. It is intended, unless agreed otherwise by all the RDAs, that growth will be measured between 12 months and 24 months on the basis of employees employed by each business, and reported on at the end of the 24 month period.

### Business Link Targets

<table>
<thead>
<tr>
<th>Regional targets 2005/6-2007/8</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction</td>
<td>91%</td>
<td>91.50%</td>
<td>92%</td>
</tr>
<tr>
<td>Total number of customers</td>
<td>62,387</td>
<td>65,507</td>
<td>68,782</td>
</tr>
<tr>
<td>Hybrid penetration</td>
<td>29.5%</td>
<td>31.0%</td>
<td>32.5%</td>
</tr>
<tr>
<td>Total number intensive assist</td>
<td>3432</td>
<td>3518</td>
<td>3606</td>
</tr>
<tr>
<td>Penetration intensive assist</td>
<td>1.62%</td>
<td>1.66%</td>
<td>1.71%</td>
</tr>
</tbody>
</table>

**Notes**

Hybrid penetration % is based on SBS 04/05 business stock data.

Regional targets are based on sub-regional targets weighted for proportion of business stock per sub-region.
## Appendix III: Balanced scorecard

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Goal</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td>To achieve output indicator targets in line with the RDA Tasking Framework. Achievement of each output indicator within its stated range</td>
<td>To achieve output indicator targets in line with the RDA Tasking Framework. Achievement of each output indicator within its stated range</td>
</tr>
<tr>
<td></td>
<td>To progress against the priorities of the regional economic strategy</td>
<td>Achievement of milestones relating to the delivery of each of the four key products</td>
</tr>
<tr>
<td><strong>Internal processes</strong></td>
<td>To improve the quality of project appraisals</td>
<td>Successful implementation of action points arising from EEDA’s project appraisal review</td>
</tr>
<tr>
<td></td>
<td>To improve output forecasting</td>
<td>Variance between actual and forecast outputs for the last quarter as percentage of the forecast</td>
</tr>
<tr>
<td></td>
<td>To establish effective cross-directorate communication</td>
<td>Percentage increase/decrease in staff who consider cross-directorate communication to be effective</td>
</tr>
<tr>
<td></td>
<td>To improve EEDA’s project management capability</td>
<td>Percentage of EEDA-managed projects delivered within planned timescales.Percentage of externally managed projects which EEDA funds delivered within timescales agreed in offer letter</td>
</tr>
<tr>
<td></td>
<td>To improve customer relationship management and knowledge sharing</td>
<td>Increase/decrease in staff using CRM and PMS systems</td>
</tr>
<tr>
<td><strong>Learning and growth</strong></td>
<td>To continuously improve</td>
<td>To achieve an EFQM score of 400 by 2006</td>
</tr>
<tr>
<td></td>
<td>To encourage EEDA staff to continuously learn and develop</td>
<td>IIP re-accreditation&lt;br&gt; Increase/decrease in percentage of staff who are satisfied with the level of training provided by EEDA</td>
</tr>
<tr>
<td></td>
<td>To refocus the organisation to achieve a new model of delivery</td>
<td>Achievement of the Leadership and Organisational Development Programme milestones</td>
</tr>
<tr>
<td><strong>Stakeholder</strong></td>
<td>To demonstrate success in line with the RDA performance monitoring and reporting framework</td>
<td>To improve the annual GO-East assessment in each of the three categories</td>
</tr>
<tr>
<td></td>
<td>To ensure staff commitment</td>
<td>Increase/decrease in staff satisfaction</td>
</tr>
<tr>
<td></td>
<td>To improve customer satisfaction</td>
<td>Increase/decrease in customer satisfaction for each type of customer</td>
</tr>
<tr>
<td></td>
<td>To pay all undisputed grant claims promptly</td>
<td>Number of grant claims paid within target period</td>
</tr>
<tr>
<td></td>
<td>To improve customer experience of contacting EEDA</td>
<td>Achievement against each of the Service First Standards</td>
</tr>
</tbody>
</table>

14 The current balanced scorecard is based on EEDA’s activities over the 2004-05 period, and will be updated to take into account EEDA’s activities identified in this corporate plan
### Appendix IV: How performance will be measured against each goal - a framework for reporting

<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategic Added Value</th>
<th>Measure</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Goals</td>
<td><strong>Advocate</strong>&lt;br&gt;The East of England priorities under each goal are understood and the region’s strengths are effectively communicated by key stakeholders regionally, nationally and internationally</td>
<td><strong>Employment Support</strong>&lt;br&gt;number of people assisted to get a job</td>
<td>• All outputs disaggregated for urban and rural areas&lt;br&gt;• All outputs disaggregated for disadvantaged areas&lt;br&gt;• Employment Rate&lt;br&gt;• Household Income&lt;br&gt;• Work place based GVA per head&lt;br&gt;• GVA per hour worked</td>
</tr>
<tr>
<td>Goal 1 Skills</td>
<td><strong>Strategic navigator</strong>&lt;br&gt;A suite of strategies relevant to each goal exist and are agreed by the main stakeholders</td>
<td><strong>Skills</strong>&lt;br&gt;number of people assisted in their skills development as a result of RDA programmes</td>
<td>Adults with Basic Skills&lt;br&gt;• Adults in the workforce with qualifications at Level 2 or above Adults in the workforce with qualifications at Level 3 or above&lt;br&gt;• Amount of i) public and ii) private investment in workforce development&lt;br&gt;Participation of 18-30 year olds in Higher Education&lt;br&gt;• Skills in rural areas - Number of adults living in rural areas who have basic skills</td>
</tr>
<tr>
<td>Goal 2 Enterprise</td>
<td><strong>Convenor or Facilitator</strong>&lt;br&gt;A set of functioning regional governance structures with accompanying sub regional delivery partnerships overseeing delivery of shared regional priorities</td>
<td><strong>Skills</strong>&lt;br&gt;• number of adults in the workforce who lack a full Level 2 or equivalent qualification who are supported in achieving at least a full Level 2 qualification or equivalent&lt;br&gt;<strong>Job Creation</strong>&lt;br&gt;number of jobs created or safeguarded</td>
<td>Productivity of small sites&lt;br&gt;• Proportion of people considering going into business&lt;br&gt;• Self employment rates in deprived wards&lt;br&gt;• Number of successful new exporters and firms successfully into new markets&lt;br&gt;FDI: Number of involved inward investment ‘successes’ which are knowledge-driven&lt;br&gt;• Employment in knowledge intensive industries&lt;br&gt;• Tourism Jobs or Income&lt;br&gt;• Earnings per head for economically active or available working age population at local authority district level (includes sub indicators on employment rates and average earnings)</td>
</tr>
<tr>
<td>Goals</td>
<td>Strategic Added Value</td>
<td>Measure</td>
<td>Outcome indicators</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------</td>
<td>---------</td>
<td>--------------------</td>
</tr>
</tbody>
</table>
| Goal 3 Innovation | Expert or Advisor: The deployment and strengthening of the evidence base for regional policy making, and identification and successful delivery of a number of solutions to large scale regional problems | Business Creation - number of new businesses created and demonstrating growth after 12 months and businesses attracted to the region | • Business expenditure on R&D (BERD) as % of GVA  
• % of businesses having introduced new products, services and processes  
• HE-Business interaction: University income from collaborative research and IP  
• No. of innovation-active businesses  
• Value of investments resulting from RDA activity |
| Goal 4 Places | Innovator: The identification and implementation of learning from experimental and pilot projects | Business Support - number of businesses assisted to improve their performance | • Number of LAs where a basket of house price comparison measures is substantially lower than equivalent national house price figures  
• The ratio of lower quartile house prices to lower quartile earnings in the regions characterized by high demand |
| Goal 5 Social Inclusion | Commissioner: Simplified and customer focused delivery through large scale programmes | Business Support - number of businesses within the region engaged in new collaborations with the UK knowledge base | • Number of businesses measured by LFS measure of self-employment  
• Employment rates in deprived areas and amongst disadvantaged groups  
• Benefit claimant rates  
• Employment in selected target groups:  
  • Women  
  • Lone parents  
  • People from an ethnic minority background  
  • People over 50  
  • People with low skills  
• Worklessness: people without work at local level |
| Goal 6 Transport and Gateways | Delivery Manager: The extent to which EEDA intervenes in activities that contribute to multiple goal that deliver against national and regional priorities which deliver impacts and multiplier effects in addition to the direct outputs delivered | Regeneration - public and private regeneration infrastructure investment levered (£m) | • Distance travelled per person per year by mode of transport |
| Goal 7 Information Society | | Regeneration - public and private regeneration infrastructure investment levered (private %) | • CO2 emissions  
• Sustainable Consumption & Production (SCP)/decoupling indicators |
| Goal 8 Resource efficiency | | Regeneration - brownfield land reclaimed (hectares) | |
Appendix V: List of supporting research and strategies

<table>
<thead>
<tr>
<th>Regional economic strategy goals</th>
<th>Underpinning strategies and research</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>• Cultural strategy, Living East, 2000</td>
</tr>
<tr>
<td></td>
<td>• Framework for regional employment and skills action (FRESA), EEDA, 2003</td>
</tr>
<tr>
<td></td>
<td>• Integrated regional strategy, EERA, expected 2005</td>
</tr>
<tr>
<td></td>
<td>• International business strategy, UKTI &amp; EEDA, 2004</td>
</tr>
<tr>
<td></td>
<td>• Social strategy, EERA, 2004</td>
</tr>
<tr>
<td></td>
<td>• Aspects of Social Exclusion in the East of England, OSEP, May 2003</td>
</tr>
<tr>
<td></td>
<td>• Business-led regeneration of deprived areas: review of evidence base, Centre for Enterprise and Economic Development Research for the Neighbourhood Renewal Unit, 2003</td>
</tr>
<tr>
<td></td>
<td>• Creative industries mapping study, DTZ, Pieda and City University, November 2002</td>
</tr>
<tr>
<td></td>
<td>• Ethnic minorities and the labour market PIU interim analytical report, Cabinet Office PIU, October 2001</td>
</tr>
<tr>
<td></td>
<td>• Labour market analysis for the East of England: FRESA supporting study, EKOS Consultants for EEDA, November 2002</td>
</tr>
<tr>
<td></td>
<td>• Making a living in the community: mapping the social economy in the Eastern Region, The Guild, 2002</td>
</tr>
<tr>
<td></td>
<td>• Multiple disadvantage in employment, Institute for Economic and Social Research at the University of Essex for EEDA, May 2003</td>
</tr>
<tr>
<td></td>
<td>• Overview of skills development opportunities and training needs within the community and voluntary sector in the East of England, COVER, August 2002</td>
</tr>
<tr>
<td>Regional economic strategy goals</td>
<td>Underpinning strategies and research</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------------------</td>
</tr>
</tbody>
</table>
| 2                                | • Cultural strategy, Living East, 2000  
• Food and drink strategy, EEDA, expected 2005  
• Food and farming strategy - East of England action plan, GO-East & EEDA, 2003  
• Framework for regional employment and skills action, EEDA, 2003  
• International business strategy, UKTI & EEDA, 2004  
• Social strategy, EERA, 2004  
• Sustainable tourism strategy, East of England Tourist Board, 2004  
• Integrated regional strategy, EERA, expected 2005  
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<th>Underpinning strategies and research</th>
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<tr>
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Glossary

CAP       Common Agricultural Policy
DCMS      Department of Culture, Media and Sport
Defra     Department for Environment, Food and Rural Affairs
DTI       Department of Trade and Industry
DWP       Department for Work and Pensions
EEDA      East of England Development Agency
EERA      East of England Regional Assembly
GO-East   Government Office for the East of England
HMT       Her Majesty’s Treasury
HO        Home Office
LLP       Lifelong Learning Partnership
LSC       Learning and Skills Council
MRDP      Modernising Rural Delivery Programme
ODPM      Office of the Deputy Prime Minister
PSA       Public Service Agreement
RDA       regional development agency
RSCP      Regional Skills and Competitiveness Partnership
SBS       Small Business Service
S&IC      Science and Industry Council
SC&IB     Sustainable Communities and Infrastructure Board
UDC       Urban Development Corporation
URC       Urban Regeneration Company
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