DELIVERY FRAMEWORK 2006 – 2009

REGIONAL ECONOMIC STRATEGY
FOR SOUTH WEST ENGLAND

CONTENTS

The Regional Economic Strategy consists of the STRATEGY document and DELIVERY FRAMEWORK.

These are supported by six documents that provide further detail or background information: EVIDENCE BASE, SPATIAL IMPLICATIONS, STRATEGIC CONTEXT, REVIEW OF RES DELIVERY, CONSULTATION SUMMARY and REFERENCE GUIDE. These are all available from the South West RDA website on www.southwestrda.org.uk/res2006

INTRODUCTION

PURPOSE

The purpose of the Delivery Framework is to enable the region to actively manage the delivery of the South West Regional Economic Strategy (RES).

Vision

The RES sets out the following vision:

'South West England will have an economy where the aspirations and skills of our people combine with the quality of our physical and cultural environment to provide a high quality of life and sustainable prosperity for everyone.'

Statement of Intent

The vision is underpinned by a clear statement of intent:

'South West England will demonstrate that economic growth can be secured within environmental limits to bring prosperity to the region.'

Strategic Objectives

The vision will be delivered by three strategic objectives:

■ successful and competitive businesses

■ strong and inclusive communities

■ an effective and confident region

THE DELIVERY FRAMEWORK

■ summarises confirmed activity to deliver the RES

■ highlights proposals for additional activity

■ sets out how progress to deliver activities will be measured

■ identifies lead organisations who are either directly responsible for the delivery of activity, or for reporting on the progress of a range of partners to deliver an activity

Scope of the Framework

The RES is a regional document, bridging the gap between national policy and sub-regional delivery of economic development activity. It reflects regionally agreed policies for economic development in the South West and, as such, identifies priorities for activity which will have the greatest impact on achieving the three objectives across the region as a whole. The Framework includes many activities which are most appropriately delivered through sub-regional and local mechanisms, complementing and strengthening area specific priorities (illustrated in Figure 1, p 4).

The Framework generally identifies activities at a headline level only. The detail on how these activities will be delivered is articulated through specific regional strategies and plans (e.g. the South West Skills Strategy or the Regional International Trade Strategy), and through delivery organisations' business planning processes. Links to relevant documents are made through the framework.

The Framework sets out confirmed and proposed activity for the period 2006 – 2009. It will be updated during this time (see p 4 'Moving Forward: Monitoring Progress') and then fully revised as part of the 2009 review of the strategy.

Structure

The Framework provides a programme of activity under each of the 11 regional priorities identified in the strategy.

For each priority, the plan includes the following information:

Introduction
A summary of the current regional position and context for delivery in that priority; information on headline success measures and relevant strategies; and detail on partners who will contribute to delivery.

Confirmed activity
Activities underway or planned with identifiable delivery partners and measures of progress.

Proposed activity
In some areas, the review process identified activities that are important to the successful implementation of the RES, but where delivery mechanisms and resources are still to be identified. The South West RDA will work with appropriate partners to consider the best way to bring these activities forward.

Cross cutting themes
At the end of each priority, the Framework uses examples to outline how the three economic drivers identified in the RES can shape activity, and how the priority can contribute to sustainable development (including diversity and equalities) and to the successful delivery of the Integrated Regional Strategy, 'Just Connect'.

To avoid unnecessary duplication, links between activities under different priorities are identified in the text by the following symbol: ➤

MOVING FORWARD: MONITORING PROGRESS

The Framework provides the basis for assessing progress in implementing the RES. The South West RDA will review progress against identified measures on an annual basis, publishing reports in April 2007 and April 2008.

The Agency will work with partners to ensure that the Framework remains a dynamic and relevant document which reflects progress to date and responds to new circumstances and challenges. New activities will be added where there is a clearly identified need, whilst existing activities may be removed where they have been achieved or are no longer appropriate. Measures of progress will also be developed and updated to ensure these are as robust as possible. Updates to the Framework will be published on the South West RDA website.

DEVELOPMENT OF THE FRAMEWORK

The Framework has been developed alongside the review of the overall strategy. This has been a four stage process which started in May 2005 and will be completed with the publication of the Strategy, Delivery Framework and supporting documents. The main stages of the process were:

- preparing and agreeing the evidence base
- consulting on key issues
- preparing and consulting on the draft Strategy and Delivery Framework
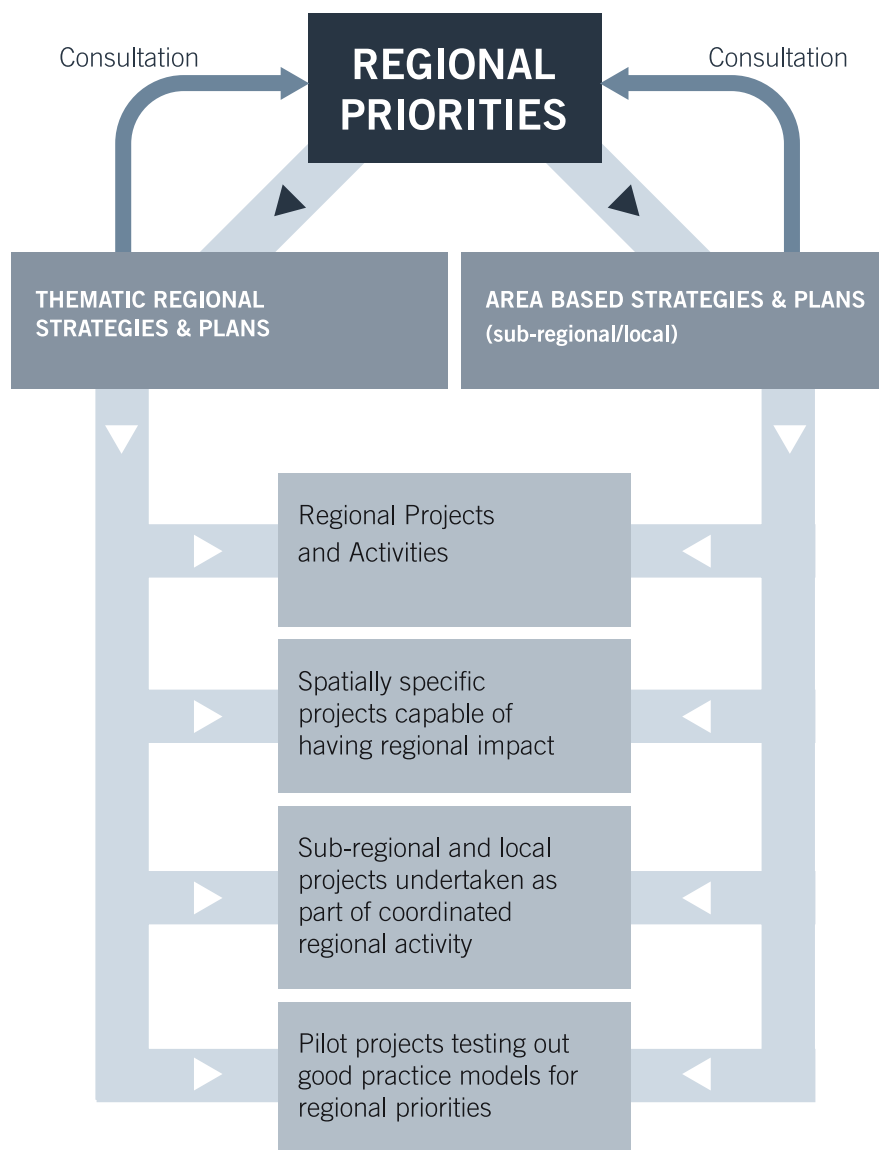- developing and publishing the final Strategy and Delivery Framework

Figure 1: RES delivery

SO1: SUCCESSFUL AND COMPETITIVE BUSINESSES

1A Support Business Productivity

1A.1   Enhance business support for Small and Medium Sized Enterprises (SMEs)

1A.2   Improve access to finance

1A.3   Develop specialist support for high growth businesses

1A.4   Ensure rural access to business support services

1A.5   Support resource efficiency in business

1A.6   Promote regional sourcing and the development of supply chains

1A.7   Deliver sustainable sites and premises for business growth

1A.8   Implement the Strategy for Sustainable Farming and Food (SSFF)

1B Encourage New Enterprise

1B.1   Develop a culture of enterprise

1B.2   Promote and encourage the creation of new enterprises

1B.3   Support new social and community enterprises

1B.4   Promote enterprise in disadvantaged areas

1B.5   Promote enterprise in rural areas

1B.6   Encourage wider participation in enterprise

1C Deliver Skills for the Economy

1C.1   Encourage an efficient and adaptable labour market

1C.2   Develop workplace skills and training

1C.3   Inspire people to improve their employability skills

1C.4   Ensure high quality and flexible training provision

1D Compete in the Global Economy

1D.1   Encourage and support regional businesses to trade internationally

1D.2   Attract and retain domestic and foreign direct investment

1E Promote Innovation

1E.1   Develop a culture of innovation in the region

1E.2   Increase the contribution that science and technology can make to the regional economy

1E.3   Encourage collaboration between businesses and the region's knowledge base

1E.4   Maximise the take-up and exploitation of ICT for business

REGIONAL PRIORITY 1A: SUPPORT BUSINESS PRODUCTIVITY

Current position

In 2004, the region's productivity rate (GVA) was £15,611 per capita, ranking 4th of the English regions. Research on the region's productivity 'gap' highlighted a number of important factors that influence the productivity of businesses in the region, with factors such as skills, investment, innovation, and international trade playing a key role in determining competitiveness.

Although a wide range of services exist to assist enterprises to address these issues, national and regional research has highlighted a number of gaps and weaknesses in current provision, which has steered the development of activity under this priority.

For further detail see the Evidence Base Annex (pp 10-13 & 19-21), and the Strategy document (p 23).

Regional context for delivery

The Business Link network, responsibility for which now lies with the South West RDA, will be the primary entry point for publicly supported business advice. In future, the role of the network will focus on an information, diagnostics and brokerage (IDB) service, signposting the region's enterprises to the most appropriate source of support to address their needs.

In addition to the generic service provided by the Business Link network, there are a number of specific areas where other organisations will deliver targeted activity to address identified market failures. These include improving access to certain types of business finance, increasing provision of advice on resource efficiency, supporting high growth businesses,

encouraging regional sourcing, and making sure there is an appropriate supply of employment land for the region's businesses. Some of this activity will be targeted at key regional industries – including manufacturing, food and farming, and the identified key sectors. Given the geography of the region, an additional focus for activity is to ensure that rural enterprises are able to access a full range of support services.

Headline success measures

Successful delivery of this priority will result in:

- increased business productivity
- increased business resource efficiency
- improved performance of business support organisations

Delivery partners contributing to this priority include:

ACAS
BREW partners incl. Carbon Trust, Envision, Envolve
Business Links
Business representative organisations
Business finance providers
Business support providers
Chamber of Rural Enterprise (CORE)
Environment Agency (EA)
Government Office South West (GOSW)
Local Authorities
Manufacturing Advisory Service (MAS)
Regional Infrastructure for Social Enterprise (RISE)
Sector bodies
South West RDA
Sub-regional Economic Partnerships (SRPs)
Sustainability South West (SSW)
SW Angels Network
Trade Unions
UK Trade and Investment (UKTI)

This list is not intended to be exhaustive – other partners will also support delivery

Key Supporting Documents:

Regional Strategy for Enterprise
South West England International Trade Strategy
Finance for Business Strategy
Just Connect
Regional Spatial Strategy
Sub-regional work-space strategies
Strategy for Sustainable Farming and Food
Sector development strategies

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 1A: SUPPORT BUSINESS PRODUCTIVITY

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1A.1 Enhance business support for Small and Medium Sized Enterprises (SMEs)	**Confirmed Activity** Successful transition of the Business Link network to an Information, Diagnosis and Brokerage (IDB) service as the primary gateway for all SME support	Business Links; South West RDA	The IDB model becomes fully operational in the region during 2006
	Transform wider business support infrastructure through: • better alignment of public funding where support is required • rationalisation of delivery mechanisms to reduce confusion in the marketplace leading to greater engagement with private sector providers, intermediaries and SMEs	Business Links; South West RDA; Business support providers	Improved business perception/ approval rating of support services
	Ensure that the IDB service is developed with full compatibility with *'Train to Gain'* (the workforce skills gateway) ➤ **1C.2**	Business Links; LSCs; South West RDA	Compatibility arrangements for IDB and 'Train to Gain' systems established
	Enhance opportunities for business to business networking (e.g. Sector and industry groups; Beacon companies network)	South West RDA; Sector groups; SRPs;	Increase in number of companies participating in supported networks
	Encourage productive workplaces through services to support effective employee relations	ACAS/TUC	Establishment of a South West Employment Relations Forum
	Proposed Activity Develop approaches to encourage increased levels of business investment		

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1A.2 **Improve access to finance**	**Confirmed Activity** Promote and support venture capital funds, including: • South West Ventures Fund • Finance Cornwall • Finance South West	Venture Capital Funds; South West RDA;	Number of successful applications to identified funds
	Promote and support other regional initiatives that address identified market failure in the provision of business finance, including: • 'Investment Readiness' • South West Angels and Investors Network • DTI Grant for R&D • SFI • Enterprise Capital Funds	Business Links	Increase in number of businesses receiving support who successfully acquire finance
	Deliver a regional Community Development Finance Initiative (CDFI) network to support access to finance in disadvantaged areas ➤ **2A.1**	South West RDA; CDFIs	Development of a regional CDFI model that maximises access to finance in disadvantaged areas
	Deliver and develop finance initiatives for community and social enterprises (e.g. South West Investment Group; Women in Business Fund; CEED)	Business support providers; RISE; Business Links	Improved access to funding options for social enterprises
	Proposed Activity Expand provision of risk capital funding to meet gaps identified by research		

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1A.3 **Develop specialist support for high growth businesses**	**Confirmed Activity** Develop and deliver a coaching support programme for high growth businesses	South West RDA; Business Links	Programme launch by April '06, full roll out by April '07
	Develop and support peer to peer networks for high growth businesses, including the Beacon Companies initiative	South West RDA; Business Links	Number of companies participating indicated in supported networks
1A.4 **Ensure rural access to business support services**	**Confirmed Activity** Develop new and strengthen existing delivery channels to provide the Business Link IDB services to rural businesses	Business Links; Business support providers	Numbers of businesses in rural areas accessing IDB service
	Deliver the Rural Enterprise gateway	Business Links	Delivery of success measures for the Rural Enterprise Gateway
	Develop innovative ways to improve access to business support in rural areas	CORE; Business support providers; Business Links	Pilot and roll out of new approaches

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1A.5 **Support resource efficiency in business**	**Confirmed Activity** Deliver coordinated business advice on resource efficiency throughout the South West, through initiatives within the Business Resource Efficiency and Waste programme (BREW)	Business support providers; Carbon Trust; Envirowise; NISP; EnVision; EA	Businesses benefiting from advice show measurable improvements in resource efficiency
	Integrate basic resource efficiency information into all business support provision ➤ **3B.2**	Business support providers	Improvements to resource efficiency of the region's SMEs
	Proposed Activity Address remaining identified gaps in provision of business support for resource efficiency		
1A.6 **Promote regional sourcing and the development of supply chains**	**Confirmed Activity** Work with 'primes' in the region's key sectors to strengthen competitiveness in their regional supply chains	Sector groups; MAS; Private sector	Increased sourcing from regional companies by industry 'primes'
	Support SMEs to recognise and respond to competitive pressures in their supply chains through the Manufacturing Advisory Service and sector based initiatives	MAS; Sector groups; Business Links	Delivery of MAS and sector based targets for supply chain development
	Proposed Activity Develop proposals for a Regional Procurement Executive (RPE) to encourage public sector organisations to source competitively priced goods and services from regional companies Implement changes to public sector tendering requirements that encourage competitive bids from SMEs and social enterprises Establish regional sustainability criteria/guidelines for public sector procurement		

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1A.7 **Deliver sustainable sites and premises for business growth**	**Confirmed Activity** Deliver a suitable supply of employment land and business premises to meet the needs of new or growing businesses at the market rate	Private sector; Local Authorities; SWRA	Reduction in the percentage of businesses citing lack of suitable premises as barrier to growth
	Implement measures to address market failure in delivering sites and premises in a way that encourages the private sector back in to the market	South West RDA; Local Authorities; SRPs; Private sector	Implementation of initiatives identified in sub-regional workspace strategies
	Encourage greater flexibility in the planning system to increase supply of rural business premises at the market rate	Local Authorities	Increased availability of workspace in rural areas
	Develop regional strategic sites to help meet the region's employment and housing needs	South West RDA; Local Authorities; English Partnerships	Identified sites are developed in line with agreed priorities
	Promote better standards of construction by: • Making the case for, and encouraging the use of, sustainable construction techniques in the development of sites and premises • Championing the importance of high quality design ➤ **1E.4**	Future Foundations; creating:excellence	Increase in organisations signing up to Sustainable Construction Charter

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1A.8 **Implement the Strategy for Sustainable Farming and Food (SSFF)**	**Confirmed Activity** Implement agreed activity to address the economic priorities identified in the SSFF, including: • Improving efficiency and effectiveness of the food chain • Integrating activity to support environmental and economic objectives • Strengthening knowledge base to support business diversification ➤ **1A.6**	SWCORE; SW Food and Drink	Achievement of success measures set out in the SSFF
1A (All) **Sector activity**	**Confirmed Activity** Deliver additional targeted skills and business support in the identified priority sectors: • Advanced engineering; ICT; Marine; Food and drink; Tourism; Creative industries; Environmental technologies; Bio-Medical ➤ **1C.2**	South West RDA; Sector groups	
	• Health and Social Care; Retail; Construction; Engineering ➤ **1C.2**	LSCs	

REGIONAL PRIORITY 1A: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)
- diversity and equalities
- the three economic drivers identified in the RES – Skills, Innovation and the Environment
- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- business resource efficiency activity under this priority will help contribute to more sustainable patterns of production by the region's enterprises

Climate Change and Energy

- ensuring businesses are aware of both the challenges and opportunities of climate change in the region will ensure that the region is best placed to respond to these, and to contribute to wider national objectives around climate change

Protecting Natural Resources and Enhancing our Environment

- implementation of the Strategy for Sustainable Farming and Food will increase environmental stewardship schemes in the region and help support the sustainability of rural businesses

Sustainable Communities

- the promotion of community finance initiatives will support the development of social enterprises that can play an important role in addressing areas of market failure in local communities

Diversity and Equality

Whilst there is a clear moral obligation for economic development activity to support diversity and equality of opportunity, there is also a strong business case for doing so. Research has shown that the introduction of flexible/family friendly working arrangements can make an important contribution to competitiveness. Measures such as job-sharing, increased opportunity for part-time or term-time working, help with childcare, and arrangements for working from home have been shown to contribute to increases in productivity and quality performance, and to reduce labour turnover. The RES identifies a number of specific activites, including the promotion of effective employee relations, and flexible working arrangements, to support this.

Economic Drivers

Skills

- one of the critical determinants of business productivity is skills. The implementation of the new IDB service will help ensure that businesses are able to access appropriate training and information to enable them to develop more productive businesses

Innovation

- an important tool for innovation is ICT. The innovation driver can be applied by ensuring that all new sites and premises developed by the public sector have the highest levels of broadband width to enable tenant companies to exploit opportunities from increased use of ICT

Environment

- the environment increasingly drives business productivity, through new market opportunities, through the need to respond to higher costs associated with energy and waste, and through the impact of the environment in attracting and retaining new employees

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the Integrated Regional Strategy (IRS):

- *ensure natural resources are used much more sustainably, by using land wisely, minimising waste and increasing recycling, using renewables and promoting sustainable construction and good design.* This will be supported through activities on business resource efficiency and sustainable construction
- *ensure that the competitive position of the South West's economy is improved and that differences in economic performance in the region are addressed.* All activities under this theme focus on ensuring businesses are able to access the support they need to improve their competitiveness

REGIONAL PRIORITY 1B: ENCOURAGE NEW ENTERPRISE

Current position

The RES evidence base concluded that the South West is an entrepreneurial region, but that this tended to be concentrated by area and by sector, and that an element of the region's entrepreneurial activity was in response to lack of alternative employment opportunities. It highlighted the need for interventions to focus on creating an appropriate climate for individuals to develop new enterprises, and to ensure that support focuses on the process of business creation and growth.

For further detail see the Evidence Base Annex (pp 24-26), and the Strategy document (p 24).

Regional context for delivery

Enterprise, in the form of new small businesses or offshoots of existing activity, enhances productivity by increasing competitive pressures and more efficiently meeting existing, changing or emerging needs in the economy. Since the last version of the RES was published, the Regional Strategy for Enterprise has set out a programme of work to promote enterprise in the South West. This included activity to develop a culture of enterprise; to support new and high growth businesses; and to improve the provision of services to social enterprises. In addition, a number of new national programmes – including the Local Enterprise Grant Initiative (LEGI) and Enterprise Zones – provide further opportunities to promote and encourage enterprise across the region.

Developing a culture of enterprise requires input from many partners in the region. Positive perceptions of enterprise need to be developed at all stages of the education system, with schools, careers services, FE and HE all having a role to play. Promoting the South West – both internally and externally – as an entrepreneurial region will also help reinforce positive perceptions. Support for new enterprises is provided by a range of public, private and voluntary sector organisations. The new Business Link IDB service will provide a single gateway to the most appropriate support.

The consultation process has also reinforced the need for additional activity to support social enterprises, and to encourage enterprise in disadvantaged areas and amongst groups that have traditionally suffered disadvantage.

Headline success measures

Successful delivery of this priority will result in:

- increased number of people considering going into business

- improved start-up and survival rates

- increased levels of enterprise in disadvantaged communities

Delivery partners contributing to this priority include:

Beacons for Growth
Business Links
Business support providers
Careers Services
CORE
Further Education establishments (FEs)
Higher Education establishments (HEs)
Learning and Skills Councils (LSC)
Local Education Authorities (LEA)
Local Strategic Partnerships (LSPs)
MAS
Schools
South West RDA
SRPs
Rural Renaissance partnerships
RISE
UKTI

This list is not intended to be exhaustive – other partners will also support delivery

Key supporting documents:

Regional Strategy for Enterprise
South West England Innovation Strategy
Finance for Business Strategy
Just Connect
Local Enterprise Growth Initiative
The South West Skills Strategy and Action Plan (SWESA)
Social Enterprise: a strategy for success

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 1B: ENCOURAGE NEW ENTERPRISE

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1B.1 **Develop a culture** **of enterprise**	**Confirmed Activity** Deliver information and advice on enterprise as a career option for pupils at schools, colleges and universities	Schools; Connexions; Young Enterprise; RISE; HE; FE	Increase in number of school/college/ university leavers establishing their own businesses in the region
	Promote specific opportunities and initiatives that encourage new business development within colleges and universities, e.g. Young Enterprise Graduate Programme	HE; FE; Young Enterprise; Business Links; LSCs	Increased capacity in, and take up of, initiatives to encourage new business development in HE and FE
	Deliver enterprise education within the school curriculum at Key Stage 4	Schools	Implementation into national curriculum
	Encourage education-business partnerships as a means to promote enterprise	LSCs; South West RDA	Increase in number of schools in education-business partnerships
	Proposed Activity Market enterprise and entrepreneurship in the region through identification and promotion of the region's most successful entrepreneurs		

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1B.2 **Promote and encourage the creation of new enterprises**	**Confirmed Activity** Deliver the Business Link Information, Diagnosis and Brokerage (IDB) service as an effective gateway for individuals seeking advice on developing new enterprises	Business Links	The IDB service fully operational by April '06
	Identify opportunities for the region to support, and benefit from, national initiatives and pilots designed to encourage enterprise	South West RDA	Increased regional participation in national initiatives
	Develop and deliver a coaching support programme for high growth businesses ➤ **SO1A**	Business Links	Programme launch by April '06 Full roll out by April '07
	Deliver a suitable supply of employment land and business premises to meet the needs of new or growing businesses ➤ **SO1A**	Private sector; Local Authorities; SWRA	Reduction in the number of new businesses citing lack of suitable premises as barrier to growth
1B.3 **Support new social and community enterprises**	**Confirmed Activity** Develop a regional model for the delivery of social enterprise support in the South West	RISE	New model in place by March '07
	Encourage networks to support new social enterprises, including those developing from voluntary and community organisations	Social enterprise support agencies; RISE	Increase in number of social enterprises
	Develop accredited business support for social enterprises	Social enterprise support agencies; Business Links; RISE	Increased numbers of social enterprises advisors achieving SFEDI social enterprise standards

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
	Mainstream advice for social enterprises through the IDB and 'Train to Gain' systems	Business Links; LSCs; RISE	Increased numbers of social enterprises using Business Link IDB service
1B.4 **Promote enterprise in disadvantaged areas**	**Confirmed Activity** Deliver enterprise as the core element of successful area regeneration through Local Area Agreements	LSPs; Business support providers	Increase in business creation in deprived areas
	Implement national programmes to promote enterprise in identified disadvantaged areas including: • Local Enterprise Growth Initiative (LEGI) • Enterprise Areas	South West RDA; GOSW; LSPs	Increase in business creation in deprived areas
	Encourage social enterprise to address market failure in disadvantaged areas ➤ **2A.3** ➤ **2B.1,2**	RISE; South West RDA	Increase in number of social enterprises in disadvantaged areas
1B.5 **Promote enterprise in rural areas**	**Confirmed Activity** Improve access to support for new rural enterprises	Rural Enterprise Gateway; CORE; Business support providers	Increase in business creation and survival rates in rural areas
	Deliver targeted sector support for new enterprises to support diversification in rural areas	Business support providers; Sector bodies	Delivery of agreed sector programme outputs
1B.6 **Encourage wider participation in enterprise**	**Confirmed Activity** Implement the Strategic Framework for Women's Enterprise in the region	Business Links; South West RDA; Women in Enterprise	Framework influences new activity in business support organisations

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
	Promote development of black and minority ethnic (BME) owned new enterprises through tailored training and 'pathways' to mainstream support	Business support providers; South West RDA; Business Links	Increased number of new BME owned start-ups
	Promote development of new businesses by people with disabilities through tailored training and 'pathways' to mainstream support	Job Centre Plus; Business support providers; Business Links; South West RDA	Increased number of new business start-ups by people with disabilities
	Develop the regional PRIME initiative to support new business start-ups by helping people aged over 50 to set up in business	TAEN; South West RDA	Achievement of success measures for PRIME initiative
	Develop and implement programmes to assist young people to establish new enterprises, e.g. Princes Trust Business Start-Up support programmes and the Shell Livewire initiative	Business support providers; South West RDA	Increase in number of people aged 16 – 24 establishing new businesses

REGIONAL PRIORITY 1B: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)
- diversity and equalities
- the three economic drivers identified in the RES – Skills, Innovation and the Environment
- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- the RES encourages the mainstreaming of appropriate advice on resource efficiency in all business support, including that targeted to assist new enterprises. This will help to improve the sustainability of production

Climate Change and Energy; Protecting Natural Resources, and Enhancing our Environment

- there will be opportunities for new enterprises to address challenges arising from climate change, energy, and environmental protection

Sustainable Communities

- activity to support new business development in groups that have traditionally been disadvantaged will help contribute to sustainable communities

Diversity and Equality

If the region is to achieve a significant increase in the number of people establishing new businesses, it needs to ensure that all sections of society are provided with appropriate support to do so. There is evidence to show that some groups – including BME and women entrepreneurs – can find it harder to access traditional sources of support and finance. The RES therefore identifies targeted activity to address this.

Economic Drivers

Skills

- the skills driver shapes the delivery of this priority through, for example, working with schools, colleges and universities to deliver enterprise training to young people

Innovation

- developing a culture of enterprise in the region that encourages more people to create new businesses is a challenging task. In reality, many initiatives that have tried to do this in the past have been of limited success. If we are to influence a significant shift to an enterprise culture, we will need to consider new, innovative approaches that will do this. Some of the programmes to support enterprise in disadvantaged groups are recognised as being innovative, and the delivery of activity under this theme should learn from their experience

Environment

- environmental technologies are predicted to be one of the fastest growing global industries over the next 20 years. The environment will therefore be a significant driver of opportunities for new enterprises in the region

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

- *ensure that the competitive position of the South West's economy is improved and that differences in economic performance in the region are addressed.* The development of new enterprise is an important component of a successful economy. Activity under this theme also identifies the need for support in specific areas and communities to help address differences in economic performance

REGIONAL PRIORITY 1C: DELIVER SKILLS FOR THE ECONOMY

Current position

SW employment and unemployment rates are amongst the "best" in the country. The juxtaposition of relatively high employment and low productivity appears to confirm the picture painted by recent research – that the South West exhibits high labour utilisation in quantitative terms but is not utilising its skills to best effect. There are important shortages in intermediate skills but addressing inadequate basic skills and boosting the highest skills are the main priorities for policy intervention.

For further detail see the Evidence Base Annex (pp 21-23), and the Strategy document (pp 24-25).

Regional context for delivery

Activity to 'deliver skills for the economy' is primarily steered and delivered by the organisations that make up the South West Regional Skills Partnership (formally the SWESA). This provides the framework for post-16 skills and training activity in the region. It has a clear focus on matching demand and supply to support a more efficient and effective labour market, steered by the development of sector skills agreements.

Access to skills and training by businesses will be delivered through the new 'Train to Gain' brokerage network. This will signpost businesses to appropriate skills providers to meet their needs, and will complement the Business Link IDB service.

Activities and progress measures under this priority have been agreed by the Regional Skills Partnership Board and are included in the draft South West Skills Strategy.

Headline success measures

Successful delivery of this priority will result in:

- reduced number of adults in the workforce lacking NVQ2 or equivalent qualifications

- increased proportion of young people achieving NVQ level 3

- increased levels of participation in higher education

Delivery partners contributing to this priority include:

Association of Colleges
Business Representative organisations
Careers Services/Connexions
Chambers of Commerce
Further Education Institutions
Grad SW
HERDA SW
Higher Education Institutions
Job Centre Plus
Learning and Skills Development Agency
Learning and Skills Councils
Local Education Authorities
Sector groups
Sector Skills Councils
Skills for Business Network
South West Observatory
South West Regional Skills Partnership (SW RSP)
SW Skills for Life Unit
South West TUC/Trade Unions
UFI
UKTI

This list is not intended to be exhaustive – other partners will also support delivery.

Key supporting documents include:

Just Connect
Sector Skills action plans
The South West Skills Strategy and Action Plan
White paper: 'Skills – Getting on in business, getting on at work'
White Paper: 'The Future of Higher Education'

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 1C: DELIVER SKILLS FOR THE ECONOMY

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1C.1 Encourage an efficient and adaptable labour market	**Confirmed activity** Identify and deliver the elements of Sector Skills Agreements that are relevant to the South West	SW RSP; LSC	Sector Skills agreements that support SWESA priorities implemented
	Deliver appropriate generic skills development within sector focused programmes (e.g. CONSTRUCTIVE series of projects)	LSCs; Sector Skills Councils; South West RDA	Decrease in proportion of employers in key sectors reporting skills shortages
	Improve efficiency of graduate labour market: • Support Higher Education Institutions in developing understanding of labour market graduate needs. • Increase the number of graduates employed at graduate level in the South West ➤ **1E.3**	HERDA SW	Increased proportion of graduate level jobs in the South West to reflect skills of the population
	Identify and provide coordinated responses to emerging skills gaps and shortages through the provision of appropriate FE, HE and private courses	SW RSP; Private sector providers	Reduction of identified skills shortages in sector skills agreement
	Raise demand for, and take up of, higher level skills training (NVQ Level 3 and above)	LSCs; South West RDA	Increase the number of individuals participating in Level 3 and above training; increase in levels of employer investment
	Implement agreed procedures to deal with labour market emergencies	Job Centre Plus	Procedures delivered in line with agreed plans
	Develop and deliver appropriate sustainable development modules within vocational and academic courses	LSCs	Increase in number of training and education organisations adopting sustainable development modules

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1C.2 **Develop workplace skills and training**	**Confirmed activity** Develop an integrated brokerage system ('Train to Gain') for employers which offers skills advice and training	LSC	Successful delivery of 'Train to Gain' system
	Ensure 'Train to Gain' system links seamlessly with the Business Links IDB service ➤ **1A.1**	LSC; South West RDA	Procedures in place to ensure complementarity
	Implement the 'Skills for Life' (SfL) workplace strategy	LSC	Increase numbers of employers gaining recognised SfL positive outcomes
	Raise demand for leadership and management skills	LSC; South West RDA	Increase number of organisations participating in leadership and management training
	Enhance the provision and take up of CPD (continuing professional development) by organisations and individuals	Sector Skills Councils; Employer organisations	Increase in CPD participation and number of organisations with a CPD plan
	Deliver additional apprenticeship schemes that address regional needs	LSCs; Sector Skills Councils; National Sector Skills Academies	Increase number of employers participating in apprenticeships in key sectors and increase in completion rates
	Match demand and supply for workforce skills: • Employer needs are expressed clearly and directly to providers • Training is delivered following a 'right time and right place' philosophy	SW RSP	Increase employer satisfaction with provision of skills training
	Encourage adoption of the Investors in People standard by employers	LSCs	Number of employers with IPS status

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1C.3 **Inspire people to improve their employability skills**	**Confirmed activity** Deliver Skills for Life Programmes to improve levels of literacy, language and numeracy ➤ **2A.1**	LSC	Increase number of qualified tutors to meet need
	Support schools and education authorities to improve basic skills and employability for school leavers	LSC; GOSW	Reduction in number of school leavers without Maths and English GCSE (grade C or above) as part of 5+ GCSEs at grade C or above
	Increase opportunities for employers to engage in collaborative activity with education	LSC; South West RDA; LEAs	Increase numbers of employers engaged in education – business activity
	Deliver IAG (information, advice and guidance) services to provide advice on routes to, and progression within, employment and learning, including vocational routes	Connexions; Next Steps; LEAs	Increase in number of young people choosing vocational routes into employment
	Proposed activity Deliver improved levels of ICT skills in the workforce		

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1C.4 **Ensure high quality and flexible training provision**	**Confirmed activity** Deliver the SWESA to improve the match between the skills needs of employers and provision in the region, and to ensure that public funding is aligned with the regional priorities	SW RSP	Use of Balanced Scorecard measure of joint public funding
	Ensure joint planning of regional training and skills development activity	SW RSP	Increase in number of shared priorities and targets
	Develop a tailored supply of skills training to meet the needs of businesses and employees in rural areas	LSCs	Changes to provision in rural areas that result in increased numbers of employers and employees participating in training and development
	Deliver specialist rural programmes to support equality of access to training, employment, enterprise and sustainability skills	LSCs	Increase numbers of people from rural communities engaged in training

REGIONAL PRIORITY 1C: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)
- diversity and equalities
- the three economic drivers identified in the RES – Skills, Innovation and the Environment
- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- activity to increase the integration of sustainable development skills within training provision will help contribute to more sustainable patterns of production and consumption in the region

Climate Change and Energy

- sector specific training for renewable energy companies will help the industry to develop and deliver new solutions to increase the use of renewable energy, reducing the level of carbon emissions

Protecting Natural Resources, and Enhancing our Environment

- the implementation of the Strategy for Sustainable Funding and Food will help ensure the delivery of skills and training that will help support environmental management in rural areas

Sustainable Communities

- activity to encourage people to improve their employability skills will help to improve individuals' life chances

Diversity and Equality

One of the main characteristics of an efficient labour market is one where the available workforce is employed to its full potential. Therefore, if certain groups in society face barriers to realising this potential – through discrimination, lack of access, or unavailability of facilities such as childcare – the region's economic performance suffers. The RES, therefore, identifies a range of activities – such as increasing enterprise and skills in groups that are under-represented in the economy, and childcare – to help address this issue.

Economic Drivers

Skills

- the importance of skills as an economic driver has led to the development of this regional priority as a focus for delivering the future skills needs for the economy

Innovation

- innovative approaches to the delivery of training can help tackle persistent skills gaps. The 'Learning

Works for All' programme provides new ways to support the development of skills for life in the workforce through trade unions. The programme, developed in the South West, has been recognised nationally as an example of good practice, and will continue to help support this priority

Environment

- the RES highlights the importance of sustainable construction to improve the quality and reduce the environmental 'footprint' of new development. Activity to help ensure that the construction industry has the appropriate skills to do so is key to reducing environmental impacts

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

- *Focus on the attainment of skills at all levels, and at all ages to improve the life chances of individuals and the long-term economic prosperity of the region.* Activity under this priority, along with that set out in 2A, will support the life chances of individuals through the attainment of skills that will help them to secure and maintain a job/income. It will also support long-term economic prosperity through action to improve the effectiveness of the labour market

- *Ensure that the competitive position of the South West's economy is improved and that differences in economic performance in the region are addressed.* This will be addressed through the development of workforce skills throughout the region

REGIONAL PRIORITY 1D:
COMPETE IN THE GLOBAL ECONOMY

Current position

The evidence base highlights low trade and direct investment rates as a continuing weakness of the South West economy. Despite some improvements since 1999, by 2004 the region still generated the lowest value of exports per employee in the UK, and had the lowest proportion of its GVA accounted for by exports. In terms of inward investment, the region constituted just 5.5% by value of the UK total (2002/3).

Given the clear evidence that both trade and investment are vital components of productivity – and that the region's ability to compete in the global economy will influence future prosperity – it is appropriate for this to be recognised as a regional priority.

For further detail see the Evidence Base Annex (pp 31-33), and the Strategy document (p 25).

Regional context for delivery

In 2004, UK Trade and Investment in the South West (UKTI) and the South West RDA published the second Regional International Trade Strategy (RITS).

The strategy sets out four main objectives, which are reflected through this delivery plan, and provides more detailed information on how international trade activity is being developed and delivered in the South West.

Work to support inward investment is coordinated at a regional level by the South West RDA, which is responsible for the marketing and promotion of the South West, and for managing initial enquiries from potential overseas investors. Regional actions complement sub-regional activity by SRP's and local authorities to attract and retain investment.

Headline success measures

Successful delivery of this priority will result in:

- improved international trade performance of South West business

- retention and growth of domestic and international investment in the South West

Delivery partners contributing to this priority include:

Local Authorities
Regional Language Network
Sector Groups
South West RDA
Sub Regional Economic Partnerships
Trade Bodies
UK Trade and Investment

This list is not intended to be exhaustive – other partners will support delivery.

Key supporting documents include:

South West England International Trade Strategy
South West RDA Corporate Plan (Inward Investment)
Just Connect

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 1D: COMPETE IN A GLOBAL ECONOMY

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
1D.1 **Encourage and support regional businesses to trade internationally**	**Confirmed Activity** Deliver international trade support services for regional businesses including: • the Passport programme • export focused sector and supply chain initiatives • support for the full spectrum of business models including joint ventures, technology partnerships and joint R&D • regional coordination of international trade promotion and support services and events ➤ **1A.1**	UKTI; South West RDA	Achievement of measures in the International Trade Strategy
	Support companies' use of innovation, technology and research to improve their international competitiveness, through initiatives such as: • the EUREKA and Framework 6 programmes • global watch international technology service • HEI-Business initiatives ➤ **1E.3**	SW Inovation Relay Centre; UKTI	Enterprises receiving support services demonstrate increased levels of international trade
	Ensure appropriate supply of language and cultural skills training to support businesses to trade internationally ➤ **1C.1**	Regional Language Network; LSCs	Increased number of SW companies participating in specific initiatives
	Increase take-up and use of broadband to support international trade ➤ **1E.4**	South West RDA	Achievement of success measures in Regional ICT Strategy

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
1D.2 **Attract and retain domestic and foreign direct investment**	**Confirmed Activity** Deliver an effective enquiry service for potential investors to the region	Local Authorities; SRPs; South West RDA	Amount of new investment attracted
	Deliver an appropriate 'aftercare' service to investing organisations to help secure their long-term future in the region	Local Authorities; SRPs; South West RDA	Existing investor presence retained
	Undertake targeted marketing and promotion in sectors that support the region's long-term objectives	South West RDA	Increase in investment in these sectors exceeds UK average
	Implement generic regional investment promotion through the South West England marketing campaign, coordinated with sub-regional promotional activity	South West RDA	Improved perceptions of South West England by potential investors
	Promote and support international joint ventures and supply chain initiatives	UKTI; MAS; Sector Groups	Increase in number of SW businesses participating in specific initiatives

REGIONAL PRIORITY 1D: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

■ sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)

■ diversity and equalities

■ the three economic drivers identified in the RES – Skills, Innovation and the Environment

■ objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

■ the development of overseas markets for sustainable production solutions is likely to offer significant opportunities for regional businesses

Climate Change and Energy

■ whilst competing in the global economy is important for the region's future economic success, it does raise significant sustainability challenges – not least the impact on carbon emissions from increased international business travel and trade shipments. The region needs to acknowledge these challenges and consider how they can be addressed as part of the SW debates. Meanwhile, the region should pursue practical solutions such as improved broadband connectivity and logistics to minimise the environmental impact of increased international trade

Protecting Natural Resources, and Enhancing our Environment

■ activity to enhance the natural environment will help to maintain the attractiveness of the region to visitors and investors

Sustainable Communities

■ investment in the region by business from other regions and countries is an important driver of productivity. However, the RES recognises the importance of ensuring that investment is appropriate for the area in which it will be located. This will help ensure maximum benefit for local people and businesses, and help to embed the investor in the region for the long-term

Diversity and Equality

The region's diversity – in all senses of the word – is one of the region's most significant strengths. Work to promote the region to new businesses or investors should use this to change perceptions of the region and encourage investment.

Economic Drivers

Skills

■ improving access to language skills through the Regional Language Network will help to ensure that the region's businesses have the skills required for successful international trade

Innovation

■ businesses who wish to compete in the global market have to be innovative by definition, offering new or better products, services or processes that are not currently available in overseas markets

Environment

■ the quality of the region's environment is an important driver in attracting prospective investors to the South West

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

■ *ensure that the competitive position of the South West's economy is improved and that differences in economic performance in the region are addressed.* The region's future competitiveness will be strongly influenced by how it responds to the opportunities and challenges of globalisation. Activity under this theme aims to help the region to increase levels of international trade and investment in a positive way that helps to meet wider regional objectives

REGIONAL PRIORITY 1E: PROMOTE INNOVATION

Current position

The RES evidence base showed that the region is performing well on some measures of innovation. It enjoys relatively high levels of R&D activity, and performs well in terms of high technology patent applications. It has some world-class strengths in its universities and research establishments. However, these positive figures must be seen alongside some on-going challenges. Business led R&D for example, is highly concentrated in a small number of companies, and overall regional figures for HEI research funding are comparatively low – in spite of some significant strengths in the region's universities. Performance on patent applications is very varied at a sub-regional level, as are patterns of ICT usage across the region.

For further detail see the Evidence Base Annex (pp 26-29), and the Strategy document (p 26).

Regional context for delivery

The South West Innovation Strategy (2001), provides the framework for regional activity to promote the use of Innovation, Technology and Science. This will be updated in 2006 to reflect the updated RES, the changing national and international context, and the development of the South West Science and Industry Council (SWSIC). The Council will provide an important focus for specific work to improve how science and technology is used to improve the region's competitiveness.

The role of HEIs and public sector research establishments in supporting the commercial exploitation of knowledge is increasingly important to the delivery of this theme. Work to promote the use of ICT as a critical tool for business innovation will be driven through the implementation of the Regional ICT Strategy.

Whilst some of the activity under this priority specifically focuses on increasing the use of innovation, science and technology in business, the RES also recognises the need to encourage a culture of innovation across the public sector, in schools and colleges, and in voluntary and community organisations – if the South West wants to remain a successful, prosperous region in the future.

Headline success measures

Successful delivery of this priority will result in:

- improved levels of innovation and ICT take-up in South West businesses and organisations

- increased levels of collaboration between the region's knowledge base and businesses

Delivery partners contributing to this priority include:

Business Links
Culture South West
Finance Providers
FEIs
Public sector research establishments
HEFCE
HERDA SW
HEIs
Industry Bodies
Science city steering group
Sector bodies
Schools/LEAs
South West Innovation Relay Centre
South West RDA
South West Science and Industry Council
Sub-regional partnerships
UKTI

This list is not intended to be exhaustive – other partners will also support delivery.

Key supporting documents include:

Innovation Report (DTI)
Just Connect
Lambert review of Business – University collaboration
Lisbon Strategy
National Technology Strategy
Regional Innovation Strategy
Regional ICT Strategy
South West Science and Industry Council plan

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 1E: PROMOTE INNOVATION

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
1E.1 **Develop a culture of innovation in the region**	**Confirmed Activity** Revise the Regional Innovation Strategy to reflect progress and changing context for activity	South West RDA	Strategy/Innovation Driver Plan completed by end 2006
	Promote a culture of innovation through sector based initiatives focused on the region's key industries	Sector bodies, SW MAS; South West RDA	Delivery of success measures in sector programmes
	Enhance support available for SMEs to access knowledge and innovate including: • provision of advice on innovation through Business Link IDB service • Knowledge Exploitation South West initiative ➤ **1A.1**	Business Links; SW IRC; HEIs	Increased number of businesses using services to support innovation
	Mainstream best practice from Inspire SW programme into business support activity, e.g. Design for Business, Quickmark, Strategic Alliances ➤ **1A.1**	Business Link Network; South West RDA,	Incorporation of successful elements of Inspire SW into mainstream business support
	Deliver business networks which encourage business innovation e.g. Beacon's and Sector Networks	South West RDA; Research organisations; SWSIC; HEIs	Increased number of businesses participating in networks
	Develop demonstrator projects to illustrate the potential of innovation and technology including Wave Hub and the Aerospace Composites Centre	Business networks; South West RDA	Delivery of demonstrators; Use of demonstrators by business

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
	Develop innovative approaches to the delivery of services by the public sector	South West RDA	Improved delivery of public services, measured through organisational performance measures
	Proposed Activity Develop initiatives to enhance promotion of innovation and technology in schools and colleges Develop a regional network to consider implementation of innovative approaches to sustainability		
1E.2 **Increase the contribution that science and technology can make to the regional economy**	**Confirmed Activity** Develop the South West Science and Industry Council to: • provide leadership and advice on how the contribution of science and technology to the regional economy can be increased • provide an industry perspective on how economic development activities can be enhanced • represent the interests of the region on science and innovation programmes and priorities at a national and international level • advise on improving capacity and stimulating demand for science and technology in the region's businesses	South West Science and Industry Council	Achievement of success measures for SWSIC
	Increase R&D through increased regional participation in initiatives including the DTI's Technology Programme, Framework Programme 7 and other national and international programmes	HEIs; HERDA; South West RDA	Increased number of businesses participating in programmes
	Promote and deliver DTI Grants for Research and Development programme in the region	South West RDA	Increased number of successful applications to the programme

DELIVERY FRAMEWORK 2006 – 2009

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
	Deliver the Great Western Research Project to increase collaborative research between the region's universities and businesses	HEIs; HEFCE; South West RDA	Increased number of businesses involved in research with universities
	Identify opportunities for the region to support, and benefit from, the designation of Bristol as a 'science city'	Science City Steering Group	Increased awareness of importance of science; increased involvement in science initiatives
1E.3 Encourage collaboration between businesses and the region's knowledge base	**Confirmed Activity** Deliver initiatives to improve business awareness and use of the region's knowledge base (e.g. HEIs and research establishments) including: • Knowledge Exploitation South West (KESW) • knowledge4business web resource	HEIs SW; South West RDA	Increased business engagement with HEIs and other research establishments
	Develop graduate/business placement initiatives to encourage graduate employment by SMEs including: • Knowledge Transfer Partnerships • the STEP programme	HEIs; South West RDA	Increased number of placements; increased number of graduates employed by participating companies
	Increase HE capacity within the region: • Raise levels of HE R&D undertaken within the region • Deliver Combined Universities for Cornwall (CUC) Phase Two	HEFCE; HEs; Obj 1; South West RDA	Increased amount of research funding attracted by SW HEIs Delivery of CUC Phase Two
	Develop a coordinated regional approach to the provision of Science Parks, incubators and incubation services to meet proven needs and opportunities	South West RDA; HEIs; Private sector developers	Delivery of S-Park – the Science Park for Bristol and Bath, and other regionally significant sites

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
	Deliver a comprehensive business support service to tenant businesses within incubators	Business Incubation South West (BISW); Business Link; Incubator operators	Reduce average tenancy period for businesses and increase survival rates
	Provide brokerage services between the knowledge base & tenant businesses ➤ **1A.7**	BISW; Incubator operators; HEIs; PSREs	Increased collaboration between tenant businesses and the knowledge base
1E.4 **Maximise the take-up and exploitation of ICT for business**	**Confirmed Activity** Develop and deliver the regional ICT strategy to: • promote importance of ICT skills and the use of e-learning • promote improvements in e-government procurement • ensure that the modernisation of rural delivery is supported by ICT • encourage the use of ICT initiatives to support the regeneration of deprived areas • deliver a broadband content programme for key sectors	South West RDA	Achievement of success measures in Regional ICT Strategy
	Develop the *ConnectingSW* programme to support SME use of broadband	*ConnectingSW* organisations	Increased number of SMEs supported through the CSW programme
	Complete initial (500 kbps+) broadband coverage across the region	Private sector; South West RDA	100% of SW exchanges enabled for broadband by end 2006
	Deliver regional ICT research programme to understand impact of future technologies on business development and economic inclusion	South West RDA	Programme initiated by end of 2006

DELIVERY ACTIVITY	LEAD ORGANISATIONS	MEASURING PROGRESS
Identify opportunities for the region to support, and benefit from, national initiatives and pilots to support the roll out and use of ICT	South West RDA	Increase regional participation in pilots
Proposed Activity Ensure that the region's broadband infrastructure continues to develop in line with international benchmarks for bandwidth Develop demonstrator projects to show the potential of digital technologies and applications		

REGIONAL PRIORITY 1E: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)
- diversity and equalities
- the three economic drivers identified in the RES – Skills, Innovation and the Environment
- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- activity to develop demonstrators for innovative technologies will support South West businesses to develop new approaches to sustainable production, e.g. Wave Hub

Climate Change and Energy

- one of the main themes under the Innovation priority is the take-up and use of ICT by the region, including the continued development of the region's broadband infrastructure. This offers significant potential in reducing the need to travel – and thus carbon emissions – through increased use of video-conferencing and home-working

Protecting Natural Resources, and Enhancing our Environment

- increasing the contribution of the region's science base is likely to realise new processes for environmental improvements. If these can be commercially developed, they also present considerable economic opportunities for the region

Sustainable Communities

- the need to develop a culture of innovation is not limited to business. There is considerable scope for both the public, and voluntary and community sectors to be more innovative in how they deliver their objectives. In looking to build sustainable communities of the future, new and innovative approaches will need to be developed, for example, to deliver public services to reflect changes to society

Diversity and Equality

Whilst the growth of the 'knowledge economy' presents significant opportunities for the region, there is a risk that this could lead to increased polarisation in society. For example, it is clear that skills for, and access to, ICT is increasingly essential to ensuring that individuals are able to fully participate in the economy. However, research shows that individuals from some disadvantaged groups can face barriers to acquiring such skills. Activity to support the roll out and use of ICT must therefore be designed to narrow any 'digital divide'.

Economic Drivers

Skills

- there are a number of 'tools' that can assist the innovation process including ICT and design.

Activity to enhance business skills in these areas is highlighted in the RES

Innovation

- the importance of innovation as an economic driver has led the development of all activity under this priority

Environment

- the environment is a significant driver of new market opportunities in, for example, the renewable and waste sectors. South West business will need to innovate to develop the processes and products that will enable the region to benefit from these growing markets

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the Integrated Regional Strategy (IRS):

- *to increase investment in the region's knowledge base and develop connections between universities and research establishments, businesses and the economy of the South West.* This priority outlines a programme of activity to help support the development of the knowledge base and increase its contribution to the regional economy

- *ensure that the competitive position of the South West's economy is improved and that differences in economic performance in the region are addressed.* Activity to support the roll out of broadband infrastructure across the whole of the region can help to mitigate against economic disadvantage caused by lack of connectivity, and isolation from markets and services

SO2: STRONG AND INCLUSIVE COMMUNITIES

2A Improve Participation in the Economy

2A.1   Raise individuals' skills and aspirations for work and enterprise

2A.2   Ensure that there is equality of access to work, training and business advice

2A.3   Strengthen the voluntary and community sector as a catalyst for economic inclusion

2B Regenerate the Most Disadvantaged Areas

2B.1   Support areas with the greatest concentrations of multiple deprivation

2B.2   Support communities of greatest need in rural areas

2C Plan Sustainable and Successful Communities

2C.1   Promote the renaissance of the region's largest cities

2C.2   Secure a sustainable future for rural areas

REGIONAL PRIORITY 2A: IMPROVE PARTICIPATION IN THE ECONOMY

Current position

Although the South West continues to enjoy relative economic prosperity, many people in the region remain economically excluded – because of where they live or through lack of skills or confidence. The region lags behind the national average in terms of entry level numeracy skills and only 40% of the workforce has above average entry level ITC skills. There are also a number of groups that experience sustained exclusion – black and minority and disabled people are far more likely to be unemployed or in low paid jobs. Many older people find it hard to re-enter the labour market and women still face inequality of pay and barriers to work because of lack of good quality affordable childcare.

For further detail see the Evidence Base Annex (pp 59-62), and the Strategy document (pp 31-32).

Regional context for delivery

A number of regional strategies, plans and structures incorporate activity to improve participation in the economy. The South West Skills Strategy includes activity to 'Expand the labour market by engaging those who are currently excluded'. The South West Enterprise Strategy sets out activity to encourage 'enterprise for all'. Both provide detail on how headline activities under these priorities will be taken forward. Strategies and plans to support social objectives – such as improving health or rehabilitation of offenders – provide the wider context for delivery under this priority, and coordination between economic and social activity is key.

One of the key strengths of the voluntary and community sector is the role it can play in supporting participation and regeneration. The Regional Compact helps ensure a strong and effective relationship with the VCS and public sector in this and wider work, supported by the work of the South West Forum and the Black South West Network (BSWN).

The development of Equalities South West allows for better engagement and coordination between regional organisations and equalities bodies, providing a real opportunity to improve activity to support disadvantaged groups.

Headline success measures

Successful delivery of this priority will result in:

- increased employment and training rates

- reduction in proportion of disadvantaged groups not in education, employment or training

Delivery partners contributing to this priority include:

Black South West Network
Business Links
CORE
creating:excellence
Equalities Networks
Equality South West
GOSW
LSCs
Job Centre Plus
Regional Assembly
RISE
Schools, colleges and HEI's
Sport England
South West Observatory
South West Forum
South West RDA
Strategic Health Authorities
SRPs
South West Regional Skills Partnership (SW RSP)

This list is not intended to be exhaustive – other partners will also support delivery.

Key supporting documents include:

Community 2020 – Together We Can
Regional Strategy for Enterprise
Just Connect
Regional Compacts
Social Enterprise : a strategy for success
South West Strategy for (VCS) workforce development
The South West Skills Strategy

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 2A: IMPROVE PARTICIPATION IN THE ECONOMY

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
2A.1 **Raise individuals' skills and aspirations for work and enterprise**	**Confirmed Activity** Deliver 'Skills for Life' programmes to improve individuals' levels of literacy, language and numeracy ➤ **1C.1**	LSC; SW Skills for Life Unit	Target outcomes from Skills for Life programme are achieved
	Support schools and education authorities to improve basic skills and employability of school leavers ➤ **1C.1**	SW RSP	Reduction in the proportion of school leavers without maths and English GCSE at grade C as part of 5 grades A-Cs; increase in entry level ICT skills
	Deliver routes into employment for the long-term unemployed and other hard to reach individuals through: • regional implementation of New Deal programmes • use of best practice from the Somerset 'pathways to work' pilot to steer implementation of Welfare to Work programmes • recognition and promotion of the value of volunteering opportunities as a means of enabling people to obtain skills and work experience	Jobcentre Plus	Increased employment rate in target groups
	Implement programmes to widen participation in post-16 and higher education	'Aim higher' partnerships; HEIs; FEIs	Increased numbers from target groups accessing/completing courses
	Promote continuous learning to enable people to adapt and develop new skills for work ➤ **1C.1**	LSC	Increase number of adults progressing from Level 2/3 jobs to higher occupations

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
	Improve links between activities supporting economic inclusion, and health and well being	South West RDA; Strategic Health Auhorities; Sport England	
2A.2 **Ensure that there is equality of access to work, training and business advice**	**Confirmed Activity** Identify barriers and constraints to accessing employment, skills and enterprise support as a result of discrimination	Equality South West (ESW); South West RDA; South West Observatory	Completion of research and analysis to address identified gaps in evidence base
	Deliver targeted skills, employment and business advice for groups under represented or disadvantaged in the labour market ➤ **1B.6**	SWESA partners; Business Links	Increase in numbers of people from groups currently under represented in the workforce (including women, BME, disabled) getting and retaining jobs
	Develop Equality South West and regional equalities networks to promote and advise on equality of access issues	ESW	Delivery of agreed success measures for a quality South West
	Promote the business case for: • recruiting people from diverse backgrounds (for example, employment of older persons) • offering flexible working arrangements that overcome barriers to economic participation e.g. childcare provision	Jobcentre Plus; South West RDA; ESW	Increased employment rate in disadvantaged groups; increase in number of SW employers offering flexible work arrangements
	Deliver specialist rural programmes to support equality of access to training, employment, enterprise and sustainability skills ➤ **1A.5, 1A.7, 1B.5, 1C.2**	LSC; Business Link	Increased number of people from rural communities accessing employment and enterprise support services
	Proposed Activity Develop and implement a South West Childcare strategy Develop and implement a migrant worker strategy ➤ **1C.2**		

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
2A.3 Strengthen the voluntary and community sector as a catalyst for economic inclusion	**Confirmed Activity** Implement the South West Compact as a means to ensure strong and effective relationships between the Voluntary and Community Sector (VCS) and the public sector	Regional Compact Group	Progress on implementation of Regional Compact to be detailed in annual report by Regional Compact Group
	Implement the SW Strategy for Workforce Development in the Voluntary and Community Sector	SW Forum; BSWN; SWESA partners	Achievement of measures identified in the Strategy
	Implement the South West Infrastructure Plan to support the development and modernisation of the VCS infrastructure	Infrastructure Steering Group	Achievement of measures identified in the plan
	Support the work of the South West Forum and Black South West Network developing capacity within the VCS	South West RDA	Achievement of SWF/BSWN objectives
	Improve the sustainability of VCS organisations through national and regional initiatives including increased access to business support services for social and community enterprises ➤ **1B.3**	SW Forum; BSWN; Business support providers; RISE	Increased use of IDB service by social enterprises
	Proposed Activity Identify and develop opportunities from 'Community 2020 – Together We Can' programme		

REGIONAL PRIORITY 2A: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

■ sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)

■ diversity and equalities

■ the three economic drivers identified in the RES – Skills, Innovation and the Environment

■ objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

■ this priority highlights the importance of linking activity for economic inclusion and that to encourage health and well being. One example of how this could contribute to sustainable consumption is through greater local sourcing of fresh produce in hospitals and schools

Climate change and energy

■ research on the benefits of incorporating sustainable construction in social housing has demonstrated significant savings in energy costs, benefiting residents who may be economically excluded

Protecting Natural Resources, and Enhancing our Environment

■ voluntary and community sector organisations make a critical contribution to environmental improvement across the region, and in doing so can provide opportunities for individuals to develop new skills and confidence

Sustainable Communities

■ the proposed development of a regional strategy for child care could make a significant contribution to supporting sustainable communities by helping to address a significant barrier to employment and other activity

Diversity and Equality

There is clear evidence that some groups in society can experience inequality and discrimination in gaining the skills and experience needed to realise their full potential in the economy. Women are concentrated in lower paid, lower skilled occupations where they earn significantly less than men. People from black and minority ethnic groups are more likely to be unemloyed than their white counterparts, and represent only 1% of senior management positions. People with disabilities are more likely to be out of work, whilst younger and older workers often face discrimination on the grounds of age. Evidence also highlights discrimination in employment and training on the basis of sexuality and religion. Activity under this theme supported improving equality of access to work, training and business advice. However, all economic development activity needs to be developed and delivered so that it can contribute to reducing discrimination.

Economic Drivers

Skills

■ providing excluded individuals with the skills and the confidence to use them is a critical catalyst to employment, improving the life of the individual and benefiting the economy as a whole

Innovation

■ supporting hard to reach individuals back into the workplace can be challenging, time-consuming and resource intensive. Having flexibility to develop new and innovative approaches to service delivery is therefore essential to ensuring that delivery remains effective

Environment

■ volunteering opportunities associated with the environment can help raise skills and aspirations for work and enterprise

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

■ *to ensure that everyone is able to access jobs, services, cultural facilities and activities and quality environments to help them participate in society.* This priority sets out a programme of activity to help support individuals' access to skills, training and employment

■ *to work alongside one another to ensure that coordinated, consistent information is given about tackling discrimination and exclusion in the region.* The development of Equality South West and regional equalities networks will help inform providers of skills, training and business advice in delivering services to groups that face discrimination and barriers to work

REGIONAL PRIORITY 2B: REGENERATE THE MOST DISADVANTAGED AREAS

Current position

Poverty, deprivation and underachievement persist in parts of the South West. Bristol, Plymouth, Torbay, Gloucester and Bournemouth all have concentrations of multiple deprivation with significant numbers of people experiencing a range of problems – poor housing, degraded environments, poor services and low levels of educational achievement and employment. Rural deprivation tends to be more dispersed with particular challenges around low income, poor transport and lack of access to essential services. A number of rural districts have been identified for priority action – six in Cornwall together with Forest of Dean, West Devon, North Devon and Torridge.

For further detail see the Evidence Base Annex (pp 59-62), and the Strategy document (p 32).

Regional context for delivery

There are a number of key strategies and structures that shape the delivery of activity under this theme. The region currently benefits from investment in regeneration through EU and national programmes including Objective 1 and 2, rural development regulations, Neighbourhood Renewal, and the New Deal for Communities. There will be changes to these programmes during the course of the RES and it is important that the region is able to secure appropriate levels of ongoing resource to support regeneration priorities.

There have been important changes to mechanisms at a local level which will shape delivery of this theme. Local Strategic Partnerships and Local Area Agreements will have a significant influence on how activities are implemented at a local level, and will play a key role in ensuring that economic, social and environmental activity is coordinated to achieve local objectives.

Headline success measures

Successful delivery of this priority will result in:

- reduced gap in education and employment measures between the most deprived areas and the rest of the region

- reduced gap in productivity between the region's least well performing areas and the rest of the region

- increased levels of enterprise in disadvantaged areas

Delivery partners contributing to this priority include:

creating:excellence
Commission for rural communities
English Partnerships
Government Departments
GOSW
Local Authorities
Local Strategic Partnerships
MCTI Association
Private sector developers
RISE
South West RDA
SW Regional Assembly
SW Forum/BSWN

This list is not intended to be exhaustive – other partners will also support delivery.

Key supporting documents:

Future Foundations – Building a Better South West
Just Connect
Objective 1/Convergence Programme
Objective 2/Competitiveness Programme
Regional Spatial Strategy
Regional Housing Strategy
Regional Transport Strategy
Rural Strategy 2004 / SSFF – SW delivery plan
The Regional Sustainable Development Framework
The Way Ahead

For further details see Strategic Context Annex.

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 2B: REGENERATE THE MOST DISADVANTAGED AREAS

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
2B.1 **Support areas with the greatest concentrations of multiple deprivation**	**Confirmed Activity** Deliver targeted regeneration programmes to address concentrations of deprivation in Bristol, Torbay, Bournemouth, Plymouth including: • Neighbourhood Renewal • New Deal for Communities • Building Communities • Enterprise Areas	GOSW; South West RDA; Local Authorities; LSPs; English Partnerships	Successful delivery of outputs agreed for each of the programmes Successful delivery of agreed URC objectives and targets
	Support regeneration through Urban Regeneration Companies (URCs) in Swindon, Gloucester and Camborne / Redruth / Pool	URCs	Successful delivery of URC objectives
	Promote social enterprise and community finance initiatives in deprived areas, including the Local Enterprise Growth Initiative (LEGI), and Community Development Venture Fund (CDVF) ➤ 1B.4	South West RDA; Business Links; RISE; LSPs	Achievement of success measures for LEGI and CDVF in targeted areas
	Encourage all physical regeneration activity to meet highest design and sustainability standards through, for example, programmes such as Future Foundations and the Greening Infrastructure Initiative	creating:excellence; Future Foundations; SWRA	Number of developers signed up to highest levels of Sustainable Construction Charter; take up of Greening Infrastructure Initiative
	Address housing issues in deprived areas through action to improve the quality of housing stock and ensure an appropriate tenure mix ➤ 2C.1	Regional Housing Board; RSLs; Local Authorities	Achievement of the 'Decent Homes' target in deprived areas
	Implement mechanisms to improve delivery of economic, social and environmental regeneration activity at a local level (including LSP/LAA processes)	GOSW; South West RDA Local Authorities; LSPs	

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
2B.2 **Support communities of greatest need in rural areas**	**Confirmed Activity** Deliver comprehensive programmes to support economic regeneration in the region's identified rural priority districts including: six Cornish districts; West Devon; North Devon; Torridge; and the Forest of Dean	South West RDA; GOSW; Local Authorities; LSPs	Achievement of success measures for individual programmes
	Support the regeneration of towns as economic hubs of wider rural areas through programmes including the Market and Coastal Towns Initiative (MCTI) ➤ **2C.2**	Market and Coastal Towns Association (MCTA); South West RDA; GOSW	Successful delivery of regeneration objectives within MCTI programmes
	Support the implementation of regional activity to deliver the Sustainable Food and Farming Strategy to diversify the economic base in deprived rural areas ➤ **2C.2**	GOSW; South West RDA	Successful delivery of measures from SSFF SW delivery plan
	Ensure effective deployment of EU funding to support rural regeneration including: • Cornwall (Objective 1/Cohesion Programme) • Common Agricultural Policy; Rural Development Regulation • Competitiveness programme	SW European Partnership GOSW; South West RDA; Programme Management Bodies	Successful delivery of outputs within relevant programmes
	Improve accessibility to services and markets for the most disadvantaged areas through: • Improvements to rural transport • ICT solutions • Innovative approaches to service delivery	Local Authorities; South West RDA; GOSW	Improved accessibility to public transport; broadband rollout
	Deliver increased levels of affordable housing to address specific needs of deprived rural areas ➤ **2C.2**	Regional Housing Forum; RSLs	Increase in amount of affordable housing in deprived areas
	Proposed Activity Use good practice from MCTI on community capacity building in other regeneration processes Extend MCTI process into additional market and coastal towns		

REGIONAL PRIORITY 2B: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)

- diversity and equalities

- the three economic drivers identified in the RES – Skills, Innovation and the Environment

- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- through initiatives such as creating:excellence and Future Foundations, the RES will encourage all physical regeneration activity to meet highest standards of design and sustainability. This improves the quality of regeneration for 'users' of these new schemes, and realises cost benefits through, for example, lower energy costs

Climate Change and Energy

- by developing innovative and flexible ways to deliver services in rural areas (including ICT), the region could help reduce carbon emissions through limiting the need to travel

Protecting Natural Resources, and Enhancing our Environment

- integrating environmental improvements within area based initiatives is a critical component of sustainable regeneration. Regional programmes, such as the Greening Infrastructure Initiative, will help increase integration between environmental, economic and social regeneration activity

Sustainable Communities

- sustainability is driving a totally new approach to economic regeneration, where all environmental impacts are minimised and social benefits – including improved health, reduced crime, and better housing – are maximised as an integrated part of the programme. The South West has a real opportunity to 'get ahead of the game' in doing so, supported by bodies such as creating:excellence

Diversity and Equality

Evidence shows a close correlation between deprived areas and some economically disadvantaged groups. For example, people from black or minority groups are, on average, much more likely to live in a deprived area. Effective regeneration of the region's most deprived areas will help to reduce such inequalities.

Economic Drivers

Skills

- the shift to new, more sustainable patterns of regeneration will only be successful if partner organisations have the skills and capacity to change their thinking and behaviour. Appropriate training is therefore essential for this transition, and will be supported by bodies such as creating:excellence and the Learning and Skills Councils

Innovation

- ICT is an important tool to encourage a culture of innovation in all communities in the region. It is therefore critical that ICT connectivity is built into regeneration programmes as a catalyst for innovation and creativity

Environment

- developing high environmental quality in deprived areas can play an important role in encouraging new economic opportunities and investment

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

- *support those parts of the region that are in need.* This priority identifies specific areas where regeneration activity should be focused

- *to ensure that policy and delivery activity seek to reduce inequality in the region on a variety of different measures integrating social, economic and environmental factors.* Successful delivery of this activity will result in improved physical and social capital in the region's most deprived areas, including higher rates of employment, increased average incomes, more business activity and better facilities and services

REGIONAL PRIORITY 2C: PLAN SUSTAINABLE AND SUCCESSFUL COMMUNITIES

Current position

Economic regeneration activity has traditionally focused on responding to existing challenges or barriers to economic performance and participation. Whilst it remains critical to tackle the consequences of deprivation in the region, there is an increasing focus – both at national and regional level – on looking forward; on planning more effectively to develop successful and sustainable communities that are productive, healthy, socially just, and that respect environmental limits.

Clearly, regeneration and planning for a sustainable future are often two sides of the same coin. However, the principles of planning for sustainable and successful communities should apply to every community in the region. The activities identified in this priority include both generic and targeted work to help to achieve this.

For further detail see the Evidence Base Annex and the Strategy document (p 33).

Regional context for delivery

The South West Sustainable Communities Plan, 'The Way Ahead', sets out a framework for how the region will actively manage the future development of the South West in a way that:

■ responds to the challenges and opportunities arising from population growth and increased global competition

■ ensures access to well paid jobs that fully utilise the region's skills and experience

■ provides good quality affordable housing

■ enables the region to continue to benefit from its outstanding environment

Regional activity, including the work being undertaken by The Way Ahead steering group, has begun to focus on how the region can develop dynamic, international cities capable of attracting global businesses, the best creative talent, and high levels of investment. Likewise, measures are being developed and implemented to support the future success and sustainability of rural communities through strengthening the performance of local economies and improving access to wider services and markets.

The Way Ahead supports and is supported by other regional strategies and policies including the IRS, RES, RSS and the SW Sustainable Development Framework.

Headline success measures

Successful delivery of this priority will result in:

■ delivery of levels of housing in RSS

■ improved income – house price ratio

■ improvements to sustainability/quality of life indicators

Delivery partners contributing to this priority include:

Business support organisations
CORE
creating:excellence
GOSW
HEIs
Local Authorities
LSCs
MTCI
South West RDA
SW Regional Assembly
SW Tourism
URC's

This list is not intended to be exhaustive – other partners will support delivery.

Key supporting documents:

Just Connect
Regional Housing Strategy
Regional Spatial Strategy
Regional Transport Strategy
A Cultural Strategy for the South West
The Regional Sustainable Development Framework
The Way Ahead

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 2C: PLAN SUSTAINABLE AND SUCCESSFUL COMMUNITIES

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
2C.1 **Promote the renaissance of the region's largest cities**	**Confirmed Activity** Deliver sustainable communities in the region's key growth areas using principles set out in 'The Way Ahead': • Bristol, Plymouth, Swindon, Exeter, Cheltenham/ Gloucester, Bournemouth/Poole and 5 Cornish Towns ➤ **2B.1**	The Way Ahead Partnership	Delivery of city visions
	Use the planning system to encourage innovative approaches to development that deliver more sustainable patterns of development	SWRA; Local Authorities	Delivery of appropriate RSS policies through the planning system
	Develop attractive city centres that incorporate best practice in urban design and public realm to deliver a full range of facilities and services	South West RDA; Local Authorities	Increased take-up of best practice in urban design
	Develop cultural, creative and educational (HE) assets as key components of dynamic, successful cities	Culture South West; South West Tourism (SWT); HEIs	Additional investment in cultural, creative and educational assets
	Deliver appropriate levels of high quality housing in the region's key growth areas to meet demand and improve housing affordability ➤ **2B.1**	Regional Housing Board	New housing delivered at levels set by the RSS
	Proposed Activity Develop a Regional Infrastructure Fund to bring forward development in the region's key growth areas		

DELIVERY ACTIVITY		LEAD ORGANISATION	MEASURING PROGRESS
	Improve transport infrastructure to address congestion within cities and links between cities and their rural hinterlands ➤ **3A.2**		
2C.2 **Secure a sustainable future for rural areas**	**Confirmed Activity** Plan for, and deliver, sustainable economies in rural towns as economic hubs of wider rural areas using programmes such as the Market and Coastal Towns Initiative ➤ **2B.2**	MCTA	Successful delivery of measures to improve economic performance within MCTI programmes
	Support rural communities to respond to economic change, through the delivery of appropriate initiatives including the Rural Renaissance Programme	South West RDA	Delivery of Rural Renaissance programme objectives
	Promote economic diversification where there has been a traditional dependence on agriculture, fishing and tourism to improve sustainability and resilience of the economy in rural areas ➤ **2B.2**	South West RDA	Increased economic diversification in rural areas
	Proposed Activity Investigate ways to improve housing affordability in rural areas, including provision of social housing for 'key' workers and improving incomes in rural areas to reduce house price – income ratios Develop a land use strategy to integrate food and energy production, tourism, forestry, environmental management and access to the countryside		

REGIONAL PRIORITY 2C: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)
- diversity and equalities
- the three economic drivers identified in the RES – Skills, Innovation and the Environment
- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- increased use of tools such as REEIO, SCPs and Ecological footprinting techniques to steer the development and delivery of economic development will help to improve the sustainability of interventions

Climate Change and Energy

- in developing the sustainable communities of the future, the region needs to ensure that the need to travel by car is minimised. This can be achieved through ensuring an appropriate mix of housing and employment land is made available to reduce the need to commute; by improving infrastructure to encourage walking, cycling and the use of public transport, and by integrating the highest possible levels of ICT connectivity within new development

Protecting Natural Resources, and Enhancing our Environment

- the development of an integrated land use strategy for the region would bring together a range of economic, social and environmental objectives to help improve the management, protection and enhancement of the natural environment

Sustainable Communities

- ensuring appropriate levels of quality housing is a critical issue here. Housing affordability is already a major challenge across the region; projected population increases will increase the challenge still further. The region needs to agree a sensible approach to managing this growth, which maintains the vibrancy and economic viability of the region's communities, whilst minimising the impact on the environment

Diversity and Equalities

Research by academics such as Richard Florida has highlighted the importance of diversity in 'creating the conditions' for vibrant successful cities. If the region is going to make progress in developing its largest urban areas into 'dynamic, international cities', it needs to promote measures that enhance and celebrate diversity through activity under this theme.

Economic Drivers

Skills

- skills infrastructure – in the form of high quality schools, colleges and universities – is a key driver in promoting the renaissance of the region's largest urban areas as dynamic, international cities

Innovation

- planning for a sustainable future requires different approaches than in the past. The proposed development of a Regional Infrastructure Fund to bring forward development in the region's key growth areas is one example of where the region is adopting an innovative approach in this priority

Environment

- as an increasing proportion of the region's population will live in cities and urban areas in future, the quality of the built urban environment will be more important than ever. The rollout of programmes such as the 'Spacemakers' initiative will help support this objective

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

- *to provide sufficient housing to meet identified future needs, including affordable housing.* This priority endorses this objective as critical to the region's future sustainable economic success
- *to ensure that the long-term effects of population growth and change are anticipated in the planning of the full range of public services.* Looking forward to plan better for the future is at the heart of this priority. A wide range of activity is highlighted to support this – whilst recognising the challenging issues that still need to be addressed

SO3: AN EFFECTIVE AND CONFIDENT REGION

3A Improve Transport Networks

3A.1   Ensure connectivity, providing access to markets and tackling peripherality

3A.2   Reduce congestion in the main cities and towns

3B Promote and Enhance What is Best About the Region

3B.1   Improve the way the South West is perceived by investors, businesses, potential workers and visitors

3B.2   Build on existing strengths to develop the South West as the leading region for sustainable development

3B.3   Develop and promote regional attractions and events that will deliver significant and sustainable economic benefits

3B.4   Maximise the opportunities for the region from London 2012

3C Improve Leadership, Influence and Partnership

3C.1   Encourage an integrated approach to economic development

3C.2   Improve the effectiveness of regional representation at national and European levels

3C.3   Improve understanding of the state of the region

REGIONAL PRIORITY 3A: IMPROVE TRANSPORT NETWORKS

Current position

The evidence base for the RES demonstrated that the effectiveness of transport is an important determinant of the region's competitiveness. For example, time and distance from markets is shown to have a direct impact on business productivity, as is increasing congestion in the region's major cities and towns. Research and the RES consultation has indicated that targeting improvements that increase the reliability of inter-regional and international connections should be the priority. Likewise, regional priorities for reducing congestion need to initially focus on 'unlocking' areas where higher levels of growth are anticipated.

For further detail see the Evidence Base Annex (pp 52-56), and the Strategy document (p 35).

Regional context for delivery

Given the scale and expense of transport infrastructure improvements, regional activity is strongly influenced by national transport policy. For example, White Papers on air transport (2004) and rail (2005) set out the framework for regional activity to improve infrastructure in these modes of transport.

The Regional Transport Strategy (RTS), coordinated by the Regional Assembly and revised through the RSS process, identifies the main priorities for infrastructure development. For the larger projects, the RTS provides the basis for discussions with government and appropriate agencies to take forward proposals. For less costly priorities, new proposals for Regional Funding Allocations may help the region influence how and when schemes are taken forward.

ICT connectivity is also a priority within the regional economic strategy and is included under 1E.

Headline success measures

Successful delivery of this priority will result in:

- reduced journey times to major markets

- increased reliability of transport infrastructure

- increased use of public transport, walking and cycling in the region's largest cities and towns

Delivery partners contributing to this priority include:

Department for Transport
Government Office South West
Highways Agency
Local Authorities
Regional Airport operators
Rail Franchisees
Regional port operators
South West RDA
South West Regional Assembly
Transport Partnerships
Transport providers
Transport user groups

This list is not intended to be exhaustive – other partners will support delivery.

Key Supporting documents include:

Devolving Decision Making – pre-budget report/budget report
European Transport White Paper: 2001
Just Connect
Rail and Air White Papers
Regional Funding Allocations SW Submission (RFAs)
Regional Spatial Strategy
Regional Transport Strategy

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 3A: IMPROVE TRANSPORT NETWORKS

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
3A.1 **Enhance connectivity providing access to markets and tackling peripherality**	**Confirmed Activity** Lobby for, and invest in, specific schemes which improve the reliability and resilience of long distance rail services to London Paddington, London Waterloo and Birmingham	SWRA; South West RDA; Network Rail; Rail Franchises	Priority investments and implementation plan agreed, and journey reliability and time savings improved on key routes
	Implement improvements to traffic management on the M4/M5 and bring forward Intelligent Transport Systems to improve reliability and resilience	Highways Agency	Implementation is completed on time, leading to improved journey reliability
	Enhance the region's main airports, particularly Bristol, to improve connectivity to key economic markets and support the region's tourism sector	Regional airport operators; Local authorities; SWRA; South West RDA	Airport masterplans implemented, investments made in surface access, and air service schedules improved to support sustainable economy
	Support the region's main port, Bristol, to enable a more sustainable distribution of freight	Bristol Port; Local Authorities; Freight Operators; South West RDA	Capacity improved at Bristol Port and on rail network for additional freight
	Lobby for the region to be connected directly by rail to key infrastructure in London, particularly Heathrow and Crossrail	SWRA; South West RDA	Economic benefits for the South West identified and schemes enhanced accordingly
	Proposed Activity Implement improvements to the second strategic road and rail routes (A30/A303/A358 and Exeter to London Waterloo rail line)		Priority investments and implementation plans agreed, and journey reliability and time savings improved
	Support appropriate development of the region's key sea ports, including improvements to surface access		Framework for infrastructure improvements prepared

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
3A.2 **Reduce congestion in the main cities and towns**	**Confirmed Activity** Establish the Regional Infrastructure Fund to finance up front costs of large transport infrastructure to unlock development and improve accessibility ➤ **2C.1, 2C.2**	South West RDA; SWRA; GOSW	Private finance secured for fund and development potential of main urban areas realised
	Implement tools to manage travel demand and assist sustainable mobility, including: • Travel Plans • Wider use of ICT • Teleworking/home working • Awareness raising ➤ **2C.1, 2C.2**	Local Authorities; SWRA; South West RDA; Transport users	Increased take-up of sustainable transport solutions
	Implement solutions identified by the Greater Bristol Strategic Transport Study to reduce congestion in the West of England city-region ➤ **2C.1**	Local authorities; Transport Operators; Network Rail; Highways Agency; South West RDA	Congestion reduced and economic growth potential supported
	Invest in improvements that unlock the potential in other main cities and towns, particularly Gloucester/Cheltenham, Swindon, Bournemouth/Poole, Exeter, Plymouth and the key Cornish towns ➤ **2C.1**	Local authorities; Transport Operators; Network Rail; Highways Agency; South West RDA	Congestion reduced and economic growth potential supported
	Proposed Activity Develop appropriate congestion charging schemes in conjunction with improvements to public transport		

REGIONAL PRIORITY 3A: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

■ sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)

■ diversity and equalities

■ the three economic drivers identified in the RES – Skills, Innovation and the Environment

■ objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

■ this priority highlights the need to implement tools to manage the demand for travel, particularly in the context of reducing congestion in the region's main cities and towns

Climate Change and Energy

■ implementation of this priority includes both opportunities and challenges with respect to climate change and energy. Activity to improve rail links and manage congestion should make a positive impact, whilst the development of airports will lead to increased carbon emissions as air travel increases. The latter presents a significant tension for the region which, on the one hand is seeking to reduce its environmental footprint whilst on the other needs to improve its connectivity to national and international markets to help sustain economic

performance. This tension will be considered in the SW debates proposed in 3C.1

Protecting Natural Resources, and Enhancing our Environment

■ new transport infrastructure can clearly present challenges to this objective. However where such infrastructure is developed, its impact should be minimised by appropriate mitigation techniques

Sustainable Communities

■ this priority contributes to sustainable communities by seeking to improve the reliability and resilience of the region's main inter-regional key public transport networks, and by reducing congestion which can have a significant impact on quality of life measures such as health

Diversity and Equality

People can experience transport inequality due to lack of access and cost. Although the Disability Discrimination Act requires transport providers to take 'responsible steps' to provide access to their services, many people with a disability still face difficulties in trying to travel by public transport. Another example is the disadvantages that young people can face due to the costs, and lack of access to, public transport services. Activity to improve transport infrastructure and accessibility should incorporate appropriate steps to address these inequalities.

Economic Drivers

Skills

■ skills issues have been incorporated in the development of the Regional Funding Allocations (RFA). This process identified the need to increase

public sector skills for developing transport proposals, so that they stand a more realistic chance of securing funding and being delivered. Proposals for a capacity fund to support this have therefore been included within the RFA proposals

Innovation

■ the development of a Regional Infrastructure fund as part of the RFA process is an innovative approach that is designed to bring forward transport infrastructure improvements in growth areas

Environment

■ the push to reduce carbon emissions from transport presents new market opportunities for South West business. The development of the new composite materials facility in Bristol is supporting aerospace companies to develop more fuel efficient aircraft

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

■ *to use growth as an opportunity to provide adequate transport infrastructure and make the best of existing and proposed investment.* This priority includes activity to lobby for resources to deliver improved connectivity and reduced congestion

■ *to improve intra- and inter-regional communications and embrace new technological developments to enhance access to labour and product markets, whilst shifting towards a more sustainable transport policy which protects the environment and manages 'greenhouse' gas emissions.* This priority includes activity to manage the demand for travel

REGIONAL PRIORITY 3B: PROMOTE AND ENHANCE WHAT IS BEST ABOUT THE REGION

Current position

The evidence base and review process has highlighted a number of key regional strengths which, when taken together, provide a strong basis for promoting the South West. Our environmental 'capital' is a key asset with the region enjoying, for example, the highest proportions of designated land, heritage coastline, and listed monuments of any of the English regions.

The quality of the region's cultural 'offer' is also critical in defining the 'sense of place' which attracts visitors and investment to the region – be it through iconic attractions such as Bath, Eden or Stonehenge, through internationally renowned festivals at Cheltenham and Glastonbury, or through the high levels of participation in cultural activities.

The South West has a number of specific strengths in promoting and delivering sustainable development, and is well placed to take advantage of this as national and international pressures for more sustainable patterns of development increase.

For further detail see the Evidence Base Annex (pp 68-71), and the Strategy document (pp 35-36).

Regional context for delivery

There are a number of strategies and structures that guide the delivery of some of the work within this priority. 'In Search of Chunky Dunsters', the Regional Cultural Strategy, provides the overall framework for cultural development in the region – a key component of the South West's 'sense of place'. 'Our Environment, Our Future', the South West Environment Strategy, articulates priorities for the protection and enhancement of the natural environment, with additional relevant detail in regional strategies for renewable energy and waste. 'Towards 2015', the region's sustainable tourism strategy, sets out priorities for the development of the sector that play a key role in developing visitor perceptions of the region. The Regional Sustainable Development Framework provides the context for developing and delivering economic development activity more sustainably.

In addition to these formal strategies and partnerships, delivery of this priority will shape the South West England marketing campaign, and will need to reflect the development of structures in preparation for the London 2012 Olympics.

Headline success measures

Successful delivery of this priority will result in:

- improved perception of the region by businesses and visitors, leading to increased levels of investment and visitor spend

- improvements to sustainability/quality of life indicators

Delivery partners contributing to this priority include:

Business in the Community/Environment
Culture South West
English Heritage
Environment Agency
GOSW
Business Representative Organisations
Heritage Lottery Fund/Big Lottery Fund
Local Authorities
Other Cultural Agencies
Natural England
Regional Assembly
Regional Environment Network
Regen SW
Sport England
South West RDA
South West Tourism
SRPs
Sustainability South West
Voluntary environmental organisations

This list is not intended to be exhaustive – other partners will also support delivery.

Key supporting documents include:

Cultural Strategy for the South West
Just Connect
Regional Renewable Energy Strategy for South West England
The Regional Waste Strategy for the South West
The Regional Sustainable Development Framework
The Regional Strategy for the South West Environment
Towards 2015 – 'Shaping Tomorrow's Tourism'
UK Government Sustainable Development Strategy

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 3B: PROMOTE AND ENHANCE WHAT IS BEST ABOUT THE REGION

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
3B.1 **Improve the way the South West is perceived by investors, businesses, potential workers and visitors**	**Confirmed Activity** Deliver the South West England regional image campaign	South West RDA	Improved investor and visitor perceptions of the region
	Implement the region's sustainable tourism strategy 'Towards 2015' through a programme of work to support its three objectives: • Enhance arrangements for destination management • Development of Brand Clusters • Sustainable Tourism ➤ **1A.1**	South West Tourism	Delivery of agreed measures in Towards 2015
	Coordinate domestic and international marketing of the sub-regions to maintain and extend visitor economy	South West Tourism	Return On Investment (ROI) from marketing campaign; increased visitors in shoulder season
	Encourage wider use of the South West England Brand to support regional and sub-regional marketing activity ➤ **1D.1, 1D.2**	South West RDA	Number of organisations or campaigns using South West England Branding
3B.2 **Build on existing strengths to develop the South West as the leading region for sustainable development**	**Confirmed Activity** Revision of the South West's Sustainable Development Framework	SSW	Publication of revised framework

DELIVERY ACTIVITY	LEAD ORGANISATIONS	MEASURING PROGRESS
Encourage the development and implementation of Environment Driver Implementation Plans by economic development partners	South West RDA; Environment Agency	Number of organisations developing plans
Implement proposals to promote the Environment Driver Concept, including: • establishment of network to share best practice in relation to the driver • regional awards programme to highlight the driver in action	South West RDA; Environment Agency	Establishment of network Launch of awards programme
Strengthen the region's environmental capital through initiatives to: • promote sustainable land management • enhance protected landscapes • promote green infrastructure • improve biodiversity	Natural England; Environmental Agency; REN; SWRA; (Coordinating delivery by a range of partners)	Delivery of actions in the South West Environment Strategy
Promotion of sustainable construction techniques for new developments in the region ➤ **1A.7**	Future Foundations	Increase in number of organisations signing up to sustainable construction charter
Implement the region's sustainable waste strategy through: • working with waste sector to improve services offered to businesses and improve recycling rate for commercial wastes • stimulating waste recyclates market • developing innovative approaches to waste management ➤ **1A.1**	Local Authorities; SWRA; EA; South West RDA	Quantity of commercial waste consigned to 'recycling' from the region's waste management facilities
Deliver key actions from the South West Climate Change Strategy, including the development of coordinated advice on the impacts of climate change and adaptation strategies in business planning	South West Climate Change Impacts Partnerships (SWCCIP)	Number of businesses having undertaken a risk assessment of the impacts of climate change and subsequent actions taken

DELIVERY ACTIVITY	LEAD ORGANISATIONS	MEASURING PROGRESS
Promote a sustainable energy supply for the region by: • implementing the Regional Renewable Energy Strategy • developing Regional Sustainable Energy Strategy • supporting national efforts to maintain security of energy supplies at regional level ➤ **1A.5, 1E.1**	REGEN SW; GOSW; Energy Suppliers; GOSW; South West RDA	Renewable energy target for 2010 met; strategy published by April '07; contribute to national debate and ensure essential infrastructure is in place
Improve measures of sustainable development so that they are more effective in helping to inform decisions on economic development activity, including: • use of the REEIO model • development of ecological footprint • strengthening regional environmental data	South West Observatory (SWO); South West RDA	Increased use of sustainable development indicators within economic development programmes
Develop a regional Sustainable Consumption and Production Network	South West RDA; Sustainable Development Commission	Network activities delivered
Deliver regional debate on securing economic growth within environmental limits ➤ **3C.1**	South West RDA	Programme for debates published Autumn 06; programme concluded by Summer 08
Proposed Activity Develop exemplar projects to demonstrate the economic advantages that can be achieved through sustainable construction techniques, including latest technologies on energy efficiency and micro-generation Promote highest standards of resource efficiency in public sector organisations in the South West Develop incentives to increase take-up of Corporate Social Responsibility principles		

DELIVERY ACTIVITY		LEAD ORGANISATIONS	MEASURING PROGRESS
3B.3 **Develop and promote regional attractions and events that will deliver significant and sustainable economic benefits**	**Confirmed Activity** Encourage the development and marketing of regional 'icons' to maximise economic benefits to the localities and wider region, including: • The Eden Institute • Creative Planet • Jurassic World Heritage Coast • South West Coast Path • National Parks • Stonehenge	South West Tourism; South West RDA; Culture South West	Improved visitor and investor perception Stronger links between 'iconic' attractions and local economies in which they are located Return on investment of promotional expenditure
	Develop the region's cultural infrastructure as an important component of future economic success and quality of life in the South West	Culture South West; Regional Cultural Agencies	Achievement of success measures in regional cultural infrastructure strategy
	Develop and deliver a Regional Events Strategy to help secure nationally significant cultural and sporting events in the South West	Culture South West; South West RDA	Completion of Events Strategy; additional national events taking place each year in the region
	Proposed Activity Develop regional icons through the Living Landmarks National Lottery Fund		
3B.4 **Maximise the opportunities for the region from London 2012**	**Confirmed Activity** Use the 2012 Olympics as a catalyst for the long-term regeneration of Weymouth and Portland	Local Authorities; South West RDA	Development of appropriate strategy to maximise benefits
	Develop strategy to secure maximum benefit for the South West from 2012 London Olympics	Regional Olympics Partnership; South West RDA; Sport England	Increased spend in region as result of Olympics; changes to visitor perception of the South West

REGIONAL PRIORITY 3B: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

- sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)
- diversity and equalities
- the three economic drivers identified in the RES – Skills, Innovation and the Environment
- objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

- like many parts of the UK, the region faces significant challenges in how to manage increasing levels of waste. This priority highlights activity to improve sustainability of production by reducing business waste, and by stimulating markets for recyclates

Climate Change and Energy

- the priority sets out a number of activities that will support this objective, including the development of the Regional Sustainable Energy Strategy, and the implementation of the Strategy for Sustainable Tourism, which is encouraging visitors to use alternative means of travel

Protecting Natural Resources, and Enhancing our Environment

- the identification of the environment as a key driver has brought economic and environmental organisations together to develop common objectives and actions to protect and enhance the region's environment. This is best encapsulated through the RES statement of intent – 'to demonstrate that economic growth can be secured within environmental limits to bring prosperity to the region'

Sustainable Communities

- culture and creativity are critical to ensuring that communities across the region remain vibrant and sustainable. The delivery of the regional cultural infrastructure strategy, and the development of regional icons, will help to ensure that our cultural 'capital' is maintained and enhanced

Diversity and Equality

The region's diversity – in all senses of the word – is one of its most significant strengths. Work to promote the region to new businesses or visitors can use this diversity positively to change perceptions of the region and encourage investment.

Economic Drivers

Skills

- skills and training drive a range of activity under this priority. From skills for sustainable construction, through training to exploit new markets in renewable energy and waste, to the development of 'green' tourism skills, they play a critical role in the successful delivery of this priority

Innovation

- innovation has driven much of the current approach to this priority. The South West was the first region to identify and use the Environment Driver concept. It is also one of the first to make such a clear statement of intent regarding prosperity within environmental limits – which could potentially lead to significant changes to how economic development activity is delivered in future

Environment

- one of the clearest ways in which the driver is used for economic benefit is through the regional marketing and branding activity. The strapline 'It's in our nature', supported by images of the high quality built and natural environment underline the importance of the region's environmental quality to attracting investment and visitors

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

- *to fully understand and recognise the significance, and make much better use of the social and economic benefits, of the region's high quality environment and the cultural distinctiveness of the South West.* Whilst this priority highlights activity to make better economic use of our cultural and environmental capital, there are still gaps in our understanding of the extent of the link between the environment and its direct economic benefit

- *to ensure our natural resources are used much more sustainably by using land wisely, minimising waste and increasing recycling, using renewables, and promoting sustainable construction and good design.* This priority sets out a range of activities to support this objective

REGIONAL PRIORITY 3C: IMPROVE LEADERSHIP, INFLUENCE AND PARTNERSHIP

Current position

Successful economic regions are characterised by dynamic leadership, effective representation and strong committed partnerships. By investing in the development of shared visions, purposes and priorities, successful regions increase the impact of their interventions and attract more public and private investment for infrastructure and development projects. They also influence public policy to ensure that it supports their vision without creating unnecessary barriers to business development and growth.

For further detail see the Evidence Base Annex and the Strategy document (p 36).

Regional context for delivery

The South West Integrated Regional Strategy, 'Just Connect', brings together a shared vision and set of objectives covering all aspects of the region's sustainable development – economic, social and environmental. It represents a commitment by all of the major regional partners to a common vision and to integrated partnership approaches to delivering that vision. The RES, the RSS and other regional strategies are key elements in the delivery of the prosperous and fair society that we all aspire to.

An effective partnership approach remains key to success in the region particularly in the light of the opportunities and challenges we face over the next ten years. The development of Local Strategic Partnerships, and the potential re-organisation of governance structures will need to be considered in taking forward activities in this priority.

Headline success measures

Successful delivery of this priority will result in:

- more joint targets and priorities across the SW organisations

- increased public investment into the region

Delivery partners contributing to this priority include:

creating:excellence
Equality South West
GOSW
Local Authorities
Local Strategic Partnerships
SW Cohesion Partnership
SW Observatory
South West RDA
South West Regional Assembly
Sub-regional partnerships
SW UK Brussels Office
SW Forum

This list is not intended to be exhaustive – other partners will also support delivery

Key Supporting documents include:

Just Connect
Regional Funding Allocations: Advice from the South West region
The Regional Sustainable Development Framework

This list is not intended to be exhaustive – other documents will influence delivery of this priority. For further details see Strategic Context Annex.

REGIONAL PRIORITY 3C: IMPROVE LEADERSHIP, INFLUENCE AND PARTNERSHIP

DELIVERY ACTIVITY		LEAD ORGANISATION	PROGRESS MEASURES
3C.1 Encourage an integrated approach to economic development	**Confirmed Activity** Develop and deliver the 'Our Economy: Our Future – the South West debates' • securing economic growth within environmental limits • a growing, ageing, and more diverse population • energy challenges • regional leadership • competitive threats from globalisation	South West RDA	Programme for debates published Autumn 06; programme concluded by Summer 08
	Improve mechanisms to support the delivery of the RES, including: • regular reporting on progress • ensuring appropriate evaluation of activity, and • learning from good practice in the region and beyond	South West RDA	The RES annual report will contain a narrative on progress in this activity
	Develop the capacity of sub-regional and local partnerships to support the implementation of the RES	South West RDA; SRPs; SWRA; Local Authorities; LSPs	Delivery of SRP objectives
	Ensure sufficient capacity in the Voluntary and Community Sector to engage in the development and delivery of regional economic development policy through the implementation of the Regional Compact and the South West Infrastructure Plan ➤ **2A.3**	South West RDA; GOSW; Capacity Builders; SWF	Annual report on progress by Regional Compact Group
	Develop linkages with other European regions to learn from good practice in economic development, increase trade links and access funding (e.g. through the Territorial Cooperation Programme)	SW Brussels Office; SW European; Partnership	Increased regional projects through the Territorial Cooperation Programme; positive evaluation of participation

DELIVERY ACTIVITY		LEAD ORGANISATION	PROGRESS MEASURES
	Raise demand for, and take up of, leadership and management skills in public sector agencies through the SW Leadership and Management Strategic Framework Action Plan ➤ **1C.2**	LSCs	Increase in public sector participation in Leadership and Management training
	Proposed Activity Establish a regional common purpose programme		
3C.2 **Improve the effectiveness of regional representation at national and European levels**	**Confirmed Activity** Develop mechanisms to support the development of agreed regional policy on national and European issues including: • Regional Funding Allocations • Comprehensive Spending Review 2007 • EU Convergence and Competitiveness Programmes • Relevant White Papers/policy statements	SWRA; South West RDA; GOSW	Increase in joint regional submissions to government and EU; increased investment in region
	Improve coordination of activity to 'make the regions' case in Westminster and Whitehall	SWRA; South West RDA; GOSW	Increase in joint regional submissions to government and EU; increased investment in region
	Promote the region to the EU through the SW UK Brussels Office, in order to: • improve understanding in Europe of the South West • provide intelligence back to the region to enable us to realise opportunities from the EU	South West Brussels Office; South West Cohesion Partnership	Increase in joint regional submissions to government and EU; increased investment in region
3C.3 **Improve understanding of the state of the region**	**Confirmed Activity** Develop the South West Observatory (including sub-regional intelligence modules) as provider of independent, joined up intelligence to support the delivery of regional priorities	South West Observatory	Delivery of South West Observatory success measures, SWID and Annual Conference
	Continue regional work on 'futures' and scenario planning ➤ **3C.1 SW debates**	South West RDA; SWRA	

REGIONAL PRIORITY 3C: CROSS CUTTING THEMES

The Strategy highlights a number of important cross cutting themes that should shape the development and delivery of all activity under this priority. This section aims to assist this process by highlighting **examples** of how activity will be steered by:

■ sustainable development objectives (taken from 'Securing the Future', the UK National Strategy)

■ diversity and equalities

■ the three economic drivers identified in the RES – Skills, Innovation and the Environment

■ objectives set out in 'Just Connect', the Integrated Regional Strategy

Sustainable Development

Sustainable Consumption and Production

■ work to improve our understanding of the region will strengthen the evidence base for activity to support sustainable consumption and production. For example, the Regional Observatory will deliver enhanced data for local sustainability appraisals, and the regional economic accounts will be developed to incorporate environmental measures

Climate Change and Energy

■ two of the SW Debates proposed under this priority will focus on securing economic growth within environmental limits, and energy challenges. These will help the region to develop a clearer understanding of, and response to, climate change and energy

Protecting Natural Resources, and Enhancing our Environment

■ the identification of the environment as a key driver has brought economic and environmental organisations together to develop common objectives and actions to protect and enhance the region's environment. This integration between traditionally separate activity demonstrates how the region is improving policy and partnership to support this SD objective

Sustainable Communities

■ increasing participation in decision making is an important component of sustainable communities. This priority highlights activity to improve capacity of both local and sub-regional partners, and the voluntary and community sector to help ensure they are able to engage in the development and delivery of economic development policy

Diversity and Equality

The establishment of Equality South West provides a mechanism to ensure that the needs and views of groups that have traditionally been disadvantaged in the economy are effectively incorporated into the development and delivery of regional economic policy.

Economic drivers

Skills

■ this priority highlights the need for enhanced leadership skills in the public sector as a catalyst to improvements in policy and activity within the region

Innovation

■ there are a number of examples – such as Equality South West, and the South West Observatory – where innovative or novel approaches have been adopted to improve leadership, influence and partnership in the region

Environment

■ the 'Greening Regional Development Programme' Inter-reg project has been developed in the South West to enable regions from across Europe to exchange good practice on incorporating the environment into economic development policy and delivery

'Just Connect'

Activity under this theme supports the following 'crunch' objectives from the IRS:

■ *to ensure an active, inclusive and creative approach to consultation on policy and delivery in the region.* This priority identifies the need for activity to increase capacity in the voluntary and community sector, and in sub-regional and local partnerships to help ensure that the delivery of the RES meets this objective

ABBREVIATIONS

ACAS	Advisory Conciliation and Arbitration Service
AONB	Area of Outstanding Natural Beauty
B&P	Bournemouth and Poole
BCC	British Chamber of Commerce
BISW	Business Incubation South West
BL	Business Link
BME	Black and Minority Ethnic
BNES	Bath and North East Somerset
BREW	Business Resource Efficiency and Waste
CDFI	Community Development Finance Initiatives
CGE	Computable General Equilibrium
CIoS	Cornwall and the Isles of Scilly
CORE	Chamber of Rural Enterprise
CPR	Camborne-Pool-Redruth
CUC	Combined Universities in Cornwall
Defra	Department for Environment, Food and Rural Affairs
DfES	Department for Education and Skills
DTI	Department for Trade and Industry
E	East of England
EM	East Midlands

EZ	Euro-zone – countries that have adopted the single currency
FDI	Foreign Direct Investment
FE	Further Education
FTE	Full Time Equivalent
FRESA	Framework for Regional Enterprise and Skills Action
GB	Great Britain
GDP	Gross Domestic Product
GOSW	Government Office South West
GVA	Gross Value Added
GWNS	Gloucestershire, Wiltshire and North Somerset (including Bristol and Swindon)
HE	Higher Education
HEI	Higher Education Institutions
HEFCE	Higher Education Funding Council for England
HERDA SW	Higher Education Regional Development Agency
IAG	Information, Advice and Guidance
ICT	Information and Communications Technology

IDB	Information, Diagnosis and Brokerage
IoS	Isles of Scilly
IRS	Integrated Regional Strategy
KESW	Knowledge Exploitation South West
L	London
LAA	Local Area Agreement
LEA	Local Education Authority
LEGI	Local Enterprise Grant Initiative
LSC	Learning and Skills Council
LSP	Local Strategic Partnerships
MAS	Manufacturing Advisory Service
MCTI	Market and Coastal Towns Initiative
MoD	Ministry of Defence
NE	North East of England
NI	Northern Ireland
NS/SG	North Somerset and South Gloucestershire
NUTS	Nomenclature of Territorial Units for Statistics
NVQ	National Vocational Qualification

NW	North West of England	RTS	Regional Transport Strategy	SW RSP	South West Regional Skills Partnership
ODPM	Office of the Deputy Prime Minister	SA	Sustainability Appraisal	SWMAS	South West Manufacturing Advisory Service
OECD	Organisation for Economic Cooperation and Development	SC	Scotland	SWSIC	South West Science and Industry Council
ONS	Office for National Statistics	SD	Sustainable Development	TAEN	Third Age Employment Network
PSA	Public Sector Agreement	SE	South East of England	TTWA	Travel to Work Areas
PSRE	Public Sector Research Establishment	SEA	Strategic Environmental Assessment	UK	United Kingdom
R&D	Research and Development	SFI	Selective Finance for Investment	UKTI	UK Trade and Investment
RDA	Regional Development Agency	SSFF	Strategy for Sustainable Farming and Food	URC	Urban Regeneration Company
REEIO	Regional Economy – Environment Input-Output Model	SLIM	Skills and Learning Intelligence Module (of the SW Regional Observatory)	WAL	Wales
RES	Regional Economic Strategy	SME	Small and Medium Sized Enterprises	WM	West Midlands
RISE	Regional Infrastructure for the Social Economy	SOA	Super Output Area	YH	Yorkshire and Humberside
RITS	Regional International Trade Strategy	SRP	Sub-Regional Partners		
RFA	Regional Funding Allocations	SW	South West		
RPE	Regional Procurement Executive	SWAIN	South West Angels and Investors Network		
RR05	Review of the SW Regional Economic Strategy (2005)	SWCORE	South West Chamber of Rural Enterprise		
RSS	Regional Spatial Strategy	SWESA	South West Enterprise and Skills Alliance (now referred to as the South West Regional Skills Partnership)		
RSL	Registered Social Landlords	SWID	South West Intelligence Database		
		SWRA	South West Regional Assembly		

GLOSSARY

Additionality:

The total net, hopefully positive, impact of intervention.

Capital:

Physical economic resources, e.g. plant and machinery, factories and offices, available for use as a factor of production with labour to generate output. If "capital" means financial capital it is stated as such.

Consumption:

Expenditure on goods and services which delivers satisfaction in a specific time period.

Comparative Advantage:

A country or sector's ability to produce a good or service at a lower opportunity cost than its trading partners.

Displacement:

Interventions may divert, for good or ill, activity from existing operations.

Disposable Income:

The amount of income left after deductions such as income tax, pension contributions and national insurance.

Employment Location Quotient:

A measure of relative employment concentration geographic areas.

Entrepreneurs:

People who undertake the risks of innovative production of goods and services in the expectation of future returns.

Equilibrium:

A state of market balance – where there is no tendency or incentive to change demand and supply.

Externalities:

The spillover effects of production or consumption for which no market payment is made. Externalities can be positive or negative.

Globalisation:

The growing inter-dependence amongst world economies and enterprises, reflecting new technologies and the removal of barriers to international commerce.

Gross Fixed Capital Formation:

Total spending on fixed investment e.g. machines, factories, offices.

Gross Domestic Product (GDP):

The total value of all goods and services produced in a given time and in a given geographic or politically-defined area, excluding net property income from abroad.

Gross Value Added (GVA):

The aggregated difference between the value of final goods (turnover) minus the cost of bought-in raw materials and intermediate goods.

GDP = GVA (– taxes + subsidies on products)

Human Capital:

The accumulated stock of skills, knowledge and expertise of workers/labour.

Intervention:

The act of intervening in a market to try to influence market outcomes.

Investment:

The accumulation of capital resources that enable economic actors to produce goods and services and yield returns in more than one period.

Labour Market:

The market in which demand and supply for labour is effected – firms willing to employ workers and labour seeking employment.

Leakage:

Benefits/costs of intervention that leak into non-target areas.

Market Failure:

Occurs when the workings of the price mechanism are imperfect and result in an inefficient or unfair allocation of resources from the perspective of society.

Macroeconomics:

The study of groups of economic actors in a whole economy, international, national or regional.

Microeconomics:

The study of the behaviour of an individual, firm or industry.

Opportunity Cost:

The decision to produce or consume a product or service involves a resource commitment that means other products and services cannot be produced or consumed. The real cost of an economic action is the benefit from the next best alternative foregone.

Price Mechanism:

Prices act as a signal of absolute and relative values to firms and consumers to adjust their economic behaviour. For example, a rise in price encourages producers to switch into making that good but encourages consumers to use an alternative substitute product.

Productivity:

Total output divided by total inputs (factors of production).

Real Terms:

The adjustment of monetary values for the effects of inflation.

Resource Efficiency:

Efficient use of land, labour, capital and entrepreneurs.

Substitution:

Positive/negative changes in behaviour induced by intervention.

Sustainable Development (SD):

Development where consideration is given to the quality of life of future as well as current generations.

Transfer Payments:

Payments for which no good or service is exchanged. Money has simply been transferred from one person in society to another.

Wealth:

A stock of all those assets capable of earning an income. Wealth can be human or material.

This document is available in large print.
A summary is available on audio tape.

ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀਆਂ ਕਾਪੀਆਂ ਸਾਊਥ ਵੈੱਸਟ ਆੱਫ ਇੰਗਲੈਂਡ ਰੀਜਨਲ ਡਿਵੈਲਪਮੇਂਟ ਏਜੰਸੀ (ਖੇਤਰੀ ਵਿਕਾਸ ਏਜੰਸੀ) ਤੋਂ ਆੱਡਿਓ ਟੇਪ 'ਤੇ ਮਿਲ ਸਕਦੀਆਂ ਹਨ।

這份文件另有錄音帶，可向英格蘭西南地區發展署索取。

اس دستاویز کی کا پیاں آ ڈیوٹیپ پرساؤتھ ویسٹ آف انگلینڈ ریجنل ڈ و بلپمنٹ ایجنسی سے دستیاب ہیں ۔

इस दस्तावेज़ कागज़ात की कॉपीयाँ (नकलें) इंग्लैंड की साउथ वेस्ट रिजनल डिवेलॉप्मेंट एजन्सी से आडियो टेप पर मिल सकती है।

সাউথ ওয়েস্ট অব ইংল্যাণ্ড রিজিওন্যাল ডেভেলাপ্রমেন্ট এজেন্সি এর কাছ থেকে এই দলিলটি অডিও টেইপে (ক্যাসেটে) পাওয়া যাবে।

Nuqulka ama koobiga qoraalkan waxaa laguugu diyaariyey cajalad ood ka dhagaysan kartaa, waxaanad ka heli kartaa, South West England Regional Development Agency.

South West *of* **England**
Regional Development Agency

South West
England