

**SOUTH EAST ENGLAND REGIONAL ASSEMBLY
EXECUTIVE COMMITTEE**

Date: 14 December 2007

Subject: **Report of the Select Committee on the Global Challenge and
Global Regions**

Report of: Head of Policy

Recommendations:

That the Committee:

1. Receives this report of the Select Committee on the Global Challenge and Global Regions.
2. Agrees the select committee's recommendations.

Purpose of Report:

To present the findings of the select committee and seek the Executive Committee's endorsement of the report. SEEDA will provide a response to the committee recommendations at the January meeting of the Executive Committee.

Key Issues:

The select committee makes the following recommendations to SEEDA:

Recommendation 1 - SEEDA should clarify how it will ensure its strategy and activities are forward-looking and flexible to deal with the opportunities and issues presented by a dynamic global economy. As part of this SEEDA should undertake mapping of strategic links between the South East and other global regions.

Recommendation 2 - SEEDA should establish a robust evidence base outlining the economic significance of the South East to the national economy, which sets out the benefits of investing in infrastructure in the region (and conversely the risks to the national economy of inadequate investment in the region). This should be prepared in time to be utilised in the next Regional Funding Allocation process.

Recommendation 3 - SEEDA should evaluate how to maximise the potential of universities individually and collectively in the region. They should consider both:

- Their role in stimulating 'demand' from businesses for university collaboration; and
- the opportunities for SEEDA to use universities more fully in their own projects and delivery.

Recommendation 4 - As well as maintaining existing lobbying work as part of the 'Greater South East' group, SEEDA should work with the LDA and EEDA to explore the potential of expanding individual programmes across regional boundaries. SEEDA should initiate this investigation as part of the Business Support Simplification process.

Recommendation 5 - Skills for globalisation

- i) SEEDA should further develop its training programmes that help develop businesses' and individuals' ability to engage in a global market-place. This should include a focus on developing cultural affinity skills.
- ii) SEEDA should work with partners at the national, regional and local level to influence their provision of language skills, and prioritise language training within their own business support provision.

Recommendation 6 - SEEDA should further develop its support for small and medium enterprises with specific focus on making the most of opportunities in the global market-place. The potential to expand support beyond existing sectors should also be considered.

A response framework for SEEDA is attached in Annex 2. This framework aims to provide a consistent format for SEEDA's response and will make identifying our impact simpler, allowing us to track recommendations more effectively.

1. Introduction

- 1.1 The Regional Assembly undertakes scrutiny of the South East England Development Agency (SEEDA) under the Regional Development Agency Act 1998. Each year we hold three select committees to examine a range of SEEDA's activities to evaluate how effectively they respond to the needs and priorities of the region. This is the report of our first scrutiny of the 2007-08 programme and the first topic that our new standing committee of scrutiny members has considered. A list of Assembly members that undertook this select committee is available in Annex I. The meeting was chaired by Ian Chisnall, Assembly Vice-Chair and lead member for scrutiny.
- 1.2 This select committee considered SEEDA's response to the global challenge, and examined two key aspects of SEEDA's responsibilities; the first, preparing South East residents and businesses for competition on a global scale; and secondly, making the South East an attractive resource and location for global businesses.

2. The Select Committee Approach

- 2.1 The Assembly commissioned a scene setting 'context and issues' paper from the consultants SQW, which provided context for the deliberations. The paper was informed by interviews with senior SEEDA personnel, partners and external bodies and a desk review of strategic documents and programmes.
- 2.2 The consultant's report was used as a consultation document to prompt responses from external bodies and, along with the responses, helped to frame the members' discussions with SEEDA. The organisations that made submissions in response to the document are listed in Annex I. Copies of the submissions and the consultant's report are available on the Assembly website¹.
- 2.3 The select committee held a workshop with stakeholders, followed by the main committee meeting with SEEDA, on 7 September 2007. The workshop provided an opportunity to debate SEEDA's activities and strategy, taking into account of the views of stakeholders. A list of those who attended the workshop is included in Annex I. The main committee meeting provided the opportunity for members to discuss the issues with SEEDA representatives, informed by the workshop discussion and the background information (outlined in paragraph 2.2). This report presents the committee's main findings and identifies key recommendations to SEEDA regarding opportunities for developing their work.

3. Context of the Global Challenge in the South East

- 3.1 Measured on a number of indicators, the South East is one of the most prosperous regions in the United Kingdom, and indeed in the world. Looking internationally, the European Competitiveness Index (ECI), which compares 118 European regions, places the South East sixteenth².

¹ <http://www.southeast-ra.gov.uk/meetings/select/global.html>

² Other UK regions in the top thirty are London, ninth, and the East of England, twenty-sixth

- 3.2 However, the South East is not uniformly prosperous and there is considerable variation in economic performance across the region; the South East has the widest variation in gross domestic product per head of any region outside London. In addition, there are indications that the South East is beginning to slip in global competitiveness rankings; SEEDA reflected at the select committee meeting that the South East has slipped from 31st to 55th in global competitiveness rankings.
- 3.3 The global economy is undergoing profound changes in terms of trade and investment flows, the use of technology, environmental transformations and political tensions. In addition, the BRIC economies (Brazil, Russia, India and China) are new economic powerhouses that are rapidly changing the nature of the world economy. These changes present both opportunities and challenges.
- 3.4 SEEDA has a role in helping to enable the South East to sustain its competitive advantage. Only by keeping on top of the global economic challenge can the South East continue to be home to global headquarters, research establishments as well as to more labour intensive services and high value manufacturing. These are vital to the South East economy; foreign owned businesses in the region are responsible for £40.7 billion of Gross Value Added³ (GVA) in the South East economy and support 768,000 jobs – 24% of the region's GVA and 20% of employment. Further, South East businesses need support to make the most of new trading opportunities and to compete effectively with other global organisations.

4. SEEDA's Response to the Global Challenge

The Regional Economic Strategy

4.1 SEEDA's response to the global challenge is summarised in the current Regional Economic Strategy (RES), 2006-2016. The RES focuses significantly on global challenges facing the region and lists the 'global challenge' as a key objective. The 'global competitiveness' strand to the RES has four target areas: global business; research and development; innovation and creativity; and infrastructure. Within this context, SEEDA has a role in supporting South East competitiveness in a variety of areas:

- **Global business and foreign direct investment** - including SEEDA's activities to stimulate inward investment and trade, and their international networking activities;
- **Knowledge transfer and business expenditure on research** - including SEEDA's activities to link businesses and universities, and to encourage investment in business expenditure on research and development (BERD);
- **Innovation and creativity** - including SEEDA's activities to encourage and enable businesses to create new or improved products and services;
- **Infrastructure** - although SEEDA's direct role in delivering infrastructure investment is limited, SEEDA has a key role in working with partners to

³ Gross Value Added measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom.

lobby for investment and infrastructure to support the South East as the engine of the UK economy;

- **Skills** - although SEEDA is a relatively minor player in the education and skills domain, SEEDA has a role in developing and promoting specific skills that it considers particularly relevant.

4.2 Although these were the key issues addressed by the committee, the RES recognises that environmental and social well-being are also vital to the long-term sustainability of the South East. This was highlighted at the select committee, with SEEDA's Chief Executive stressing that SEEDA views all three objectives - smart growth, sustainable productivity and global competitiveness – as interdependent; one will not be achieved without success in the other two. In particular, the RES reflects that the South East's environmental and social capital are instrumental to the South East's competitiveness and key factors that help to attract and retain businesses, investment and employees.

SEEDA's Operations

4.3 Alongside development of the new RES (2006-2016), SEEDA undertook a programme of organisational development, with new directorates to mirror the three RES objectives. The Global Competitiveness Directorate brings together all of SEEDA's international work and aftercare services for foreign-owned businesses with its support for innovation and science, knowledge transfer, sectors/clusters, Enterprise Hubs, business finance, information and communications technology infrastructure and energy technologies. The directorate - led by Jeff Alexander, Executive Director, Global Competitiveness – is supported by around 60 officers. The directorate is made up of three teams: an international team; an innovation and creativity team; and a team managing relationships with the region's business representative organisations and businesses.

4.4 SEEDA has completed a merger between the UK Trade and Investment (UKTI) team and SEEDA's international team. The South East is the only region to pursue this approach so far, but SEEDA were confident there was more to be gained by joining the two teams than compartmentalising trade and other foreign activities. Indeed, this approach was welcomed by consultees. SEEDA employs a small number of overseas representatives (one person in each location) who work with UKTI, consulates and embassies to promote the South East and capture inward investment opportunities.

Global Regions Initiative

4.5 During the process of agreeing this scrutiny topic, Assembly members initially expressed an interest in specifically exploring the role of SEEDA's Global Regions Initiative. The initiative was established in 2003, seeking to build relationships with global regions displaying characteristics similar to the South East. The rationale derived from mapping work by Dr Robert Huggins, identifying five regions in the United States (Greater Washington, Fairfax County/Virginia, Los Angeles County and San Diego and Massachusetts), Kanagawa Prefecture in Japan, North Rhine Westphalia in Germany, Seoul in Korea, Shanghai in the People's Republic of China and Sydney in Australia as regions with which SEEDA should consider developing relationships. The initiative aims to achieve increased

competitiveness through mechanisms including global partnering, building research links, increased two-way trade and investment, and sharing knowledge and best practice.

- 4.6 In undertaking this select committee, it became clear that the Global Regions Initiative did not have a high profile with external stakeholders. SEEDA acknowledged that its initial vision, for a network of regions, has not been realised but maintain its evolution has led to other beneficial outcomes. The initiative is viewed - within SEEDA as least - as having identified potential 'global partners'. SEEDA is exploring the opportunities links with these regions present, rather than sticking rigidly to the original proposal of a formalised network. SEEDA accepts that the content of the programme is not well-known outside the organisation, but does not regard this to be a significant problem. SEEDA officers suggest that the initiative identified principles which have been integrated within other projects, rather than being a distinctive programme. However, SEEDA also recognise there is a need to use the principles established in the initial mapping exercise to review the initiative, given the fast-moving nature of globalisation (see paragraphs 5.2 and 5.3 for further discussion of this issue).

5. Findings of the Select Committee

- 5.1 The select committee has identified areas where SEEDA's activities could be strengthened. However, it was evident that people were generally happy with the service provided by SEEDA's existing programmes, and feel the programmes are generally reasonably well focused given SEEDA's available resources. Further, the new RES and SEEDA's recent organisational development - which have both placed more emphasis on the global challenge - are seen as positive steps and evidence that SEEDA is prioritising the issue. The recommendations below should be read in the context of this positive feedback in support of SEEDA's programmes.

A Dynamic Approach

- 5.2 Members stressed that, in rapidly changing global markets, SEEDA must have a clear understanding of how the South East's potential can be maximised, by identifying market potential and new growth sectors. SEEDA recognises the importance of identifying future markets and is, for example, currently considering upcoming societal changes in an effort to identify what new opportunities this could provide. Indeed, SEEDA's Chief Executive's opening remarks at the select committee meeting reflected that "being world class is a moving target".
- 5.3 Despite this recognition, the committee felt that SEEDA's activities needed to be more dynamic in order to make the most effective response to the transitory and rapidly changing nature of globalisation. This requires SEEDA to be forward-thinking and demands that resources are invested in identifying emerging trends and pre-empting market changes. The committee recognises this is challenging for SEEDA given the scale and dynamism of these external forces. However, the committee concluded that it is for this very reason that SEEDA needs to concentrate more effort on developing their ability to foresee and understand the implications and opportunities of change, and use this information to enable the region to respond.

- 5.4 **Recommendation 1** - SEEDA should clarify how it will ensure its strategy and activities are forward-looking and flexible to deal with the opportunities and issues presented by a dynamic global economy. As part of this SEEDA should undertake mapping of strategic links between the South East and other global regions.

Infrastructure

- 5.5 A message that came strongly from the consultation process is the importance of adequate infrastructure in the region. Many businesses expect infrastructure that meets the demands of a global organisation; they are reliant on good transport links; require state of the art information and communications technology; and need environmental and social infrastructure to attract and retain employees. If this cannot be provided by the South East, businesses may locate elsewhere.
- 5.6 The committee recognises that SEEDA has very little direct control over infrastructure in the region and its resources will only enable direct investment in a limited number of infrastructure schemes. Nevertheless, the responses indicate that consultees feel SEEDA does have a role to play in ensuring infrastructure is delivered. During discussion it was felt that the 'engine for growth' argument has been developed and employed effectively in dialogue with Government. The committee reflected that SEEDA has a role in lobbying national government for investment, working in partnership with other regional bodies. In this joint working, each organisation has particular skills and evidence that should be utilised.
- 5.7 The recent announcements in the sub-national review of economic development and regeneration have implications for responsibilities in this area, too. The proposal of an integrated regional strategy seemed to be welcomed in consultees' submissions, who felt this would lead to greater cohesion between the economic development agenda and the spatial/planning framework.
- 5.8 **Recommendation 2** - SEEDA should establish a robust evidence base outlining the economic significance of the South East to the national economy, which sets out the benefits of investing in infrastructure in the region (and conversely the risks to the national economy of inadequate investment in the region). This should be prepared in time to be utilised in the next Regional Funding Allocation process.

Universities

- 5.9 Consultees recognised that SEEDA faces a challenge in engaging with universities, having limited leverage in comparison to other Regional Development Agencies (RDAs); it has less funding than the northern RDAs and less political power than the London Development Agency (LDA). Therefore the incentives it can offer to encourage engagement are perceived as limited.
- 5.10 However, consultees suggested that SEEDA does have a unique role in offering strategic leadership. Universities welcomed the regional context provided by SEEDA, which allowed university collaboration within regional boundaries; this did not happen in the same way before SEEDA's existence. Indeed, SEEDA

agreed that their 'added-value' comes from helping universities determine collective interests. In particular, it was suggested that SEEDA's role may not be in promoting universities that already have an international reputation, but in promoting the intellectual resource of the collective universities in the South East. Therefore, SEEDA is, for example, working with the region's universities to develop a single offer to businesses.

- 5.11 Despite these challenge of engagement, discussions revealed that Higher Education Institutions (HEIs) generally see SEEDA's relationship with the region's universities as positive. Working-level contacts with individual HEIs are perceived as excellent. They also felt that there has been a step-change recently in the relationship between universities and SEEDA, encapsulated in the new RES which gives more thought to how universities could be utilised.
- 5.12 Nevertheless, consultees expressed the feeling that universities are currently under-utilised by SEEDA. Historically, universities were not considered in programme development; for example, one submission explained that, at the outset of the global regions initiative, the potential role of universities was not thought through. Furthermore, the committee agreed with the suggestion that more could be done to make overseas links between universities and international corporations, which could strengthen inward investment activities.
- 5.13 **Recommendation 3** - SEEDA should evaluate how to maximise the potential of universities individually and collectively in the region. They should consider both:
- Their role in stimulating 'demand' from businesses for university collaboration; and
 - the opportunities for SEEDA to use universities more fully in their own projects and delivery.

The Greater South East

- 5.14 SEEDA works in close partnership with the London Development Agency (LDA) and East of England Development Agency (EEDA) on a number of issues. The committee found the concept of the 'Greater South East' was applied as a marketing tool; as a route to deliver joint initiatives; and as a lobbying mechanism.
- 5.15 The three RDAs feel that, by lobbying Government collectively, they can make the most of their 'unique selling point' as the 'engine of growth'; a view reiterated by both SEEDA and the LDA at the committee meeting. As the only net contributors to the Exchequer, the 'Greater South East' RDAs have worked collectively to lobby Government for additional funding. SEEDA emphasised the importance of providing a strong voice, especially in the light of the Northern Way, which works effectively as a voice of northern regions. Consultees were supportive of this approach, welcoming it as a compelling argument that should be pursued in dialogue with Government. The three RDAs have made much of the argument that without the right investment, growth could stall which would be detrimental to the growth of all of the regions within the UK⁴.

⁴ For example, see 'The UK's Engine for Growth and Prosperity: A case for targeted investment in the Greater South East', a joint publication from EEDA, LDA and SEEDA.

- 5.16 The committee also found evidence of the Greater South East being used as a brand to, for example, attract inward investment. Indeed, the LDA and SEEDA share some resource in order to promote the 'Greater South East' brand. It was suggested in discussions that the South East benefits from the close association with London, which is a recognised international brand in a way that the South East is not. All three are able to make use of the 'selling points' of other regions, a point recognised by the LDA at the meeting. SEEDA suggested they each have much to gain from cooperating with what are effectively their closest competitors in the UK. The submissions suggested that universities welcome the 'Greater South East' branding, which has the potential to bring together Cambridge, Oxford, and London universities as a collective offer: a "knowledge centre", as one participant suggested. This is perceived as a powerful marketing tool and more effective than marketing the South East on its own.
- 5.17 Similarly, members felt that the added-value of the 'Greater South East' was in the joint initiatives they pursued. Where they had worked together to make the most of shared opportunities, for example in the case of the Olympics and Thames Gateway, it was felt that the sum result was more beneficial for each RDA than if they had worked alone. Members therefore felt that there is the potential to expand the provision of joint initiatives, a view supported by consultees. There seemed particularly strong support from stakeholders for the potential of expanding the Innovation Advisory Service⁵ across regional boundaries. This would allow businesses to take advantage of the knowledge and research resource that the universities could provide. Similarly, stakeholders suggested that knowledge networks, such as the sector consortia in the South East, would benefit from larger networks that spanned all three regions.
- 5.18 **Recommendation 4** - As well as maintaining existing lobbying work as part of the 'Greater South East' group, SEEDA should work with the LDA and EEDA to explore the potential of expanding individual programmes across regional boundaries. SEEDA should initiate this investigation as part of the Business Support Simplification process.

Skills for Globalisation

- 5.19 The select committee process highlighted that workforce skills are an important element of a competitive region. However, some consultees questioned whether SEEDA was the right body to bring about changes to skills training provision. Indeed, the committee recognised that SEEDA's role in skills provision is limited in respect to both budgets and direct responsibility. Nevertheless, the committee stressed that SEEDA - as the economic development agency in the region - should be engaged with the skills provision agenda, and has a particularly clear role in lobbying those with larger budgets to ensure skills provision suits the needs of the region's businesses and employees. SEEDA must not shy away from these issues simply because they are not its direct responsibility and should build on the existing work it already undertakes in this respect.

⁵ The Innovation Advisory Service (IAS), which is funded by SEEDA and managed by Oxford Innovation, is targeted at potentially high growth companies, usually those that use technology as a major part of their commercial services. IAS advisors have specific experience of the economic sector and are able to offer advice on a range of issues including advice on regional resources.

- 5.20 In addition, there are examples where SEEDA has progressed the agenda on specific skills that it considers particularly relevant, for example its work on science, technology, engineering and mathematics skills. The committee felt that SEEDA has a role in helping to develop some specific skills that are vital for globalisation, in the same way it has progressed the agenda on other specific skills. This was supported by consultees, who were concerned that SEEDA appears to pay only limited attention to skills which are increasingly essential in a global economy.
- 5.21 Two areas were raised as being of particular concern. In line with national trends, the South East has a shortage of foreign language skills but, as consultees stressed, “an international region needs to speak more than one language”. Discussions revealed that this is not only a national problem, but a Europe-wide issue, with foreign languages collapsing due to the prominence of English. Nevertheless, this is not a reason for complacency; one submission reported that South East is already losing out in some sectors, such as international banking, as businesses recruit staff from mainland Europe for their language skills. Further, although English may be the prominent language within the European Union, consultees felt there is another challenge to develop ‘new’ language skills in response to the emerging BRIC economies. It was also suggested that SEEDA is not the responsible body as this problem begins in schools. However, the committee reflected that skills are not only picked up at school and that we must think progressively about skills provision, particularly recognising the value of life-long learning.
- 5.22 Secondly, there was a great deal of concern from consultees that ‘cultural affinity’ skills are lacking in the South East. For South East businesses to operate internationally, they must also have the necessary cultural affinity skills to liaise with overseas operations and staff, which encompasses more than the existing operational and logistic advice available to companies seeking to take business abroad. SEEDA reports that UKTI has some programmes on language and cultural skills; the committee suggests these programmes should be evaluated and provision mainstreamed within SEEDA’s business support programmes.
- 5.23 **Recommendation 5**
- i) SEEDA should further develop its training programmes that help develop businesses’ and individuals’ ability to engage in a global market-place. This should include a focus on developing cultural affinity skills.
 - ii) SEEDA should work with partners at the national, regional and local level to influence their provision of language skills, and prioritise language training within their own business support provision.

Business Support

- 5.24 Businesses in the South East are vital to the global competitiveness of the region, providing the basis of economic strength. The committee were concerned that businesses in the South East need support to make the most of new opportunities to access global markets, which will in turn help increase the South East’s competitiveness. Furthermore, international businesses that have chosen to have operations in the South East need to be supported.

- 5.25 The committee emphasised the need for SEEDA to enable South East businesses to make the most of the potential of new overseas markets. It concluded that SEEDA's efforts to attract foreign businesses and investment were stronger than their efforts to support the international expansion of South East businesses. The discussions suggested that there may be some missed opportunities where growing businesses could be supported to make more of their potential.
- 5.26 It was suggested by consultees that SEEDA performs well in some elements of business support in terms of global competitiveness. The Investor Development scheme⁶, which engages with large multi-nationals that have located in the region, is welcomed. However, consultees suggested that there is a gap in the support for indigenous small and medium enterprises. Although the Manufacturing Advisory Service⁷ was seen as an excellent example of where services for medium enterprises are working exceptionally well, it has a limited focus which does not expand to companies outside of the sector. Similarly, the discussions revealed that there may also have been some missed opportunities in terms of the sectors that SEEDA supports. In particular, it was suggested that SEEDA could have focussed support on the bio-science sector, which has developed as a cluster around Oxford. Consultees proposed this may be an example of where SEEDA's prioritisation needs to be more flexible to respond to market changes.
- 5.27 **Recommendation 6** - SEEDA should further develop its support for small and medium enterprises with specific focus on making the most of opportunities in the global market-place. The potential to expand support beyond existing sectors should also be considered.

6. Conclusion

- 6.1 As set out in this report, the committee identified specific areas in which they felt SEEDA's performance could be improved, although this was in the context of generally positive support for SEEDA's programmes. The challenge now is for SEEDA to develop effective forward-thinking which identifies future opportunities that can be utilised by South East businesses. In a region that already performs well, SEEDA must not become complacent and must continue to strive to match, and exceed, the performance of the most competitive global regions.

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Head of Policy

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⁶ Investor Development is a programme employing ten individuals as Investor Development Managers. They are tasked with liaison and client management of strategic regional businesses, be they local or international organisations.

⁷ The Manufacturing Advisory Service provides South East manufacturers with support to help them achieve or maintain world-class success. MAS advisors operate through Business Links and provide hands-on, tailored support, access to funding and assistance with training.

Scrutiny Committee Members:*Core scrutiny group*

Ian Chisnall	Chair	South East England Faith Forum
Jonathan Cheshire		RAISE
Cllr Robert Lanzer		Crawley Borough Council
Cllr John Leek		Basingstoke and Deane Borough Council
Mark Pearson		East Sussex Economic Partnership
Cllr Cec Tallack		Milton Keynes Council

Additional members

Rev. Dr. Derek Overfield		South East England Faith Forum
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SEEDA representatives at the select committee meeting:

Pam Alexander	Chief Executive	
Jeff Alexander	Executive Director, Global Competitiveness	
John Rutherford	Director of Investment	
Ed Metcalf	Head of Science Technology Entrepreneurship and Management	

Stakeholders that attended the select committee meeting:

Dr David Kingham	Chief Operating Officer	Oxford Innovation
Tony Medawar	Director of Strategy and Policy	London Development Agency
Alistair Reid	Economic Support Manager	South East Economic Partnerships
John Weston	Chief Executive	Higher Education South East

Organisations that made a written submission in advance of the select committee:

Employers Engineering Federation South (EEF South)
 Farnborough Aerospace Consortium Ltd.
 Higher Education South East
 Oxford Innovation
 Partnership for Urban South Hampshire
 Solent Synergy Limited
 South East Forum for Sustainability

South East England Regional Assembly Select Committee Recommendations – response and monitoring table

For all future select committees, the response table below will be sent to SEEDA. The committee's recommendations will appear in the first column and SEEDA will be asked to set out the key actions they will be undertaking in response to the recommendation in the second column (there may be more than one action for each recommendation).

We will also ask SEEDA to set out who is responsible for taking this action forward, recognising this may, on occasion, involve other organisations. The response should also set out a timetable for each action, setting out the key milestones and/or deadlines for achievement.

The last two columns will be left clear at the time of SEEDA's initial response. SEEDA will then be asked to update their response (following a period of around six months) to reflect what progress has been taken forward. This will also provide the opportunity to identify where further actions have been identified as part of the process, or where particular actions have been superseded by other actions. If necessary, these will be monitored for progress.

Assembly Select Committee Recommendation	What SEEDA will do in response to our recommendation	Responsibility	Timetable for action	Progress and achievements (approx. six months after initial response)	Further actions
<p>Recommendation 1: SEEDA should clarify how it will ensure its strategy and activities are forward-looking and flexible to deal with the opportunities and issues presented by a dynamic global economy. As part of this SEEDA should undertake mapping of strategic links between the South East and other global regions.</p>					
<p>Recommendation 2: SEEDA should establish a robust evidence base outlining the economic significance of the South East to the national economy, which sets out the benefits of investing in infrastructure in the region (and conversely the risks to the national economy of inadequate investment in the region). This should</p>					

<p>be prepared in time to be utilised in the next Regional Funding Allocation process.</p>					
<p>Recommendation 3: SEEDA should evaluate how to maximise the potential of universities individually and collectively in the region. They should consider both:</p> <ul style="list-style-type: none"> • Their role in stimulating ‘demand’ from businesses for university collaboration; and • the opportunities for SEEDA to use universities more fully in their own projects and delivery. 					
<p>Recommendation 4: As well as maintaining existing lobbying work as part of the ‘Greater South East’ group, SEEDA should work with the LDA and EEDA to explore the potential of expanding individual programmes across regional boundaries. SEEDA should initiate this investigation as part of the Business Support Simplification process.</p>					
<p>Recommendation 5: Skills for globalisation</p> <p>i) SEEDA should further develop its training programmes that help develop businesses’ and individuals’ ability to engage in a global market-place. This should include a focus on developing cultural affinity skills.</p> <p>ii) SEEDA should work with partners at the national, regional and local level to influence their provision of language skills, and prioritise language training within their own business support</p>					

provision.					
<p>Recommendation 6: SEEDA should further develop its support for small and medium enterprises with specific focus on making the most of opportunities in the global market-place. The potential to expand support beyond existing sectors should also be considered.</p>					