



SEEDA Research & Economics Team

Services, Assets and Staff

SEEDA Research & Economics
February 2011 (v.1)
June 2011 (v.2)

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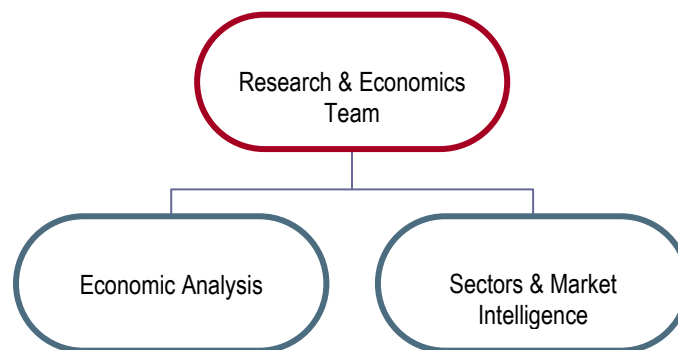
Overview of SEEDA Research & Economics

The report on Professional Policy Making for the 21st Century by the Strategic Policy Making Team (Cabinet Office) states that *'good policy making depends on high quality information, derived from a variety of sources – expert knowledge; existing domestic and international research; existing statistics; stakeholder consultation; evaluation of previous policies; new research, if appropriate; or secondary sources, including the internet'*.¹ Clearly professional policy making should use the best available evidence from a wide range of sources, with primary and secondary research being the raw ingredient of high quality information.

SEEDA Research & Economics Team leads the process of gathering and disseminating economic intelligence in the South East. Our partners and stakeholders from government, businesses, regional organisations and local authorities are involved in this process. Evidence gathered by the team underpins the actions taken by SEEDA and its partners to mitigate the impact of the recession and it informs policy making and programme/project development. SEEDA Research & Economics Team has a good reputation in the South East and outside the region.

Research within SEEDA used to be devolved to directorates and teams within the organisation who were responsible for identifying their own research needs and making provision for analysis and intelligence. From July 2007 SEEDA implemented a far more centralised and efficient way of using its resources by expanding its Research & Economics team (based within Strategy Department).² In November 2009 Sectors & Market Intelligence Team was merged with the 'old' Research & Economics Team to form a central source of economic analysis and intelligence for SEEDA and its partners. The new team is made up of two teams – Economic Analysis and Sectors & Market Intelligence (Figure 1).³

Figure 1: SEEDA Central Research & Economics Team



The Economic Analysis team provides economic analysis and research & intelligence across a wide range of policy and delivery areas and for many different partners/stakeholders with the aim of informing policy making and subsequent programme/project development.

¹ Strategic Policy Making Team (1999) *Professional Policy Making for the 21st Century*, Cabinet Office.

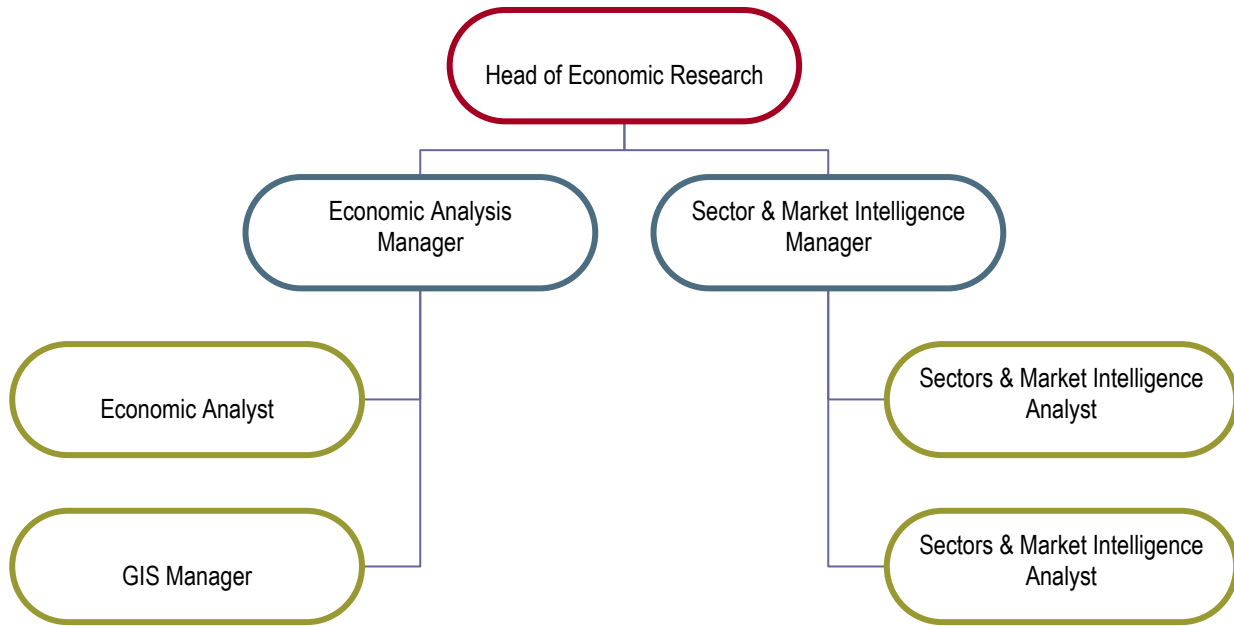
² For further details about SEEDA's restructuring of its economic analysis function see *SEEDA Research Strategy & Implementation Plan* (February 2007).

³ The Economic Analysis Team was SEEDA's Research & Economics Team until November 2009 when following the merger with the Sectors & Market Intelligence team, the Central Team was created and the old team re-named Economic Analysis.

The Sector & Market Intelligence team provide a range of sector and company research and intelligence primarily to support the activities of SEEDA Sector & Cluster Development team. The Sector & Cluster Development team is comprised of six core sector teams who work closely with international businesses that are seeking to establish, expand or retain operations in the South East, as well as engaging with indigenous high growth companies that are looking to internationalise into overseas markets.

Figure 2 shows the structure of the team as of January 2011.

Figure 2: Research & Economics Team



Project appraisal and evaluation work is led by SEEDA evaluation team – the Research & Economics team provides support in this area on an ad-hoc basis.

ECONOMIC ANALYSIS

The Economic Analysis team carries out economic analysis & research and provides advice across a wide range of policy and delivery areas and for many different partners/stakeholders with the aim of informing policy making and programme/project development.

The Economic Analysis team provides regular up-to-date intelligence, briefings and insights on the region's economy and research specific to the requirements of the operational teams. The team is also responsible for providing the evidence base for development of strategies and policies and regional monitoring.

To achieve this, Economic Analysis works with a range of partners such as Office for National Statistics Regional Presence Team, Department for Business Innovation and Skills (BIS), Department for Communities and Local Government (CLG), Government Office for the South East (GOSE), Local Authorities and a number of business representative organisations such as the Confederation of British Industry (CBI), Federation of Small Businesses (FSB), Institute of Chartered Accountants in England and Wales (ICAEW) and Engineering Employers Federation (EEF).

The team draws on a wide range of primary and secondary data sources (including anecdotal evidence) and third party research reports. Led by the Head of Economic Research and Economic Analysis Manager, the team is made of an Economic Analyst (specialising in Innovation & Business Support) and a GIS Manager. The GIS Manager supports the work of the team and coordinates GIS activities across SEEDA (Figure 2).⁴

The main work programme, services and assets used by the Economic Analysis team are described below.

A. Economic Analysis Work Programme⁵

1. Monthly Economy Updates

Purpose: To provide up-to-date intelligence on the state of the South East economy.

Frequency: Monthly

Received by/presented to: BIS and other Government departments, executive decision makers at SEEDA and over 900 external stakeholders (private and public).

1.1. Monthly Intelligence Snapshots (in-house research)

- Summary and analysis on the current economic conditions, key challenges and hotspots in the region.
- Quantitative and qualitative evidence drawn from a wide range of sources including regional stakeholders (Local Authorities/ Economic Partnerships, regional/local business representative organisations) and wide range of regional intelligence (surveys, statistics).

⁴ At its peak in 2008 the team had three Economic Analysts – Economic Analyst (Innovation & Business Support), Economic Analyst (Skills & Labour market) and Economic Analyst (Environment & Sustainability)

⁵ This is a summary of SEEDA Research & Economics Work Programme (WP). The programme is organised around 10 work streams – 5 are led by Economic Analysis, 3 are led by Sectors & Market Intelligence, there are 2 joint work streams and there is a Transition to Closure work stream. Details are available on request.

- It includes an Annex with sectoral performance and redundancy update and a confidential annex of business specific intelligence for BIS and government departments
- Presented to Department for Business, Innovation and Skills (BIS) each month and representatives from other government departments and RDAs.
- Sent to SEEDA and over 900 stakeholders in both private and public sector
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-monthlyupdates>

1.2. Labour Market Updates (in-house research)

- Monthly one page headline summary of labour market performance (employment, unemployment, activity) available on the day ONS publishes its labour market statistics (within 90 minutes from ONS release).
- Sent to SEEDA Executive Board and over 900 stakeholders in both private and public sector
- Quarterly labour market updates with in-depth analysis of regional and sub-regional labour market performance.
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-economics-labour>

1.3. Economy Dashboard (in-house research)

- Monthly one-page visual summary of the performance of the South East economy using a variety of indicators (business activity and new orders, labour market, finance & investment, confidence).
- Sent to SEEDA and over 900 stakeholders in both private and public sector.
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-dashboard>

1.4. Presentations (in-house research)

- Monthly economy and labour market update to SEEDA staff, including thematic presentations on new research (commissioned or in-house) as and when available.
- Regular (external) presentations on the state of the economy and labour market to regional and national partners and stakeholders (BIS, GOSE, FSB, Buckinghamshire Economic Summit, BT, Kent Business Board, South East Business Development Advisory Board etc).
- A sample of post 2008 presentations is available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics--presentations>

1.5. Redundancy notification update (in-house research)

- Daily data from BIS on major (20+) redundancy notifications in the South East (town and postcode data) that include, business name, address, sectoral breakdown and reasons for redundancy notifications.
- Confidential update (individual records) are available to the Executive Board and is included in confidential SEBR (South East Briefing) monthly reports.
- County based summaries are published in the Monthly Intelligence Snapshot Annex.

2. Business Surveys

Purpose: a snapshot view of business performance, confidence, investment experiences and intentions. Covering all broad sectors of the economy, some results are available on county level. The business survey provides SEEDA and its stakeholders with up-to-date intelligence about the issues currently affecting businesses in their areas.

Frequency: Monthly/Quarterly/Six-monthly

Received by/presented to: Press release and report sent to stakeholders and media. Receives frequent coverage on BBC South and BBC South East (TV and radio) and local newspaper coverage. Available on website. Feeds into regular reports and presentations.

2.1. RDA National Business Survey and South East Quarterly Snapshot Survey (commissioned research, some reports written in-house)

- A survey of over 600 businesses across all sectors and counties in the South East. Some results are available at county level.
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-businesssurveys>

2.2 Purchasing Manager's Index (PMI) Survey (commissioned research)

- A key monthly regional survey of business activity, new business, employment, input prices and prices charged to consumers.
- Reports up to and including November 2010 are available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-pmi>
- Post November 2010 reports are sponsored by Lloyds TSB and are available on Markit's website: <http://www.markit.com/en/>

2.3 Thematic Business Surveys (commissioned research)

- Occasional business surveys commissioned by SEEDA and/or SEEDA and its partners that explore specific issues relevant to the South East such as *Survey of South East Businesses' use of Air Travel for Business Growth* or "Economic Impact Survey of Foreign Investment".
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-businesssurveys>

3. Economy Reviews and Evidence

Purpose: main research programme that includes in-depth analysis of the South East and sub-regional economies and monitoring performance over time and against targets.

Frequency: Six-monthly, annual and on-request

Received by/presented to: SEEDA, regional and national stakeholders and media. Economy Reviews receive frequent coverage on BBC South and BBC South East (TV and radio) and local newspapers.

3.1. South East Economy Reviews (in-house research)

- In-depth analysis of the South East and sub-regional economies, including output, labour market, business performance and sentiment, housing market, employment and forecast/projections.
- Published bi-annually
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-south-east-economy-reviews>

3.2. Sub-Regional Economy Reviews (in-house research)

- In-depth analysis of sub-regional economies tailored to needs of SEEDA and its partners.
- Recent reports included several *Kent Economy Updates*, *Margate Economy Updates*, *W. Sussex Economy Reviews*, *PUSH Economy Review*, *Milton Keynes Economy Review*, *The Impact of the Recession on Milton Keynes*, *A Perspective on the Impact of the Downturn on the Thames Gateway* etc.
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-south-east-economy-reviews>

3.3. Profile of the South East (in-house research)

- Annual publications covering a wide range of facts and figures on the South East (economy, business, labour market, international comparisons, deprivation, housing, transport and environment).
- Highly regarded marketing and informational material.
- Available on SEEDA's webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-south-east-economy-reviews>

3.4. Policy & Economics Briefs (in-house research)

- Internal briefing of publishable quality on various policy & economics topics at regional and sub-regional level (produced between 2003 and 2008)
- Available to SEEDA staff.

3.5. Evidence Base Papers (in-house research)

- Evidence Base documents to guide and support the development of regional and sub-regional strategies and policies. Extensive reports on the South East and sub-regional performance including economy, business, labour market, international competitiveness, deprivation, housing infrastructure, environment, sustainability issues etc.
- Recent reports included the Regional Economic Strategy 2006-2016 Evidence Base, Regional Economic Strategy 2006-2016 Technical Paper 1, Coastal Evidence Base, Economic Growth & Technological Innovation Paper for IRS, Background Economy Paper for IRS, Regional Skills Strategy Evidence Base, Rural Evidence Base, The Geography of Key Sectors in the South East etc.
- Available on SEEDA webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-res>
- Several sub-regional evidence base papers (produced jointly with ONS statisticians) are available to SEEDA staff and its partners – *Buckinghamshire Evidence Base*, *Oxfordshire Evidence Base*, *Surrey Evidence Base*, *Hampshire and Isle of Wight Evidence Base*, *West Sussex Evidence Base*, *Kent and Medway Evidence Base* etc.
- A number of cross-cutting reports and updates such as the *Diamonds for Investment and Growth* are available to SEEDA staff.

3.6. Annual Monitoring Reports (in-house research)

- Regional Economic Strategy 2006-2016 Annual Monitoring Report produced at the request of BIS and presented at SEEDA annual Open Public Meeting in autumn.
- The reports for 2007, 2008 and 2009 are available on SEEDA webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-res>
- The team is also responsible for producing Economy Updates for SEEDA Quarterly and Annual Performance Reports and for producing regular Economy Updates for the Chief Executive Monthly Reports and SEEDA Board.

4. Commissioned Research

Purpose: Specific research reports from independent consultants and universities commissioned by the Research & Economics Team and other teams across SEEDA. Economic Analysis team often provides support to other SEEDA teams in commissioning and managing research reports and dissemination of results.

Frequency: on-request

Received by/presented to: relevant policy area/team. Most of the reports are available via the intranet or SEEDA website.

- Commissioned research is organised around four broad themes: Economy & Labour Market, Infrastructure, Environment & Sustainability and Population & Society.

4.1. Economy & Labour Market Reports

- Available on SEEDA webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-economy-labour-market>

4.2. Infrastructure Reports

- Available on SEEDA webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-infrastructure>

4.2. Environment & Sustainability Reports

- Available on SEEDA webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-es>

4.2. Population & Society Reports

- Available on SEEDA webpage: <http://www.seeda.co.uk/news-and-publications/publications/1/research-and-economics-population-and-society>

5. Support to SEEDA policy and delivery teams and regional/sub-regional partners (in-house research)

Purpose: Support on a range of economic development and technical issues to SEEDA staff and regional and sub-regional partners.

Frequency: on-request

Received by/presented to: relevant policy area/team and regional and sub-regional partners (such as GOSE, Local Authorities, business representative organisations etc).

5.1. Economic Appraisal and Evaluation Support (in-house research)

- SEEDA Evaluation Team leads on appraisals and evaluation work but Economic Analysis provides support on some large appraisals and evaluations.
- At the request of SEEDA Business Management Group (BDG) the team developed a *GVA Ready Reckoner for Additionality Assessment Tool* in Excel.⁶
- It is based on latest IEF guidance from BIS and it uses the latest benchmarks from BIS.
- It allows users to select several IEF categories (all, business development & competitiveness, regeneration through physical infrastructure and people and skills). The Reckoner allows users to calculate additionality, net Gross Value Added (GVA), cost per job and cost-benefit ratios for projects/programmes.

5.2. Local Economic Assessments (LEP) (in-house research)

- Jointly with ONS Regional Presence Team the team provided support to local authorities in developing their Local Economic Assessments and other evidence base reports.

5.3. South East Briefings (SEBR) (in-house research)

- The team leads on producing a series of reports for the Executive Board monthly SEBR meetings and presents findings to members of the Board (CEO and several Executive Directors and Directors).

5.4. Advice and Support to Policy & Delivery Teams across SEEDA (in-house research)

- The Economic Analysis team provides research and economic advice to staff and stakeholders as required. The service includes verbal advice, provision of data and intelligence and preparation of specific short reports. For example: the economic impact analysis of Portsmouth Naval Base and making the case for Portsmouth during the Naval Base Review that included Portsmouth, Plymouth and Faslane.

5.5. Support to VIP visits (in-house research)

- Economic Analysis (alongside Sectors & Market Intelligence) team often provides support to GOSE and SEEDA area team briefings in support of high profile VIP visits to the region

6. GIS Function (in-house research)

Purpose: Provision of spatial data analysis, cartographic outputs, technical training and support, GIS coordination and specialist advice. This activity adds a spatial element to the work conducted by the research and economics, including market intelligence team and other teams across SEEDA.

Frequency: on-request

Received by/presented to: SEEDA CEO and directors, SEEDA GIS users, stakeholders and partners across the region.

⁶ For further details see *Estimating Gross Value Added (GVA)* paper submitted to SEEDA Business Management Group on 9 June 2010.

6.1 Cartographic outputs

- Provision of maps for inclusion in reports, briefings and presentations. For example: Monthly Intelligence Snapshot, Annual Monitoring Reports, Evidence Base Papers etc.
- Expert advice on the best practice for presentation of data.

6.2 Data management and provision

- Administration of the Pan Government Agreement (Public Sector Mapping Agreement from April 2011).
- Sourcing and updating of spatial datasets.
- Supply of spatial data to internal staff and external partners and administration of associated licence agreements.

6.3 Technical training and support

- Training of new and existing users in MapInfo Professional software, Excel and VBA.
- Tailored workshops presenting specific techniques using GIS software.
- Ad-hoc support to users across SEEDA to ensure they are using the software efficiently.

- A small selection of GIS maps is available on the Research & Economics section of SEEDA website. Ordnance Survey data and GIS maps are stored on internal drive (M:)

B. Economic Analysis Sources & Assets

Sources

- The main sources of *secondary data* is UK Office for National Statistics, other government departments (BIS and HMT in particular) and Eurostat. For detailed description of data sources and links to data see *Local Information and Research Directory* booklet prepared by the ONS Regional Statistician in the South East.
- *Business survey data* largely comes from SEEDA surveys and business representative organisations such as CBI, FSB, BCC and ICAEW Markit.
- *Housing data* comes from ONS, Local Authorities, CLG, Halifax, Nationwide RICS Housing Market Survey, RICS Commercial Property Market Survey and Land Registry.
- *Forecasts/projections* are obtained through Experian Regional Planning Service and Local Markets Database annual subscriptions.
- *Business start-up data* is obtained from Bank Search
- In 2010 Cambridge Econometrics developed an *Integrated Regional and Sub-regional Forecasting Model* for SEEDA and the Partnership Board. This work is still at development stage – work on the model ceased with the decision to abolish regional strategies.
- *GIS data* sets are obtained through the Pan Governmental Agreement (includes data from Ordnance Survey, Landmark and Dotted Eyes).

- The team has compiled a paper library (*Strategy & Research Library*) which holds some 680 searchable records organised around five policy & research themes (Strategy, Themes, Cross Cutting Themes, Guidelines, Economic Development – Literature). The library also holds a number of journal articles and software user manuals)

Assets - Software

- In addition to MS Office applications (Word, Excel, Power Point and Publisher) Economic Analysis team uses several specialist packages.
- There are several *EViews (Econometric Views)* licenses – the package is used in some quantitative analysis and to produce charts.
- There is one *SPSS* licence - statistical software used in analysis of survey data
- There are 11 *MapInfo* licences used to produced GIS maps – several licences are held by sectors & market intelligence staff and SEEDA area team.

Assets - Models

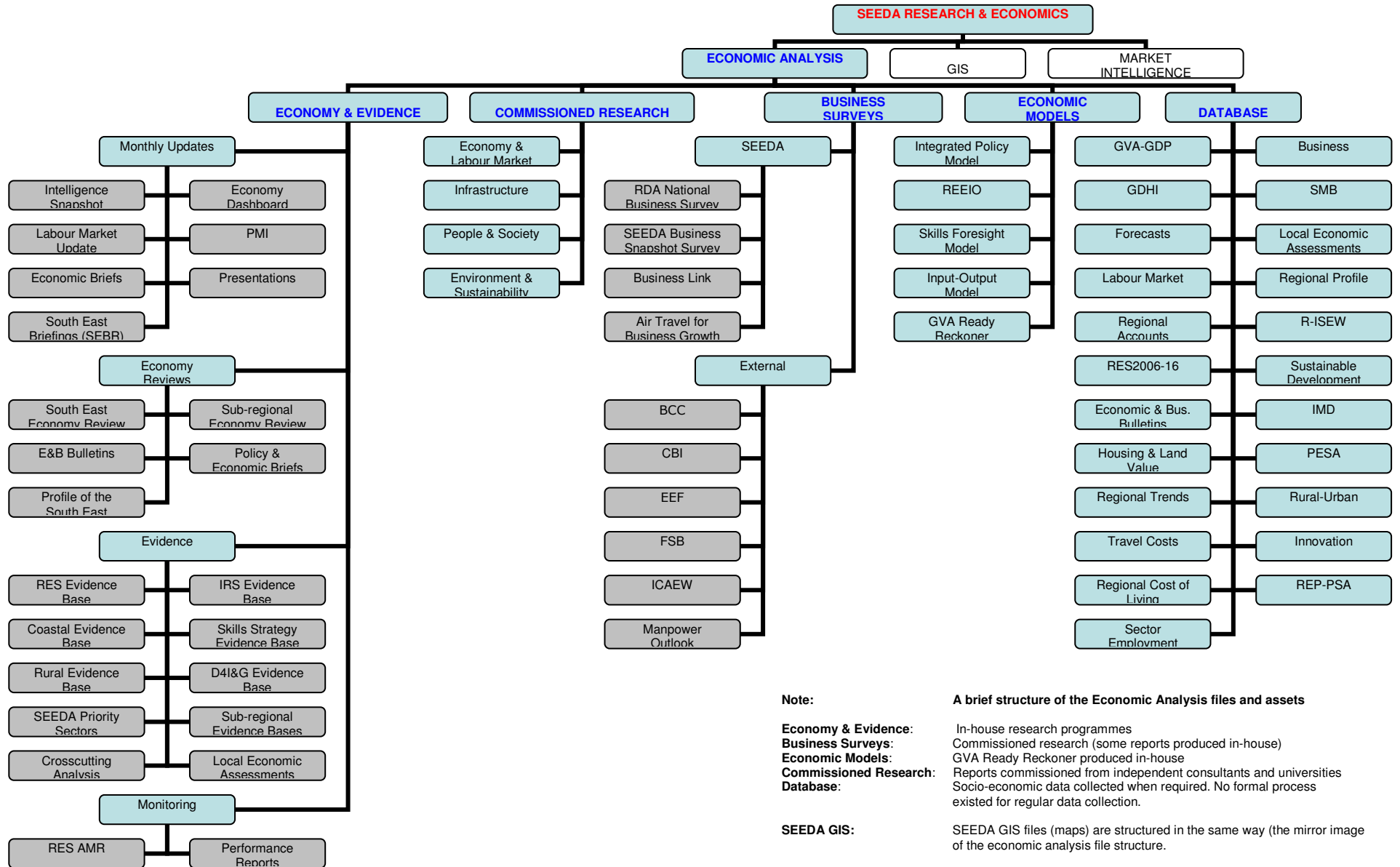
- *Integrated Policy Model* developed by Cambridge Econometrics – capable of forecasting key variables at regional and sub-regional (county, local authority district) level. SEEDA owns the intellectual property to this model, and it owns the copyright to the forecast outputs of the model.
- *South East Input-Output Model* developed by Business Strategies and Skills Insight – results are available at regional and county level (in need of an update). Business Strategies (Experian Business Strategies) and Skills Insight owned the intellectual property to this model and they owned the copyright to the forecast outputs of the model.
- *South East Skills Foresight Model* developed by Business Strategies and Skills Insight – results are available at regional and county level (in need of an update). Business Strategies (Experian Business Strategies) and Skills Insight owned the intellectual property to this model and they owned the copyright to the forecast outputs of the model.
- *Regional Economy Environment Input-Output Model (REEIO)* developed by Cambridge Econometrics. Cambridge Econometrics owns the intellectual property to this model, and it owns the copyright to the forecast outputs of the model.
- The team has developed *Additionality Ready Reckoner* in Excel that can be used in project appraisals and evaluations work (see 5.1). SEEDA owns the intellectual property to this application.

Assets - Data

- Several datasets are available on SEEDA internal drives including detailed independent forecasts/projections at regional and sub-regional (local authority level (see section C below).
- The underlying and historical datasets and databases behind much of our work are almost entirely ONS and UK Government Official statistics which is largely in public domain and therefore subject to crown copyright. Crown copyright entitles these statistics to be used and published, but confer no right of ownership or copyright on the user or on the organisation storing or retaining these statistics in reports, or in other storage formats such as on computer files and servers.
- However, Experian Business Strategies Ltd holds the copyright for the economic forecasts/projections and BankSearch Ltd holds the copyright for monthly business-start up data.

- Several databases such as the Priority Sectors dB and Diamonds for Investment and Growth dB also hold some ONS copyright data which is subject to Chancellor's Notice:
https://www.nomisweb.co.uk/myaccount/userjoin.asp?Session_GUID={7C74CEF6-306A-4127-A2D8-4DB646EA6A22}
- Any new host of these datasets must arrange for their own licensing arrangements with regard to copyright ONS data (Annual Business Inquiry license).
- Other copyrights that are relevant to this paper that SEEDA has licenses for include the use of mapping boundaries in published maps. There is no entitlement to take ownership of intellectual assets that SEEDA uses under license. Any new host of these intelligence assets and services must arrange for their own licensing arrangements with regard to mapping boundaries.

Figure B1. SEEDA Research & Economics (Economic Analysis) Assets



C. Transfer of SEEDA Research & Economics (Economic Analysis) assets to the new provider

SEEDA Research & Economics (Economic Analysis) assets have transferred to the new provider South East England Councils in June 2011. Most of SEEDA GIS files have also transfer to SEEC with some files already transferred to the new trade & investment provider (UKTI and PA Consulting).

Figure B1 shows the broad structure of SEEDA Research & Economics (Economic Analysis) Assets (data, models, reports) that have transferred to SEEC. Further details are provided below.

1. ECONOMY & EVIDENCE

A series of regular economy updates, evidence base papers, monitoring reports and policy briefs produced by SEEDA economists and GIS manager.

1.1 Monthly Economy Updates

- 1.1.1 Monthly Intelligence Snapshots, 2008-2011**
[published on SEEDA website]
- 1.1.2 Monthly Economy Dashboards, 2009-2011**
[published on SEEDA website]
- 1.1.3 Monthly Labour Market Updates, 2008-2011**
[published on SEEDA website]
- 1.1.4 Purchasing Managers Index (PMI) 2007-2011**
[some reports published on SEEDA website]
- 1.1.5 Presentations – Economy Updates, General Presentations**
[economy presentations published on SEEDA website]
- 1.1.6 Economic Briefs, 2003**
[published on SEEDA website]
- 1.1.7 South East Briefings (SEBR)**
[internal reports]

1.2 Economy Reviews

- 1.2.1 South East Economy Reviews, 2008-2010**
[published on SEEDA website]
- 1.2.2 Sub-regional Economy Reviews – Kent Economy Update (KEU), Margate Economy Update (MEU), Milton Keynes, PUSH, Thames Gateway, West Sussex etc.**
[published on SEEDA website]
- 1.2.3 Profile of the South East, 2002-2011**
[latest report published on SEEDA website]
- 1.2.4 Economic & Business Bulletins, 2002-2005**
[published on SEEDA website]
- 1.2.5 Policy & Economic Briefs, 2003-2009**
[internal reports]

1.3 Evidence

- 1.3.1 RES Evidence Base, 2003 and 2006-16**

- [published on SEEDA website]*
- 1.3.2 Integrated Regional Strategy (IRS) Think Pieces, 2010**
[published on SEEDA website]
- 1.3.3 Regional Skills Strategy (RSS), 2010**
[internal report]
- 1.3.4 Rural Evidence Base, 2007**
[published on SEEDA website]
- 1.3.5 Coastal Evidence Base, 2006**
[published on SEEDA website]
- 1.3.6 SEEDA Priority Sectors, 2010**
[August 2010 report published on SEEDA website]
- 1.3.7 Local Economic Assessments**
[internal reports]
- 1.3.8 Diamonds for Investment & Growth**
[internal reports]
- 1.3.9 Sub-regional Evidence Bases (profiles)**
[internal reports]
- 1.3.10 Crosscutting Analysis**
[internal reports]

1.4 Monitoring

- 1.4.1 Regional Economic Strategy Annual Monitoring Reports, 2007-2009**
[published on SEEDA website]
- 1.4.2 Performance Reports**
[internal reports]

2. COMMISSIONED RESEARCH

Research reports commissioned from independent consultants and universities is organized under four broad themes:⁷

- 2.1 Economy & Labour Market** (87 documents)
[some reports published on SEEDA website]
- 2.2 Infrastructure** (22 documents)
[some reports published on SEEDA website]
- 2.3 People & Society** (35 documents)
[some reports published on SEEDA website]
- 2.4 Environment & Sustainability** (21 documents)
[some reports published on SEEDA website]

3. BUSINESS SURVEYS

Regular business surveys commissioned by SEEDA/RDA network and business surveys from business representative organisations.⁸

⁷ Reports commissioned by SEEDA Research & Economics team and several other teams across SEEDA (including jointly commissioned research with our partners e.g. South East Partnership Board).

⁸ Some reports have been produced by SEEDA economists/GIS manager.

- 3.1 SEEDA Surveys** – RDA NBS, South East Quarterly Business Snapshot Survey, Business Link, Business Use of Airports Survey
[reports published on SEEDA website]
- 3.2 External Surveys** – EEF, CBI, FSB, ICAEW, Manpower Employment Outlook
[some reports published by business representative organisations]

4. ECONOMIC MODELS

Economic models and tools commissioned by SEEDA and its partners. A unique regional/sub-regional assets that will require updating.

- 4.1 Integrated Policy Model (IPS)**
[Cambridge Econometrics Model - jointly commissioned with SEEPB]
- 4.2 Regional Economy Environment Input-Output Model**
[Cambridge Econometrics Model - jointly commissioned with RDAs and Environment Agency]
- 4.3 Skills Foresight Model**
[Experian Business Strategies/Skills Insight Mode]
- 4.4 Input-Output Model**
[Experian Business Strategies/Skills Insight Mode]
- 4.5 GVA Ready Reckoner**
[Additionality/Evaluation Tool developed by SEEDA economists]

5. DATABASE (dB)

Socio-economic data sets regularly used by SEEDA economists/GIS manager. Some data sets used in our publications (e.g. Economy Reviews) are stored with the relevant report. Note: this data needs to be regularly updated. For further details see Figure C1.

SECTORS & MARKET INTELLIGENCE

The Sector & Market Intelligence team provide a range of sector and company research and intelligence primarily to support the activities of the Sector & Cluster Development team. The Sector & Cluster Development team is comprised of six core sector teams who work closely with international businesses that are seeking to establish, expand or retain operations in the South East, as well as engaging with indigenous high growth companies that are looking to internationalise into overseas markets.

The Sector & Market Intelligence team covers three broad areas of work:

- Market Intelligence
- Performance, Reporting and Foreign Direct Investment (FDI) Analysis
- Knowledge & Information Management

The team is comprised of one Sector & Market Intelligence Manager, and two Sector & Market Intelligence Analysts (who each focus on three of the six core sectors: Advanced Engineering, Aerospace & Defence and Environmental Technologies & Energy; ICT & Digital Media, Life Sciences & Pharmaceuticals and Financial & Professional Services).

For further details see SEEDA's webpage: <http://www.seeda.co.uk/what-we-do/locating-in-the-southeast>

Although the primary focus of Sectors & Market Intelligence is to support the Sector & Cluster Development team (Operations Directorate), the team is part of the broader Research & Economics Team and provides work to a number of SEEDA departments and external stakeholders. The most formal relationship is with Economic Analysis team, where a number of joint activities have been undertaken, such as the production of a series of papers on the South East Priority Sectors and research support to Area Team briefings for high profile visits to the region.

D. Sectors & Market Intelligence Work Programme

1. Market Intelligence

Purpose: To deliver a business-focused market intelligence service that meets the requirements of all areas of the Sector & Cluster Development team. This support falls into several core work categories.

Frequency: on-request

Received by/presented to: Sector & Cluster Development team.

1.1 Production and update of sector-related material (in-house research)

- The production of detailed industry sector overviews for the South East, sector-specific presentations and summaries of the key sector messages. This includes information on major companies in the South East, sectoral clusters, academic and R&D expertise, labour force and regional skills, business networks etc.

1.2 Provision of regional, business-focused sector propositions (in-house research)

- A series of propositions for use by UK Trade & Investment (UKTI) to attract FDI into the UK, demonstrating the South East's regional offer and competitiveness within key business areas and activities.

1.3 Production and maintenance of regional guides (in-house research)

- Guides providing key business, finance and regional information for incoming international companies. Includes: Business Support and Access to Finance guide and the South East Regional Profile.

1.4 Assisting the FDI, Strategic Account Management and Trade & Partnership teams with client requests (in-house research)

- The provision of key business intelligence and the creation of full, bespoke selling propositions. Such as:
- Generic information (labour market, skills availability, recruitment costs, property costs, graduate figures, location profiling and benchmarking).
- Sector-specific intelligence (company peer group analysis, clusters, sub-sector strengths, commercial R&D collaborations, market opportunities etc).
- Bespoke client information (e.g. schools within a specific radius, properties matching a set of criteria, suppliers to a specialist industry)

1.5 Commissioning of market research reports

- Commissioning of specific research reports to support the promotion of the South East's international business capabilities. Research themes, include the economic impact of Foreign Direct Investment in the region and sector skills distribution and industry clusters.

1.6 Creation of standard and bespoke GIS maps (in-house research)

- GIS maps to demonstrate the South East's strengths in areas such as business intensity, employee density, drive times, academic establishments, sectoral clusters.

2. Performance, Reporting and FDI Analysis

Purpose: full life-cycle of performance management for SEEDA's inward investment activities, from initial target setting through to capturing, monitoring and reporting on performance against targets according to internal and external stakeholder procedures (e.g. UK Trade & Investment). This includes responsibility for internal verification of all SEEDA success claims and final sign-off. Additional FDI intelligence and trends analysis is conducted to support the development of SEEDA's FDI strategy, as well as adhoc internal and external inward investment enquiries.

Frequency: on-request

Received by/presented to: Director of Sector and Cluster Development, Head of Global Inward Investment and Trade, Sector & Cluster Development Team, Global Representatives, UK Trade & Investment Operations.

2.1 FDI Performance Monitors (in-house research)

- Monthly report (second Friday of each month) that tracks successes and pipeline against targets in comparison with last year's performance..

2.2 Pipeline Reports (in-house research)

- Weekly review of major active pipeline projects by the inward investment team

2.3 UKTI Quarterly Reports (in-house research)

- Quarterly update of SEEDA FDI performance against targets (including detailed narrative) to UK Trade & Investment.

E. Sectors & Market Intelligence Sources & Assets

Sources

- *Datamonitor* - global market research tool covering expert analysis and in-depth forecasts for seven industry sectors: automotive, consumer markets, energy, financial services, pharmaceuticals and healthcare, technology, transport and logistics.
- *Frost & Sullivan* – global market research tool covering a number of SEEDA's six core sectors, also providing real-time access to analysts.
- *Bureau van Dijk (BvD) FAME (UK) and ORBIS (International)* - comprehensive set of global company reference databases that match SEEDA's primary business analysis requirements.
- *Factiva* - international content-aggregation service providing real-time intelligence from newswires, magazines, newspapers and market research reports.
- *Local Knowledge* - provides access to detailed data sets at European, national, regional and local level.
- *FT Digital Content* – SEEDA-wide access to this premium business source.
- *fDi Benchmark* - international benchmarking tool to measure the South East as a prospect for investment promotion.
- *fDi Markets* - inward investment tracking database.
- *European Investment Monitor (EIM)* – a leading online information provider tracking inward investment across Europe.
- *IPA World* - information regarding companies that are considering setting up new operations in the UK.
- *HESA (Higher Education Statistics Agency) Data* - official provider of student and graduate data for the UK.
- *UK Activity Report* - weekly mailing of announcements on activities taking place across the UK by sector, including news on companies that have relocated, expanded or downsized.
- *Evolutive (CRM System)* - Client Management and Event management system for the FDI-related area of the Sector & Cluster Development team.
- *Focus* – property lease expiry database.

Assets - Software

- MS Office applications (Word, Excel, Power Point, Publisher).
- MapInfo software (3 licences of 11 held by SEEDA).

Assets - Data

- Confidential business records from commercial business sources

Sectors & Market Intelligence team is also responsible for development and monitoring of the CRM system to reflect the specific reporting requirements of the inward investment team and for provision of training material on key business information sources.

F. Transfer of SEEDA Research & Economics (Sectors & Market Intelligence) assets to the new provider

SEEDA Research & Economics (Sectors & Market Intelligence) staff and assets have transferred to the new provider PA Consulting and UKTI in May 2011. Some of SEEDA GIS files have also transferred to the new provider.

G. Personnel – Job Descriptions

Title Reports to Pay Grade	Head of Economic Research Regional Strategy Director DEPARTMENT HEAD	Department Regional Strategy Directorate Strategy and Support Location Guildford	
Role and context	Need to do	Role Capabilities	Key Competencies
<p>Purpose To lead SEEDA's research, economics and sectors and market intelligence function to maintain the agency's position as the key source of economic evidence and policy analysis in the region. To ensure that the regions performance against objectives in the Regional Strategy is effectively evaluated. To lead the contribution of economic evidence and research to the Regional Strategy. To lead the contribution of economic evidence and research into developing SEEDA policies and programmes,. To manage a team of economists, researchers and secondees to deliver excellent economic research, and evidence on economic issues, including foresighting and best practice in economic development.</p> <p>Context This post sits in the Regional Strategy team, with particular responsibility for economic research and evaluation.</p> <p>The wider team is responsible for</p> <ul style="list-style-type: none"> SEEDA input to the Regional Strategy in order to deliver sustainable economic development Strategic influencing on behalf of SEEDA across the range of economic development issues Excellent research and economic evidence to serve the needs of SEEDA and the SE partnership Board Economic Evaluation to support the development of business programmes 	<p>Key Outputs</p> <p>Lead the development of SEEDA's research and economics function, monitor and interpret external policy developments as they relate to SEEDA and the South East and ensure that key implications of policy issues are disseminated to key regional and sub-regional partners.</p> <p>1. Research & Economic Analysis</p> <ul style="list-style-type: none"> Develop and implement an economic framework analysing the dynamics of the regional and sub-regional economies. Lead SEEDA's corporate research and GIS functions to develop a comprehensive in-house research and economic intelligence function to inform the development of the Regional Strategy (working with SEESU staff) and add value to the development of strategies and programmes across SEEDA. Work with both Strategy and Operations functions across SEEDA to inform the development of strategies and programmes supporting sustainable economic development in the region, Develop internal research & economics consultancy function capable of advising SEEDA regarding the effectiveness of delivered policy in the context of the wider regional economy, and provide international best practice benchmarks. Develop a monitoring framework and produce an annual regional monitoring report showing the region's performance against strategic objectives. Contribute input on economic outcomes into SEEDA's programme evaluation process. <p>2. Sector & Market Intelligence</p> <ul style="list-style-type: none"> Enhance quality and specificity of market related intelligence and company specific propositions and presentations. Refocus and align sector & market intelligence team on South East sector strengths and encourage staff to specialize to gain insights and strengths in these targeted areas. Develop and implement key sector and market intelligence framework capable of mapping South East core strengths and asset base per target sector. With Sectors Director and the Head of Sectors develop the evidence base to assist in presenting the argument for making certain interventions within particular industry clusters to inform the future development of priority clusters capable of guiding our overall and specific investment approach. <p>3. UK Office for National Statistics Regional Presence</p> <ul style="list-style-type: none"> Jointly with ONS staff develop and agree a work plan for the region for each operational year and identify collaborative projects to support the agenda of SEEDA and key regional stakeholders. Ensure that Service Level Agreement (SLA) is delivered and that ONS Regional Presence delivery against SLA, each year's agreed Delivery Plan 	<p>Key Performance Indicators</p> <ol style="list-style-type: none"> Quality and range of research, economics reports and briefing papers and sector & market intelligence propositions and presentations. Effective co-ordination of economic development input into regional strategy Effective input to SEEDA main programmes in areas under your leadership Effective input to sub regional and locality strategies and decisions <p>Qualifications</p> <ul style="list-style-type: none"> Post-graduate/ professional qualification in economics or related discipline. <p>Experience</p> <ol style="list-style-type: none"> Substantial experience in relevant applied economics , policy analysis and strategy development, some of which is at a senior level in the field of economic development Substantial experience of report writing and presentation to a range of audiences at all levels Substantial experience of managing multi-disciplinary professional teams Substantial experience in regional and/or local economic development Experience of broader public policy-making Experience of consulting with and engaging stakeholders and the public 	<p>Leadership and Management (Provides thought and interventions, consistently adds value, provides innovative ideas, exemplifying professional gravitas, leading to improvement initiatives through their self and team)</p> <p>Focus on Results (Consistently delivers results that directly impact business success in line with SEEDA procedures and strategic goals)</p> <p>Influencing (Gains trust and respect from others by consistently delivering on commitments, acts with integrity and encourages 'buy in' through their behaviour)</p> <p>Change Implementation (Anticipates and champions opportunities for change that positively influence the direction of SEEDA, and are not complacent with current success)</p> <p>Cross - functional Impact (Works cooperatively, listens to learn from others perspective, proactively challenging and puts corporate goals ahead of individual gain)</p> <p>Decisiveness (Displays confidence and stability when faced with difficult, crisis situations requiring decisions to be made quickly, effectively and appropriately)</p> <p>Relationship Management (Builds mutually beneficial business relationships with internal and external executives in a collaborative manner)</p> <p>Lives SEEDA Values (Has clear convictions and has confidence to stick to them, ready to experiment and demands ethical and respectful behaviour from self and others)</p>

Title Reports to Pay Grade	Head of Economic Research Regional Strategy Director DEPARTMENT HEAD	Department Regional Strategy Directorate Strategy and Support Location Guildford	
Role and context	Need to do	Role Capabilities	Key Competencies
<p>Relationships</p> <ul style="list-style-type: none"> - BIS, CLG, HMT, ONS, other RDAs, SEESU and GOSE functional leads - Strategy Board and SEEDA main Board - Local Authorities - Key delivery agencies and stakeholders - Key business representative organizations (EEF, FSB, BL, ICAEW, IoD, CBI, EPs). - SEEDA CEO and Directors, Communications Department and key staff across Strategy and Operations. - Key media organizations (BBC South East, BBC South). - a range of external consultants. 	<p>and SEEDA and regional partner's expectations is regularly evaluated.</p> <p>4. South East England Intelligence Network (SEE-iN)</p> <ul style="list-style-type: none"> • Working closely with SESU and GOSE staff review SEE-iN Business Plan and ensure that it better reflects SEEDA and regional priorities. • Ensure that SEE-iN provides access to intelligence needed to support evidence based policy making in the South East and that its portal is used to monitor progress against region's policy objectives. <p>5. External Relationships</p> <ul style="list-style-type: none"> • Represent SEEDA on monthly economic intelligence meetings that involve representatives of government departments and RDAs. • Represent SEEDA on RDA Chief Economist/Heads of Research Group. • Represent SEEDA on ONS/RDA Regional Presence Management Group. • Represent SEEDA on other relevant national, regional and sub-regional working groups and networks (SEE-iN Management Group, EEF Regional Council, Economy Advisory Group, Regional Monitoring Group etc.). • Develop relationship (including regional press) with a range of partners within the region and across regions. <p>6. Staff Management:</p> <ul style="list-style-type: none"> • Economic Analysis Team – line manage a team of economists (x3) and research & GIS professionals (x2). • Sector & Market Intelligence Team – line manage a team of sector and market intelligence professionals (x4). • ONS Regional Presence Team – jointly with ONS central office co-manage ONS regional statisticians in the South East (x2). 	<p>Dimensions</p> <ol style="list-style-type: none"> 1. Manages 7 permanent SEEDA staff plus seconded in staff (x4) 2. Cross agency approach 3. Maintain relationships with wide range of external stakeholders 4. Advises SEEDA Main Board and SE Strategy Board 5. Manages a substantial research budget. 6. Manages ONS Regional Presence budget on behalf of SEEDA and English RDAs. 	

Title Reports to Pay Grade	Economic Analysis Manager Head of Economic Research SMP E	Department Directorate Location	Regional Strategy Strategy & Support Guildford
<p>Purpose</p> <p>To manage SEEDA's economic analysis team, reporting to the Head of Economic Research and Evaluation. .</p> <p>To lead and coordinate the production of all economic evidence across SEEDA.</p> <p>To lead the contribution of economic evidence and research input to the Regional Strategy.</p> <p>To lead the contribution of economic evidence and research into developing SEEDA policies and programmes.</p> <p>To deliver excellent economic research, and evidence on economic issues, including foresighting and best practice in economic development.</p> <p>Context</p> <p>This post sits within the economic research and evaluation team, which is responsible for providing excellent research and evaluation to maintain the agency's position as the key source of economic evidence and policy analysis in the region.</p> <p>Key Relationships</p> <ul style="list-style-type: none"> - BIS, CLG, ONS, SEESU and GOSE functional leads - Local Authorities - Key delivery agencies and stakeholders - Research arms of key business organisations - Key SEEDA staff across Strategy and Operations 	<p>Key Outputs</p> <p>Lead and take overall responsibility for the economic analysis team's work</p> <p>Bring together colleagues, across SEEDA to identify their requirements for data and intelligence, information and analysis, and identify ways of meeting these.</p> <p>Deliver effective research and intelligence to support design and evaluation of policies and programmes</p> <p>Manage the delivery of effective research and intelligence to inform the development and monitoring of the Regional Strategy.</p> <p>Maintain an up-to date understanding of the South East economy and take the lead on reviewing and analysing data, and identifying key issues and trends relevant to policies and programmes.</p> <p>Prepare and present reports, papers and recommendations for SEEDA's Board and senior managers to facilitate understanding and decision making processes</p> <p>Develop strong working relationships with contacts at all levels in SEEDA and our partners (particularly with senior staff in business representative organizations, local authorities, and social and economic stakeholders) and present SEEDA at external events</p> <p>Liaise directly with senior economists in Government Departments to provide input into government reviews and policy development.</p> <p>Manage and develop the members of the economic analysis team effectively</p>	<p>Key Performance Indicators</p> <ol style="list-style-type: none"> 1. Develop significant expertise in key areas of economic research 2. Deliver excellent research, reports and presentations to support Regional Strategy development and monitoring, and to support SEEDA policies and programmes 3. Provide effective briefings to senior colleagues across SEEDA. <p>Qualifications</p> <ul style="list-style-type: none"> • Degree or professional qualification in economics or a related subject <p>Experience</p> <p>Significant experience of:</p> <ul style="list-style-type: none"> • Collecting and/or using Regional, National and international Statistics relevant to economic development • Developing or interpreting Government policy on economic development • Interpretation and analysis of quantitative and qualitative data • Writing reports and presentations on research and intelligence topics for a range of audiences • Working in partnership with a range of stakeholders • Managing a busy workload • Supervisory or line management experience <p>Dimensions</p> <ol style="list-style-type: none"> 7. Taking a lead role in research and economic analysis 8. Cross SEEDA working to provide expertise, and intelligence 9. Managing multiple projects 10. Working with a range of government departments and external organizations 11. Managing a team of three 	<p>Leadership and Management (Provides thought and interventions, consistently adds value, provides innovative ideas, exemplifying professional gravitas, leading to improvement initiatives through their self and team)</p> <p>Focus on Results (Consistently delivers results that directly impact business success in line with SEEDA procedures and strategic goals)</p> <p>Influencing (Gains trust and respect from others by consistently delivering on commitments, acts with integrity and encourages 'buy in' through their behaviour)</p> <p>Change Implementation (Anticipates and champions opportunities for change that positively influence the direction of SEEDA, and are not complacent with current success)</p> <p>Cross - functional Impact (Works cooperatively, listens to learn from others perspective, proactively challenging and puts corporate goals ahead of individual gain)</p> <p>Decisiveness (Displays confidence and stability when faced with difficult, crisis situations requiring decisions to be made quickly, effectively and appropriately)</p> <p>Relationship Management (Builds mutually beneficial business relationships with internal and external executives in a collaborative manner)</p> <p>Lives SEEDA Values (Has clear convictions and has confidence to stick to them, ready to experiment and demands ethical and respectful behaviour from self and others)</p>

Title Reports to Pay Grade	Geographical Information System (GIS) Manager Economic Analysis Manager MTP A	Department Directorate Location	Regional Strategy Strategy & Support Guildford
Role and context	Need to do	Role Capabilities	Key Competencies
<p>Purpose</p> <p>Building on current GIS investment, provide strategic direction and leadership of overall GIS development , provide advice and expertise to meet the needs across the organisation and co-ordinate and support the activities of other GIS users to deliver effective spatial intelligence services across SEEDA.</p> <p>Context</p> <p>This post sits within the economic research and evaluation team, which is responsible for providing excellent research and evaluation to maintain the agency's position as the key source of economic evidence and policy analysis in the region.</p> <p>Key Relationships</p> <ul style="list-style-type: none"> - GIS service provider - Ordnance Survey - Key GIS users across SEEDA - Key GIS users in partner organisations across the region 	<p>Key Outputs</p> <p>Take the lead management role in identifying the new areas where GIS can be utilised more effectively in support of policy development and service delivery and identify the nature, scope and shape of the work needed to fully apply GIS across all SEEDA Directorates and Departments.</p> <p>Assess new and complex requirements for GIS analysis to meet business requirements for spatial information across different departments and make the appropriate recommendations.</p> <p>Assume primary responsibility for the management, update and migration of large scale OS data products, liaising with ICT team as required. Design, implement, maintain and manage the GIS database to ensure the integrity, quality and accurate content of data and regularly review core spatial data usage across SEEDA, identifying new data requirements and ongoing application improvements in existing data sets. Ensure that the development of data resources meets the needs of the organization.</p> <p>Serve as the chief technical representative on issues related to securing products and services in support of GIS; manage licensing and contractual agreements; develop and provide GIS standards, training and guidance for other GIS users and co-ordinate their activities across the organisations</p> <p>Establish a close working relationship with Strategy and Operations teams across SEEDA, particularly those which make greatest use of GIS.</p> <p>Represent SEEDA interests on key regional and national groups in respect of spatial data management, including the principal point of contact between SEEDA and Ordnance Survey (OSLO)</p> <p>Provide input into identified government reviews and areas of policy development relevant to spatial hierarchies and spatial data management. Develop strong working relationships with contacts at all levels in SEEDA and our partners and present SEEDA at external events</p> <p>Provide input into government reviews and policy development.</p>	<p>Key Performance Indicators</p> <ol style="list-style-type: none"> 1. Maximise the effective use of GIS within SEEDA 2. Identify and implement new opportunities for GIS use with Directors and functional leads 3. Ensure all contractual and technical issues relating to SEEDA's GIS use are dealt with effectively and efficiently development and monitoring, and to support SEEDA policies and programmes 3. Ensure the integration of SEEDA's GIS use with that of regional partners. <p>Qualifications</p> <ul style="list-style-type: none"> • Degree or professional qualification in a relevant subject with a high statistical content and requiring a high level of numeracy • Training or qualification in a GIS related subject desirable <p>Experience</p> <ul style="list-style-type: none"> • Significant experience of working in a GIS environment • Significant experience of using the range of Government and third party economic, environmental and social micro-data sets • Writing reports and presentations on complex topics for a range of audiences • Experience of GIS (preferably MapInfo) and spreadsheets at an advanced level • Some experience of databases, AutoCAD, Adobe Photoshop or Quark <p>Dimensions</p> <ol style="list-style-type: none"> 12. Act as the strategic lead on further GIS developmental issues across SEEDA and manage the GIS system 13. Work across SEEDA to provide expert advice and support on GIS related technical issues. 	<p>Leadership and Management (Provides thought and interventions, consistently adds value, provides innovative ideas, exemplifying professional gravitas, leading to improvement initiatives through their self and team)</p> <p>Planning and Organisation (clearly identifies all relevant tasks, ensuring all team members are clear of their input, measured against identified indicators and continually evaluates to ensure optimum outcomes)</p> <p>Flexibility (is open to varying ideas and opinions, and aims for 'common goals' rather than own benefit)</p> <p>Focus on Results (Consistently delivers results that directly impact business success in line with SEEDA procedures and strategic goals)</p> <p>Influencing (Gains trust and respect from others by consistently delivering on commitments, acts with integrity and encourages 'buy in' through their behaviour)</p> <p>Decisiveness (Displays confidence and stability when faced with difficult, crisis situations requiring decisions to be made quickly, effectively and appropriately)</p> <p>Cross Team Working (Draws on the expertise offered across the Agency to add value to the work undertaken; able to offer sound information and advice to other departments, when required)</p> <p>Lives SEEDA Values (Has clear convictions and has confidence to stick to them, ready to experiment and demands ethical and respectful behaviour from self and others)</p>

Title Reports to Pay Grade	Economic Analyst Economic Analysis Manager Team Leader	Department Directorate Location	Regional Strategy Strategy & Support Guildford
<p>Purpose To contribute to SEEDA's economic research and evaluation function in a defined policy area. To ensure that the region's performance against objectives in the Regional Strategy is effectively evaluated in that policy area. To lead the contribution of economic evidence and research to the Regional Strategy in that policy area. To lead the contribution of economic evidence and research into developing SEEDA policies and programmes, and their evaluation for that policy area. To deliver excellent economic research, and evidence on economic issues, including foresighting and best practice in economic development in that policy area.</p> <p>Context This post sits within the economic research and evaluation team, which is responsible for providing excellent research and evaluation to maintain the agency's position as the key source of economic evidence and policy analysis in the region.</p> <p>Key Relationships - BIS, CLG, ONS, SEESU and GOSE functional leads - Local Authorities - Key delivery agencies and stakeholders - Research arms of key business organisations - Key SEEDA staff across Strategy and Operations</p>	<p>Key Outputs</p> <p>Develop an expertise and take overall responsibility for the team 's work in key areas of economic research (these areas to be defined for each of the 3 economic analysts once in post)</p> <p>Work with relevant SEEDA colleagues, under the direction of the Head of economic Research and Evaluation, to identify their requirements for data and intelligence, information and analysis, and identify ways of meeting these.</p> <p>Provide substantial support to Operations colleagues by delivering research and intelligence to support design and evaluation of policies and programmes</p> <p>Provide substantial support to Strategy colleagues by providing research and intelligence to support the development and monitoring of the Regional Strategy.</p> <p>Maintain an up-to date understanding of the SE economy and take the lead on reviewing and analysing data, and identifying key issues and trends relevant to policies and programmes.</p> <p>Prepare and present reports, papers and recommendations to facilitate understanding and decision making processes</p> <p>Develop strong working relationships with contacts at all levels in SEEDA and our partners and present SEEDA at external events</p> <p>Provide input into government reviews and policy development.</p>	<p>Key Performance Indicators</p> <ol style="list-style-type: none"> 1. Develop expertise in key areas of economic research 2. Deliver excellent research, reports and presentations to support Regional Strategy development and monitoring, and to support SEEDA policies and programmes 3. Provide effective briefings to Policy Managers, Section Head and other colleagues. <p>Qualifications</p> <ul style="list-style-type: none"> • Degree or professional qualification in economics or a related subject <p>Experience</p> <p>Some experience of:</p> <ul style="list-style-type: none"> • Collecting and/or using Regional, National and international Statistics relevant to economic development • Developing or interpreting Government policy on economic development • Interpretation and analysis of quantitative and qualitative data • Writing reports and presentations on research and intelligence topics for a range of audiences • Working in partnership with a range of stakeholders • Managing a busy workload <p>Dimensions</p> <ol style="list-style-type: none"> 14. Taking a lead role in research and economic analysis for a defined policy area 15. Cross SEEDA working to provide expertise, and intelligence 16. Managing multiple projects with limited supervision 17. Working with a range of government departments and external organisations 	<p>Leadership and Management (Provides thought and interventions, consistently adds value, provides innovative ideas, exemplifying professional gravitas, leading to improvement initiatives through their self and team)</p> <p>Planning and Organisation (clearly identifies all relevant tasks, ensuring all team members are clear of their input, measured against identified indicators and continually evaluates to ensure optimum outcomes)</p> <p>Flexibility (is open to varying ideas and opinions, and aims for 'common goals' rather than own benefit)</p> <p>Focus on Results (Consistently delivers results that directly impact business success in line with SEEDA procedures and strategic goals)</p> <p>Influencing (Gains trust and respect from others by consistently delivering on commitments, acts with integrity and encourages 'buy in' through their behaviour)</p> <p>Decisiveness (Displays confidence and stability when faced with difficult, crisis situations requiring decisions to be made quickly, effectively and appropriately)</p> <p>Cross Team Working (Draws on the expertise offered across the Agency to add value to the work undertaken; able to offer sound information and advice to other departments, when required)</p> <p>Lives SEEDA Values (Has clear convictions and has confidence to stick to them, ready to experiment and demands ethical and respectful behaviour from self and others)</p>

Title Reports to Pay Grade	Sector & Market Intelligence Manager Head of Economic Research SMP E	Department Directorate Location	Regional Strategy Strategy and Support Guildford
Role and context	Need to do	Role Capabilities	Key Competencies
<p>Purpose To support work across the Sectors and Clusters Development Team and provide other input to SEEDA's economic research and evaluation functions as necessary. To provide robust business intelligence and analysis to inform senior staff on developing FDI policies and strategies. To develop and monitor strategic and annual Business Plans and Reports. To capture, monitor and analyse the performance across the team.</p> <p>Context This post sits within the economic research and evaluation team which is responsible for providing excellent research and evaluation to maintain the agency's position as the key source of economic evidence and policy analysis in the region. The role will work across the Sector and Clusters team supporting them in the provision of first class business and market intelligence to attract world class companies from overseas and to ensure businesses remain and grow from their SE location.</p> <p>Relationships SEEDA Operational teams in defined sectors and Strategy & Support Group. UKTI, BIS, FCO, External Bodies and other RDAs Sector Consortia, IGTs, Business Link, UKTISE, ITSAs and local</p>	<p>Key Outputs Lead on the provision of detailed sector-focused research and intelligence for SEEDA's defined priority sectors Working closely with the relevant sector teams provide targeted research and intelligence to enable effective programmes to be developed across whichever of the following areas are appropriate for that sector – enterprise, infrastructure investment, innovation, inward investment, skills, technology transfer Produce and maintain a business focussed market intelligence strategy for Sectors and Cluster group. Manage the provision of sector related material and regional selling messages. Co-ordinate business-focussed propositions for potential inward investors and bespoke propositions for strategic inward investors Evaluation and analysis to support the identification and leveraging of key market opportunities. Commission research to support promotion of the SE's international business capability. Lead on knowledge and information management to support the sectors and clusters group including key business and FDI information sources, development and monitoring of CRM systems and the Knowledge Bank. Deliver effective lead generation strategy and support to Sector Team in identification of potential targets, tracking developments and analysis of key target companies. Analyse and report on global FDI trends and provide of robust intelligence to support development of FDI policies & strategies. Co-ordination of SEEDA reporting requirements, including performance management and reporting for FDI and UKTI. Work with businesses and partners to disseminate intelligence on international investments in the South</p>	<p>Key Performance Indicators The consistent delivery of excellent business and market intelligence and sector related material. High quality business-focussed selling messages and bespoke propositions, with proactive, targeted lead generation. Timely delivery of accurate high quality management reports for all stakeholders.</p> <p>Qualifications Degree or equivalent (preferably in quantitative / market research or business related disciplines) or equivalent obtained through work experience.</p> <p>Experience Experience of an analytical role with a commercial focus, within UK government and/or international business setting Management experience, working within and managing multi-functional teams. Proven significant experience with working and collaborating successively with senior management teams. Extensive contract and budget management experience Significant experience using & developing business information systems & software Presenting complex statistics to differing audiences up to including the CEO & Senior Team members.</p> <p>Dimensions Direct Reports – Line management of 2 staff. Budget TBC</p>	<p>Leadership and Management (Provides thought and interventions, consistently adds value, provides innovative ideas, exemplifying professional gravitas, leading to improvement initiatives through their self and team)</p> <p>Focus on Results (Consistently delivers results that directly impact business success in line with SEEDA procedures and strategic goals)</p> <p>Influencing (Gains trust and respect from others by consistently delivering on commitments, acts with integrity and encourages 'buy in' through their behaviour)</p> <p>Change Implementation (Anticipates and champions opportunities for change that positively influence the direction of SEEDA, and are not complacent with current success)</p> <p>Cross - functional Impact (Works cooperatively, listens to learn from others perspective, proactively challenging and puts corporate goals ahead of individual gain)</p> <p>Decisiveness (Displays confidence and stability when faced with difficult, crisis situations requiring decisions to be made quickly, effectively and appropriately)</p> <p>Relationship Management (Builds mutually beneficial business relationships with internal and external executives in a collaborative manner)</p> <p>Lives SEEDA Values (Has clear convictions and has confidence to stick to them, ready to experiment and demands ethical and respectful behaviour from self and others)</p>

Title Reports to Pay Grade	Sector & Market Intelligence Manager Head of Economic Research SMP E	Department Directorate Location	Regional Strategy Strategy and Support Guildford
Role and context	Need to do	Role Capabilities	Key Competencies
Economic Partnerships, Research consultancies and FDI specialists	<p>East to promote the region as a prime global location.</p> <p>Contribute to other economic research and evaluation activities as determined by the Head of Economic Research and Evaluation.</p>		

Title Reports to Pay Grade	Sector & Market Intelligence Analyst Sector and Market Intelligence Manager MTP B	Department Directorate Location	Regional Strategy Strategy and Support Guildford
<p>Purpose Working to the Key Sector and Market Intelligence Manager to support work across the Sector and Cluster Development Team, and provide other input to SEEDA's economic research and evaluation functions as necessary.</p> <p>Providing market research, business intelligence and evaluation for all trade and investment projects.</p> <p>To support and contribute to business-focused sector propositions to international business client companies.</p> <p>Context This post sits within the economic research and evaluation team which is responsible for providing excellent research and evaluation to maintain the Agency's position as the key source of economic evidence and policy analysis in the region.</p> <p>The role will work across the Sector and Clusters team supporting them in the provision of first class business and market intelligence to attract world class companies from overseas and to ensure businesses remain and grow from their SE location.</p> <p>Relationships SEEDA Operational teams in defined sectors</p> <p>UKTI, BIS, FCO, External Bodies and other RDAs</p> <p>Sector Consortia, IGTs, Business Link,</p>	<p>Key Outputs</p> <p>Working closely with the relevant sector teams contribute to the provision targeted research and intelligence to enable effective programmes to be developed across whichever of the following areas are appropriate for that sector – enterprise, infrastructure investment, innovation, inward investment, skills, technology transfer.</p> <p>Working to the Key Sector Analysis and Evaluation Manager and working closely with the relevant sector teams, contribute to the provision of high quality detailed sector-focused business and market research and intelligence</p> <p>Production of sector-related material including overviews, presentations and regional business-focused sector propositions and regional selling messages / guides.</p> <p>Production of business-focused propositions for potential inward investors and bespoke selling propositions for strategic inward investors</p> <p>Research to support the promotion of the region's international business capability and evaluations on the economic impact FDI has on the South East economy.</p> <p>Production and maintenance of high-quality maps to support bespoke client propositions using the in-house GIS system, Ordnance Survey maps and other data sources as appropriate</p> <p>To support the team with an effective lead generation activities in identification of potential targets, tracking developments, news and reports on key target companies.</p> <p>Collecting and analyse market data and statistics using available software (e.g. company databases, investment tracking databases, salary and grant databases),</p> <p>Identify information, research and reports produced by external organisations including commissioning research where necessary for key interest areas and store in the 'Knowledge Bank' (an electronic filing system).</p>	<p>Key Performance Indicators The consistent delivery of excellent business and market intelligence and sector related material.</p> <p>High quality business-focussed selling messages and bespoke propositions, with proactive, targeted lead generation.</p> <p>Timely delivery of accurate high quality management reports for all stakeholders.</p> <p>Support in evaluation of sector focused programmes.</p> <p>Qualifications</p> <p>Degree or equivalent (preferably in quantitative / market research or business related disciplines) or equivalent obtained through work experience.</p> <p>Experience</p> <ul style="list-style-type: none"> • Experience of an analytical role with a commercial focus, within UK government and/or international business setting • Experience in an analytical role with a commercial focus • Proven experience with working and collaborating successively with senior management teams. • Good experience of business information sources and experience of using and developing business information systems and software • Can evidence highly developed and advanced analytical skills with the ability to present complex statistics to differing audiences <p>Dimensions 18. Works closely with Operational Teams</p>	<p>Leadership and Management (Provides thought and interventions, consistently adds value, provides innovative ideas, exemplifying professional gravitas, leading to improvement initiatives through their self and team)</p> <p>Planning and Organisation (clearly identifies all relevant tasks, ensuring all team members are clear of their input, measured against identified indicators and continually evaluates to ensure optimum outcomes)</p> <p>Flexibility (is open to varying ideas and opinions, and aims for 'common goals' rather than own benefit)</p> <p>Focus on Results (Consistently delivers results that directly impact business success in line with SEEDA procedures and strategic goals)</p> <p>Influencing (Gains trust and respect from others by consistently delivering on commitments, acts with integrity and encourages 'buy in' through their behaviour)</p> <p>Decisiveness (Displays confidence and stability when faced with difficult, crisis situations requiring decisions to be made quickly, effectively and appropriately)</p> <p>Cross Team Working (Draws on the expertise offered across the Agency to add value to the work undertaken; able to offer sound information and advice to other departments, when required)</p> <p>Lives SEEDA Values (Has clear convictions and has confidence to stick to them, ready to experiment and demands ethical and respectful behaviour from self and others)</p>

Title Reports to Pay Grade	Sector & Market Intelligence Analyst Sector and Market Intelligence Manager MTP B	Department Directorate Location	Regional Strategy Strategy and Support Guildford
<p>UKTISE, ITSAs and local Economic</p> <p>Key delivery agencies and stakeholders</p> <p>Research arms of key business organisations Partnerships, Research consultancies and FDI specialists</p>	<p>Work with private sector organisations and sub regional partners to disseminate intelligence on international investments in the South East to promote the region as a prime global location.</p> <p>When required contribute to effective economic evaluation of programmes to enable continuous improvement and better targeting of programmes to meet our key strategic economic outcomes.</p>		

SEEDA Research & Economics Team | Document control

Note: delete before publishing externally, keep for internal release and intranet (it will allow easy location of documents, charts, maps and data).

Document title	SEEDA Research & Economics Team - Services, Assets and Staff
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Purpose	Transition to Closure – Policy Development
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Author(s)	Ivan Perkovic, Sabine Rumscheidt, Claire Shah, Joanne Brooker
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Audience	SEEDA, South East Councils (SEEC), Universities
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Release	Y	Internal	Y	External
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Amendment History			
Date	Issue	Status	Author
28-02-11	V1	Draft	IP, SR, JB, CS
17-06-11	V2	Final	IP

Source/file locations	
Word document	I:\S&R\Strategy\Research & Economics\ADMIN\R&E\SEEDA Research & Economics - Prospectus.doc
Charts	n/a
Maps	n/a
Underlying data	n/a

Approved by:	Ivan Perkovic	Date:	17-06-11
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