

NATIONAL AUDIT OFFICE - INDEPENDENT PERFORMANCE ASSESSMENT
SEEDA IMPROVEMENT PLAN
UPDATE ON PROGRESS

Introduction

SEEDA's Improvement Plan addressed three areas for improvement identified in the IPA exercise conducted during 2006, which were underpinned by a set of Objectives and specific actions to be taken. The Areas for Improvement were -

- Organisational structure to support new RES delivery
- Development of training and learning strategies to support skills required for delivery of the 2006/2016 RES.
- Increasing and better monitoring of effectiveness and impact of RDA actions and the development of a more transparent investment process, improving communication and consultation with partners.

This Plan sets out what SEEDA has done and continues to do to ensure that a culture of continuous improvement, in these, as well as other areas of activity, is ongoing. A version of it is published on SEEDA's website and, internally, on the SEEDA Intranet.

Areas for Improvement and Specific Actions

Area for Improvement: **Organisational structure to support new RES delivery**

Objectives: **a) Effective internal and external communication**
b) Effective business systems to fully support improvement

Overall Assessment

SEEDA migrated to a new internal organisational structure for 2007/08 which mirrored that of the new RES, with three Executive Directorates for Global Competitiveness, Smart Growth and Sustainable Prosperity, respectively. Subsequent changes to the structure and the personnel of Area Teams, the Culture Community and Consumers Team and the Communications Team took place during 2008 so as to better fit the teams to support delivery of the RES and Corporate Plan. A new Programme Office was set up in 2008.

SEEDA Board endorsed Communications Strategic Principles in October 2007 and Executive Board agreed a Strategy in February 08. The Communications team was re-structured accordingly, as part of the Organisational Development programme in Summer 2008. From early 2008 all Board papers, where relevant, referenced communications, both internal and external, as appropriate and a Communications Plan. A refreshed Communications Plan was endorsed by Executive Board on November 2009. From November 2009 references in individual board papers were replaced by a formal item at the end of each board meeting on Communications.

Internal Communications: A new Intranet was launched in 2008 and a new e-zine, SEEDA Matters, was introduced in August 2009. Staff are consulted, regularly, via the Joint Staff Council, on a bi-monthly basis and through other channels, including mini-telephone survey, staff away days and open electronic Question & Answer forum. The 2008 Cultural Survey results highlighted the need to further develop internal communications to support delivery of business objectives. Following the survey a Head of Internal Communications was recruited and has begun developing new channels and approaches to improve communications across SEEDA. An Internal Communications Strategy was put in place. Feedback from staff events and activities since March 09 has shown a significant improvement in this area. Progress will be further measured in a follow up Cultural Survey scheduled for the second quarter of 2010

External Communications: SEEDA re-freshed its corporate web-site in October 2009. Customer facing, Information legislation policies can be found thereon (and on its predecessor). A Stakeholder Engagement Strategy was approved by Executive Board in August 2008. Integral to this strategy was the expansion and integration of the Area Teams, so as to ensure relationships with sub-regional level stakeholders and provide a consistent contact point for sub-regional stakeholders and ongoing engagement in developing Local and Multi-Area Agreements, driving specific Task Forces and leading and contributing to other sub-regional forum. Area Teams also use these relationships to monitor economic activity within their Area and feed this into the regional economic picture.

Effective business systems; our main, inter-linked, business systems are PMS and Agresso. PMS has been up-graded and enhanced to allow recording of data and the subsequent reporting of achievement to be made against spatial as well as project/programme headers and business sectors. This includes reporting against sub-region and Diamonds for Growth. Significant further enhancements are already underway. The completeness and quality of the information held on PMS has been addressed through a major data cleanse exercise in 2009.

The Regional Customer Relationship Management System (tender recently completed, service manager – Serco - appointed) will allow Business Links service providers to report contacts and outputs to SEEDA using a single corporate system from April 2010. Phase 2 of this project will extend the system to other key business delivery agents and partners, as well as internally to SEEDA.

Specific Actions

1. Improve transparency to partners on our priorities and flexibilities by incorporating the following in the next RES: a) further feedback to partners on what has and has not been included in the RES and why not if not included; b) practical help for small organisations who want to consult on the RES i.e. signposting parts of RES.					
RAG Status	Action Owner/ Action Co-ordinator	Start Date	Key Milestones	End Date	Progress to Date
	PL / RN	Summer 2005	<ul style="list-style-type: none"> ▪ RES consultation. ▪ RES Implementation Plan and new Corporate Plan. 	Summer 2010 (?2006?) Spring 2007	<p>Action completed for RES 2006-16</p> <p>Consultation on the draft RES 2006/16 was completed in summer 2005. Over 300 responses (75% of issue) led to revision of the RES, which was agreed on 31.10.06. The RES Implementation Plan consultation yielded 140 responses (35% of issue) and the IP was publicised through numerous presentations and workshops with partners over the consultation period. The IP was revised to accommodate comment and agreed on 25.10.07. It was supported by Action Plans, taking the RES down to a more readily comprehensible and measurable level. The Plans, put in place during Summer 2007, were jointly owned with partners. Regular reports on progress were made to the RES Steering Group. The first RES Partners conference took place in July 2008. Annual Monitoring</p>


			<ul style="list-style-type: none"> ▪ ERDF Competitiveness Programme consultation completed. 	<p>against RES targets continues.</p> <p>The draft Corporate Plan 2008/11 was in consultation February/March 2008 and was signed off by Ministers in May 2008. Executive Directors engaged with key partners regarding the CP, with major consultation with LAs via SEERA. The Assembly responded formally with comment and were complimentary about the new CP.</p> <p>The ERDF Operational Programme consultation with partners took place during 2007. The EC adopted the final Programme, following negotiations, on 9th December – the first English Regional Programme to be adopted. See Item 3 in Information Pack.</p>
			<p>Going forward; Good feedback after next RES consultation.</p>	

2. Partner relationships to be strengthened to deliver the new RES. This includes keeping sub regional partners informed of issues and challenges.

RAG Status	Action Owner / Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	PL / RN	Summer 2005	<ul style="list-style-type: none"> ▪ RES consultation. • RES implementation plan in place 	Summer 2006	<p>The RES 2006/16 and RES Implementation Plan processes have involved partners in the development of the strategy and action plans. The RES Leadership Group, a grouping of stakeholders and fellow target owners, had oversight. This became the RES Steering Group and is migrating into the Economic Development and Skills Board under new regional governance framework arrangements, so as to preserve continuity and deliver against the RES, alongside the South East Plan.</p> <p>Agreed and launched on 25.10.07, in the RES IP sponsors, often partner organisations, agreed for the first time to be owners for individual targets. The annual Regional stakeholders/partners conference brings these organisations together, with wider partners, to monitor progress against plans and give them an opportunity to feedback on how well, or otherwise, SEEDA was overseeing delivery against RES targets. This is supported by an</p>

			<ul style="list-style-type: none"> ▪ Local Area Agreement negotiation agreed. ▪ Sub regional review completed ▪ EEDA business planning process completed. 	<p>Summer 2007</p> <p>Summer 2007</p> <p>Spring 2007</p>	<p>annual RES Monitoring Report, published each autumn.</p> <p>The integrated and enhanced Area Teams have worked closely with the LAs in their sub region, to ensure RES IP and Corporate Plan delivery. Local Development Frameworks align with RES outcomes, driven by sub-regional partnerships lead or influenced by Area teams. Nineteen LAAS are now in place and two Multi-Area Agreements including that for Urban South Hampshire (one of the first in the country).</p> <p>The independent review of SEEDA's sub-regional arrangements was conducted by GHK. Its recommendations were implemented as part of the re-structuring of Area teams in 2008. Greater consistency of action is now sought from Sub-Regional Partnerships, while allowing for local difference.</p> <p>2007/08 Business Plans in place May 07 2008/09 Business Plans in place, linked to new Corporate Plan, in place June 08 (although completed during March, sign off was delayed pending CP sign-off).</p>
			<p>Going forward: Learn lessons for future RES development and stakeholder engagement at sub-regional level.</p>		

3. Improved joint planning across the organisation by: a) clearer link from RES to Corporate Plan; b) thematic, corporate business plan in place; c) increased transparency of decision making as part of planning process; d) update IS strategy.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	PL / RN	Winter 2006/07	<ul style="list-style-type: none"> ▪ RES implementation process agreed with Board and Executive Board. 	Winter 2006 Summer 2007	<p>All actions completed</p> <p>The development of the Corporate Plan 2008/11 followed quickly on from the development of the RES IP. The Corporate Plan links between the RES / RES IP and Business Plans via the 'Golden Thread'. Annex 1 of the CP links RES to SEEDA outcomes and outputs.</p>
			<ul style="list-style-type: none"> ▪ Leadership Group/LEAN/EB to discuss new SEEDA planning process. 	Spring 2008	<p>Directors Group and its wider equivalent, the Leadership Group, were directly engaged in the planning process, with the former tasked, by EB, with developing the Corporate Plan. Specific Directors own each of the Targets within the RES and are responsible for development of the RES IP and the translation of this into the Corporate Plan.</p> <p>Area teams engaged sub-regional partners to ensure full understanding of how SEEDA funds and resources were invested. This was especially necessary in those parts of</p>

			<ul style="list-style-type: none"> ▪ All staff bought into new business planning process. ▪ End Point: New planning process integrated across SEEDA. 		<p>the region where there was a high level of investment and, when the Corporate Plan was re-prioritised, the level or type of that investment changed.</p> <p>2008/09 Business Plans were commissioned across the agency in February 2008, with detailed follow-up in May. These showed outputs and outcomes, which are tracked and mapped against the target framework, (as are outputs from projects and programmes) which, in turn, feeds into GVA.</p> <p>2009/10 Business Plans were formulated only following the re-prioritised Corporate Plan Resource allocation was revised to meet new priorities, in the light of substantial cuts and reduced receipts. All allocations were contingent on successfully going through the approvals and appraisals process if not already approved... A new ICT strategy was developed in 2009 to align with F4F. It is actively being pursued.</p>
			<p>Going forward; Business planning & investment will follow the new focus of the agency and build on the relations established.</p>		

4. Organisational structure to support RES implementation including area teams integration.					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A	Winter 2006	<ul style="list-style-type: none"> ▪ Leadership Group/Executive Board to discuss and agree structure. ▪ Organisation ready to take forward RES implementation as set out in Corporate Plan (developed during 2007/08). 	Spring 2007 Winter 2007	<p>The structure of the agency was reorganised so as to reflect the new RES, with three Executive Directorates mirroring the RES high level aims, in April 2007.</p> <p>The Area Teams were integrated and enhanced, CCC Team re-structured and the Communications Team re-structured to meet the changing needs of the agency. Programme Office was set up in 2008.</p> <p>Directors Group was fully engaged with discussions around structural change and the development of the Corporate Plan. DG has strongly aided management of the incremental changes during Phase 1 of OD and is currently closely involved with taking forward F4F.</p> <p>Action completed.</p>
			Going forward; Further major structural change already planned for 2009/10 in response to changed economic circumstances		

5. Improve business information and further develop internal communications to address silo working.					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	PL / tbc	Spring 2006	a. SEEDA PG Centre operational and used by staff. b. Internal communications strategy and plan in place.	Summer 2006 Summer 2007	<p>Action a. completed</p> <p>Action completed. Internal Comms Strategy in place (2009). Head of Internal Communications appointed in March 2009. Fit for the Future has dominated Communications and Plans for Phases 1, 2 & 3 are in place. Strategies have been implemented to support the first two phases of the programme and a strategy is being developed to support the introduction of the new look SEEDA in 2010 (Phase 3).</p> <p>Launch of the re-structure programme, phase one included:</p> <ul style="list-style-type: none"> • CEO Webcast on rationale for change • Intranet site to contain all staff and partner information • All staff meeting for reinforcement and involvement of staff • FAQ's and staff handbook • Open Q&A forums via e-mail • Regular programme updates • Staff blogs to reflect on the changes <p>Phase two included:</p>

				<ul style="list-style-type: none"> • Launch of formal consultation process • All staff event to set out new structure and focus • Team Meetings to talk through impact • Q&As for all staff • Open Q&A on intranet • Regular updates through e-mail, team meetings and Joint Staff Council <p>Phase 3 of the programme – Transition to new Agency - is currently in development.</p> <p>A cross-SEEDA team is leading a cultural change programme within Fit for the Future. To support this, new internal communications plans are to be developed for implementation in quarter one of 2010. These will focus on developing new Team Briefing systems, refreshing the intranet to include new social networking tools, continuing to develop the internal e-zine and embedding SEEDA's new values.</p> <p>A new Intranet site for the Agency was introduced in July 2008 and a re-freshed web-site in October 2009. .</p> <p>Intelligence sharing continues to be encouraged through mechanisms such as 'Swarms' on particular topics, drawing together people from across the agency.</p>
--	--	--	--	--

			<ul style="list-style-type: none"> ▪ End Point: Staff survey shows marked increase in satisfaction with internal communications. 	<p>Cross agency groups work on continuous improvement and development e.g. on processes, on systems and through Adaptive Learning.</p> <p>Management Information is online and available on Performance Management and Reporting (see covering narrative). In addition the quality and completeness of information is being improved through a major data cleansing operation in 2009, before cutting over to a more modern version of PMS at October the %age completed is 80% +.</p> <p>The SEEDA Document Management System has been enhanced and usage protocols developed. This is being piloted in Programme Office in November & December 09 and will be rolled-out in January 2010. This will generate the cultural changes needed before moving to full internal use of the Regional Customer Relationship Management System.</p>
			<p>Going forward; F4F is predicated on greater knowledge management and sharing of information. The Programme Office has become the Programme & Knowledge Office and a regional CRM post, and support, created.</p>	

6. Develop flexible working practices.					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / LN	Autumn 2006	<ul style="list-style-type: none"> ▪ Pilot within Strategy Division types of flexible working practices. ▪ Produce report on pilot activity with flexible working recommendations. ▪ Infrastructure in place to allow more flexible working of SEEDA staff. <p>End Point: Flexible working practices working with good feedback.</p>	Summer 2007 Winter 2008	<p>Completed.</p> <p>Pilot completed and evaluation report through staff survey was produced in 1st quarter 2007/08.</p> <p>General policy on working at home adopted.</p> <p>IT hardware up-graded and more licences purchased.</p> <p>Staff survey (Nov 08) shows 81% SEEDA people agree that they have the opportunity for flexible working if they want it. .</p> <p>Action: completed</p>
			<p>Going forward; F4F is re-visiting Flexible Working as part of a wider cultural change, including accommodation changes, changes to ways of working and behavioural change.</p>		

Area for Improvement: Continue to develop training and learning strategies to support skills required for delivery of the 2006/2016 RES.

- Objectives:**
- a) Effective internal and external capacity to deliver the new 2006/2016 RES.
 - b) Develop internal staff to ensure flexibility to deliver the RES.
 - c) Decisions on implementation of the new RES are supported by the best information possible to inform future investments, techniques and partnerships.

Overall Assessment

SEEDA is fully committed to being a Learning organisation. In 2008 the agency introduced an internal Learning and Development Team (5 people working to a Head of Learning and Development), so as to continue to develop learning strategies for the agency and best fit it to deliver the RES. Since its creation the team has delivered over 700 workshops on both Personal and Professional development interventions, training over 3000 candidates. This focus on Learning & Development has demonstrably improved performance by increasing our internal recruitment by 50%, and increased our level of appraisal completion by 100%. Our 'Skills Needs Analysis' has also identified key modules in both the Economic Development, Leadership and People Development programmes. A full Economic Development re-fresher programme, including business specific modules as well as wider awareness has been developed for 2010/11 and an external provider engaged following tender.

Development programmes have been undertaken at every level of the agency. In 2007 Executive Board conducted a self-assessment of its leadership and strategic skills, compared with the assessment of people within the organisation, from which learning followed. Directors, the senior leadership cadre outside of Executive Board, have all undertaken Development and Assessment centres. HR and Corporate Services specialist have been brought into the agency at Director level in order to modernise the support functions.

External capacity has been increased through working with Local Authorities and other partners in developing Multi and Local Area Agreements, Economic Taskforces and in developing Local Economic Assessments. Working through Sub-regional Partnerships, which include business and local representatives, Area teams have lead, informed and influenced the development of Local Area Frameworks and Recession Plans.

Economic data and intelligence is collected from a variety of local, regional and national sources and it informs not only the decisions of the agency but also those of regional and sub-regional partners.

Management information has been accorded greater importance and prominence, so as to improve its quality and comprehensiveness and encourage corporate behaviours e.g. PMS Data Cleanse exercise 70% + complete. Better M.I has been used to improve Performance Management (94% conformance 2008/09) and delivery of efficiency (RPOs now down to 3%).

Specific Actions

7. Conduct Value for Money benchmark research to ascertain what and how benchmark indicators could be used to discuss and compare projects.					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / NG	Summer 2006	<ul style="list-style-type: none"> ▪ Research commissioned. ▪ Agency agree action plan ▪ Benchmark indicators being used. 	Winter 2006 Summer 2007 Spring 2008	<p>Independent research into VFM defined in terms of economy, efficiency and effectiveness fed into the work to develop new Programme and Project management and a new Performance Framework.</p> <p>Corporate Services were benchmarked in 2008 to industry standards where applicable - ITIL, CIPFA, CIPD. Operational Efficiency Programme benchmarking has been conducted in 2009. Business/cost resource comparisons underway with SWRDA and</p>

					<p>EEDA.</p> <p>A Strategic Investment Framework tool was developed and introduced for physical regeneration projects, providing a method of relative scoring of specific projects and programmes. Project management processes, including appraisal and approval mechanisms, include VFM indicators and options appraisal. These have recently been replaced by the HMT Five Case Model including Economic and Financial cases. N.B. Existing projects still use the old mechanisms.</p>
			<p>Going forward; New Programme and Knowledge Office will continue to implement the new process and procedures.</p>		

8. Improve project and contract management and monitoring to: a) focus on smaller number of projects; b) ensure consistent approach to agreeing AIF and delivery plans with sub regional partnerships; c) keep more robust written records of variance so can derive more learning.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / SC	Winter 2006	<ul style="list-style-type: none"> ▪ Cross SEEDA group develop contract management operational guide. ▪ Operational Guide endorsed. ▪ All PMs trained in Guide. ▪ LEAN work delivering results to include fewer projects generated on PMS system. <p>▪ End Point: All PMs trained, overall feedback good.</p>	<p>Winter 2006</p> <p>Spring 2007</p> <p>Summer 2007</p> <p>Winter 2007</p>	<p>Guidance Centre for Project Management established on intranet. Project Management training was rolled out to all Project Managers & the February 2008 evaluation showed positive results.</p> <p>LEAN work was subsumed into Organisational Development.</p> <p>The number of projects increased slightly from 1134 to 1273 between 2006 and 2007 before falling to 1097 in 2008. By October 2009 this had been reduced substantially to 703 (by approx 40%)</p> <p>Sub-regional partnership engagement focussed, consistently, and with intra-Area learning, on Task Forces, Local Area Agreements and Multi-Area Agreements.</p> <p>Work progresses in new Programme Office on the roll-out of Managing Successful programmes, but original recommendations</p>

					have been met. Action: completed
			Going forward; In Feb 09 Executive Board agreed the introduction of a model for continuous improvement. This work has begun and will be fully pursued once the re-structuring is in place.		

9. Review risk management within the Agency and ensure best practice adopted to ensure continuous review of risk at Board level, and effective mitigation and communication within contract management.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
Green	Julie A/DT	Spring 2006	<ul style="list-style-type: none"> ▪ Risk management strategy review conducted. ▪ Board to consider risk regularly. ▪ Risk management incorporated in contract management guide. ▪ Risk management trained as part of PM training. ▪ End Point: Risk Strategy updated and reviewed regularly by Board. 	Summer 2007	<p>Action Completed</p> <ul style="list-style-type: none"> ▪ The RM strategy was fully revised in June 2008. ▪ Top Ten Risks reviewed regularly by Executive Board and presented to the SEEDA Board at every meeting. A revised Risk template was signed off by SEEDA Board in July 2008. ▪ Full updated guidance for contract/project risk management is available on the intranet and via the project management training material. ▪ All project managers receive training on risk management ▪ The risk strategy is regularly reviewed by Audit Committee e.g. April 09. ▪ Information Risk and Data Handling are incorporated in the new Strategy and supporting process, to assure AO that this risk, specifically, is being managed. ▪ MSP (the new approach to Programme and Project Management) also includes additional training on Management of
				Spring 2007	
				Summer 2007	
				Summer 2007	

					Risk. Executive Board workshop December 2009, before full roll-out.
			Going forward; Executive Board to set organisational risk appetite (Dec 09). MoR roll-out to new agency follows (training courses, guidance & tools prepared). Embed Spring 10.		

10. Contracts fit for purpose to deliver the new 2006/2016 RES.					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / DT	Summer 2006	<ul style="list-style-type: none"> ▪ LEAN group agree contract actions. ▪ Actions agreed by CIB. ▪ New contracts designed and agreed by CIB. ▪ Staff have contract training. ▪ New contracts in use. <p>End Point: New contracts in use with positive comments through staff surveys.</p>	Summer 2006 Autumn 2006 Spring 2007 Summer 2007 Summer 2007	<p>Action completed</p> <p>New contracts have been designed, staff training undertaken and the contracts are in use throughout the agency.</p> <p>These actions were completed in 2007.</p> <p>Since then</p> <ul style="list-style-type: none"> • all central contract templates have regularly been reviewed and updated to reflect legislative & regulatory requirements e.g. on Information Security, and • a central register of tendered contracts is maintained.
			<p>Going forward; Fit for Future to reconsider future of Procurement in the new agency.</p>		

11. Have a single reference for Governance issues and formal SEEDA induction process for Board members.					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / DG	Winter 2006	<ul style="list-style-type: none"> ▪ New Board pack developed. ▪ Governance issues housed centrally on system and in paper format. ▪ Completed: New pack being used by Board members. 	Summer 2007 Summer 2007	<p>Action completed</p> <p>A new pack has been developed, trialled with new Board members and subsequently extended. The pack includes a section on Governance issues. The new pack is now being used by all Board members. Induction has been reissued most recently with four new Board members.</p> <p>In terms of wider governance, the new Regional Framework, including the Regional Partnership Board and its sub-committees, is in place.</p> <p>A report on internal committees and governance led to Executive Board endorsing internal changes to the agency's committee structure.</p>

			Going forward; New Audit Committee Chair takes up post in December 2009. Pursue governance agenda once in place.		

Area for improvement: Increase and better monitor effectiveness and impact of RDA actions and develop a more transparent investment process, improving communication and consultation with partners.

Objectives:

- a) Cohesive, robust and inclusive business engagement across the region to support enterprises in achieving RES ambitions.
- b) Improved partnership working on common agendas, with strengthened links.
- c) SEEDA to be an exemplar on Sustainability and Equality & Diversity issues both as an organisation and promoting best practice across the region.

Overall Assessment

- **Monitoring effectiveness and impact**

The organisation regularly tracks achievement against target, at a Corporate as well as a Programme level. Outturn is reviewed at Operations Committee monthly (formerly every fortnight) and reported to Board on a quarterly basis, with a comprehensive half-year review. A Corporate Scorecard has been in use since January 08, reviewed regularly at Executive Board, Directors Group and SEEDA Board. The agency has conducted Impact Evaluation of 81% of all agency spend from 2002/03 to 2006/07. Further work was commissioned from PWC to provide points of comparison. The results of the Impact Evaluation exercise fed into and informed the strategic decision making during reprioritisation of agency focus and activity in response to changing economic circumstances, with discussion at SEEDA Board Strategy Awayday and at Executive Board.

- **Business Engagement**

SEEDA's communicates with business via a number of routes

- with and through Business Representative Organisations (BROs) as the voice of business
- through Sub-regional Partnerships, which include representatives from business, Local Authorities and other stakeholders
- through the Investor Development Programme,
- through its business support programmes, particularly Business Link,
- through the Corporate Cabinet, at which large corporate engage with the wider agenda.

Engagement takes place on a bilateral basis and through various forums in the region.

In 2008 SEEDA set up the South East Business Support Advisory Board (SEBSAB) to provide oversight of business support simplification in the South East and, as an additional responsibility, take an overview of the Business Link procurement exercise. The Board is chaired an

independent business person (who is also a SEEDA non executive Board member) and draws its membership from Local Authorities; Higher Education Institutions; Business Representative Organisations; Further Education Colleges and Training Providers; Business Link. SEBSAB has successfully overseen the Business Support Simplification Transition Plan for the South East and its members played an important part in the selection of the new Business Link provider. The group will continue during the Transition Phase until 31st March 2010, helping SEEDA shape the new service. SEEDA is committed to continued engagement with SEBSAB and South East Business (SEBUS), an independent forum managed/run by the Business Representative Organisations (CBI; IOD; CoC; FSB; EEF; ICAEW), on the on-going monitoring and service development of Business Link beyond 1st April 2010.

The Investor Development Programme enables SEEDA to engage with regionally strategic businesses. This has proved particularly effective in the current economic climate, in particular working closely with the Continuing Employment Support Service, establishing Task Forces (e.g. Ford, Linde, Parker Pens) to safeguard jobs and initiate job matching activity. SEEDA also has indirect contact with businesses through the business support services such as Business Link; Innovation and Growth Teams; Sector Consortia; MAS; etc.

In addition, [thirteen] Sub-Regional Partnerships represent business to both SEEDA and local authorities. Businesses feed into the partnerships to contribute business opinion, which impacts on SEEDA policy and development of its projects and programmes. The Partnerships disseminate economical/labour force intelligence on a monthly basis.

SEEDA's Economic Research Team draws together a monthly intelligence report which is circulated to SEBSAB and other stakeholders and partners. Our Business Link Providers also manage a programme of Business Insights (over 5,000 businesses interviewed pa in 3 waves looking at trend information and focusing on specific issues or hot topics). The information and news gathered feed into SEEDA policy and development of its projects and programmes.

- **Improved partnership working**

SEEDA lead changes to the Regional framework, which has resulted in closer, more consistent partnership working with Local Authority partners, with a business/economic focus. The Regional sub-committee system has identified and advanced common agendas in Regional transport, housing, skills and the economy

In addition, since June 2008 SEEDA has been working with the 74 local authorities, other funders and delivery bodies to build a complete picture of all the business support in the region. A key next step is the development of 'transition plans' to ensure an effective alignment of current services with the new products. There are around 90 SEEDA services and over 200 local authority funded services that will need to migrate to the new Solutions for Business portfolio. The collaboration is through face to face meetings; workshops and the development of regional specific guidelines for LA colleagues etc. See SEBSAB above.

SEEDA's Economic Research team is leading work with LAs on development of Local Economic Assessments, incorporating data and intelligence from Sub-regional Partnerships, SEBSAB, commissioned research and ONS

- **Sustainability**

SEEDA has achieved ISO14001 accreditation.

Sustainability Advisors have been integrated within the Business Link Service since 2008. Sustainability and resource efficiency will continue to form a key part of the Business Link IDB service.

- **Equality and Diversity-**

Leading the way internally, with key service providers and in its policy work, SEEDA has made full use of its Equality and Diversity panel of experts. For example, we are more than half way through fully embedding equality and diversity principles and training in all of its enterprise and business support work. SEEDA specific actions include;

- Producing an inclusive Enterprise Strategy and action plan, underpinned by equality and diversity principles and aimed at influencing delivery of business support
- Arranging Equality Impact Assessment (EIA) training for SEEDA people as well as new service providers, like BL.
- Ensuring the equality impact assessment of BSSP implementation plans
- SEEDA ran an Equality and Diversity Training day for the Sector Consortia on 3 July 2008

Specific Actions

12. Continue simplification work of business support across Agency, applying where possible to all other agency's programmes.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	JA / PB	Spring 2006	<ul style="list-style-type: none"> ▪ Business support simplification initiative in progress. ▪ Issue Scope and Principles Paper underpinning Business Support Strategy by Early 2008. ▪ Set up regional Management Transition Board by end March 2008. • Submit regional transition plan by end April 2008. 	<p>Spring 2006</p> <p>Autumn 2007</p> <p>February 2008</p>	<p>Selected BSSP products to be delivered by new Innovation and Growth Teams, sub-regionally, from 1/4/09. Six out of the eight proposed teams now established.</p> <p>Action: completed.</p> <p>Consultation September 08 - presentation of feedback from consultation May 09. Given the economic climate/NINJ, a separate strategy was not developed.</p> <p>SEEDA established SEBSAB in 2008 to oversee business support simplification in the South East.</p> <p>The SE Regional Transition Plan was endorsed by SEBSAB and agreed by the national Transition Management Board (TMB). SEEDA and the South East have maintained a green rating (on a traffic light system) on the whole plan. The log of services is constantly monitored and</p>

			<ul style="list-style-type: none"> Develop with partners a regional strategy for simplification of non-agency funding programmes. 		<p>progress is reported to SEBSAB on a quarterly basis. SEEDA also reports progress against the plan to the TMB every alternative month via a Regional Highlight Report noting progress against milestones, identifying regional issues and risks. TMB review the submissions bi-monthly.</p> <p>For SEEDA funded programmes SEEDA mapped aligned and migrated the current portfolio of support services to the new Solutions for Business products & branding. Full alignment is expected by April 2010.</p> <p>For non-agency funded services we have raised awareness; mapped the business support and facilitated the alignment and migration of services to the new portfolio through the provision of regionally defined guidance; 1-2-1 support from Area Teams and a series of implementation workshops.</p>
			<p>Going forward; SEEDA will continue to direct business and partners to the BSSP products. Recent discussions with Government on regional skills strategies could facilitate the streamlining of the very complex provision of skills support to businesses.</p>		

13. Continue to implement SEEDA's business engagement strategy for improving business engagement.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	JP / JK / GA	Summer 2006	<ul style="list-style-type: none"> ▪ Business Link contracts signed. 	Spring 2007	<p>Completed. Business Link Contracts with current (6) providers and Skills South East signed. Contracts in place until 31 March 2010. Procurement of new (single) provider completed and contract negotiations currently underway for new contract from 1 April 2010. The tender exercise for new contract comprised significant regional consultation (with partners and businesses), a review of the current service along with the establishment of the Business Advisory Panel who oversaw the process, and who will continue to review the transition to the new provider. Such a Panel was unique across the RDA network, bringing business representation and the voice of businesses to the heart of service and its procurement.</p>
			<ul style="list-style-type: none"> ▪ Business South East profile rose within region. 	Summer 2007	The last meeting of Business South East was in June 2007. Arrangements have now

			<ul style="list-style-type: none"> ▪ Applicable SEERA recommendations actioned. ▪ Implementation of Women's Enterprise Strategy. ▪ Sector Consortia implementation continued with good business feedback. <p>End Point: Stakeholder survey shows increased business engagement.</p>	<p>Winter 2007</p> <p>Winter 2007</p>	<p>been superceded by SEBSAB and SEBUS</p> <p>All have now been taken forward, excepting the key recommendation, to prepare a regional business support strategy. A 'Scope and Principles' paper was issued, but this was overtaken by the economic downturn.</p> <p>The Women's Enterprise Strategy has been implemented and its key priorities (e.g. access to finance, advocacy etc) delivered & embedded across the region. The Women's Enterprise regional steering group guided delivery of the strategy and its legacy has been secured by embedding an Inclusive enterprise action plan embedded in the delivery of business support.</p> <p>The 10,000 new women owned businesses target set by the strategy and increasing numbers of women accessing business support through Blinks have been met. Very good rates of female customer satisfaction have been reported by Business Links.</p> <p>Framework for joint SEEDA/Consortia activities agreed Dec 2006 and 3 year plans for each Sector approved and implemented.</p> <p>Stakeholder Survey planned for November 2009.</p>
--	--	--	---	--	--

			Going forward; Fit for Future has re-organised and re-focussed SEEDA effort on to high impact; transformational activity while continuing to support others to deliver those elements not core to the new agency; through using mainstream SEEDA programmes.		
--	--	--	---	--	--

14. More focus on Innovation lead role					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	JA / EM	Winter 2006	<ul style="list-style-type: none"> ▪ Identify and develop business support simplification product services for innovation. ▪ Develop partnership role with new Technology Strategy Board as NDPB. ▪ Develop role for RDAs in driving innovation through EU 	<p>Winter 2007</p> <p>Winter 2007</p> <p>Winter 2007</p>	<p>Action completed SEEDA co-chaired (with DIUS) the Innovation product team of the Business Support Simplification Programme. The Innovation products were announced in November 2008 and were available from April 2009. The products for innovation support draw on RDA best practice and offer sufficient flexibility for delivery of RDA innovation strategies. SEEDA also produced, with DIUS, the Annual Innovation report (Dec 08).</p> <p>The well established partnership with the Technology Strategy Board (TSB) is managed through regular meetings of the Strategic and Operational Advisory Groups. Major output has been the detailed prospectuses describing £467M of RDA funding for projects aligned with the TSB, well in excess of the £180M target.</p> <p>Engagement with FP7 for SME support is ongoing, with co-support from RDAs for the</p>

			<p>Framework Programme 7. SEEDA co-ordinating position paper on Europe integrating RSP lead on ESF/WERDF 2007/2013.</p>	<p>Eurostars programme with the TSB. Applications for the latest round of funding under Eurostars are currently being independently assessed. In future the TSB will endeavour (with the applicant's permission) to share bid data with RDAs to facilitate alignment of funds.</p> <p>The Community Innovation Programme has funded delivery of the Enterprise Europe Network in the SEE via a Consortium jointly funded & supported by SEEDA, comprising Business Support Kent (lead partner), the London Technology Network and the European Information Services Centre.</p> <p>South East Network is well regarded by the EU for the calibre of its expertise and for consistently high performance against the contracted outputs, it significantly over-achieved on 15 of its 17 outputs, despite a delay in funding. Positive collaborative partnerships have been formed within the consortium and valuable relationships have been established with EACI (Executive Agency for Competitiveness & Innovation) as well as with partners in the wider network across Europe.</p> <p>CSR – evidence report provided the basis of Business Support Simplification .and led to the partnership with TSB.</p>
			<ul style="list-style-type: none"> ▪ Respond to outcome of CSR 2007. 	

← Formatted: Bullets and Numbering

			<p>Going forward: Innovation is at the heart of the Government's new NINJ approach to economic recovery and this work is being taken forward in close co-operation with EMDA. SEEDA now has lead on Skills and has worked closely with BIS on proposals for new Regional Skills Strategies to drive investment in post-19 skills provision by the Skills Funding Agency</p>		
--	--	--	--	--	--


15. Further embed performance management more systematically within SEEDA, supported by robust systems including:
a) improved choice of outputs; b) annual performance measures contained within Corporate Plan; reviewing possible outcomes targets; d) further monitoring of CIB by the Executive Board.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / NG	Autumn 2006	<ul style="list-style-type: none"> ▪ Agree on performance management model for SEEDA. ▪ Implement model. ▪ Produce set of optional outcome measures for project/programme use. 	<p>March 2008</p> <p>Spring 2008</p> <p>Winter 2007</p>	<p>Completed.</p> <p>A consistent approach to Performance Management was implemented in the agency in 2007/08 and has since been re-freshed. All Project Managers received training and processes were standardised.</p> <p>A Corporate Scorecard was developed and is reviewed regularly at SEEDA Board, EB and Directors Group. The CS aligns with and links to Business Plans and the Corporate Plan, RES Implementation Plan and Risk Management. HR and Finance Reports support Corporate elements of the Scorecard. New output and outcome measures have been adopted (although some are still in development).</p> <p>An independent report (Feb 09) considered SEEDA's then current target regime and reporting practices and made recommendations on development of future</p>

				<p>targets and outputs, some of which have been implemented, while others are ongoing.</p> <p>The Impact Evaluation results were fed into the recommendations of the Implementation Group working group on Governance & Committees which led to a further re-fresh of SEEDA's Performance Management. This revised approach has with Managing Successful Programmes being implemented across the agency following a move away from project delivery of a large number of projects to oversight of Programmes, with delivery, by and large, through delivery agents.</p> <p>MSP awareness training has been delivered to approx 20% of SEEDA people and specific modules delivered to 56 (17%). In addition, 8 people have accreditation in OGC's MSP, Practitioner level whilst 4 have Foundation level in OGCs Management of Risk (MoR).</p> <p>Full roll out of a suite of in house training (already prepared) will take place once the move to the new structure is completed. There will also be opportunities for people to take accredited MSP and MoR training courses as part of our strategy to further develop a group of 'Champions' in the</p>
--	--	--	--	---

					business to support and enable embedding these new ways of working.
			<p>Going forward; Adoption of P3M3 (already endorsed by the Executive Board) will enable SEEDA to gain from the short and long terms benefits of a management maturity model. P3M3 stands for Portfolio, Programme and Project Management Maturity Model. By the end of March 2010, SEEDA should have achieved at least Level 2, (average for Public Sector Organisations) which is described as being able to demonstrate, by reference to particular initiatives, that basic management practices have been established and that processes are developing.</p>		


16. Complete implementation of evaluation framework to include: a) more publicity of achievements (inward investment) to help stakeholders; b) disseminate achievements more – between projects and with regional bodies and partners (especially with sustainability); c) continue to push partners role in achievements to help their local standing.

RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	Julie A / NG	Autumn 2006	<ul style="list-style-type: none"> ▪ Evaluation panel in place. 	Winter 2006	<p>Action completed</p> <p>Framework Panel contracted and operational. Panel consists of ten external consultants. Contracts run until November 2010</p>
			<ul style="list-style-type: none"> ▪ Evaluation dissemination strategy in place to ensure good practice is shared. 	Spring 2007	<p>Evaluation Strategy launched April 2007. Evaluation bulletin published for all staff. Evaluation Library on Intranet Guidance Centre publishes all evaluation findings plus all key reference and guidance documents. SEEDA has contributed to OffPAT's on-line national evaluation library.</p>
			<ul style="list-style-type: none"> ▪ Relevant staff trained in evaluation techniques and strategy. 	Summer 2007	<p>All project managers now trained in basic or advanced evaluation techniques Nov 2006-Apr 2007. Training tailored to Directorates.</p>
				Spring 2007	SEEDA participated fully in the IEF-

			<ul style="list-style-type: none"> ▪ Cross RDA IEF work timetable in place. 	<p>compliant evaluation template specification used by all staff for each evaluation. Dissemination of learning a mandatory issue within the template. Evaluation requirements reflected in enhanced appraisal/proposal forms.</p> <p>81% of SEEDA spend 2002/03 – 2006/07 evaluated. Cross-agency working group formed to manage the evaluation. RDA Report and Regional Annex for the SEE published March 2009. Beneficiary surveys conducted and views of partners and stakeholders sought. SEEDA Board, Executive Board and Directors Group fully engaged and up-dated upon both process and results as they emerged.</p> <p>Partners participate in evaluation steering groups to widen knowledge base and ensure effective communication of IEF intention and compliance. Ensures SAV issues and wider outcomes also reflected in findings.</p> <p>The revised Evaluation Strategy and Evaluation Plan are in place. Evaluation embedded within new approvals & appraisal processes. Results of Impact Evaluation inform strategic decision-making, particularly in re-prioritising to better address changing economic</p>
--	--	--	--	---

					<p>circumstances. Board engaged at regular meetings and at the Board Strategy Awayday in February 2009.</p> <p>SEEDA followed up the national launch of the PWC Report with a Press Release of its own and engagement with partners.</p>
			<p>Going forward; The agency restructure creates an Evaluation Manager post embedded within the economic research team within Strategy so as to more closely align evaluation with economic expertise. The post holder will work closely with Programme & Knowledge Office in determining the new targeting regime and how to measure against it.</p>		

17. New Equality and Diversity SEEDA implementation plan launched and mainstreamed. Further work with voluntary and community sector in region.

RAG Status	Action Owner / n Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	OM / KA	Summer 2006	<ul style="list-style-type: none"> ▪ Draft implementation plan written. ▪ Plan consultation completed across SEEDA ▪ Plan published to all staff. ▪ Equality and Diversity training for staff completed. ▪ End Point: Action plan being actively used and monitored within Agency. 	<p>Winter 2006</p> <p>Spring 2007</p> <p>Spring 2007.</p> <p>Autumn 2007</p>	<p>Specific actions completed</p> <p>Equalities Gender, Disability and Race Equality schemes published on SEEDA website. Each scheme's Implementation Plan was consulted on internally and externally.</p> <p>All staff received online equalities training in Summer 2008. Responsibility for maintaining schemes was mainstreamed into the business in early 2009, supported by an Expert Equality Panel to aid Directors deliver their responsibilities. The panel's Chair is the Board member for Equalities.</p> <p>Responsibility for the delivery and monitoring of individual EIAs and Equality Action plans managed by individual teams</p> <p>Equalities & Diversity responsibilities are formally recognised at CEO, ED & Director level in F4F mid November 2009</p>

				<p>A cross SEEDA review of progress against RES, DES and GES Action Plans will be completed and published December 2009</p> <p>Voluntary & Community Sector Relationship with RAISE the umbrella body for the Third Sector strengthened, (despite tapering core funding agreement)</p> <p>Performance against outputs and outcomes in 07/08 & 08/09 Service Level agreement monitored on a quarterly basis. Full survey of the sector and its economic impact completed Autumn 2009.</p> <p>Credit Unions, Disability, Youth and Community Groups supported in cash and in kind through the Corporate Cabinet Gender, Disability and Race equality schemes in place. Equality Impact assessment of the RES implementation plan and business plan.</p>
			<p>Going forward; Equalities panel to make proposals to Executive Board on delivery of equalities within Fit for Future, including the development and production of a single Equalities Scheme to reflect SEEDA's new stream-lined business.</p>	

18. SEEDA gains ISO14001 certification and sets EMS delivery programme					
RAG Status	Action Owner / Action Co-ordinator	Start Date	Key Milestones	End Date(s)	Progress
	OM / MB	Autumn 2006	<ul style="list-style-type: none"> ▪ Review SEEDA's current EMAS situation. ▪ Develop action plan to gain accreditation. ▪ Go through route to certification. ▪ Gain ISO14001/EMS certification. ▪ Develop SMS standards framework. ▪ Benchmark SEEDA on SMS standards. ▪ Review SEEDA's progress on standards 6 monthly. ▪ End Point: Have EMS and SMS standards. 	Spring 2007 Autumn 2007 Spring 2008 Summer 2008 Summer 2008 Summer 2008 Ongoing	<p>In 2007 SEEDA successfully established and embedded an Environmental Management System (EMS) across the organisation. In January 2008 SEEDA was externally audited which included a thorough investigation into the EMS coupled with interviewing staff from across the organisation. This led to the successful award of the international standard 14001 (ISO14001).</p> <p>With a network of internal auditors and 'Green Champions' SEEDA has continued to improve on its environmental performance. With a corporate commitment to reducing energy use by 30% we have been working with the Carbon Trust to develop a carbon reduction action plan which is currently underway with the installation of a Building Energy Management System (BEMS) and new energy efficient heating a cooling system.</p>
			<p>Going forward: The newly approved Facilities Manager will drive out further improvements.</p>		

For further information please contact:

Julie Anderson
Corporate Services Director
Email: julieanderson@seeda.co.uk
Tel: 01483 484 200

Annette Appleby
Continuous Improvement Manager
Email: annetteappleby@seeda.co.uk
Tel: 01483 484 200