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EEDA
East of England Development Agency

IMPROVING THE ECONOMY OF THE EAST OF ENGLAND

1999 - 2011

east of england
Space for ideas

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Improving the economy of the East of England

One of nine regional development agencies set up across England in 1999, EEDA had a clear mission – to improve the economy of the East of England.

As a **business-led organisation**, EEDA's specialist expertise and resources supported people, places and businesses to **seize economic opportunities** and **respond to economic shocks**. Operating at a regional scale, EEDA could address both drivers of economic growth and market failures spanning local administrative boundaries.

EEDA worked to set the **strategic direction** of the East of England's economy – influencing partner organisations to invest in shared objectives, taking tough **prioritisation** decisions in areas such as high-level skills provision and strategic transport infrastructure, and kick-starting **transformative projects** that made sustainable improvements to the region's economy.

EEDA's work had a track record of delivering significant return on investment – excellent value for taxpayers' money.

EEDA's legacy – a starter for ten

Over the last 12 years, EEDA has:

1

Transformed a fragmented business support landscape – presenting local businesses with a streamlined, easy-to-access service.

In focus: The Business Map, EEDA's online tool for companies looking for business support, was accessed and valued by over 50,000 customers.

2

Introduced targeted, high-quality business support programmes – helping local businesses to improve productivity, develop new products and access global markets.

In focus: Business Link, managed by EEDA, has supported over 332,000 local businesses since April 2007. EEDA's Inward Investment and Investor Development activity also assisted market-leading firms like Palm Paper, Dr Reddy's and Partner Logistics to invest in the region, creating or safeguarding in excess of 7,080 jobs for local people and supply chain opportunities for local industry.

3

Addressed market failures affecting early-stage and high-growth companies – providing access to critical forms of finance, specialist coaching programmes and export advice. EEDA piloted the UK's first Small Business Research Initiative (SBRI), which stimulated demand for innovative new healthcare products developed by SMEs across the East of England.

In focus: Through EEDA's Grants for Research and Development programme, for every £1 EEDA invested in local innovative companies, £12 was returned to the economy in creation of new jobs and increased business tax returns.

4

Dramatically increased higher education provision – addressing an unmet demand from local learners and industry requirements for skilled workers, EEDA contributed to a 15 per cent increase in higher education provision across the region.

In focus: 5,000 new higher education places were created in Suffolk, thanks to major investment by EEDA and its partners in the expansion of University Campus Suffolk. Serving industry needs, EEDA also provided 16,880 flexible training opportunities for employers to up-skill workforces through the Beyond 2010 programme.

5

Rapidly responded to economic shocks – leading special task forces to protect people and key industry sectors from economic shocks. This included the Blue Tongue/Foot and Mouth outbreaks of 2006-07, the explosion at Buncefield oil depot in 2005 and the Vauxhall car plant closure in 2002.

In focus: EEDA's Response to Redundancy programme supported over 22,200 people to retrain and find new jobs following redundancy. EEDA also introduced free and

confidential 'health checks' through Business Link in Autumn 2008 to help over 15,000 local businesses recession-proof their operations as the global financial crisis struck.

6

Laid the foundations of world-leading innovation – building on the East of England's strengths in global-leading innovation, EEDA installed critical infrastructure including science parks and sector-specific innovation hubs to translate innovative ideas into successful commercial ventures.

In focus: 1,500 new high-skilled jobs will be created at GlaxoSmithKline's 'Bioscience Catalyst' campus in Stevenage, speeding-up the commercialisation of life-saving new drugs. Without EEDA's leadership and early-stage investment, the UK risked losing GSK's major investment in world-leading science to the United States.

7

Regenerated areas across the East of England – supporting towns and cities to drive forward ambitious regeneration plans, EEDA piloted Integrated Development Programmes (IDPs) and new approaches to financing development. EEDA also applied leading-edge approaches to transport prioritisation and appraisal which helped attract funding for a number of key schemes, such as £134 million for the A11 dualling work project and £291 million for the Felixstowe-Nuneaton rail route.

In focus: Targeted EEDA investment transformed areas such as Ipswich Waterfront and Great Yarmouth Outer Harbour – a catalyst for further private sector investment and the generation of new jobs for the local economy. EEDA-led projects accounted for 20 per cent of brownfield land remediation in the East of England between 2003 and 2007.

8

Invested in quality of life – safeguarding the environment through green infrastructure projects and supporting major cultural programmes.

In focus: Alongside the Arts Council and other partners, EEDA introduced the UK's most ambitious joint investment programme to support creative talent. New national centres of excellence including the High House Production Park in Thurrock and the National Centre for Carnival Arts in Luton have placed the East of England's creative talent on the international stage.

9

Empowered local communities to tackle disadvantage – transforming lives by helping local authorities develop targeted solutions to combat social deprivation – an approach that provided greater value for money when compared to equivalent national programmes.

In focus: Through the Economic Participation programme, EEDA worked in partnership with local authorities to support over 82,000 people with skills development and over 42,000 with employment support since 2005/06.

10

Positioned sustainability at the heart of economic development – making the East of England the first UK region to adopt a 60 per cent carbon reduction target by 2031, ahead of UK policy.

In focus: EEDA focused the £95 million European Regional Development Fund on low carbon innovation across the East of England, blazing a trail for other regions and countries across the European Union. Projects included InCrops and Resource Efficiency East.

Over the coming pages, we take a closer look at EEDA's impact and achievements over the past 12 years.

Business support

Dr Nitasha Buldeo, director and co-founder of Organic Apoteke who were supported by Business Link to plan for rapid growth

Businesses are the heartbeat of a strong economy – creating the jobs and tax returns that benefit UK plc.

Home to around 430,000 businesses, one in nine UK companies are based in the East of England. However, at 9.1 per cent, the business start-up rate in the East of England – the best indicator of entrepreneurship levels – was below that of all other UK regions except the South West.

Independent research indicates that companies accessing targeted business support report greater profits compared to those who do not. They are more likely to survive as a start-up; more likely to grow their profits and create new jobs. They are less likely to close in financial distress.

Therefore, to improve the economy of the East of England, EEDA retained a sharp focus on supporting growth within the local business community, stimulating entrepreneurial activity and protecting local industry from economic shocks.

associated with London 2012. Over 16,000 businesses have utilised the service, with over £60 million worth of contracts awarded to East of England companies.

- **takeITon** – EEDA supported 793 companies to improve their IT infrastructure and skills through grant funding and development workshops.
- **Resource efficiency** – over 1,078 SMEs supported to review resource efficiency issues and identify potential efficiency savings.

Responding to economic shocks – leading special task forces to protect local people and key industry sectors.

EEDA commissioned economic impact assessments to help understand and mitigate the effects of economic shocks, formed partnerships to plan for recovery and deployed significant resources to those affected.

EEDA has led the region's rapid response to a number of economic shocks over the last decade, including the explosion at Buncefield oil depot, which affected 600 companies and 16,500 employees at Maylands Business Park in December 2005, and the BlueTongue/Foot and Mouth outbreaks in 2006/07.

In 2000, Vauxhall announced plans to close its car plant in Luton, with the expected loss of 1,900 jobs and a further 1,400 jobs in the supply chain. Chaired by EEDA, a Luton Vauxhall Partnership group brought together representatives from the company, unions, the local authority, Jobcentre Plus and further education. EEDA provided funding to support retraining for those affected, contributing to the re-skilling and re-employment of 1,500 workers from the factory. Four months after the closure took effect, Luton's unemployment had increased by only 0.5 per cent.

Responding to recession – during the global financial crisis of 2008 and subsequent recession, EEDA played a key role in shaping the national and regional response by providing policy-relevant intelligence including economic outlooks and monthly labour market briefings.

EEDA's Response to Redundancy programme, working in tandem with Jobcentre Plus, supported 22,200 workers at risk of redundancy to re-train and re-enter the job market. EEDA also flexed its business support programmes to meet the changing needs of industry. For example, Business Link advisors with strong connections to the banking sector provided companies facing credit denial with advice on which banks might entertain their borrowing proposition, helping them to grow their business even in recessionary times.

Manufacturing Advisory Service

EEDA's Manufacturing Advisory Service for the East of England (MAS East) has supported over 3,000 local manufacturers over the last nine years.

By helping companies to identify and implement subtle but significant changes to the way they work, recipients of the support made average efficiency savings in excess of £100,000 each.

This has generated more than £61 million for the East of England economy and safeguarded more than 400 jobs for the region.

Destination Growth

Bringing speakers of international quality to the doorstep of local businesses, Destination Growth was EEDA's flagship event for the East of England's business community.

Destination Growth was designed to equip local businesses with the tools, advice and contacts they needed to grow their business. High-profile speakers included Lord Alan Sugar, Michelle Mone (pictured right) and Gerald Ratner.

First hosted in 2005, over 2,000 businesses have attended the biennial event – the biggest business event in the East of England. In 2009, Destination Growth was tailored specifically to help local companies 'survive and thrive' during the recession.

Developing skills

Manufacturing skills training at the EEDA-funded **Learning Centre** at Perkins Engines in Peterborough

A business' greatest asset is its people – and in today's economy the need to improve and update skills is paramount.

For businesses, a highly-skilled workforce increases competitiveness, productivity and profitability. For individuals, better skills lead to enhanced career options and higher wages.

Historically skills levels in the East of England have not compared well nationally, particularly in terms of intermediate and higher-level skills.

This is partly explained by the low percentage of adults undertaking job-related training, the low percentage of graduates and postgraduates staying in the East of England and the high number of people entering low-skilled employment after compulsory education.

For the region to develop as a successful economy and compete globally in the future, skills levels must be raised across the board. As a matter of priority, the region needs to increase the demand for learning among individuals, employees and employers, and increase capacity in further and higher education provision.

Over the last 12 years, EEDA has focused its efforts on addressing these key two skills issues, which impact on the region's economic productivity.

Impact

EEDA has never had a big budget for addressing skills issues in the region compared to other national agencies.

But EEDA was less restricted by national targets and able to use its budget flexibly to tailor skills support to local employer needs.

Addressing the two main challenges faced by the East of England, EEDA has:

Developed workplace skills

EEDA has worked to develop workplace skills that regional employers really need.

Through EEDA's leadership of the European Social Fund (ESF) programme in the East of England, EEDA has been able to use ESF as a flexible tool to leverage in additional funding to boost investment into skills projects.

Towards/Beyond 2010 programme – this EEDA and European Social Fund funded programme has helped over 16,800 people and 5,770 businesses train their staff.

Towards 2010 helped employers get the skills their businesses needed to be successful. First established in 2002 and re-shaped in 2005, the programme was designed to target growth sectors in the East of England. Sector specialists worked alongside companies to identify skills training programmes to overcome specific challenges and exploit market opportunities.

Landskills East – this Rural Development Programme for England (RDPE) funding programme was set up to help employers in the region's land-based sector acquire the skills they needed for the 21st century. Nearly 4,500 people have been supported to develop technical skills and 1,664 have been able to undertake management courses to improve their prospects.

Business Link – through the EEDA-funded Business Link programme, a skills brokerage service provided access to funding for training to employers who wanted to improve basic skills levels in numeracy and literacy, as well as good sources of technical training. From April 2009 to December 2010, 5,574 businesses made use of this service.

Increased the supply of higher education (HE) places

Universities have become increasingly important to the economic success of places as sources of ideas, technologies and highly-skilled graduates.

'It's been great for staff morale. They have gained transferable skills and from my point of view – as an employer – it helps me with staff retention. It's very hard to get staff, so anything that encourages them to stay is vital' Liz Lake (pictured above), LizLaKe Associates, whose staff improved their skills through Towards 2010

EEDA identified that HE was a weakness generally in the regional economy, with lower levels of higher qualifications than the national average. As a result EEDA took the lead in commissioning a regional study to analyse where the region most needed and could benefit from investment in higher education. Using this evidence, EEDA and other partners were able to present a case to the Higher Education Funding Council for England (HEFCE) as to where to invest in new university facilities. The result was a 15 per cent increase in higher education provision across the region between 2002/03 and 2009/10.

EEDA's strategic approach to putting together the business case was fundamental in securing HEFCE and other investment in new campuses in Suffolk, Southend, Peterborough and Harlow. In each instance, the investments in higher education have formed a focus for local regeneration as well as meeting the need for more people with higher skill levels and businesses engaging with universities for recruitment and knowledge transfer.

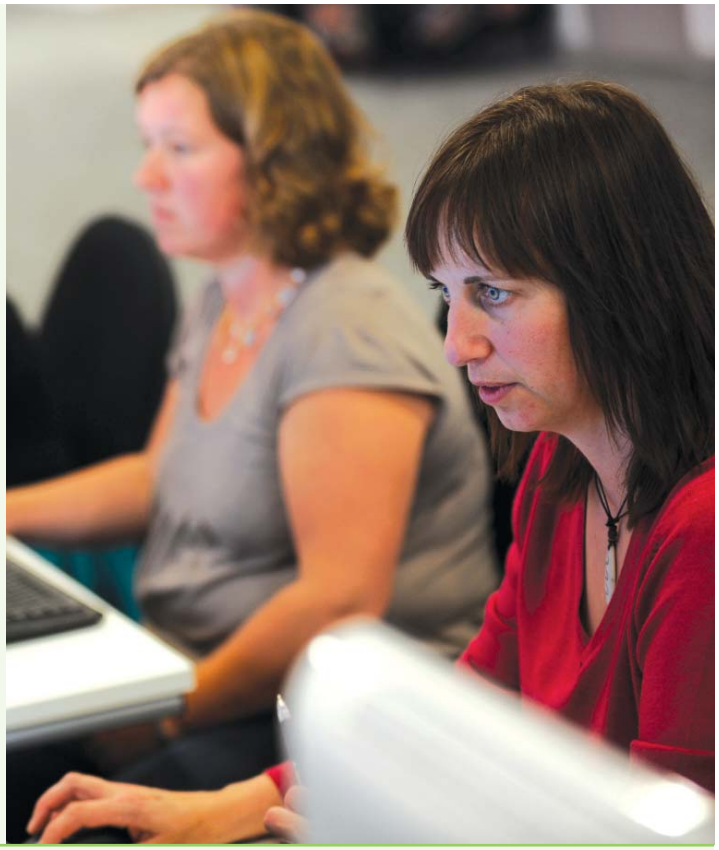
By investing £36.6 million, EEDA was able to attract a further £412 million of investment into higher education, which has equated to 50,000 new students going to university to improve their career prospects.

University Campus Suffolk

The regeneration of Ipswich waterfront is the largest single regeneration project in the East of England. At its heart is the flagship University Campus Suffolk (UCS).

UCS has improved access to higher education for Suffolk residents. The campus opened its doors to new recruits in 2007 and in its first year saw an eight per cent increase in take-up of HE places across Suffolk. The campus also represents an additional resource for local and regional businesses – and many of the courses have been specifically designed to respond to the skills requirements of local industry. So far UCS has provided over 9,800 students with a university education and expects growth to continue as the range of programmes offered increases and the university estate is developed further.

EEDA's investment in bringing a higher education campus to Ipswich leveraged £38 million from other partners. Without EEDA's involvement the project would not have happened as HEFCE alone did not have sufficient funds or risk appetite to deliver the project. The resulting cohesion between local stakeholders has strengthened the whole area for further development.



University of Essex, Southend Campus

Southend is the largest urban area in the East of England by resident population and has one of the worst performing local economies.

As a government priority area for regeneration, EEDA used its influence to bring a University of Essex campus to Southend.

Making the most of a redundant building in the heart of the town centre, the new university campus has sparked a wider regeneration in Southend. As well as increasing the availability of HE places, the new campus has stimulated growth amongst local businesses by giving them access to university expertise via a dedicated business hub.

EEDA's investment of £3.7 million attracted a further £23.5 million of investment from a number of other partners, including £14 million from the Government.

"EEDA's funding has been critical to Southend's transformation into a university town. As well as creating opportunities for education and training and providing business support to the regional workforce, the development has helped to spearhead the regeneration of Southend."
Dr Tony Rich, registrar of the University of Essex

Innovation

Dr Andrew Llewelyn (left) and **Alexandre Loktionov** (right),co-founders of Colonix Medical Limited who grew their business through EEDA's Grant for Research and Development

The East of England is the UK's 'ideas region'.

Twenty five per cent of all UK private sector investment in research and development is spent in the East of England. Thirty of the world's leading research institutions, including Cambridge University and Norwich Research Park, are based in the region.

The East of England is home to the largest and most successful life sciences cluster outside the United States and a globally-renowned technology cluster in Cambridge. The region boasts considerable strength in emerging sectors such as environmental technologies and renewable energy.

However, the East of England's strength in research and development is not matched by its record of commercialisation. International comparisons show that East of England firms were less likely to introduce a new or improved product to the market, less likely to introduce or allocate funds to training or make capital investments to support innovation.

To capitalise on the East of England's innovation strengths, EEDA played a major role in supporting businesses to exploit the commercial potential of ideas and compete on a global stage.

Impact

Over the last 12 years, EEDA has:

Laid the foundations of world-leading innovation

EEDA has installed the critical infrastructure required to translate innovative ideas into successful commercial ventures.

EEDA led strategic, catalytic investments in sector-specific enterprise hubs and third generation science parks, underpinning the region's strengths in growth sectors and establishing vital links between research conglomerates, innovative small and medium-sized enterprises (SMEs) and academia.

Enterprise hubs – EEDA established a network of 14 physical and virtual enterprise hubs across the East of England, serving key industry sectors such as health and life sciences, ICT and advanced manufacturing. Enterprise hubs provide innovative start-ups with flexible incubation space, access to specialist facilities and equipment such as laboratories, business support from sector specialists and opportunities to collaborate with like-minded businesses. Enterprise hubs also link tenants into national and international supply chains.

£50 million of EEDA investment in the East of England's network of enterprise hubs leveraged an additional £90 million of public/private investment. Examples of EEDA-funded enterprise hubs include:

- **OrbisEnergy, Suffolk** – an energy-efficient landmark building, OrbisEnergy is at the heart of the developing multi-million pound offshore renewable energy sector in the East of England. Orbis offers state-of-the-art, easy-in, easy-out office units, conference facilities and a virtual office service.

  www.orbisenergy.net

- **Babraham Bioscience Technologies, Cambridgeshire** – a world-class biomedical research centre offering combined office and laboratory space for start-up and early-stage ventures. Four businesses at Babraham Bioscience Technologies featured in the top six venture capital investments in 2009 and 2010.

  www.babraham.co.uk

Science Parks – third generation science parks have installed a culture of 'open innovation' across the East of England. Established around major research corporations including GlaxoSmithKline (Stevenage), Unilever (Colworth) and BT (Martlesham), science parks enable innovative start-ups and SMEs to collaborate with global conglomerates and world-class academics on-site.

EEDA has invested over £14.7 million into the science park programme, leveraging a further £74 million of public/private investment. Science park interventions not only create thousands of new jobs and businesses for the regional economy, they also help to anchor major corporates in the East of England.

Addressed market failures affecting early-stage and high-growth companies

EEDA has provided access to critical forms of finance, specialist coaching programmes and expert advice.

Funding and finance – EEDA's Grants for Research and Development programme addressed an inadequate supply of capital to businesses with high growth potential. Exploiting the East of England's global reputation as the UK's 'ideas region', EEDA's grant funding helped over 350 innovative SMEs to convert ideas into commercial success. Independent evaluation concluded that for every £1 EEDA invested in a business, over £12 was generated to benefit the region's economy – in terms of business growth through increased profits and job creation.

Innovation Vouchers – encouraging collaboration between industry and academia, EEDA's Innovation Vouchers provided hundreds of innovative SMEs with up to five days of dedicated consultancy time with academics at the region's top universities and research institutions.

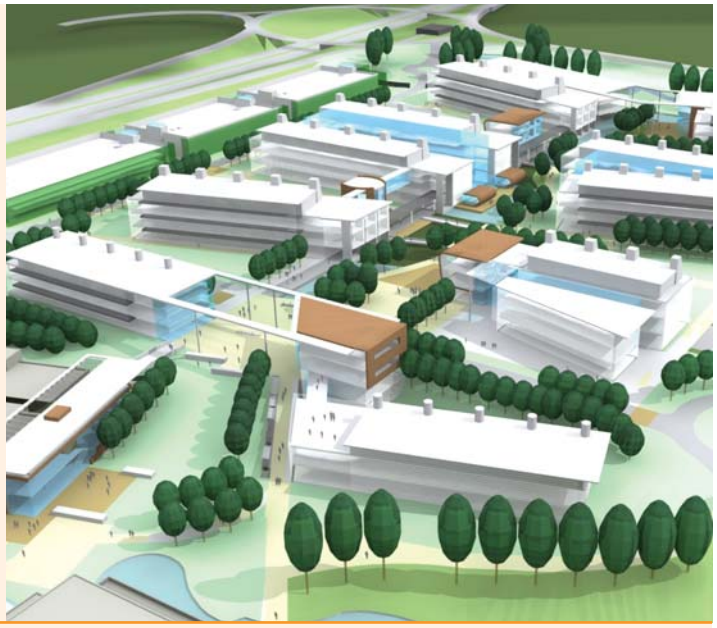
Investment readiness and coaching programmes – 850 companies took advantage of targeted investment readiness and coaching programmes provided by EEDA. Understanding Finance for Business supported companies in identifying and securing various forms of funding and finance. Over £4.3 million of finance was raised by 57 companies in the first two years of the programme. EEDA's Coaching programme has helped 55 companies to unlock and sustain high growth.

Small Business Research Initiative (SBRI) – working in partnership with the Strategic Health Authority in the East of England, EEDA piloted the UK's first SBRI project in April 2009, helping innovative SMEs develop new products and processes to solve modern healthcare challenges. This ground-breaking demand-led project granted 11 companies up to £100,000 each to complete feasibility work on their innovations.

GlaxoSmithKline Bioscience Catalyst

1,500 high-value jobs will be created at GlaxoSmithKline's new science park – the 'Bioscience Catalyst' in Stevenage. As the UK's first open innovation campus for drug discovery and development, the Bioscience Catalyst is scheduled to open in early 2012. 25 early-stage lifescience companies will collaborate on-site and work alongside GSK to speed-up the commercialisation of potentially life-saving drug discoveries.

Without EEDA's leadership in bringing partners together, the UK risked losing GSK's major investment in this world-leading drug discovery centre to the US. EEDA's early-stage investment of £4 million leveraged an additional £32.6 million of public/private sector investment and created the impetus for GSK to commit to the project in Stevenage.



Hethel Engineering Centre

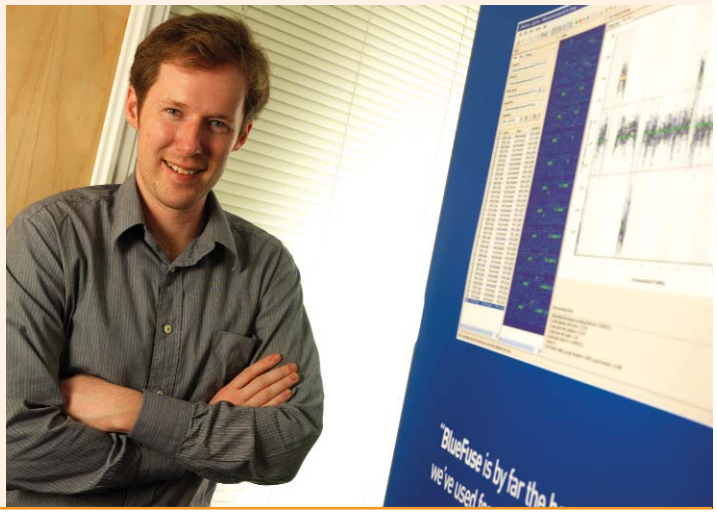
EEDA's enterprise hub for advanced engineering and manufacturing, Hethel Engineering Centre (HEC) underpins the East of England's growing low-carbon cluster. Since opening in 2005, HEC has created 147 jobs, created 35 new businesses and supported a further 1,079 businesses. HEC's Learning Centre has supported 6,000 students with specialist training.

A £5 million partnership project led by EEDA, Norfolk County Council, South Norfolk Council and Group Lotus plc, HEC opened in February 2006 offering flexible terms on office and workshop tenancy, specialist business support and access to specialist equipment for high performance engineering and manufacturing companies. In response to industry demand, EEDA funded HEC's expansion in 2010, providing new space for an additional 11 tenants.

Access to finance

With a track record of helping businesses to grow and bring innovative new products to market, EEDA's grant funding programme has supported 367 companies since 2005, sharing a total of £32 million between them.

Some of the region's biggest business success stories used EEDA funding to kick-start their growth including Blue Gnome – the fastest growing biotechnology company in Cambridgeshire and named in Deloitte's prestigious Technology Fast 50.



Pictured right: Nick Haan, founder of Blue Gnome

Opportunity for all

Pete Wickham, manager, Reboot.
Reboot operate alongside a number of social enterprises at Citylife, Cambridge

Despite perceptions of widespread prosperity, the East of England contains many communities where poverty, disadvantage and social exclusion put a significant brake on economic growth.

The reality is that the broader economic success of the region masks local disparities and pockets of deprivation, particularly in coastal areas and new towns, which rank very poorly across a range of economic and social indicators. Some towns and cities in the region are among the worst performing areas in England, which is inhibiting their ability to improve their competitive position and quality of life for their residents.

EEDA aimed to address disparities in skills, levels of worklessness and new business start up rates to address social exclusion in these less prosperous areas through two innovative, community-led regeneration programmes - Economic Participation and its predecessor Investing in Communities.

These programmes focussed on improving employability by raising low skills levels, addressing barriers to employment such as access to transport or access to training provision, and supported entrepreneurialism through self employment and business start up advice and support.

Impact

Over the last 12 years, EEDA has worked with partners across the East of England to address the barriers that lead to disadvantage and social exclusion. EEDA has:

Empowered local communities to tackle disadvantage

EEDA recognised that while some issues of disadvantage and inequality require intervention at a regional level, others are best addressed at a local level.

Investing in Communities and Economic Participation – in 2003, EEDA saw an opportunity to re-think community regeneration – designing a programme that was driven by local needs and ambitions and providing funding through local partnerships to enable the most deprived people and places to achieve their full potential.

Investing in Communities (and its successor Economic Participation) enabled partners to look at how existing services could be better integrated or to identify gaps or duplication in provision, in order to improve the impact, outcome and value for money of delivery. These programmes enabled wide partnerships to form locally to look at the issues more holistically and provide funding to test out new models of delivery.

Since 2005/06 the Investing in Communities and Economic Participation programmes have created 2,796 jobs and 810 businesses, helped over 42,000 people find employment and over 82,000 people gain new skills or qualifications.

Through EEDA's novel approach in empowering local partnerships to tackle deprivation we were able to work with partners to identify local needs, coordinate local activity and direct our investment into local projects that would enhance employability and increase economic opportunities for disadvantage people and places.

Building communities – enabling community organisations to take ownership and management of public assets is a powerful tool for local economic regeneration. Assets, such as buildings or other community facilities, can provide a basis for social enterprise - giving opportunities for individuals to develop skills, confidence, aspiration and revenue streams for the community.

EEDA's Building Communities programme was designed to support this activity – helping community-owned organisations buy or develop buildings or land to generate local economic benefit. The programme provided opportunities for training and bursaries to help organisations become 'investment ready', and signposted them to sources of information and funding – as well as providing a small number of capital grants to selected projects.

Investing in Communities: NEET Trick

The NEET (Not in Employment, Education or Training) Trick project provided a paid job for young people in the Dereham and Breckland district area. The project provided the first work entry on the individual's CV and ensured a sympathetic, yet professional, working environment with the necessary work disciplines demanded by any employer.

The NEET Trick project was led by Norfolk County Council and was developed with Children's Services, Connexions, Norfolk Adult Education and Action for Children. As well as improving partnership links and working in the local area, NEET Trick was a highly successfully programme with approximately 60 per cent of programme participants going into employment.

Building Communities Fund: Disability Essex

Disability Essex wanted to design and build an innovative and sustainable headquarters to accommodate new training needs and the widest range of disabilities that users may have. Other facilities were needed that could be made available to the wider community and other organisations outside of business hours, and part of which could be permanently rented to an external business. Both the rental element and the new training services would provide sustainable income streams to support the core costs of the organisation's and building maintenance costs.

The Building Communities Fund was able to provide a £15,000 bursary to fund the development of the business case, and an additional £750,000 in the form of a capital grant to fund the building itself (pictured above). Disability Essex was also successful in securing £839,000 from the European Regional Development Fund (ERDF). The rest of the funding for the £2 million project came from Essex County Council and Disability Essex's own funds. The project provides training to 250 students per annum.

Transforming places

The EEDA-funded **UK Centre for Carnival Arts** in Luton has created 36 jobs, helped 88 businesses and supported over 2,000 people develop new skills

A fit-for-purpose physical environment and effective transport links are two essential ingredients of a successful economy.

Businesses need premises to trade from, an accessible workforce and effective transport systems. Despite perceptions that the East of England is well served, many localities in our region suffer from deprivation and count the economic cost of inadequate infrastructure.

To safeguard the long-term competitiveness of the East of England, EEDA has contributed to modern, transformative and sustainable infrastructure projects, providing attractive and desirable places in which to live and work.