

EMPLOYMENT AND ECONOMIC LAND ASSESSMENT STAGE 2 RESOURCE PAGES

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Regional Growth Aspirations

Interim Job Numbers

To inform EELA preparation a district-by-district apportionment of the IJNs is required. However, the IJNs are presented at sub-regional and rest of county/region level only. Additionally, the numbers have been derived at various stages throughout the South East Plan preparation and from differing sources¹ this has resulted in the figures being a mixture of policy-on² and policy-off³ figures and with some covering the period 2006-2016 and some 2006-2026.

Overall this results in a set of IJNs that is not regionally comparable. In their current form (with the exception of Milton Keynes, Aylesbury Vale and the Isle of Wight) they cannot be disaggregated to individual authority level for use in EELA preparation or core strategy (and South East Plan) monitoring. In light of the PPS4 requirements to provide district job targets, this issue will be addressed as part of the Single Strategy preparation. However, in the meantime, EELA and core strategy progress continues and to ensure the implementation and delivery of the South East Plan, the IJNs need to be used to guide EELA and core strategy preparation.

The remainder of this section sets out a regionally consistent pragmatic approach to overcome this interim weakness and provides appropriate job numbers, on a district basis, for use in EELA/core strategy preparation which broadly align with the regional growth aspirations (the IJNs) and delivery and implementation of the South East Plan. It is important to remember the IJN are only a starting point **not** targets.

As part of the Examination in Public (EiP) into the draft South East Plan a set of trend-based projections sourced from the Experian Business Strategies Local Market Database (LMD) (2006 issues) were submitted (by SEEDA) to the Panel Inspectors (the Panel). This submission provided forecast data for total employment (2006-2020) for each local authority in the region. A further note submitted to the Panel set out the rest-of-county area employment figures for monitoring purposes for the period 2006-2016 – also based on the 2006 LMD projections. LMD outputs can be used as a guide to inform LDF work, as these are available at district level. The regionally consistent approach uses these 2006 standard LMD projections which while being broadly trend-based projections are based on a GVA growth rate of around 3% - the regional aspiration.

The majority of the IJNs cover the period 2006-2016 as this was the time period the projections were most widely accepted as robust. As such the following approach provides the trend-based disaggregated distribution figure for all local authorities for the period 2006-2016 on a sub-regional and rest-of-area basis.

In using these job numbers it is important to remember:

- They are predominantly trend-based figures⁴ which do not take into account policy aspirations or factors – either local, sub-regional or regional
- The sub-regional apportionment is growth led and not property market led.

¹ Assembly Scenario 7 forecasts, Principal Authority advice, forecasts submitted to the Examination in Public (EiP), and EiP Panel derived

² Predominantly trend-based forecast plus regeneration/ growth aspirations factored in

³ Pure trend-based forecasts

⁴ Predominantly trend-based: a proportion (approx 50%) of the draft South East Plan housing allocation is factored into the Local Market Database projections

South Hampshire	2006-2016 Total Jobs
East Hampshire	495
Eastleigh	5,181
Fareham	5,141
Gosport	2,602
Havant	3,776
New Forest	2,431
Portsmouth City	7,811
Southampton	7,700
Test Valley	2,392
Winchester	0
Sub-region total	37,529

Supporting commentary and policy considerations

- South East Plan IJN: **59,000** (2006-2026).
- IJN is a policy-on figure for the whole South East Plan period taking into account the sub-regions' growth and regeneration aspirations.
- The IJN was provided by Principal Authority advice (Hampshire County Council) submitted to the South East England Regional Assembly in December 2005.
- Sub-regional policies contain additional employment land/floorspace detail in relation to scale, location and type. However, further work is being undertaken by the PUSH authorities to determine an appropriate distribution. Consideration needs to be given to this apportionment work.

Sussex Coast	2006-2016 Total Jobs
Brighton and Hove	9,103
Eastbourne	1,431
Hastings	1,083
Lewes	1,161
Rother	1,296
Wealden	2,009
Adur	1,753
Arun	4,964
Chichester	3,561
Horsham	0
Mid Sussex	0
Worthing	4,571
Sub-region total	30,932

Supporting commentary and policy considerations

- South East Plan IJN: **30,000** (2006-2016)
- The IJN was agreed during South East Plan EiP and based on the 2006 LMD projections submitted to the EiP Panel by SEEDA. The IJN differs from the predominantly trend forecast (opposite) due to rounding.
- The job numbers are predominantly trend-based projections which do not fully take into account policy and growth aspirations. Consideration needs to be given at the local level to the strategic growth and regeneration aspirations set out within Policies SCT1- SCT7 of the South East Plan.

East Kent and Ashford	2006-2016 Total Jobs
Ashford	8,450
Canterbury	6,058
Dover	1,980
Shepway	2,744
Swale	0
Thanet	2,479
Sub-region total	21,711

Supporting commentary and policy considerations

- South East Plan IJN: **50,000** (2006-2026).
- IJN is a policy-on figure for the whole South East Plan period taking into account the sub-regions' growth and regeneration aspirations. It is to be distributed equally between the period 2006-2016 and 2016-2026 (ie 25,000 jobs for each half of the Plan period).
- The IJN was provided by Principal Authority advice (Kent County Council) submitted to the South East England Regional Assembly in December 2005.
- For further policy-on considerations to align with the South East Plan IJN please contact Kent County Council. However, the South East Plan Panel report highlights Ashford as the principal location for the higher level of job growth to achieve the Sustainable Communities Plan objectives.
- South East Plan sub-regional policies also contain additional employment land/floorspace detail.

Kent Thames Gateway	2006-2016 Total Jobs
Dartford	9,549
Gravesham	3,079
Medway	6,933
Swale	2,618
Sub-region total	22,179

Supporting commentary and policy considerations

- South East Plan IJN: **58,000** (2006-2026)
- IJN is a policy-on figure for the whole South East Plan period taking into account the sub-regions' growth and regeneration aspirations.
- The IJN was provided by Principal Authority advice (Kent County Council) submitted to the South East England Regional Assembly in December 2005. For further policy-on considerations to align with the South East Plan Interim Job Number please contact Kent County Council.

London Fringe	2006-2016 Total Jobs
Sevenoaks	3,248
Elmbridge	9,333
Epsom and Ewell	3,693
Guildford	7,175
Mole Valley	3,551
Reigate and Banstead	4,357
Runnymede	3,054
Spelthorne	4,051
Surrey Heath	0
Tandridge	3,268
Woking	4,747
Sub-region total	46,477

Supporting commentary and policy considerations

- South East Plan IJN: **39,500** (2006-16)
- The IJN was agreed during South East Plan EiP and is based on the 2006 LMD projections submitted to the EiP Panel by SEEDA.
- The IJN is a policy-on figure as it below the predominantly trend-based projection. Due to the complexity of labour markets within this sub-region the Panel considered it impossible to match labour supply with demand. An element of smart growth has therefore been factored into the IJN. The smart growth ratio applied to the whole sub-region was: 85% (39,505) jobs 15% (6,971)
- Consideration needs to be given at the local level to the strategic growth and regeneration aspirations set out within Policies LF1 – LF10 of the South East Plan and the relevance/appropriateness of the smart growth ratio applied across the whole sub-region.

Western Corridor Blackwater Valley	2006-2016 Total Jobs
Bracknell Forest	8,773
Reading	11,388
Slough	4,677
West Berkshire	7,728
Windsor and Maidenhead	9,685
Wokingham	6,353
South Bucks	3,018
Wycombe	6,346
Basingstoke and Deane	8,525
Hart	4,821
Rushmoor	5,544
Guildford	0
Surrey Heath	5,299
Sub-region total	82,157

Supporting commentary and policy considerations

- South East Plan IJN: **79,300** (2006-16)
- The IJN was agreed during South East Plan EiP and originated from the South East England Regional Assembly's Scenario 7 dwelling based projections.
- The IJN is a policy-on figure. However, an element of smart growth (70% ratio) was factored into the Scenario 7 forecasts. This resulted in an IJN which broadly aligns with the 2006 LMD trend-based projections.
- Consideration needs to be given at the local level to the strategic growth aspirations set out within Policies WCBV1 – WCBV5 of the South East Plan and the relevance/appropriateness of the smart growth ratio applied across the whole sub-region.

Milton Keynes	2006-2016 Total Jobs
Milton Keynes	20,119

Aylesbury Vale	2006-2016 Total Jobs
Aylesbury Vale	8,153

Central Oxfordshire	2006-2016 Total Jobs
Cherwell	2,862
Oxford City	7,111
South Oxfordshire	3,670
Vale of the White Horse	3,034
West Oxfordshire	1,543
Sub-region total	18,220

Gatwick	2006-2016 Total Jobs
Lewes	0
Mole Valley	0
Reigate and Banstead	2,785
Tandridge	0
Crawley	1,869
Horsham	3,448
Mid Sussex	6,123
Sub-region total	14,225

Supporting commentary and policy considerations

- Milton Keynes South East Plan IJN: **49,950** (2006-2026).
- Aylesbury Vale South East Plan IJN: **21,500** (2006-2026).
- Policy-led figures originating from the higher growth scenario background work to the adopted MKSM strategy.
- Panel Inspectors considered above trend growth estimates to be consistent with the role of the Growth Areas.

Supporting commentary and policy considerations

- South East Plan IJN : **18,000** (2006-2016)
- The IJN was agreed during South East Plan EiP and originated from the 2006 LMD projections submitted to the EiP Panel by SEEDA. The IJN differs from that opposite due to rounding.
- The Panel could not see any reason for adopting a below-trend forecast given the national importance of this sub-regional economy.
- The job numbers are predominantly trend-based projections which do not take into account policy and growth aspirations. Consideration needs to be given at the local level to the strategic growth and regeneration aspirations set out within Policies CO1-CO5 of the South East Plan.

Supporting commentary and policy considerations

- South East Plan IJN: **17,400** (2006-2016)
- The IJN is a policy-on figure and originated from the South East England Regional Assembly's Scenario 7 dwelling based projections. The Panel considered the Scenario 7 projections to be similar to other forecasts submitted to the EiP and sufficiently close to the 2006 LMD trend-based forecast.
- Consideration in EELA/LDF preparation needs to be given how the trend-based distribution opposite relates to the IJN, eg factoring in an additional 20% (approx) above the trend-based figure.
- Consideration needs to be given at the local level to the strategic growth aspirations set out within Policies GAT1-GAT3 of the South East Plan.

Rest of Kent	2006-2016 Total Jobs
Ashford	113
Dartford	123
Gravesham	33
Maidstone	5,267
Medway	265
Sevenoaks	1,786
Swale	0
Tonbridge and Malling	2,774
Tunbridge Wells	4,633
Total	14,994

Supporting commentary and policy considerations

- South East Plan IJN: **15,000** (2006-2016)
- The IJN was agreed during South East Plan EiP and originated from the 2006 LMD projections submitted to the EiP Panel by SEEDA. The IJN differs from that opposite due to rounding.

Rest of Hampshire	2006-2016 Total Jobs
Basingstoke and Deane	322
East Hampshire	1,651
Hart	124
New Forest	4,105
Test Valley	3,050
Winchester	5,305
Total	14,557

Supporting commentary and policy considerations

- South East Plan IJN: **14,500** (2006-2016)
- The IJN was agreed during South East Plan EiP and originated from the 2006 LMD projections submitted to the EiP Panel by SEEDA. The IJN differs from that opposite due to rounding.

Isle of Wight	2006-2016 Total Jobs
Isle of Wight	7,776

Supporting commentary and policy considerations

- South East Plan IJN: **7,000** (2006-2016)
- The IJN was agreed during South East Plan EiP and originated from the 2006 LMD projections submitted to the EiP Panel by SEEDA. However, the Panel considered a lower than trend-based figure to be more appropriate.

Rest of the region	2006-2016 Total Jobs
West Berkshire	1,301
Chiltern	3,241
Wycombe	635
Lewes	341
Rother	518
Wealden	1485
Cherwell	2,960
South Oxfordshire	1,321
Vale of the White Horse	289
West Oxfordshire	1,687
Guildford	0
Mole Valley	0
Tandridge	0
Waverley	5,472
Arun	0
Chichester	1,459
Horsham	1,199
Mid Sussex	133
Total	22,041

Supporting commentary and policy considerations

- South East Plan IJN : **20,500** (2006-2016).
- The IJN was agreed during South East Plan EIP and originated from the 2006 LMD projections submitted to the EIP Panel by SEEDA. However, the EIP inspectors considered a lower than predominantly trend-based figure to be more appropriate.

Local Growth and Policy-on Assumptions

Applying local growth aspirations and policy-on assumptions within the forecast range does not need to be complicated or onerous. Keep it simple and transparent and most importantly the aspirations and assumptions used must be appropriate to local circumstances and should test aspects that are realistic and deliverable within the Plan period. The schedule below provides examples of some of the many possible approaches and directions that local growth and policy-on assumption testing could take.

Scenario	Approach Summary
Policy-on (<i>above-trend</i> growth)	<p>Use of trend-based forecasts with an additional level of growth applied to deliver growth/regeneration aspirations beyond past trends.</p> <p>The sub-regions of South Hampshire, Kent Thames Gateway, East Kent and Ashford and Milton Keynes and Aylesbury Vale have 'policy-on' Interim Job Numbers (IJNs) set out within the South East Plan. However, as indicated above these are presented at sub-regional level and not, with the exception of Milton Keynes and Aylesbury Vale, on an individual basis. The policy-on job figures contained within the South East Plan were derived from the Section 4/4 Principal Authority advice submitted to the South East England Regional Assembly in December 2005. Local authorities within these areas should therefore additionally work with the relevant Principal Authority to understand the assumptions used and determine appropriate 'policy-on' distributions which align with the South East Plan.</p>
Policy-on (below job growth trend/ smart growth)	<p>Consideration of how much economic growth can be delivered through job growth and how much through the six drivers of smart economic growth. See section on 'smart growth' in Section B of the Economy and LDFs Guide Technical Appendix for further information on delivering smart growth through LDFs.</p> <p>In some areas the continued delivery of trend-based employment growth may not be viable on sustainability grounds. Likewise, labour market potential is likely to be a constraint on employment growth in many parts of the region. Appropriate consideration therefore needs to be given to how much growth can be afforded to delivering smart growth.</p> <p>Within high demand areas such as the London Fringe and Western Corridor Blackwater Valley sub-regions, an element of smart growth has already been factored into the IJNs contained within the South East Plan. While these below trend assumptions have been agreed in principle through the South East Plan Examination, EELAs should still test the implications and appropriateness of this general policy-on assumption at the local level as part of scenario testing.</p>
Policy-on (locational)	<p>Consideration of the impacts of concentrating growth around key urban settlements (eg regional hubs, centres of significant change/primary retail centres and secondary retail centres, etc) which may have impacts on certain key sectors and segments with specific locational preferences, eg out-of-centre locations/ businesses parks.</p>
Trend-based	<p>Comparison of a range of different trend based forecasts, eg pre economic down-turn (high growth) and current standard forecasts (low growth).</p>
Market-led (locational)	<p>Concentrating growth in those places which already had favourable economic structures.</p>

Translating forecasts into space requirements

SIC Classification by Sector

The following table sets out how forecasts/projections presented by the standard 31 SIC can be applied to sectors and use classes relevant for use within an EELA. We recommend following this approach to improve consistency. However, it is important to note that local factors and characteristics need applying where relevant.

Standard Industrial Classification	B1 Use Class	B2 Use Class	B8 Use Class	B3-7 Use Class	C Use Class	D Use Class	Comments
Agriculture, Forestry and Fishing	-	-	-	-	-	-	Agricultural use
Oil and Gas Extraction	-	-	-	✓	-	-	Not relevant to EELA preparation
Other Mining	-	-	-	✓	-	-	Not relevant to EELA preparation
Gas, Electricity and Water	-	-	-	✓	-	-	Not relevant to EELA preparation
Fuel Refining	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Chemicals	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Minerals	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Metals	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Machinery and Equipment	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Electrical and optical Equipment	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Transport Equipment	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Food, Drink and Tobacco	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Textiles and Clothing	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Wood and Wood Products	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Paper, Printing and Publishing	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Rubber and Plastics	-	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Other manufacturing	--	✓	-	-	-	-	Expected to occupy predominantly B2 uses
Construction	✓	✓	✓	-	-	-	High levels of self-employment. Some distribution and storage activity. Head offices office employment – Appropriate category mix should be identified at Stage 1 through the characteristics review
Retailing	-	-	-	-	-	✓	Not relevant to EELA preparation
Wholesale	-	-	✓	-	-	-	Expected to occupy predominantly B8 uses
Hotels and Catering	-	-	-	-	-	✓	Not relevant to EELA preparation - Will work mainly in

							hotels, restaurants, bars etc. A3 and C1 Use Class
Transport	-	-	✓	-	-	-	Transport does not occupy business space apart from head office and administrative functions – should be identified at Stage 1
Communications	✓	-	✓	-	-	-	Includes postal depots, but also telecommunications companies, some of whom will occupy significant amounts of B space – should be identified at Stage 1
Banking and Insurance	✓	-	-	-	-	-	Predominantly office sectors employment in B space. Some A2
Business Services	✓	-	-	-	-	-	Predominantly office sectors employment in B space. Some A2 and also some non-office space such as cleaning contractors – should be identified at Stage 1
Other Finance and Business	✓	-	-	-	-	-	Predominantly office sectors employment in B space. Some A2
Public Administration and Defence	✓	-	-	-	-	-	Local authority employment, police, fire services etc. Plus some occupation of Business Space
Education	✓	-	-	-	✓	✓	Employment in schools etc. Mainly C and D use class. Will be some administrative functions which may occupy B class space – should be identified at Stage 1
Health	✓	-	-	-	✓	✓	Employment in hospitals etc. Mainly C and D use class. Will be some administrative functions which may occupy B class space – should be identified at Stage 1
Other	✓	✓	✓	-	✓	✓	Personal services, tourism and media. Uses should be identified at Stage 1

Employment densities by sector and use for the South East

The [Use of business space and changing working practices in the South East](#) research tested to what extent changing working practices have an impact upon employment space and land in the South East. This included a business survey of 1,500 organisations. The research sets out South East specific employment density figures at the regional and county/virtual county basis.

Sector	Type	Use Class	Floorspace per Worker (F/L)(sq.m)			
			RTP 1997	DTZ 1999	Arup (2001)	DTZ 2004
Industry	Industry (general)	B2	31.8 (net)	34 (gross)	34 (gross internal)	38.2 (net)
	Sales and/or marketing ⁵	B2				30.2 (net)
Offices	Business (general or not specified)	B1	17.9 (net), 21.0 (gross)	19 (gross)	19 (gross internal)	18.3 (net)
	Head offices	B1		22 (gross)	22 (gross internal)	20.7 (net)
	Business centres	B1		19 (gross)	20 (gross internal)	
	Financial and Professional Services	A2		19-32 (gross)		19.9 (net)
	High Tech/R&D	B1		29 (gross)	29 (gross internal)	27.2 (net)
	Business space/light industry	B1		19-32 (gross)		
	Business park	B1/2			16 (gross internal)	
	Call centre	B1			12.8 (gross internal)	
Retail and wholesale	Retailing - major durable centres	A1		12 (net)		15.9 (net)
	Warehousing (general)	B8	40.1 (net)			
	Warehousing (with loading bays, eg DIY)	B8		93 (net)	90 (gross internal)	78.2 (net)
Education	Private sports clubs	D2			5 (gross internal)	33.2 (net)
Overall	Average density for all uses/sectors					36.2 (net)

⁵ Sales - Marketing that is ancillary to a general industrial use.

Employment densities by county/virtual county (2004)

County	F/L (sq.m/ worker)	Floorspace to worker (F/L) calculation based on:		
		Number of firms (weighted)	Floorspace (sq.m)	Labour (employees)
Berkshire	21.7	111	29691	1367
Buckinghamshire	39.5	102	41007	1038
East Sussex	46.0	91	42515	925
Hampshire (and Isle of Wight)	56.9	188	105388	1853
Kent	43.1	172	71094	1649
Oxfordshire	35.1	79	30103	857
Surrey	19.6	160	24502	1252
West Sussex	19.9	98	24901	1249
South East	36.2	1003	369202	10189

Basic labour supply forecast template

Work in progress - please contact Dominick Veasey, Regional Planner on 01483 555201 or dominickveasey@se-partnershipboard.org.uk for further information and assistance

Changing working practices

The South East England Regional Assembly, South East England Development Agency and the West Sussex Enterprise Centre jointly commissioned Step Ahead Research to carry out [Research into home based business in the South East](#). A number of West Sussex district and unitary authorities also sponsored the project.

The purpose of the research was to gain a better understanding of:

- the size of the sector;
- characteristics of home based businesses;
- their impact on the local economy; and
- sector specific support needs

The research was undertaken by conducting telephone interviews with home based businesses, exploring themes such as the size, location and floorspace needs of the business, transport and market issues, plans for expansion, and benefits and drawbacks of running a home based business. The findings from the survey suggest that sectoral rather than local area issues define the needs of home based businesses in the South East. A number of key policy recommendations are identified for future action, including provision of targeted business information, access to business networks and the provision of ICT support.

Smart growth

Smart economic growth is a key concept for implementing the South East Plan; it is a tool for increasing the region's prosperity while reducing its ecological footprint. The Regional Economic Strategy (RES) identifies smart growth as one of the three key challenges for the region and focuses achievement on six drivers of productivity⁶. See section A of the technical appendix for further information on the RES.

The varied characteristics of different locations in the region mean that smart growth is likely to take and be achieved in considerably different forms, for example traditionally economically buoyant areas will require measures to promote innovation, creativity and flexible working etc. Whereas in other areas it may be appropriate to work on filling skills gaps. Development of key regional sectors and clusters is an important part of smart growth, expanding high value activities where the region enjoys competitive advantage. Further information on key sector requirements is provided in the 'supporting nationally and regionally important sectors and clusters' section above. Although fostering smart growth should address a variety of issues through delivery mechanisms, it will not avoid the need to plan spatially for further job growth, development and infrastructure investment and should be considered alongside an up-to-date employment land review and wider land review. Smart growth could be considered as part of a component of EELA scenario testing. The following schedule considers how the six drivers of smart growth could be achieved through the LDF.

Core Strategy Preparation Stage		Regional Economic Strategy Drivers of Smart Growth					
		Employment	Enterprise	Innovation and creativity	Skills	Competition	Investment in infrastructure
Stage	Description	Reduce economic inactivity – increase activity rates and employment aspirations.	Increase and support entrepreneurial activity.	Support and encourage research and design.	Maximise the number of people ready for employment at all skill levels, and ensure they are equipped to progress in the labour market.	Develop frameworks to increase the level of participation, especially small and medium enterprises (SMEs).	Improve travel, physical development eg housing, health and cultural facilities, broadband and ICT.
Characteristics of the area	Identifies relevant local characteristics eg settlement hierarchy, nature/ availability of housing, demographic/ economic data, physical	Description of employment and activity rates from primary data sources. Should be sufficiently detailed to help guide and inform place-shaping at the local level.	Identify pockets of entrepreneurial strengths eg areas with SMEs concentrations, planning applications for live work units or change of use for home based working activities.	Identify and understand the needs of research and development functions established within the area. Identify the potential for providing further	Description of education and skills from primary data sources. Should be sufficiently detailed to help guide and inform place-shaping at the local level. Contextual chapters	Identify pockets of entrepreneurial strengths eg areas with SMEs concentrations, planning applications for live work units or change of use for home based working activities, including	Description and consideration of regional hubs and spokes, travel to work areas and links between workforce and place of work. Description of social infrastructure supporting and

⁶ Employment; Enterprise; Innovation and creativity; Skills; Competition; Investment in infrastructure, including transport and physical development

	features.	Contextual chapters of local economic and regeneration strategies and the Employment Land Review and wider land review.	Understand rural diversification activities in rural areas. The characteristics section of your EELA should contain this information.	land supporting research and design uses. The characteristics section of your EELA should contain this information. For further information on key sectors refer to the 'identifying key sectors and clusters' section above.	of local economic and regeneration strategies and the Employment Land Review.	potential land. Understand rural diversification activities in rural areas. The characteristics section of your EELA and wider land review should contain this information.	consideration of how it supports key sectors and clusters located within the area. Identify broadband and ICT infrastructure coverage section of your EELA should contain this information,
Issues, problems and challenges	Identified from evidence gathered, the sustainable community strategy, the South East Plan, views of the local community and other stakeholders.	Identify pockets of inactivity. Should be sufficiently detailed to help guide and inform place-shaping at the local level. Contextual chapters of local economic and regeneration strategies and the Employment Land Review and wider land review characteristics review.	Identify locations with local entrepreneurial activity – eg areas with low VAT registration area. Identify the causes for low activity eg wrong type of business premises (incubation units) or insufficient supply; inflexible rental/ occupation terms eg availability of short term rents/ flexible terms; and availability of live-work units etc. Identify areas/ pockets of rural decline. Contextual chapters of local economic and regeneration strategies and the EELA characteristics review.	Consider your area in relation to the research and development sector requirements and locational drivers (see sectors and clusters section above) and identify any gaps. Consider capacity and supply for innovative uses. Are existing research and development businesses in suitable premises? Contextual chapters of local economic and regeneration strategies and the Employment Land Review characteristics review.	Identify skills shortages which support key sectors within your area eg higher education. Contextual chapters of local economic and regeneration strategies and the Employment Land Review will also assist it identifying skill gaps.	Identify the supply of employment sites and land suitable for SMEs. Through stakeholder engagement identify any issues and problems affecting the growth of such enterprises. Contextual chapters of local economic and regeneration strategies and the Employment Land Review characteristics review.	Identify transport issues (see LDF transport guide for further information). Identify the causes of labour supply issues eg affordable housing, type and stock of housing, public amenities, education facilities etc. Improve travel, physical development eg housing, health and cultural facilities, broadband and ICT.

Vision and strategic objectives	The vision sets out how the area should develop in the future. The strategic objectives expand the vision focusing on the key specific issues that need to be addressed within the regional context.	Include an objective to raise inactivity rates or maintain activity rates to deliver the areas growth and/or regeneration aspirations.	Recognise the role that managed and flexible workspace / incubator units / live work units will play in stimulating enterprise.	Include an objective to attract and continue to develop high value sectors.	Include an objective to increase skills and training to up-skill the local workforce. Including support for further education and higher education facilities.	Include and objective to support small and medium businesses.	Include an objective to deliver the necessary infrastructure to support and deliver the core strategy vision.
Spatial strategy	Sets out the clear choices about where developments should go in broad terms to achieve the strategic objectives.	<p>Identify any strategic employment locations and set out broad locations through place-shaping to support flexible economic uses.</p> <p>Develop flexible and promote working policies which improve work-life balance.</p> <p>EELA (Stage 3), wider land reviews and economic and regeneration strategies.</p>	Identify the core locations for enterprise employment units in the settlement hierarchy, ie major expansion areas, rural service centres.	<p>Identify the broad locations for research and development related employment uses.</p> <p>EELA should inform this section.</p>	<p>Identify core Further Education (FE) / Higher Education (HE) facilities within the area and areas and where education and skill infrastructure is required.</p> <p>Include policies to support their continued growth and/or encourage provision.</p>	<p>Identify broad locations suitable for SMEs and develop policies to support growth.</p> <p>Identify existing business sites where redevelopment of the existing stock for more suitable and flexible premise is achievable.</p> <p>Stage 3 of the EELA should inform this section.</p>	<p>Identify the infrastructure schemes required to deliver the Spatial Strategy.</p> <p>Set out ICT and other infrastructure required as part of strategic site allocations.</p>
Delivery strategy	The core strategy should show how the spatial strategy will be delivered by whom and when. It should provide a framework for development management and a clear guide for other DPDs and SPDs where required.	<p>Develop flexible and remote working policies which improve work-life balance.</p> <p>Include policies supporting health and leisure to promote a healthy workforce – this could include flexible working practices.</p>	<p>Policy context for delivering managed workspace / incubator units / live work units in both urban and rural areas.</p> <p>Policies that will enable the provision of employment space of a quality, cost, type and size that will meet the needs of expanding enterprises.</p>	Policies that will provide a range and type of employment sites and units to meet the needs of sectors (EELA should identify sector needs).	Providing links to wider learning and skills plans, strategies.	Develop flexible policies to support SMEs.	Set out what infrastructure is required and by when to support the economic vision and objectives.

Monitoring delivery	<p>The delivery strategy should contain clear targets or measurable outcomes. The core strategy should set a framework for the Annual Monitoring report identifying key targets and indicators that relate to the core policies to provide feedback on performance.</p>	<p>Include economic activity indicators.</p> <p>See Section E of the technical appendix.</p>	<p>Include indicators to measures entrepreneurial activity eg VAT registrations or other measurable outcomes.</p> <p>See Section E of the technical appendix.</p>	<p>Include an indicator or measurable target on developments supporting research and design.</p> <p>See Section E of the technical appendix.</p>	<p>Include education and skills indicators.</p> <p>See Section E of the technical appendix.</p>	<p>Set measurable targets for to measure SME startups.</p> <p>See Section E of the technical appendix.</p>	<p>Link infrastructure to the housing and employment land trajectory.</p> <p>See Section E of the technical appendix.</p>
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Drawing together Stage 2

Work in progress - please contact Dominick Veasey, Regional Planner on 01483 555201 or dominickveasey@se-partnershipboard.org.uk for further information and assistance