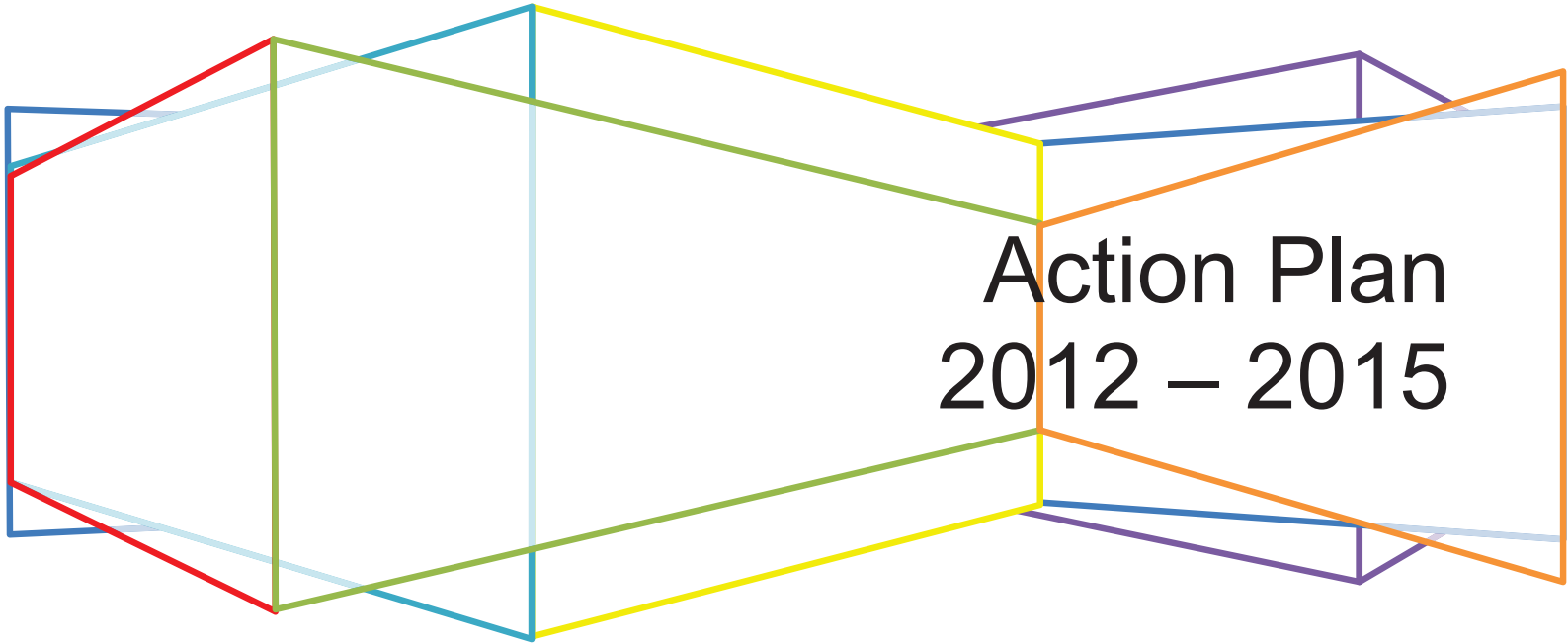




# **SURREY** CONNECTS

Enterprise  
Partnership



Action Plan  
2012 – 2015

## **Surrey Connects** **– forward through Smart Economic Growth**

### **Surrey Connects**

Surrey Connects is an independent, business-led economic development company working in partnership with stakeholders to stimulate enterprise growth across Surrey.

### **Vision**

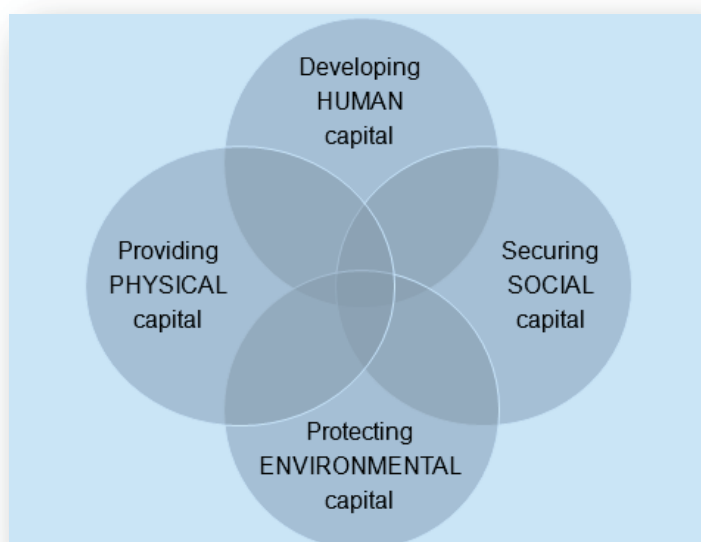
To position Surrey as a world-class economy and to double its Gross Value Added to £52bn by 2030

### **Mission**

As a business-led enterprise partnership Surrey Connects will act as the catalyst, facilitator and leader for Smart Economic Growth for Surrey.

### **What is Smart Economic Growth?**

Smart Economic Growth is our strategy to drive sustainable economic growth through knowledge, innovation and creativity, with a focus on extracting ‘more from less’ so we can all benefit from a prosperous economy and high quality of life. Smart Economic Growth has four principles that will underpin the activity of the organisation, these are:



Surrey Connects will optimise the potential of people, land, space and technology. A focus on sustainability creates business value, equally in times of economic difficulty as in periods of growth.

## What will the Surrey Connects Board do?

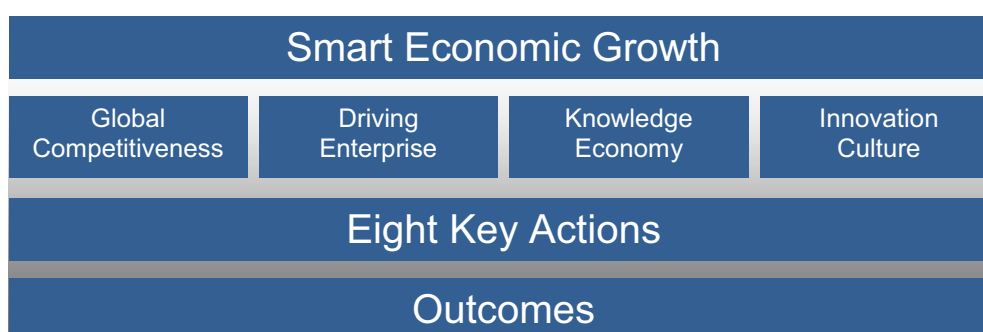
Our leadership will increase collaborations between the public and private sectors and with clarity of purpose, cascade investment in people, places and ideas. Our ambitions are global as well as local. We want to sharpen Surrey’s competitive edge and pursue trade and inward investment opportunities to secure our future in a global market place.

The board comprises 16 people, a Chairman and Chief Executive, seven businesses (covering different sectors, sizes and locations), Surrey Chambers of Commerce, Federation of Small Business, Higher and Further Education representatives, the County Council and two District and Borough Council representatives.

The Board drives forward the Smart Economic Growth agenda, developing the strategy that was formulated and established in the summer of 2011.

## Strategy Development

Surrey Connects has built on a strong evidential base to take forward the Smart Economic Growth strategy, focused on four overarching key themes of Global Competitiveness, Driving Enterprise, Knowledge Economy, Innovation Culture, through eight key actions (described within this action plan document), with the overall aim of achieving outcomes:



## What Success Looks Like

Surrey Connects will have succeeded in its mission of a **Smart Growth Economy** when it has

- secured the necessary levels of investment in economic infrastructure
- maintained and improved its above trend economic growth levels
- nurtured businesses that are innovative and creative and are prepared to:
  - invest in raising skill levels
  - work together to increase the opportunities, number and quality of jobs
  - reduce their environmental footprint
  - aspire to having a good quality of life for all
- encouraged new economic models to engage business and communities to build positive and sustainable futures
- catalysed, facilitated, and provided the leadership to achieve Smart Economic Growth for Surrey.

## Eight Key Actions

The Board took the core Surrey Connects strategy document (formulated in the summer of 2011) as the foundation for this action plan. They went through a comprehensive prioritisation and business planning process to identify eight key strategic actions. Board Champions have also been identified to lead each of the eight actions. Over the period of the strategy further actions will be brought forward through business focused prioritisation.

They are working to develop these projects, to progress them over the next three/five year period, to make a significant step towards achieving the vision; the actions are listed in no priority order.

Key Theme	Eight Key Actions	Board Champion
Global Competiveness	<ul style="list-style-type: none"> <li>Secure Surrey as a world-class business location by retaining existing businesses and create a strong offer and actively promote Surrey as an ideal inward investment location</li> </ul>	Steve Swain
	<ul style="list-style-type: none"> <li>Lobby for and stimulate investment in the key Business Critical Infrastructure required for the future success of Surrey's economy</li> </ul>	Graham Anderson
Driving Enterprise	<ul style="list-style-type: none"> <li>Increase the provision and actively promote Business Incubation Hubs across Surrey by creating a Business Incubation Network backed with a comprehensive business support service</li> </ul>	Caroline Walker
	<ul style="list-style-type: none"> <li>Stimulate International Trade and Exporting activity</li> </ul>	Louise Punter
	<ul style="list-style-type: none"> <li>Establish Surrey as a venture capital hub and create a Surrey Business Investment Fund of £1bn</li> </ul>	Antonio Falco
Knowledge Economy	<ul style="list-style-type: none"> <li>Establish a World-Class Business School in Surrey</li> </ul>	Dave Aham
	<ul style="list-style-type: none"> <li>Stimulate Youth Enterprise and Employability – ensuring Young People can succeed in the workplace</li> </ul>	Sunaina Mann
Innovation Culture	<ul style="list-style-type: none"> <li>Promote Surrey as Leaders of the Digital Age</li> </ul>	Penny Power

## Outcomes

The Board is committed to achieving real impact and step change. The overall Smart Economic Growth outcomes are set out below. Clear baselines from which to measure tangible success over time will be established and developed by the end of 2012. These will build on the Local Economic Assessment completed in 2010, but will also require some new research in areas where traditionally data has not been available. Through robust project management we will ensure SMART targets are in place, set in the context of each project.

Key Theme	Smart Economic Growth Outcomes	Ref
<b>Global Competitiveness</b>	100% super fast broadband coverage	GC 1
	Promotion of Surrey as a inward investment location	GC 2
	Delivery of major infrastructure projects – through Transport for Surrey	GC 3
<b>Driving Enterprise</b>	Higher business survival rates	DE 1
	Stimulation of business creation	DE 2
	Delivery of flexible workspace to accommodate new businesses	DE 3
	Getting the right local business support offer	DE 4
	Increased total value of exports	DE 5
<b>Knowledge Economy</b>	Development of a world-class business school	KE 1
	Increasing the number of people ready for employment at all skill levels	KE 2
	Maximise university, education and business linkages	KE 3
<b>Innovation Culture</b>	Higher rates of R&D spend	IC 1
	Support for the innovation agenda	IC 2
	Increase of patent/IP applications	IC 3
	Development of innovation and business networks	IC 4

## Finance and Resources

Surrey Connects will need to secure resources to drive its key actions and projects forward.

These may be sourced in a number of ways, namely from:-

- Business Sector
- Public sector – Districts and Boroughs
- Public sector – County Council
- Other Public Sources, including Central Government, Local Enterprise Partnerships, existing funding streams, and the European Union
- Universities and Colleges

All of these will be explored and the most appropriate ‘pitch’ made to secure support, resources, time, expertise and finance.

Support may be in-kind; it may also be that projects can be moved forward without any additional or new resources, but the redirection, influence and shaping of existing resource and activity.

An indication of resources required to take projects forward are contained with the action plans (set out in the following pages). These figures are intended as indicative ‘starting-point’ figures for each project. Ultimately the Board Champions will identify the detail of the resources required in conjunction with key stakeholders and delivery partners.

Key Actions and projects will be monitored by the Board to make certain that progress is being made. Regular reviews will be undertaken to ‘reality-check’ the continued appropriateness of activities in light of the inevitable changing economic landscape. This will be informed by robust project management, and Board Champions will play a critical role in this activity – demonstrating that Surrey Connects is truly business-led.

Note: Surrey County Council already makes a financial contribution to Surrey Connects of staff time and other resources in excess of £100,000 per annum.

**Global Competitiveness      Surrey Connects Priority Action 2012 – 2015**

**Board Champion: Steve Swain**

<b>Key Action</b>	<b>Secure Surrey as a world-class business location by retaining existing businesses and create a strong offer and actively promote Surrey as a ideal inward investment location</b>	
<b>Rationale</b>	<p>Surrey is home to a wide range of strategically important companies. Existing businesses must be retained, so they will continue to invest, grow and provide quality employment across Surrey. Understanding those business needs is critical and developing an active aftercare programme and establishing the Surrey Business Leaders Network (SBLN) to raise the importance of business retention is a key economic function. Ensuring that Surrey continues to have a range of significant and important businesses, assists in providing the critical mass in attracting new businesses, sector and clusters.</p> <p>Surrey also has to actively attract new companies to increase and secure its future prosperity in a global market place. Surrey has to demonstrate it is 'Open for Business', and delivery a pro-active inward investment strategy to increase the number of Business, Inward and Foreign Direct Investments into Surrey. Surrey also needs to build on the legacy relationships built via 2012 Olympic activity with the PGTC prioritised counties who were based in Surrey</p> <p>As a place it has to focus on high value low impact businesses, maximise its existing sites and premises, and promote its key sectors and strengths as a premier UK business location and develop a clear brand of 'Sustainable Surrey' as the key element of the suite of Surrey USPs.</p> <p>Partnership will be key, to working with employers, developers and site owners to support their ambitions to growth with Surrey and maximise the educational excellence including R&amp;D activity across Surrey</p>	
<b>Project Outcome</b>	Establish Surrey as a world-class business location where businesses actively seek to locate their businesses	
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• Implementation of the Surrey Inward Investment Scoping document</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £25k for 5 sector propositions year one and three (review)</li> <li>• £10k per annum for overseas activity</li> <li>• £20k per annum for marketing support activity</li> <li>• £50k per annum for dedicated PM</li> <li>• £15K for ongoing KAM/SBLN activity</li> <li>• £35k for dedicate I/I website from Yr2 onwards including sites and premises database</li> </ul>	
<b>Key Delivery Partners</b>	UKTI LA D&Bs LA SCC	LEPs Ent M3/C2C SCofC Sector Consortia (7 across SE)
<b>Economic Growth Contribution</b>	GC 2	
<b>GVA Contribution</b>	TBD	

**Business Retention and Inward Investment – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<ul style="list-style-type: none"> <li>• Sign MoU with UKTI to ensure pipeline, support, training, etc and ensure UKTI, Ent M3 and C2C understand Surreys strengths</li> <li>• Develop Surrey area proposition based around its key five sectors – with focus on niche surrey clusters strengths</li> <li>• Establish scope and approach to a Surrey Sites and Premises Database</li> <li>• Identify key local authority partners to deliver on the ground support</li> <li>• ID top 250 (by T/O) co. List, and Top 100 strategically important co. through implementation of SBLN/KAM activity</li> <li>• Establish a clear understanding of Surrey strategic companies, strengths, issues and opportunities</li> <li>• Identify key Surrey based businesses within key sectors</li> <li>• Organise Surrey workshop/mini-conference with key partners to outline FDI/KAM direction and gain appropriate support</li> </ul>	<ul style="list-style-type: none"> <li>• Establish dedicated enquiry handling service – with MoU partner Invest in Hampshire, and liaison with Gatwick Diamond/C2C for East of County</li> <li>• Understanding of issues to key employers through a business engagement strategy and KAM activity via the Surrey Business Leaders Network</li> <li>• Understand R&amp;D capability and strength in Surrey</li> <li>• Develop a Brand identify for surrey</li> <li>• Identify and develop I/I case studies</li> <li>• Establish website for I/I and Sites and Premises database</li> <li>• Ongoing SBLN/KAM activity</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing sectoral Marketing activity</li> <li>• Ongoing KAM activity</li> <li>• Review of key sector propositions</li> <li>• Ongoing SBLN/KAM activity</li> </ul>



**Global Competitiveness      Surrey Connects Priority Action 2012 – 2015**

**Board Champion: Graham Anderson**

<b>Key Action</b>	<b>Lobby for and stimulate investment in the key Business Critical Infrastructure required for the future success of Surrey's economy</b>	
<b>Rationale</b>	<p>It is key for Surrey's ability to maintain its power house economy that it has the appropriate infrastructure to support its future growth. This will require the right:</p> <ul style="list-style-type: none"> <li>• Sites (Brownfield/PDL, and Greenfield)</li> <li>• Premises</li> <li>• Broadband Speeds</li> <li>• Housing provision</li> <li>• Transport infrastructure (roads, rail, public transport, airports)</li> <li>• Town Centre offering</li> <li>• Approach to mixed use development sites</li> </ul> <p>There is a need to lever in the appropriate resources and demonstrate that Surrey is 'Open for Business', and investment is needed for the 'Invest in Success' messages and can provide what is required for Smart Economic Growth.</p> <p>Stimulation of and maximise Surrey sites and premises development, and at the same time champion new ways of working within the NPPF and other legislative mechanisms, BCI also links to the FDI/KAM work to ensure understanding of Surrey's business sectoral needs.</p> <p>There is also the need to explore and champion new ways of sustainable living and working through initiatives such as smart cities initiatives and new modes and models of transport across Surrey for example, low carbon transport and electric vehicles.</p>	
<b>Project Outcome</b>	Business has the necessary infrastructure to enable it to operate efficiently without the need to consistently feel that its Surrey location is constrained	
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• SC to have Championed the SEG/BCI agenda, and worked with partners to gain £30m of investment to support infrastructure</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £50k per annum for PM to undertake review/ongoing management of</li> <li>• £20k per annum for collation of sites and premises review</li> <li>• £25k for yr1 Marcomms plan</li> <li>• £15k ongoing Marcomms support</li> </ul>	
<b>Key Delivery Partners</b>	LA SCC LA D&Bs Private Sector	HMG LEPs Ent M3/C2C
<b>Economic Growth Contribution</b>	GC 1, GC 3	
<b>GVA Contribution</b>	TBD – Infrastructure study provided indication of drop in GVA if investment did not happen	

**Business Critical Infrastructure – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<ul style="list-style-type: none"> <li>• Scope and commission review/mapping of existing reports/policies against key physical/economic/ employment places across Surrey to ensure that key BCI issues/priorities/needs are understood in light of NPPF/other policies</li> <li>• Support for Surrey Growth/Future Plan – Surrey Connects to lead on the Economy strand</li> <li>• Produce a clear Marcomms plan (using key facts and issues) for SC to champion the ‘invest in success’ messages</li> <li>• Understand long term implications of LA Infrastructure Delivery Plans for SEG agenda</li> <li>• Develop strong relationships with key owners and developers and instigate a agents/developers network</li> <li>• Undertake joint meetings with LA’s and key sites such as Dunsfold, DERA, Surrey Research Park etc, to ensure that ambitions and constraints are fully understood</li> <li>• Support LSTF bids/proposals</li> <li>• Support Growing Places proposals</li> <li>• Support Regional Growth Fund applications and proposals</li> <li>• Work with SCC to finalise the EV strategy</li> <li>• Work with Superfast Surrey to assist in getting SFBB messages out post tendering</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure understanding of NPPF with private sector and that LA LDF/Ps are taking a positive stance to ensure that sustainable developments are being delivered</li> <li>• Annual review of property/sites</li> <li>• Support for key town centre developments</li> <li>• Work with public/private partners to ensure delivery of EV strategy is market consistent</li> <li>• Work with partners to understand emerging issues i.e. woodfuel/airport development and linkages to SEG ambitions</li> <li>• Identify suitable location/s to progress smart city initiatives</li> <li>• Support ongoing SFBB messages</li> <li>• Support implementation of Infrastructure Delivery Plans</li> <li>• Support for funding proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review of property/sites to Quantify and maximise land use opportunities across the county</li> <li>• Ongoing SFBB messages</li> </ul>

<b>Key Action</b>	<b>Increase the provision and actively promote Business Incubation Hubs across Surrey by creating a Business Incubation Network backed with a comprehensive business support service</b>			
<b>Rationale</b>	<p>Providing the physical space to grow businesses is not a new idea. However in providing a range of new incubation hubs and link existing physical business space (whoever the operator is) across Surrey will allow a focus for businesses to be able to operate from and access multiple points right across Surrey.</p> <p>By providing each incubator with dedicated daily/weekly/monthly Coaching/Mentoring sessions/workshops and tie into the key businesses in each locality – to ensure local business interaction is stimulated – with a focus on open innovation agenda, local procurement/trading, marketing, finance, IPR, social media, etc. Tying into existing business support activity and networking activity, for example Local Business Forums, Chambers of Commerce Ambassadors Business Club/Community of Innovation, Surrey 100 Club, etc.</p> <p>With multiple locations across Surrey, opportunities for both private and public sector to access and operate from, to stimulate a wider level of business support centred around key locations – will be partnered with existing arrangements and ensure that business are created, supported, and grow through critical pre/and 12/24/36 months of business start-up.</p>			
<b>Project Outcome</b>	Provide a physical/incubator – based new business support model that will ensure wide business networking opportunities and ensure that business are created, supported, and grow.			
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• 1-2 new surrey Business incubators launched</li> <li>• 20 existing business spaces engaged as part of hub network</li> <li>• Robust business advisory service in place</li> <li>• Clear targets in place for business advise service</li> </ul>			
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £50k Project Management per annum</li> <li>• £100k to scope and create business induction course</li> <li>• £TBC delivery cost of business advisory service</li> <li>• £TBC incubation hub cost per site</li> <li>• £25k for Marcomms yr1</li> <li>• £25k per year ongoing for Marcomms</li> <li>• £60k per annum for management of ABC/Cofl activity and 4 fully managed and supported events per annum</li> </ul>			
<b>Key Delivery Partners</b>	UKBI SRP UniS RHUL UCA	Colleges LA D&Bs LA SCC Private sector Enterprise First	SC L&P group Growth Accelerator C2I MAS Business Link	UKTI Trade SC Investment Fund BSK-CIC EEN EntM3/C2C
<b>Economic Growth Contribution</b>	DE 1, DE 2, DE 3, DE 4, IC 2, IC 3, IC 4			
<b>GVA Contribution</b>	TBD			

**Business Incubation Hubs – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<p><b>Phase 1 Information Gathering – to understand success factors</b></p> <ul style="list-style-type: none"> <li>• Identify and review current best practice from across the globe</li> <li>• Identify the range of existing activity/space across Surrey including existing rural incubation hubs</li> <li>• Map provision/gaps to assist in addressing urban/rural business growth needs and requirements</li> <li>• Identify which local authorities have appetite to create new space where it is lacking</li> <li>• Explore Financial models</li> <li>• Establish board sub-group to oversee project development bringing in key partners as required</li> <li>• Dedicated Project Manage</li> </ul> <p><b>Phase 2 - Options</b></p> <ul style="list-style-type: none"> <li>• Review strategic options on basis of outcomes of Phase 1</li> <li>• Define full scope of project space and advisors</li> <li>• Explore cross LEP working</li> <li>• Identify project sponsors</li> <li>• Commission Marcomms Plan to actively promote Business Incubation Hubs across Surrey</li> </ul>	<p><b>Phase 3 Implementation</b></p> <ul style="list-style-type: none"> <li>• Identify first 1-2 new business incubation hub locations</li> <li>• Hire/engage business support manager/service - link to existing business support/mentors and coaches</li> <li>• Creation of business induction course i.e. 4 stages in yr1 to provide a focus on the premises and focus for business growth activity</li> <li>• Linkages to public sector support packages</li> <li>• Engage a wide range of existing spaces as part of surrey business incubation network – including sector specific centres</li> <li>• Implementation of Marcomms specifically promoting scheme/project to pre and 12 month start ups</li> <li>• Ensure that existing Ambassadors Business Club /Community of Innovation has direct linkages to SBIN</li> </ul>	<ul style="list-style-type: none"> <li>• Identify role of colleges/Universities in spin out activity</li> <li>• Review processes to loop back to strategies options</li> <li>• Roll out of SBIN</li> </ul>

<b>Key Action</b>	<b>Stimulate International Trade and Exporting activity</b>
<b>Rationale</b>	<p>A key element of business growth is to earn monies from outside of the UK, therefore the promotion of exporting from Surrey businesses within/from key sectors/and greater levels of exporting activity across all sectors is required</p> <p>We need to put in place the key relationships with business development organisations to Increase level of exporting from Surrey</p> <p>And activity will link with the need to grow innovative companies and ensure co-ordinated support is in place for companies to export</p>
<b>Project Outcome</b>	Increase in number of companies, and value of exporting from Surrey
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• Uplift in value of exporting from Surrey (based on accurate baseline)</li> <li>• Uplift in number of companies exporting from Surrey</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £25,000 for comprehensive research and development of Marcomms strategy</li> <li>• £20k per annum for support and delivery of Marcomms plan</li> <li>• From yr2 business export advisor £50k per annum</li> </ul>
<b>Key Delivery Partners</b>	SCofC BCC UKTI BSK-CIC/EEN C2I
<b>Economic Growth Contribution</b>	DE 2, DE 5
<b>GVA Contribution</b>	TBD

**International Trade and Exporting – Actions for Year One, Two and Three**

<b>Key Actions Year One</b>	<b>Key Actions Year Two</b>	<b>Key Actions Year Three</b>
<ul style="list-style-type: none"> <li>• Data collation to understand – baseline exporting position of Surrey, including no. Of companies accessing UKTI services</li> <li>• Identify which countries Surrey exports to and what, and value</li> <li>• Exemplar exporters – case study development</li> <li>• Promote trade development programme – UKTI</li> <li>• Raise Profile of exporting opportunities</li> <li>• Explore with UKTI and SCofC 2012 legacy opportunities</li> <li>• Explore and MoU with BSK-CIC to utilise European Enterprise Network</li> <li>• Support the Link to China Initiative via BCC and SCofC</li> <li>• Develop a Marcomms plan to demonstrate scale of exporting and scale of opportunity for Surrey businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a series of exemplar case studies across key sectors and sizes of business to demonstrate advantage of exporting</li> <li>• Work in partnership to support appropriate international trade/exporting events</li> <li>• Promote trade development programme – UKTI</li> <li>• Develop local export advisors service to assist in support of companies wanting to export – linking to Growth Accelerator programme</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a series of case studies across key sectors and sizes of business to demonstrate advantage of exporting</li> <li>• Work in partnership to support appropriate international trade/exporting events</li> <li>• Promote trade development programme – UKTI</li> </ul>

<b>Key Action</b>	<b>Establish Surrey as a venture capital hub and create a Surrey Business Investment Fund of £1bn</b>
<b>Rationale</b>	<p>Access to finance for businesses, at all levels, is critical for the future growth of the Surrey economy.</p> <p>Developing Surrey as a Global choice for investment, driving inward investment from business investors, venture capitalists (both UK and international) and local authorities.</p> <p>To offer 3 key differentiators from alternative investment hot spots:</p> <ol style="list-style-type: none"> <li>1. Encouraging investment from business investors, venture capitalists (both UK and internationally based) and alternative sources such as local government</li> <li>2. A varying choice of investment opportunities from innovative, creative and knowledge driven (including 'Hi-Tec') to more traditional businesses in addition to offer the chance of investing in established companies as well as start up or newly formed</li> <li>3. Development of a Surrey fund of £1bn demonstrating the willingness and confidence of this county in its own future and potential.</li> </ol> <p>The underlying objective is to drive both investors and businesses who want to set up or transfer their businesses into Surrey because of the proactive and confident approach that there is to businesses in the county.</p>
<b>Project Outcome</b>	<p>International recognition that Surrey is a top target for business and investors alike demonstrated in:</p> <ul style="list-style-type: none"> <li>• A marked growth in the economy</li> <li>• A first choice for business</li> <li>• A first choice for investors</li> <li>• An investment fund easily subscribed.</li> </ul>
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• Raise first £10m</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £50k per annum for dedicated PM</li> <li>• £25k per annum for Marcomms</li> <li>• £TBC For fund management</li> </ul>
<b>Key Delivery Partners</b>	<p>Appropriate Business Partners LAs C2I Surrey 100</p>
<b>Economic Growth Contribution</b>	DE 1, DE 2
<b>GVA Contribution</b>	TBD

**Investment Fund – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<ol style="list-style-type: none"> <li>1. Understand the investment pattern over the last few years. Namely, industry types, size of businesses invested into, by whom, in what capacity, structure and type of investment, how long the investment has been for, a Europe wide perspective of where and how investment has grown – where, why, how and by whom. (This work has already begun)</li> <li>2. Begin to develop the fund targeting a tranche of investment – possibly from local government. If for no other reason than to prove that the fund is up and running.</li> <li>3. Look to launch towards the end of year 1 beginning of year 2 the initiative to the outside world in the format of an event at a business hub. (the structure of this already has some initial thoughts in place).</li> <li>4. Develop a prospectus for the initiative.</li> <li>5. Explore the potential of sponsorship of Surrey 100 Club</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue with the growth of the fund.</li> <li>2. Hold regular seminars for both potential businesses – start ups/those looking to re-locate/investors.</li> <li>3. Drive marketing to help in the profile and development of the initiative.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continued growth of the fund.</li> <li>2. Ongoing promotion of Surrey and the initiative.</li> <li>3. Work with new businesses that have started up or been attracted to Surrey to market and continue developing the initiative.</li> </ol>



<b>Key Action</b>	<b>Establish a World-Class Business School in Surrey</b>
<b>Rationale</b>	<p>Many of the world's leading and most successful locations and economies have business schools within the top 100 ranking.</p> <p>To support and capitalise on its already excellent business base, Surrey needs to create a World-Class Business School to support and deliver 'local' world-class business solutions/thought leadership to and for benefit of Surrey businesses; and act as a draw for new businesses to the county. Either as a home grown business school – building on existing arrangement or attract an (inward bound) existing world-class management school to open a new facility within Surrey.</p> <p>This will provide a greater level of professional business qualifications which can be utilised across Surrey companies will be a key benefit for Surrey.</p> <p>This will stimulate economy by being a business school of future – embedded with key sectors and companies Surrey based – and could be attached to existing university/s.</p>
<b>Project Outcome</b>	A world-class business school for Surrey business community to benefit from and a catalyst to attract and stimulate new investments into Surrey.
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• Identification of a world-class business school solution n for Surrey</li> <li>• Surrey Business School in top 100 Global</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £25,000 per annum Project Management</li> <li>• £TBC Financial cost of school</li> </ul>
<b>Key Delivery Partners</b>	RHUL UniS UCA Key Business Sectors
<b>Economic Growth Contribution</b>	KE 1
<b>GVA Contribution</b>	TBD

**Business School – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<ul style="list-style-type: none"> <li>• Establishment of what existing HE Surrey ambitions are to become/have a World-Class Business School in Surrey</li> <li>• Establish level of cooperation and actions between the three universities to take forward the ambition</li> <li>• Identify who are the Top 10/100 UK/Global business schools</li> <li>• Identify critical enablers to move project forward</li> </ul>	<ul style="list-style-type: none"> <li>• Produce a Surrey prospectus to say ,why surrey as a location for a world-class business school</li> <li>• Establish the economic case</li> <li>• Communication with Surrey business as to why as world-class business school is critical/important</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing promotion</li> </ul>

<b>Key Action</b>	<b>Stimulate Youth Enterprise and Employability – ensuring Young People can succeed in the workplace</b>
<b>Rationale</b>	<p>Surrey has to stimulate the next generation to engage in business development/creation to form the basis of the future success of Surrey.</p> <p>This has to embed the enterprise culture with schools, colleges and universities – to raise and inspire aspirational thinking.</p> <p>Allied to this is the need to Champion and enable apprenticeships, internships and engender enterprise and entrepreneurialism to enhance educational view of business and assist in the reduction of NEETS.</p> <p>This will require support to raise business leadership in embedding culture within educational system across Surrey, with both state and private/public education, and increase levels of work experience and Young People and company interaction and stimulate internship activity and create an internship qualification.</p> <p>Supporting this there is a need to expand the range of career advice and opportunities by identifying key champions to lead Enterprise in every school and colleges of further education.</p> <p>Support and the promotion of policy plans and strategies has to happen as well – such as Surrey County Councils Young People’s Employability Plan 2012-16 – which has the aim that by 19 years of age every Surrey young person will be participating in education, training or employment with training.</p>
<b>Project Outcome</b>	Surrey has an entrepreneurial culture that is embedded from the early stages of education and that young people are able to step from learning into work
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• Set up ‘Entrepreneur Academy’ and run course throughout the holiday period</li> <li>• Link full and part time courses to relevant modules.</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £ 50K per annum project management</li> <li>• £TBC Programme running costs</li> </ul>
<b>Key Delivery Partners</b>	<p>FE Colleges</p> <p>SCC</p> <p>Universities</p> <p>Private Sector</p>
<b>Economic Growth Contribution</b>	KE 2
<b>GVA Contribution</b>	TBD

**Youth Regeneration – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<p><b><u>Enterprise Provision in Surrey</u></b></p> <ul style="list-style-type: none"> <li>▪ Understand current levels of enterprise provision across all age ranges (5-25 years) from providers such as Young Enterprise and Surrey Satro</li> <li>▪ Understand and identify key events (such as YE 50<sup>th</sup> Celebration Event) to support and promote key objectives</li> </ul> <p><b><u>Surrey Entrepreneurs Event</u></b></p> <ul style="list-style-type: none"> <li>▪ Raise awareness of successful entrepreneurs in Surrey; presentation to learners.</li> <li>▪ Schools to attend summer fairs at the various colleges</li> </ul> <p><b><u>Working Group</u></b></p> <ul style="list-style-type: none"> <li>▪ Identify key partners to form a working group (Universities Entrepreneur in residence – Young Enterprise – Surrey Satro – Surrey CC)</li> <li>▪ Working group to focus on :               <ul style="list-style-type: none"> <li>▪ Determining programme vision</li> <li>▪ Determining linkages between current provision (enterprise-entrepreneurship activity/internships and work experience/mentoring/STEM etc) and scope opportunities for new activity to plug gaps (either in scale or level/age group)</li> </ul> </li> <li>▪ Creating planned pilot delivery programme for the rollout</li> <li>▪ Creating teaching and business modules (CSR) to equip students for labour market</li> <li>▪ Exploring one day enterprise programmes that can be delivered in schools/colleges</li> <li>▪ Determining KPIs</li> <li>▪ Discussing suitable qualification with NCFE, OCR and Edexcel such as               <ul style="list-style-type: none"> <li>○ NCFE awards in Enterprise Skills</li> <li>○ NCFE award in Employability Skills</li> <li>○ OCR company based module</li> </ul> </li> </ul>	<p><b><u>Toast of Surrey Award</u></b></p> <ul style="list-style-type: none"> <li>▪ Organise for the finalist and runner up from Young Enterprise to receive the Enterprise Award from Surrey Connects</li> </ul> <p><b><u>Embed Employability Skills</u></b></p> <ul style="list-style-type: none"> <li>▪ Raise the level and period of work experience to 3 months+ through internships</li> <li>▪ Investigate the REED/NCFE route for college and schools</li> <li>▪ Identify range of business courses being delivered by schools and colleges of further education</li> <li>▪ Review the involvement of private schools</li> <li>▪ Create method to accredit time spent and skills learnt during internship</li> <li>▪ The YE company programme in schools to be extended to colleges</li> <li>▪ Discuss development of new qualification in entrepreneurialism from L1 to HE</li> </ul> <p><b><u>Raise the profile</u></b></p> <ul style="list-style-type: none"> <li>▪ Discuss the set up of Surrey Connects dragons den for full implementation by year 3</li> </ul> <p><b><u>Reduce the number of NEETS</u></b></p> <ul style="list-style-type: none"> <li>▪ Develop a pre-apprenticeship programme to re-engage students</li> <li>▪ Explore setting up regional companies for NEETS; developing a tool that identifies/tests - level of IT, literacy, numeracy and business acumen etc.</li> </ul>	<p><b><u>Entrepreneur Academy</u></b></p> <ul style="list-style-type: none"> <li>▪ Set up ‘Entrepreneur Academy’ and deliver courses throughout the holiday period</li> <li>▪ Investigate funding for capital</li> <li>▪ Develop a funding model for full cost or SFA funding to cover delivery</li> <li>▪ Develop a diagnostic assessment tool that identifies students with the right attributes</li> <li>▪ Link full and part time courses to relevant modules</li> </ul> <p><b><u>Review duration of Vocational courses</u></b></p> <ul style="list-style-type: none"> <li>▪ Discuss funding implications with SFA and EFA</li> <li>▪ Pilot Level 2/3 courses extending the duration by a year to build in internship year e.g. BTEC course from 2 yrs to 3yrs; 2<sup>nd</sup> yr in placement</li> </ul>

<b>Key Action</b>	<b>Promote Surrey as Leaders of the Digital Age</b>
<b>Rationale</b>	<p>Surrey has to maximise the benefits of the third industrial revolution and providing support to the next generation and matching to business global needs</p> <p>By stimulating entrepreneurship activity in schools and colleges Surrey has to match youth and business to maximise knowledge benefit and for Surrey to allow it to become the centre of a social media skills in the UK</p> <p>There is the need to raise level of business in schools/Colleges and create a culture of enterprise within academia to stimulate new media</p>
<b>Project Outcome</b>	Surrey businesses are able to take advantage of leading edge digital expertise to drive their businesses forward in the global market place by utilising the skills of Young People
<b>Year 3 Milestones</b>	<ul style="list-style-type: none"> <li>• Create a world-class social media apprenticeship academy</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• £50k per annum Project Management</li> <li>• £30k Research and White Paper Yr 1</li> <li>• £25k programme launch Yr2</li> <li>• £25k per annum Marcomms role out for programme colleges and businesses across Surrey</li> </ul>
<b>Key Delivery Partners</b>	<p>DYA UniS RHUL UCA FE Colleges SCC NGOs Private Sector</p>
<b>Economic Growth Contribution</b>	IC 2, DE 2, DE 4, KE 2
<b>GVA Contribution</b>	TBD

**Digital Age – Actions for Year One, Two and Three**

Key Actions Year One	Key Actions Year Two	Key Actions Year Three
<ul style="list-style-type: none"> <li>• Maximise project success by establishing formal agreement and linkages to Digital Youth Academy and agree delivery processes for Surrey               <ul style="list-style-type: none"> <li>• Develop Surrey DY manifesto</li> <li>• Undertake survey work with employers/businesses</li> <li>• Develop Surrey DY White Paper</li> </ul> </li> <li>• Promote apprenticeships within the area of social media with both YP and Businesses raising YP/Business interaction</li> <li>• Create a pilot social media apprenticeship academy</li> <li>• Develop Marcomms strategy</li> <li>• Identify and engage Key Business champions</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and undertake mentor and training</li> <li>• Create social media business mentors within schools</li> <li>• Engage apprentices and businesses</li> <li>• Undertake Marcomms to ramp up Surrey businesses use of SM</li> <li>• Launch programme</li> </ul>	<ul style="list-style-type: none"> <li>• Continue programme</li> <li>• Review and develop case studies</li> </ul>



## For Further Information

## Contact

Mark Pearson  
Chief Executive, Surrey Connects Ltd

T: 01483 685230      M: 07581 098 157

E: mark.pearson@surreycc.gov.uk

E: mark.pearson@surreyconnects.com

W: www.surreyconnects.com

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*Surrey Connects Ltd, is a company limited by guarantee  
Registered in England and Wales, Company Number: 07785007*

*Registered Office:  
Buryfields House, Bury Fields, Guildford, GU2 4AZ England*

*Trading Address:  
Surrey Connects, Surrey Technology Centre, Surrey Research Park Guildford, Surrey GU2 7YG*

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