

Appendices

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5.1 Underlying principles

Enterprise – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	Business support services offer mainstream advice and direct businesses to appropriate environmental management support, enabling them to respond effectively to regulation and market expectations, to help reduce running costs and energy use, and to work towards reducing their carbon and ecological footprints. The priorities of this goal, as well as the Resource Efficiency goal, support environmental technology and science sector start-ups and growth.
Ensuring a strong, healthy and just society	The Enterprise goal addresses shortfalls in access to, or lack of awareness of, business support services for marginalised groups. This goal also promotes the wider participation of all groups in enterprise and acknowledges the benefits that different cultures, ideas and experiences have for job creation and productivity growth. This goal, and the Economic Participation goal, recognise the responsibility of the region's businesses to tackle discrimination in the workplace on such grounds as gender, age, disability, ethnicity, faith or sexual orientation.

Innovation – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	Innovation in new technologies, products and processes can contribute to minimising the impact of economic growth on both the natural and historic environments. Innovation can improve our ability to detect and measure change in the environment, devise solutions to environmental problems and increase the efficiency with which we use scarce resources such as water. The goal of achieving sustainable development is an opportunity for businesses innovating in the diverse field of environmentally friendly technologies. This could include renewable energy, transport and transport management systems.
Ensuring a strong, healthy and just society	Innovation, and particularly the emerging field of social innovation, is about developing new ideas to tackle social problems or meet social needs. This can include a new product, service, initiative, organisational model or approach to the delivery of public services. A number of the greatest challenges facing the region such as demographic change and the aging population, addressing the income and employment of disadvantaged groups, tackling poor health and developing sustainable communities are resistant to conventional approaches. The priorities of the regional economic strategy (RES) will contribute to developing innovative practice, creativity and skills, networking within and between sectors to solve problems, financing innovation for social purposes and developing world-leading expertise in areas such as healthcare. Building third-sector capacity will also allow innovations from the voluntary and community groups and social enterprises to be harnessed to improve and complement mainstream public service.

Digital Economy – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	<p>ICT and digital technologies will increasingly be key elements in creating a resource-efficient and low-carbon economy. This can include reducing the need to travel, enabling better use of the transport system and relieving congestion, making more efficient use of physical spaces, and managing supply and value chains more effectively, understanding and managing changes in climate and habitats.</p>
Ensuring a strong, healthy and just society	<p>Teleworking can help overcome local labour shortages and enable disadvantaged groups, in particular disabled people, or those who, for other reasons, including caring responsibilities, would benefit from home working.</p> <p>The region must ensure, as far as possible, that no communities within the region are ‘digitally excluded’. This may include disadvantaged people, such as those on low incomes, the unemployed, those in rural areas with limited access to amenities and migrant workers who may have more difficulty accessing new technologies. Improved ICT skills can help the unemployed get back into work, and ICT skills are also important for older workers who, increasingly, will need to remain in employment for longer.</p> <p>The region must ensure that all sectors can benefit from ICT developments. The use of ICT in the voluntary and community sector is low compared to other sectors, but it is a key enabler. Specifically, ICT can underpin the long-term sustainability of organisations in the sector through the efficient use of resources, improved management of, and access to, information and in supporting communication.</p>

Resource Efficiency – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	<p>Creating a resource-efficient economy and growing the region’s environmental goods and services sector will move the East of England economy towards a more resource-efficient model and help achieve headline climate change mitigation and resource-use targets.</p> <p>The priorities of this goal contribute to moving the region towards living within its own environmental limits; to reduce resource-use and promote the efficiency of their use. The RES includes ambitious targets to reduce carbon emissions and water usage, to promote recycling and cut down on waste. The strategy recognises that the biggest challenge to address is that of climate change and the economic cost of not taking action will be greater than that of immediate and significant investment now.</p>
Ensuring a strong, healthy and just society	<p>By supporting the diversification and renewal of industries such as energy, which are undergoing major transformation, it is likely to reduce the costs of economic downturn in some industries. The scale of growth in the sector will also increase demand for labour, often in places with weak labour markets. There are also some benefits from encouraging and enabling behaviour change, from the taxing of carbon to the designing of communities that encourage walking and cycling, thereby delivering health benefits.</p>

Skills for Productivity – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	<p>The Skills for Productivity goal recognises that skills provision needs to respond and adapt to the needs of the economy. Skills development enables the region’s businesses to respond to environmental regulations and gain a greater understanding of how their business practices impact on the environment. It is an enabler for promoting resource efficiency and reducing carbon emissions and energy use. As the region develops and supports the use of renewable energy sources, the region’s businesses will need to respond to demands for different skill sets as consumers demand enhanced efficiency measures in new developments and communities, as well as adaptations to current offices and homes to save energy and water. To support the Resource Efficiency and Places goals, construction and planning skills will need to adapt to environmental legislation.</p>
Ensuring a strong, healthy and just society	<p>Raising skills levels is strongly linked to improved employability, career progression and health, which contribute to ensuring a strong, healthy and just society. Particular disadvantaged groups are more likely to have low skills and are therefore more likely to be at risk from poverty. Demographic change in the East of England has led to an increasing supply of older workers who are more likely to need to update their skills but are least likely to participate in training. Those with higher levels of skills are more likely to be employed and develop social networks, which have a positive impact on health. The Skills and Economic Participation goals recognise the under-utilisation of skilled migrant workers. Migrant workers may be discriminated against or their qualifications not recognised in this country, which impacts on their pay.</p> <p>The RES includes a headline target around reducing income inequalities. The structural change of the economy towards higher-skilled employment has been a major factor in the divergence of incomes in recent years and promoting a progression in skills levels will help to address this.</p>

Economic Participation – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	<p>Providing employment opportunities in areas suffering from deprivation, together with actions identified in the Skills, Transport and Places goals should improve accessibility for local communities and reduce their need to travel, reducing carbon emissions.</p>
Ensuring a strong, healthy and just society	<p>The Economic Participation goal focuses on enabling wider sections of the community to access education, training and employment, as well as tackling unemployment and ensuring that those who are socially excluded have the support they need to become economically active. The Economic Participation goal includes as a priority employers valuing a flexible, diverse and healthy workforce. This priority recognises that, in the context of a tight labour market, it is important to promote the full economic participation of all sections of the potential workforce and to use the talents of all. This includes responding to developments such as the aging population, increasing participation rates among females and an increasing number of people who balance care and work responsibilities.</p> <p>This goal also recognises that employers who invest in creating healthier jobs and working environments benefit from a more productive workforce.</p>

Transport – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	<p>Some of the larger transport infrastructure developments planned for the region, such as airport expansion, are likely to have negative environmental impacts. Decisions on such infrastructure plans are taken by national government; the regional economic strategy aims to ensure that, under all possible scenarios, the economic benefits from the transport system are maximised while mitigating actions to minimise environmental damage are put into place.</p> <p>The Transport goal addresses long-term sustainability issues by aiming to increase the share of journeys across all modes that pay the full environmental costs that they impose. This includes working to develop criteria that identify the environmental costs of new transport schemes and looking at how these costs can be incorporated into pricing.</p> <p>The priorities within this goal aim to encourage behavioural change in our travelling patterns and modal shift. Priorities under other goals, such as encouraging home-working and supporting mixed-use development to minimise the need to travel are important mitigating actions to minimise growth in carbon emissions by encouraging people to rely less on the car.</p> <p>The regional economic strategy recognises the need to increase the proportion of trips made by public transport, particularly rail, as well as increasing the proportion of freight carried by rail. The implementation priorities under this goal support these objectives.</p>
Ensuring a strong, healthy and just society	<p>Improving the effectiveness of the transport system contributes to reducing inequalities. There is a clear link between social exclusion, transport and the location of services, with many jobseekers citing the lack of transport as a barrier to work. Around half of 16-18 year-olds experience difficulties with transport costs in accessing learning, with some turning down educational opportunities because of transport problems. Transport is also important for accessing healthcare and supermarkets/food outlets. The negative effects of road traffic (accidents, pollution, noise) disproportionately affect socially excluded communities.</p>

Spatial Economy – Underlying principles

Sustainable development	Issues/actions
Living within environmental limits	<p>Climate change is likely to have a profound impact on the region’s places. The Spatial Economy goal aims to address this through a range of actions that either mitigate against the effects or help us adapt to unavoidable climate change. For this goal, mitigating actions include the incorporation of energy generation into buildings and integrating energy efficiency measures into planning and business design. Adaptation measures include the incorporation of water efficiency measures in new employment and housing builds and attention to flood defences where appropriate. Addressing climate change through both adaptation and mitigation will help to ensure we develop communities that are within the environmental limits of this region and help to reduce the global footprint of the UK.</p> <p>The Spatial Economy goal recognises the region’s key environmental, historic and heritage assets in planning for growth. Key environmental assets and the services they provide include:</p> <ul style="list-style-type: none"> • our rivers that provide both water resources and for disposal of our waste water • our wetland habitats that can act as flood protection areas and as a pollution control system • our coastal systems that act as flood protection areas • our land that accommodates housing and businesses, disposal of waste, extraction of minerals and crop and livestock production. <p>The assets of our natural and historic environment provide social and economic benefits in their own right. To live within our environmental limits, the implementation priorities of this goal therefore include maintaining and enhancing these assets through sustainable economic growth. Many small, local environmental sites are cumulatively important and allow the countryside and green spaces to be valued for their contribution to the well-being of the region.</p> <p>The Spatial Economy goal also recognises the advantages of promoting mixed-use development in order to reduce the need for travel. While much of the development will be centred on urban centres, this goal calls for consideration to also be given to rural communities, which can also benefit from, and contribute to, the growth agenda.</p>
Ensuring a strong, healthy and just society	<p>The Spatial Economy goal emphasises that a balanced approach to the provision of homes and jobs is needed to support economic growth and regeneration. Providing sufficient high-quality, affordable and accessible homes in the right locations will support the wider objectives of economic participation and reducing inequalities.</p> <p>This goal highlights the need for future rounds of spatial planning to consider how housing provision can be reviewed beyond 2021 to address demographic, affordability and economic demands, including the further potential of existing key centres for development and change and small or major eco-towns and new settlements.</p>

5.2 Key terms

agglomeration

the geographical concentration of economic activity. This can create competitive benefits from shared labour markets, specialist suppliers and the flow of new and innovative ideas

basic skills

defined by the Basic Skills Agency as ‘the ability to read, write and speak in English, and to use mathematics at a level necessary to function at work and in society in general’

biofuel

biofuel defined broadly is solid, liquid, or gas fuel consisting of, or derived from, biomass. Biofuel is considered an important means of reducing greenhouse gas emissions and increasing energy security by providing a viable alternative to fossil fuels.

biomass

biomass is recently living organisms or their metabolic byproducts – such as cow dung. It is a renewable energy source based on the carbon cycle, unlike other natural resources such as petroleum, coal and nuclear fuels

brownfield land

land that has been previously developed

climate change adaptation

measures to adapt to the future impacts of changing weather associated with climate change, eg flood defences

climate change mitigation

measures to reduce the rate at which greenhouse gases are emitted into the atmosphere, thereby reducing the effects of climate change

demand management

the management of the distribution of, and access to, goods and services on the basis of needs. In the Transport goal, demand management refers to the application of plans and policies to change or reduce the demand for car use by encouraging the behavioural change of household choices of travel. It is sometimes referred to as transportation demand management

economically active

those in employment or actively seeking employment and physically capable of taking up a job in the near future

economically inactive

those not in employment who are not actively seeking employment or are physically incapable of taking up a job in the near future

ecosystems services

the benefits people derive from ecosystems. Examples include protection from the sun's ultraviolet rays, waste absorption and breakdown, water filtration, flood and disease control, nutrient cycling and maintenance and regeneration of habitat

employment land review

reviews undertaken by planning authorities to assess the demand for, and supply of, land for employment

environmental goods and services

goods and services to manage and protect our natural resources. Examples include remediation and reclamation of land; renewable energy; waste management, recovery and recycling; and water supply and wastewater treatment

foreign direct investment

direct investments in productive assets by a company incorporated in a foreign country, as opposed to investments in shares of local companies by foreign entities. This is also termed inward investment. This could include new projects, expansions of existing projects, or mergers and acquisitions activity

functional urban area

an economic geography comprising an urban core and fringe areas that are connected through patterns of housing, work, education, supply chains and use of services. They are 'real' economic geographies in that they are not confined to, or defined by, administrative boundaries

further education

post-secondary education from basic training to higher national diploma or foundation degree. A small proportion of higher education is taught in further education colleges

global value chain

the globalisation of value chains – the process of producing goods, from raw materials to the finished product – with each stage of the 'chain' being undertaken in the most competitive locations

globalisation

the increasing economic integration of the world in terms of trade, investment and labour

green infrastructure

green spaces and landscapes within and around built developments considered as an integral part of the design and development process

gross value added

a measure of the economy's output based on the value of the goods and services produced by the economy minus the cost of the raw materials and other inputs used to produce them

higher education

education encompassing diplomas of higher education (DipHEs), bachelor degrees, master degrees, MBAs and PhDs

Integrated Development Programme

an investment planning tool that will enable partners (neighbouring and higher tier authorities, regional agencies and local stakeholders) to plan and manage social, economic and environmental growth holistically and sustainably based on a phased single investment delivery plan

international transport gateway

a pivotal point for the movement of people and merchandise into, from and within the region and UK, often connecting different modes of transport

inward investment

investment in this country by multinational enterprises, also termed foreign direct investment

key centres for development and change

21 urban areas – named within the East of England Plan – where new development will be concentrated to make the most of existing infrastructure and the potential for improvements or extensions to that infrastructure

knowledge economy

part of the economy which is driven more by knowledge and technology than by the traditional factors of capital and labour

labour force

refers to people who are offering themselves for work, that is those who are currently employed or self-employed, plus the (International Labour Office) unemployed

Leitch Review

the Leitch Review of Skills, Prosperity for all in the global economy – world-class skills – published in December 2006 – shows that the UK must urgently raise achievements at all levels of skills and recommends that the UK commits to becoming a world leader in skills by 2020, benchmarked against the upper quartile of the Organisation for Economic Co-operation and Development. This means doubling attainment at most levels of skill. Responsibility for achieving ambitions must be shared between central government, employers and individuals

Local Area Agreements

Local Area Agreements (LAAs) are three-year agreements that set out the priorities for a local area as agreed between central government (represented by Government Office) and local areas (represented by local authorities, local strategic partnerships (LSPs) and other key partners at local level)

local development framework

a suite of documents prepared by local authorities, which includes the policies, proposals and other documents about land use and spatial planning in a local area

lower-quartile earnings

the level at which the bottom 25 per cent of all earnings are at, or below

market failure

market failure describes situations in which free-market outcomes lead to an inefficient allocation of resources, providing a rationale for government intervention. These include where buyers/sellers have imperfect information with which to make decisions; where the actions of individuals or firms affect others, but where these costs or benefits are not reflected in the price of the good or service; where public goods are required, which cannot be charged for; or where one or a few buyers or sellers have sufficient market power to influence prices

masterplan

a master plan is essentially a plan for a large area, such as a town centre, which establishes a development framework for infrastructure, buildings and public realm and presents how town centres might look in the future

microgeneration

microgeneration is the generation of zero or low-carbon heat and power by individuals, small businesses and communities to meet their own needs

Multi Area Agreements

designed to facilitate greater cross-boundary collaboration on key economic issues in towns, cities and other areas. Essentially cross-boundary Local Area Agreements, these are voluntary agreements between groups of local authorities on shared targets drawn from existing strategies and the national indicator set

next-generation broadband

broadband access which is at least ten times faster than the average download speed of broadband connections in the UK today and which offers more symmetric bandwidth – where the bandwidth for uploads is more equal to the bandwidth for downloads. Some forms of next generation access also offer a guaranteed bandwidth that is not shared with others, meaning a more stable service at peak times

onshore and offshore wind

wind power is the conversion of wind energy into more useful forms, usually electricity, using wind turbines. Onshore turbine installations in hilly or mountainous regions tend to be on ridgelines generally three kilometres or more inland from the nearest shoreline. Offshore wind development zones are generally considered to be ten kilometres or more from land

open innovation

sharing and use of new and existing ideas, research, processes and technologies

productivity

the measure of output per employee per period of time, either per year or per hour worked

qualifications

NVQ equivalents are used to classify qualifications. NVQ levels 4 and above are usually referred to as 'higher-level' qualifications and equate to first degree and higher degree/professional qualifications. NVQ level 3 qualifications are usually referred to as 'intermediate' qualifications and equate to two A-levels. NVQ levels 2 and below are referred to as 'lower-level' qualifications with NVQ level 2 equating to five GCSEs at grades A* to C

regional development agencies

the nine government agencies set up in 1999 to coordinate regional economic development and regeneration, enable the nine English regions to improve their relative competitiveness and reduce imbalances existing between regions

Regional Funding Advice

public funding allocations based on advice from each English region on their spending priorities for transport, housing and economic development

regional spatial strategy

strategy of development plans, which focuses on the planning system at a regional and local level

renewable energy

renewable energy flows involve natural phenomena such as sunlight, wind, tides and geothermal heat, as the International Energy Agency explains: 'Renewable energy is derived from natural processes that are replenished constantly. In its various forms, it derives directly from the sun, or from heat generated deep within the earth. Included in the definition are electricity and heat generated from solar, wind, ocean, hydropower, biomass, geothermal resources, and biofuels and hydrogen derived from renewable resources'

resource productivity

a measure of the efficiency with which an economy uses energy and materials

retrofitting

improving the environmental efficiency of existing housing through the addition of new features and technologies

skills gap

where existing workers are not fully proficient at their job

skills shortage

where employers experience difficulties in recruiting to specific posts due to a lack of applicants with the necessary skills, work experience or qualifications

social enterprise

businesses with primarily social objectives whose surpluses are principally re-invested for that purpose in the business or in the community

social exclusion

the Social Exclusion Unit describes social exclusion as a 'shorthand term for what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health, and family breakdowns'

Sub-national Review of Economic Development and Regeneration

the Sub-national Economic Review of Economic Development and Regeneration (SNR) published in July 2007 outlines the government's plans to refocus both powers and responsibilities below the national level to encourage economic growth in regions, cities and localities and tackle persistent pockets of deprivation

Sustainable Communities Plan

the plan sets out a long-term programme of action for delivering sustainable communities in both rural and urban areas. It aims to tackle housing supply issues in the South East, low demand in other parts of the country, to bring all social housing up to the Decent Homes standard by 2010, to protect the countryside and improve the quality of our public space. The plan was launched in 2003 by the Office of the Deputy Prime Minister

sustainable development

defined by the World Commission on Environment and Development as 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'

venture capital investment

unsecured funding provided by specialist firms to start-up firms and small businesses with perceived, long-term growth potential, in return for a proportion of the company's shares

worklessness

those who are out of work. Worklessness goes further than those who are unemployed and includes those who are 'economically inactive'. Many are outside the labour market voluntarily because of family responsibilities or early retirement. But the evidence suggests that many others would want a job and would work if they had the right opportunity, incentive or path back into employment

5.3 Acronyms

BERD	Business enterprise, research and development
BERR	Department for Business, Enterprise and Regulatory Reform
BSSP	Business Support Simplification Programme
CBI	Confederation of British Industry
CLG	Department for Communities and Local Government
CO₂	carbon dioxide
CRed	Carbon Reduction project
DEFRA	Department for Environment, Food and Rural Affairs
DTi	Department for Trade and Industry (replaced by the new Department for Business, Enterprise and Regulatory Reform)
EEDA	East of England Development Agency
EERA	East of England Regional Assembly
EU	European Union
FDI	foreign direct investment
GCSE	general certificate of secondary education
GDP	gross domestic product
GO-East	Government Office for the East of England
GVA	gross value added
HFCs	hydrofluorocarbons
ICT	information and communications technologies
ISA	integrated sustainability assessment
ISF	Integrated Sustainability Framework
IT	information technology
LDA	London Development Agency
LSC	Learning and Skills Council
MAA	Multi Area Agreement
MP	Member of Parliament
MIT	Massachusetts Institute of Technology
MKSM	Milton Keynes South Midlands
MW	mega-watt
NHS	National Health Service
NRP	Norwich Research Park
N₂O	nitrous oxide

Appendices
Acronyms

NVQ	national vocational qualification
O2C	Oxford2Cambridge Arc
OECD	Organisation for Economic Co-operation and Development
ONS	Office of National Statistics
PSA	Public Service Agreement
R&D	research and development
RDA	Regional Development Agency
REEIO	Regional Economy Environment Input Output model
REP PSA	Regional Economic Performance Public Service Agreement
RES	regional economic strategy
RFA	Regional Funding Advice
RSS	regional spatial strategy
RTS	regional transport strategy
SA	sustainability appraisal
SEA	strategic environmental assessment
SEEDA	South East England Development Agency
SNR	Sub-national Review of Economic Development and Regeneration
TGSE	Thames Gateway South Essex
UKTI	UK Trade & Investment

5.4 List of stakeholders involved in the process

Organisations and partnerships that participated in regional economic strategy review process.

1st East	Borough Council of King's Lynn & West Norfolk
Advice Alliance East	Borough of Broxbourne
Advice For Life	Braintree District Council
Advisory Conciliation Arbitration Service	Breckland Council
Age Concern Eastern Region	British Marine Federation
Agricultural Development in the Eastern Region	Broads Authority
Aker Kvaerner Offshore Partner	BT
Alphabetic Ltd	Business Link East
Ambrook Associates	Business Links Small Business Service
Amdeo	Cambridge City Council
Anglia Care Trust	Cambridge Management Development
Anglia Ruskin University	Cambridge Network Ltd
Anglian Water	Cambridge Regional College
Archant Ltd	Cambridge University Hospitals (Addenbrooke's)
Arts Council England, East	Cambridgeshire Chamber of Commerce
Ashridge Business School	Cambridgeshire Community Foundation
Associated British Ports	Cambridgeshire County Council
Associated Disabled Professionals	Cambridgeshire Horizons
Association of Colleges in the Eastern Region	Campaign to Protect Rural England
Association of Universities in the East of England	Camping in Tuscany
Auriplex Ltd	Care Services Improvement Partnership
Azura Group Ltd	Castle Point Borough Council
BAA Stansted Ltd	Centre for Sustainable Engineering
Babergh District Council	Centre for Sustainable Technologies
Barton Willmoore on behalf of Ashfield Land	Chamber of Commerce for Bedfordshire and Luton
Basildon District Council	Chelmsford Borough Council
Bedford Borough Council	China-Britain Business Council
Bedford Commuters Association (Rail User Group)	City & Guilds Eastern Region
Bedford Credit Union	Climate Change Partnership
Bedfordshire & Luton Economic Development Partnership Ltd	Colchester 2020
Bedfordshire County Council	Colchester Borough Council
Bedfordshire Rural Affairs Forum	Colchester Institute
Bedfordshire Rural Communities Charity	Commission for Architecture and the Built Environment
Bidwells	Community Action Decorum
Big Lottery Fund	Community and Voluntary Forum Eastern Region
Birketts LLP Solicitors	Confederation of British Industry

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List of stakeholders
involved in the process

Consumer Council for Water
Core Education UK
Cornelius Group Plc
Council for the Protection of Rural
England
Country Land & Business Association
Countryside Properties Plc
Cranfield University
Creative & Cultural Skills
CRed
Cross Keys Homes Ltd
Dacorum Borough Council
David Ball Group PLC
David Lock Associates
Department for Business, Enterprise
and Regulatory Reform
Department for Communities and
Local Government
Department for the Environment, Food
and Rural Affairs
Department for Transport
Development Trusts Association
Deyton Bell
Digital Partnership
Disability Essex
East Anglia Air Ambulance
East Cambridgeshire District Council
East Hertfordshire District Council
East of England Association of Civil
Trust Societies
East of England Association of Parish
& Town Councils
East of England Business Group
East of England Development Agency
East of England Energy Group
East of England Environment Forum
East of England Faiths Council
East of England Innovation Relay
Centre
East of England International Ltd
East of England Multimedia Alliance
East of England Public Health Group
East of England Regional Assembly
East of England Rural Forum
East of England Skills and
Competitiveness Partnership
East of England Strategic Health
Authority
East of England Tourism
Easton College
Engineering Employers' Federation
English Heritage
English Partnerships
Environment Agency
Envirowise
Epping Forest District Council
ERBI
e-skills UK
Essex & Suffolk Water
Essex Association of Local Councils
Essex Business Consortium
Essex Chamber of Commerce
Essex County Council
Essex Development and Regeneration
Agency
Essex Rural Partnership
Ethnic Minority Business Group
Exemplas Ltd
Federation of Small Businesses
Felixstowe Radio CIC
Fenland District Council
Flourishing People Ltd
Forest Heath District Council
Forestry Commission
Fraser Offshore Ltd
Freight Transport Association
Friends of the Earth
Future East
Gallagher Longstanton Ltd
GeoSuffolk
Government Office for the East of
England
GradsEast
Great Yarmouth Borough Council
Greater Cambridge Partnership
Greater Essex Prosperity Forum
Greater Peterborough Partnership
Groundwork East of England
Halcrow Group Limited
Harlow District Council
Harlow Local Delivery Vehicle
Harlow Renaissance
Haven Gateway Partnership
Heritage Economics & Regeneration
Trust
Heritage Lottery Fund
Hertfordshire Business Incubation
Centre
Hertfordshire Community Foundation
Hertfordshire Connexions
Hertfordshire County Council
Hertfordshire Prosperity Ltd
Hertsmere Borough Council
Higher Education Funding Council for
England
Highways Agency
HM Treasury
Home Office
Houghton Regis Development
Consortium

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List of stakeholders
involved in the process

Huntingdonshire District Council
Hutchison Ports (UK) Ltd
Imperial War Museum
Improve Ltd Sector Skills Council
incredit Ltd
Indigo Foundation
Inspire East
Institute of Chartered Accountants in
England and Wales
Institute of Directors
Institution of Civil Engineers
Instrata
InterBusiness Group Ltd
Ipsenta
Ipswich Borough Council
ISL Planning Service Ltd
Ixion Holdings Ltd
Jobcentre Plus
John Doyle Group
Land Securities
Landamores
Lantra Sector Skills Council
Lean transport
Learning & Skills Council
Library House
Lifelong Learning UK
Link Ed
Living East
London Development Agency
London Luton Airport Operations Ltd
London Southend Airport Company
Lowestoft & Waveney Chamber of
Commerce
Lowestoft College
Luton Borough Council
Luton Minority Business Forum
Malczyk Associates Ltd
Market Towns East
Maylands Partnership
Mentfor CIC
Mid Bedfordshire District Council
Migrant Workers Steering Group
Mills & Reeve
Minority Ethnic Network Eastern Region
Mistley Quay & Forwarding
MOVE – Lifelong Learning Network
Museum of Power
Museums Libraries & Archives East
of England
Nathaniel Lichfield and Partners
National Audit Office
National Farmers' Union
National Housing Federation
National Industrial Symbiosis
Programme
National Institute of Adult Continuing
Education
National Travelers Action Group
Natural England
Norfolk Chamber of Commerce
Norfolk Coast Partnership
Norfolk Country Strategic Partnership
Norfolk County Council
Norfolk Investing in Communities
Partnership
Norfolk Learning Partnership
Norfolk, Suffolk & Cambridge Strategic
Health Authority
North Norfolk District Council
Norwich & Norfolk Racial Equality
Council
Norwich City Council
Norwich International Airport
NRP Enterprise
NSO Associates LLP
Nuclear Industry Association
Nuttall John Martin
NW Brown Group Ltd
OCE (UK) Ltd
Office for National Statistics
One Railway
Opportunity Peterborough
Oxford 2 Cambridge Arc
Papworth Trust
Pera Innovation Ltd
Perenco UK
Perkins and Associates
Perkins Engines Co. Ltd
Peterborough City Council
Peterborough Environment City Trust
Peterborough Regional Economic
Partnership
PI Consulting
Pilgrims Baddow Ltd
Prettys Solicitors
proskills
Prudential Assurance Company
Regional Biodiversity Forum
Regional Cities East
Regional Family Carers Organisation
Network
Regional Transport Forum
Renaissance Southend
Renewables East
Risk Frisk Ltd
Ropemaker Properties
Royal Society for the Protection of Birds
Rural Action East

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List of stakeholders
involved in the process

Rural Community Council of Essex (& ERP)
Savills
Screen East
Shaping Norfolk's Future
Shelter
Shoebury Residents Association
Skillfast UK
Skills for Care
Skills for Care and Development
Skills for Health
Skills for Justice
skills for logistics
SkillsActive
SLP Energy
Social Enterprise East of England
SolXO Ltd. Excellence in Solar Architecture
South Bedfordshire District Council
South Cambridgeshire District Council
South Essex Chamber of Commerce
South Norfolk Council
Southend-on-Sea Borough Council
Southern and Eastern Region TUC
Sport England
SQW
St Edmundsbury Borough Council
St John's Innovation Centre
Stevenage Borough Council
Stevenage Business Initiative
Stop Harlow North
Sub-regional Group for Great Yarmouth & Lowestoft
Suffolk ACRE
Suffolk Chamber of Commerce.
Suffolk Coastal District Council
Suffolk County Council
Suffolk Development Agency Ltd
Suffolk New College
SummitSkills
SurgiCall Ltd
Sustainable Development Round Table
Sustrans
Taylor Vinters Solicitors
Tendring District Council
Thames Gateway South Essex Partnership
The Chamber
The Crown Estates
The Fen Line Users Association
The Guild
The Housing Corporation
The MTL Instruments Group plc
The National Trust
The Pension Service
The Prince's Trust
The Social Enterprise People
The Technology Partnership plc
The Wildlife Trust
The Woodland Trust
Three Rivers District Council
Thurrock Borough Council
Thurrock Local Strategic Partnership
Thurrock Thames Gateway Urban Development Corporation
Trades Union Congress Eastern Region Network
UK Centre for Economic & Environment Development
UK Trade & Investment
Unionlearn
UNITE
University for industry
University of Bedfordshire
University of Cambridge
University of East Anglia
University of Essex
University of Hertfordshire
Uttlesford District Council
Warren Services Ltd
Waveney District Council
Waveney Economic Partnership
Waveney TUC
Welwyn Hatfield Borough Council
Wilson, Lee and Partners
Writtle College
XL Independent Financial Advisers Ltd
Young Enterprise East of England