



Economic Regeneration Strategy

2004 – 2007



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1.0 Introduction

The purpose of this Strategy is to provide a 3-year framework to guide the Council's investment and policy formation in respect of the sustainable economic regeneration of the Borough. The objectives and tasks set out in this document will be supported by the preparation of annual SMART Action Plans, which will be subject to review and monitored in the light of progress against the performance indicators detailed in Appendix A to this document.

This Strategy outlines the broader corporate and community priorities which underpin its formation and reflects the progress made against the Economic Regeneration Strategy 1999-2004, which this document supersedes. The Strategy also details a number of key factors at a local, regional and national level that have influenced the objectives and actions identified in this new strategic framework and which can also be found in regional and sub-regional strategies that include and impact on the Gosport economy.

2.0 Key Principles

The principles of consultation and partnership working are inherent in both the creation and delivery of this Strategy's aims. The Council aims to consult widely with the business community and its partner agencies in economic regeneration and remains committed to the continuing development of effective partnerships with the public, private and community and voluntary sectors across the region.

At a local level the Council works with a range of organisations, both strategically and operationally. It recognises the key role played by the voluntary and community sector in ensuring successful and responsive social and economic regeneration strategies are developed for Gosport and will continue to support its development. Active participation in the Local Strategic Partnership and Gosport Regeneration Action Forum supports the exchange of information and identification of regeneration priorities, which in turn contribute to the creation and delivery of partnership initiatives. The Council is committed to developing partnerships with the local business community and building on existing relationships with trade and business associations.

Sub-regional partnerships are increasingly important in delivering objectives in a cohesive and cost effective manner. The Council will continue to participate in sub-regional partnerships that support its aims and contribute to the sustainability of the sub-regional economy.

(Details of the Council's partners in economic regeneration are contained at Appendix B.)

Given budgetary pressures, the financial resources the Council can devote to economic regeneration are necessarily limited. Direct financial support will therefore be directed towards initiatives that contribute to the effective delivery of the Council's economic regeneration objectives and impact on identified targets. However, the Council recognise that it is the total spend in the local area that will have the greatest impact on economic vitality. This Strategy is also therefore intended to provide the basis for identifying and securing additional resources, through partnership bids and the targeting of external funding streams.

This Strategy also recognises that economic, social and environmental issues are inextricably linked and that, in order to achieve sustainable economic success, an integrated approach must be encouraged through complementary patterns and rates of growth and investment. In particular, the Council will continue its efforts to tackle the skills deficit and low employment rates in areas of deprivation, as part of its broader commitment to social inclusion.

3.0 Corporate and Community Policy Framework

As a democratic body acting on behalf of the Gosport community, the Borough Council has an important role to play in providing strategic leadership and co-ordination of the diverse interests, needs and priorities of all those seeking to influence or affect the life of the Borough.

The Council's Mission Statement:

"To work with the community to improve everyone's quality of life, establishing a sustainable future for the Borough"

reflects this role, whilst recognising that its achievement is dependent on the Council's commitment to:

- *"continue to regenerate the Borough, facilitate a robust local economy and tackle social exclusion and deprivation;*
- *respond to the increasing pressures on the local environment and the need to improve access to the Gosport peninsula;*
- *utilise the waterfront and ex-Ministry of Defence land for the benefit of the local community;*
- *deliver best value, quality services which meet the needs of the community;*
- *make efficient use of limited resources and identify and develop new sources of income"*

The Borough Council's Corporate Plan embodies this commitment and sets out a number of values that underpin all areas of its statutory, discretionary and support service provision. These values are set out at Appendix C, together with a number of strategic priorities which are reviewed annually through the Plan and have a particularly high focus for delivery.

Recognising their unique role in leading and developing strategic partnerships, the Local Government Act 2000 requires local authorities to prepare a Community Strategy, reflecting the needs, priorities and aspirations of the Gosport community in improving the area's economic, social and environmental wellbeing. This has led to the establishment of a Local Strategic Partnership (LSP), which comprises key local service providers and is supported by a wider Gosport Partnership Forum. The LSP oversees the development of partnership actions and projects in response to community priorities.

The first Community Strategy for Gosport was published in May 2003, setting out a community vision and a number of common goals (see Appendix D) that, together with the principles and priorities of the Corporate Plan, inform and influence this Strategy.

There is increasing government pressure to achieve greater alignment of local economic and planning policies, in an effort to stimulate and facilitate a socially inclusive economy. The planning policy framework provided by the Local Plan Review (First Deposit) underpins the economic regeneration objectives contained within this strategy and reiterates the importance of achieving sustainable economic solutions.

In addition to the key documents mentioned above, there are a number of other Council strategies and policies that will influence the delivery of the objectives contained in this Strategy. Liaison and joint working between Council officers will therefore continue to be essential at both a strategic and operational level.

A list of all policy documents used in the preparation of this Strategy is contained at Appendix E.

4.0 The Global and National Context

In developing an economic strategy for Gosport, the Council must have regard to the wider macroeconomic environment and the potential impact of global and national market forces. Consideration must also be given to existing and potential national policy initiatives that are likely to impact at a regional and/or local level.

As an integral part of the wider global economy, the UK economy has been part of a trend that has seen rationalisation and consolidation amongst a number of sectors, driven by increased competition and advantages of scale. Cheap labour and the increasing growth of emerging markets has continued to fuel the decline of the UK's traditional manufacturing base and contribute, along with the continuing advances in communication technologies, to the transfer of call centres and other similar functions overseas. The impact of these changes has been experienced locally over the past year with a number of job losses occurring in the manufacturing sector and the complete withdrawal of one firm from the area.

Whilst there is some uncertainty over the long term growth prospects for the UK economy, current medium term economic forecasts suggest that GDP will grow annually between 2.0% and 2.5% until at least 2007, with inflation and unemployment levels likely to remain low over this period.⁽¹⁾ Whilst uncertainty remains over Britain's entry to the Euro, a generally stable macroeconomic climate will help provide a secure platform for growth.

In addition to the above, there are a number of other key trends affecting the competitiveness and working practices of businesses in the UK:

- **Growth of the Internet** - approximately one-third of all purchases are now made using the internet.
- **Flexible working practices** - fuelled by advances in technology and difficulties in recruiting and retaining appropriately skilled staff. New initiatives surrounding work-life balance are set to continue this trend and are also likely to see staff opting to work less hours.
- **Skills Shortages** - arising from skills deficiencies within the current labour market at both basic and advanced levels.

⁽¹⁾ HM Treasury, 2003

- **Affordable and Key Worker Housing** - are issues for both employees and businesses, with many companies reporting difficulty in recruitment and retention of staff.

At a national level, the following policy initiatives and developments offer a number of opportunities and challenges that could impact on the delivery of this Strategy:

- **Review of Indices of Multiple Deprivation** - due out in early 2004. The revised Indices are expected to reflect the new Ward boundaries and may well prove beneficial in attracting additional regeneration funding for areas of deprivation.
- **Children's Centres** – part of the Government's strategy to deliver better outcomes for children and families. Centres will provide integrated care and education for young children, health services and family support. In addition they will provide full day care and help facilitate the return to work of unemployed parents.
- **Growth Incentives Scheme** - due to be introduced from April 2005, following the next business rate revaluation. This scheme is intended to allow local authorities to keep some business rate receipts associated with economic growth, subject to certain constraints and conditions.
- **Business Improvement Districts** - provided for under the Local Government Act 2003. This initiative offers the opportunity for Local Authorities to work with businesses in order to revitalise and sustain town centres or areas of business concentration.
- **Local Development Frameworks (LDF)** - intended to give flexibility in planning for development in local communities. They will replace the Local Plan and their production will remain the statutory responsibility of the local planning authority. LDFs will be supported by holistic Action Plans that will, amongst other things, include a Statement of Community Involvement.
- **European Funding post 2006** - enlargement of the European Union is leading to a review of European funding mechanisms, with a new framework to be in place by 2006. It is expected that access to European Social Funds will be severely curtailed after that date.
- **Comprehensive Performance Assessment** - revisions to the CPA process in 2005-2006 are likely to see closer ties with the Community Strategy and a need to examine in more detail the influence and impact of a local authority on its local economy.

5.0 The Regional Economy

The increased devolution of power and funding to regional government agencies has led to a growing number of partnerships that seek to support and develop the regional and sub-regional economies.

The South East region, within which Gosport is located, is primarily a service sector economy, although it has the largest number of manufacturing jobs of any UK region. ~~In terms of gross value added (GVA) the three largest sectors are: Business~~

Services; Manufacturing and Wholesale/Retail but in terms of employment the majority of opportunities are provided by the following sectors: Distribution, Hotels & Catering; Finance and Business; and Education, Health & Social work.⁽¹⁾

The South East regional market has above UK average earnings, economic activity and self-employment rates.⁽²⁾ However, these figures mask a region of wide variances, that embrace not only a high proportion of high-order occupations that influence average figures but also a number of under-performing localities characterised by multiple disadvantages that act as a disincentive to potential investors. Skill shortages and hard-to-fill vacancies are common amongst the business services sector and professional and skilled trades. A significant percentage of the population, particularly in the south and east of the region have no qualifications and typically negative attitudes towards further training.

The region is seen as the UK's main transport gateway to the rest of the world, with high research and development (R&D) rates of growth.⁽²⁾ However, concerns over affordable and key worker housing have implications for the labour market. Transport systems across the region are under stress and commuting levels high. The comparatively high cost of commercial and industrial property is leading to the encouragement of a high value-added knowledge based sustainable economy and much government funding is being channelled in this direction.

Following the creation of Regional Development Agencies in 1999, there has been a growing emphasis on achieving national economic aims, such as improved competitiveness, by delivering targeted interventions that address the specific economic profile and needs of each Region.

The Regional Economic Strategy for South East England outlines the key issues for this Region and details the South East England Development Agency's (SEEDA) objectives and priorities for the period 2002-2012. The Strategy recognises the diversity that exists within the region and accords with the spatial framework provided by the Regional Planning Guidance for the South East (RPG9), which identifies South Hampshire as a Priority Area for Economic Regeneration (PAER).

The Regional Economic Strategy details a policy approach for Priority Areas for Economic Regeneration:

“where the task is to tackle deprivation in order to achieve social inclusion, raise overall economic performance and reduce disparities in prosperity across the region”.

This approach is being supported by the development of an Area Investment Framework (AIF) for Portsmouth and South East Hampshire. The purpose of the AIF is to support local regeneration by identifying gaps in investment and encouraging a sub-regional approach to a range of economic, physical and social issues. Local Strategic Partnerships have a key role to play in ensuring local needs and priorities are incorporated within the AIF, particularly as the latter will guide future investment by SEEDA and other regional partners.

⁽¹⁾ Regional Economic Strategy for South East England 2002-2012

⁽²⁾ Informing our Future, 2003

and strategies that are either reflected in the economic regeneration objectives contained in this Strategy, or are likely to impact on their delivery:

- **Framework for Employment and Skills Action Plan 2002** – sets out a collaborative approach to labour market improvements that will support the achievement of objectives set out in the Regional Economic Strategy.
- **Hampshire Economic Partnership Strategy and Action Plan 2001** – focuses on improving business competitiveness, retaining an attractive built and rural environment and increasing social inclusion across South Hampshire. The Strategy embraces the cities of Portsmouth and Southampton, as well as the Hampshire Districts.
- **South East England Regional Assembly (SEERA)** - is the representative voice of the region, which will be responsible for producing the Regional Planning Strategy for the South East under new changes to the planning system.
- **Solent Transport Initiative** - the Solent Transport partnership has been established by the local highway and transport authorities, transport providers and operators, together with business and other governmental interests. Its key aim is to develop an integrated approach to strategic transport planning within the South Hampshire sub-region.
- **South Hampshire Rapid Transit Strategy** – of which the Light Rapid Transit (LRT) is the first phase. Phase One of the LRT project will provide a light rail route connecting Fareham and Gosport to Portsmouth via a tunnel under Portsmouth Harbour. It is a key initiative in the draft transport strategy published by SEERA.

6.0 Local Economic Profile

Whilst recognising the importance and impact of changes in the wider economic environment, achieving sustainable economic growth in Gosport will ultimately depend on delivering targeted interventions that address the specific needs and economic profile of the Borough.

Background

Gosport has a population of 76,415⁽¹⁾ which, whilst projected to grow, will mirror the national trend towards an ageing population. Approximately 1.7% of the population are from ethnic minorities.⁽¹⁾ The Borough is located on a peninsula and covers an area of approximately 11 square miles. It has an urban density higher than any Hampshire District at 30.22 people per hectare,⁽²⁾ with a quarter of all land remaining in the ownership of the Ministry of Defence (MOD).

Investment

The release of Ministry of Defence land has provided a catalyst for regeneration, with mixed-use and industrial developments underway at a number of strategic and

⁽¹⁾ 2001 Census

⁽²⁾ Informing our Future, 2001

(see map overleaf). Close liaison with developers and other partners, such as the Harbour Economic Development Forum, has ensured comprehensive marketing of these sites and is encouraging new investment and business expansion and relocations into the area. The opportunities provided through new business investment in the Borough, coupled with the prospect

of the introduction of the Light Rapid Transit in 2007/2008, are helping to stimulate proposals for new investment in the Town Centre and contributing to increased demands for a quality hotel that will meet the needs of a range of business sectors.

The recent establishment of a Local Improvement Finance Trust Company heralds new long term investment in primary care health facilities across the Borough, with additional benefits expected to arise from related regeneration, training and employment opportunities.

Supply and demand figures for industrial and office accommodation over the financial year 2002/03 reveal that demand outstrips supply, particularly for floor space up to 10,000 ft.⁽¹⁾ There is evidence of demand for high quality office and industrial space from both existing businesses and those looking to relocate or expand within the sub-region. However, as a result, a number of older industrial estates in the Borough are vulnerable to decline as existing businesses opt to relocate or expand into new premises.

Although still low in comparison to other Hampshire Districts, average house prices are increasing in Gosport. In the two year period 2000-2002 the average house price increased by 45%, the highest growth achieved in Hampshire.⁽²⁾ This growth reflects the new high quality residential developments that are taking place in the Borough and these may well contribute to a changing demographic profile over time.

Employment and Economic Vitality

As at 2001, the Borough had 1681 businesses, of which 82% had between 1-10 employees and 98% less than 100 employees. Employment opportunities are limited by the low business density, with only 21,767 jobs available in the Borough. Over 70% of job opportunities are in the public administration or distribution, accommodation and catering sectors, with these areas also providing the most notable employment growth between 1996-2001.⁽³⁾ The Borough has the lowest competitive rating and business start-up rates in Hampshire, with only 135 new businesses established in the Borough during the 3 year period 1998-2001.⁽³⁾

Traffic congestion, particularly on the A32, is a significant problem for the Borough, with the high level of out-commuting a major contributory factor. With 36,041 residents in employment there is a clear shortfall in the number of jobs available locally which, when coupled with the limitations of the current economic base, force an estimated 50% of working residents to commute out of the Borough.⁽⁴⁾ Difficulties of access and egress can also act as a disincentive to businesses looking for opportunities to expand or relocate.

Further MOD sites have been identified for possible release and, whilst these will aid diversification of the economy and provide much-needed additional employment opportunities, it is important that a phased approach is adopted, allowing for appropriate infrastructure improvements that will aid sustainable development.

It is also possible that Ministry of Defence policy may lead to increased investment in a number of its remaining establishments in the Borough, and thereby generate

⁽¹⁾ HEDF

⁽³⁾ Office of National Statistics

⁽²⁾ HM Land Registry

⁽⁴⁾ 2001 Census

SKILLS

Understandably, the economy continues to have a strong defence-dependency and related skills base. Data shows Gosport to have the highest rate of high technology

employment in Hampshire, demonstrating local strengths in mechanical, electrical and instrument engineering skills and the expertise in the marine technology sector, supported by Qinetiq and the Solent Enterprise Hub at Haslar Marine Technology Park.⁽¹⁾

Despite these strengths, there are growing concerns over skill shortages and hard-to-fill vacancies across a number of sectors. Economic activity is below the Hampshire average, in addition to which, a recent sample of Gosport businesses revealed a large number of employees to be working on a part time basis. An acute shortage of early years' childcare provision is a key issue for the Borough and is known to be affecting local labour market activity.

Labour market constraints are compounded by deficiencies in basic skills, academic and vocational attainment levels; underpinned by low participation levels in further education, training and lifelong learning opportunities. The student quotient for Gosport is the lowest of all Hampshire Districts and 27% of 16-74 year olds have no qualifications. Only 14% have degree or higher level qualifications, with approximately 25% of the local population having below average basic skills.⁽¹⁾⁽²⁾

Deprivation

Gosport has 5 of the 20 most deprived Wards in Hampshire (pre-2001 boundary revisions) according to the Indices of Multiple Deprivation (IMD) 2000. Domain level analysis of the IMD reveals that improvements in these Wards will largely depend on tackling low levels of education, income and employment.

Analysis of Census 2001 data at Ward level shows unemployment in areas of deprivation rising to 5.6% (Grange Ward). Four Wards in the Borough are in the top ten Wards for unemployment in Hampshire. Attainment levels are often extremely low and this is particularly noticeable in the Town and Bridgemary Wards, where an average of 35% of 16-74 year olds have no qualifications at all.

Youth crime increased in Gosport over the three year period 1999-2002 and reflects the high population of young people living in areas of deprivation – in Grange Ward 35.6% of the population are under the age of 15 years. Similarly short term unemployment is particularly high amongst 18-24 year olds, representing 30% of all unemployment in the Borough at August 2003.⁽³⁾

Average household income shows Gosport to have the lowest average for all Hampshire Districts, with 72% of households estimated to have an income below the County average. Car ownership levels are also typically low in areas of deprivation, with 42.5% of households in Town Ward having no car at all.⁽¹⁾⁽²⁾

⁽¹⁾ Informing our Future, 2001

⁽²⁾ 2001 Census

⁽³⁾ Crime & Disorder Strategy 2002-2005

tandardised Mortality Ratio in Hampshire and the highest incidence of low birth weights. This latter indicator is associated with many factors including: smoking, maternal illness, congenital abnormalities and socio-economic deprivation.

Crime

The review of the Gosport Crime and Disorder Strategy 1999-2002 revealed that over this three year period increases were seen in youth crime and domestic violence. Whilst theft from motor vehicles was shown to be the most prevalent crime in Gosport, much acquisitive crime has been linked to the significant Class A drugs problem which exists in the Borough. It is also recognised that the fear of crime is a major issue for people who live and work in Gosport

7.0 Economic Regeneration Objectives 2004-2007

A review of the foregoing contextual and economic information provides the following summary of opportunities and threats, which face the Council in taking forward its commitment to economic regeneration:

Opportunities	Threats
<ul style="list-style-type: none"> • Strengthen and expand local and sub-regional partnerships with private, public and community/ voluntary sectors to aid identification of regeneration priorities and exchange of information and good practice • Build on local skills base in mechanical, electrical and instrument engineering, inc targeting of relevant knowledge-based industries • ESF funding for business training/support programme • Build on strength of local marine sector • Government initiatives to boost local enterprise and economic improvement • Regional sector development initiatives • Competitive land and house prices • Evidence of demand for industrial and office accommodation • Potential phased release of further MOD sites • Diversification of economy • Social enterprise development • Economic opportunities arising from proposed LRT scheme • Completion of new development sites • Revitalisation of Town Centre • Growing recognition of Gosport's deprivation issues • Development of Children's Centres 	<ul style="list-style-type: none"> • Limited financial resource • Adverse publicity and negative image • Ineffective partnerships and lack of support from key partners • Qualification and skills deficit • Limited signposting and co-ordinated support for start-up and existing businesses • Continuing decline of older industrial estates • Infrastructure deficiencies, including: childcare, affordable/key worker housing, visitor accommodation and healthcare • Transfer of manufacturing and some service functions overseas • Rapid and unplanned withdrawal of MOD from major employment sites • Transport congestion/out-commuting • Low business density and start-up rates • Government pressure to increase housing development at expense of employment sites • Pockets of deprivation and associated problems of social exclusion • Failure of proposed LRT scheme • Cessation/reduction of European Social Fund

<ul style="list-style-type: none">• Review of Indices of Multiple Deprivation• Increased investment/expansion of existing MOD sites	
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The above summary underpins the strategic objectives and tasks contained on pages 13-18 of this document and the detailed implementation framework provided by the annual Action Plan 2004-2005.

Risk Assessment

The Economic Regeneration Strategy 2004-2007 and Action Plan 2004-2005 have been risk assessed and both operational and management controls identified. Appendix F identifies the most common risks and sets out the operational controls being put in place to mitigate against these.

Action Plans for 2005-2007 and amendments to the Economic Regeneration Strategy 2004-2007 will be subject to a risk assessment and revisions to existing controls made as appropriate.

Monitoring and Review

The Action Plan will be monitored on a quarterly basis and contribute to an annual review of the Strategy and the strategic objectives contained within it. The impact of both the Strategy and Action Plan will also be assessed annually, using both quantitative and qualitative methods.

The key performance indicators and targets set out at Appendix A of this document will be monitored, although it is accepted that some limitations will apply as a result of delayed data releases. However, further quantitative and qualitative data will be gathered from partners and other reliable data sources, to supplement and enhance an annual impact assessment.

ECONOMIC REGENERATION STRATEGIC OBJECTIVES 2004-2007

Priority Area	Objectives	Tasks	Risks	Consequences
<p>Safer Communities</p> <p>Key Performance Indicators: ER28, ER29, ER30 (see Appendix A)</p>	<p>1. Implement the Crime & Disorder Act</p>	<p>1.1 Participate in the Community Safety Partnership 1.2 Contribute to the delivery of targets set out in the Crime & Disorder Strategy 2002-2005</p>	<p>Ineffective partnerships Staff resource Lack of funding</p>	<p>Lack of planning and support for Community Safety Partnership Ineffective meetings Less effective partnerships Failure to monitor effectiveness of projects supported Failure to complete quarterly returns/reduced funding Reduced support for detection/prevention of crime in Gosport Reduced public confidence</p>
	<p>2. Develop and implement partnership initiatives designed to improve community safety and address the fear of crime</p>	<p>2.1 Support the Domestic Abuse Forum and Racial Harrassment Forum, to raise awareness, encourage interagency working and combat abuse 2.2 Engage with other agencies in tackling drug misuse through education, enforcement and rehabilitation 2.3 Tackle the fear of crime through education, working with the local media and maximizing police and partners' presence 2.4 Reduce and prevent nuisance and anti-social behaviour through interagency working, voluntary and court orders and diversionary activities</p>	<p>Ineffective partnerships Staff resource Lack of funding</p>	<p>No forward plan for Domestic Abuse or Racial Harrassment Forums Lack of co-ordination and limited multi-agency action to reduce/prevent domestic abuse and racial harrassment Limited multi-agency engagement to tackle drug misuse Potential increase in crime and disorder Lack of public confidence Failure to reduce fear of crime Limited reduction/prevention of nuisance and anti-social behaviour Reduction in ability to sustain and/or develop new initiatives</p>

Priority Area	Objectives	Tasks	Risks	Consequences
<p>Improving Local Skills</p> <p>Key Performance Indicators: ER1, ER2, ER3, ER4, ER6, ER7, ER8, ER9, ER10, ER11, ER12 (see Appendix A)</p>	<p>3. Raise basic skill levels in literacy, numeracy and ICT</p>	<p>3.1 Support the delivery of Basic Skills in the Workplace 3.2 Contribute to the development of community-based programmes in areas of particular need</p>	<p>Ineffective partnership arrangements.</p> <p>Staff resource.</p> <p>Lack of support from business community.</p> <p>Lack of uptake by residents and/or community groups.</p> <p>Lack of funding and/or opportunities to support expansion</p>	<p>Lack of co-ordination and take-up by businesses.</p> <p>Failure to address basic skill needs of employers/employees in workplace.</p> <p>Restricted growth potential of individuals/businesses.</p> <p>Unable to sustain and/or expand current levels of delivery of basic skills via UK Online.</p> <p>Limited appeal of UK Online to target market.</p> <p>Areas of need cannot be targeted.</p>
	<p>4. Expand workforce capacity and address skill shortages</p>	<p>4.1 Participate in the ESF-funded 'Southern Entrepreneurs' project 4.2 Work with a range of public and private sector partners to identify training needs and offer a range of appropriate and flexible solutions 4.3 Encourage knowledge transfer and sharing of local expertise and skills 4.4 Identify targeted interventions to address skill shortages and reduce hard-to-fill vacancies</p>	<p>Ineffective partnership arrangements.</p> <p>Failure to meet match funding commitment.</p> <p>Lack of support from business community.</p> <p>Staff resource.</p>	<p>Poor or weak delivery of training and support services to businesses.</p> <p>Outputs not achieved/funding not released.</p> <p>Reduced/no benefit to Gosport businesses.</p> <p>Limit effective assessment of skill needs/gaps and provision/uptake of training opportunities.</p> <p>Limited transfer of knowledge, expertise and skills to young people, start-up and established organisations.</p> <p>Failure to develop new opportunities/initiatives.</p>

Economic Regeneration Strategy 2004-2007

Priority Area	Objectives	Tasks	Risks	Consequences
<p>Business Support & Workforce Development</p> <p>Key Performance Indicators: ER26, ER27 (see Appendix A)</p>	<p>5. Improve communication and liaison with local businesses</p>	<p>5.1 Carry out an annual programme of visits to public and private sector organisations</p> <p>5.2 Produce and distribute a quarterly newsletter to all businesses</p> <p>5.3 Organise minimum of one Mayoral business lunch per year</p> <p>5.4 Database update and business needs questionnaire</p> <p>5.5 Develop website and use of e-mail bulletins</p> <p>5.6 Provide financial and 'in kind' support to partner agencies</p>	<p>Staff resource.</p> <p>Lack of support from business organisations.</p> <p>Lack of Funding.</p> <p>Ineffective partnership arrangements.</p> <p>Lack of expertise to deliver user needs.</p>	<p>Lack of information re. business needs/key issues to inform policy and initiatives.</p> <p>Less effective partnerships.</p> <p>Lack of continuity.</p> <p>Damage to reputation.</p> <p>Limited promotion/uptake of support opportunities for businesses.</p> <p>Increasingly inaccurate data and lack of contact information.</p> <p>Limited effectiveness of online communication.</p> <p>Potential conflict with e-government strategy.</p>
	<p>6. Develop local business networks</p>	<p>6.1 Create and support a local business Forum</p> <p>6.2 Strengthen links with existing trade and business associations</p> <p>6.3 Encourage the development of local supply chains</p>	<p>Lack of funding.</p> <p>Staff resource.</p> <p>Ineffective partnership arrangements.</p> <p>Lack of support from business community.</p>	<p>Unable to provide refreshments.</p> <p>Damage to reputation.</p> <p>Loss of partnership working with business community and input to policy/project initiatives.</p> <p>Duplication of effort.</p> <p>Gaps in business support provision not identified.</p> <p>Loss of opportunity to encourage business growth and sustainability.</p>
	<p>7. Contribute to the development of sector-based initiatives</p>	<p>7.1 Identify issues for marine-related businesses and participate in the development of MareNet</p> <p>7.2 Support local and sub-regional tourism initiatives</p> <p>7.3 Contribute to the development of regional clusters for the construction and defence sectors</p>	<p>Lack of support from marine sector businesses.</p> <p>Staff resource.</p> <p>Ineffective partnership arrangements.</p> <p>Business Link Wessex funding withdrawn/insufficient to meet demand.</p> <p>Inward investment</p>	<p>Limited benefit to local economy.</p> <p>Network weakened across the region.</p> <p>Funding would have to be sought from local partners or services curtailed.</p> <p>Lack of information and support for leisure sector.</p> <p>Failure to promote benefits and raise awareness of potential investors.</p>

Economic Regeneration Strategy 2004-2007

Priority Area	Objectives	Tasks	Risks	Consequences
<p>Sustainable Investment & Indigenous Growth</p> <p>Key Performance Indicators: ER5, ER20, ER21 (see Appendix A)</p>	<p>8. Where land is surplus to MOD requirements, support its phased release for mixed-use and employment purposes</p>	<p>8.1 Contribute to the preparation of development briefs 8.2 Strengthen links with Defence Estates and attend regular liaison meetings</p>	<p>strategy not developed.</p> <p>Ineffective partnership arrangements. Staff resource. Lack of consultation. Withdrawal of funding support for HEDF.</p>	<p>Limited evidence base of level and nature of supply/demand for commercial property in the Borough. Failure to be fully informed re. Defence Estates' proposals. Limited strengthening of existing links with Defence Estates. No accessible data on local property market.</p>
	<p>9. Encourage inward investment and expansion opportunities for local businesses</p>	<p>9.1 Develop an inward investment strategy for the Borough 9.2 Take a lead role in marketing and promoting investment opportunities in the Borough 9.3 Ensure the provision of a range of industrial and office accommodation.</p>	<p>Ineffective partnership arrangements. Staff resource. Lack of support from officers/members. Withdrawal of funding for HEDF.</p>	<p>Ad hoc investment and failure to manage diversification and strengthening of local economy. Loss of investment marketing and property market information. Ineffective marketing and promotion of investment/enterprise development opportunities. Loss of accessible data and evidence base in respect of local property market.</p>
	<p>10. Ensure the quality and sustainability of existing and proposed commercial property solutions</p>	<p>10.1 Seek to regenerate older industrial areas 10.2 Support appropriate improvements to the local infrastructure and environment 10.3 Support the development of integrated and sustainable transport solutions</p>	<p>Ineffective partnership arrangements. Staff resource. Lack of business support.</p>	<p>Inability to gain understanding of business concerns. Lack of support to implement improvements. Decline of older industrial areas. Uninformed decision-making and failure to identify appropriate solutions to infrastructure issues. Lack of sustainable employment sites/opportunities.</p>

Economic Regeneration Strategy 2004-2007

Priority Area	Objectives	Tasks	Risks	Consequences
	<p>11. Improve the viability and vitality of shopping facilities in the Borough</p>	<p>11.1 Support the phased implementation of the Town Centre High Street improvements 11.2 Identify potential funding sources to support continuing improvements to the High Street and wider Town Centre area 11.3 Encourage an effective dialogue with local traders 11.4 Contribute to the sustainability of secondary and neighbourhood shopping areas</p>	<p>Consultancy contract not fulfilled. Weak project management. Insufficient funds to deliver works required. Ineffective partnership arrangements. Staff resource. Lack of support from local traders.</p>	<p>Continuing traffic congestion. Potential for additional expense on consultancy/legal fees. Delay in commencement of works. Works not completed to required standard and/or specification. Revision of specification/delayed implementation/increased funding allocation required. Limited identification of additional funding streams. Reduced ability to influence SEEDA funding. Limited understanding of local traders' concerns Lack of monitoring of visitor flows/satisfaction levels. Lack of information for policy formation and decision-making.</p>
<p>Community Regeneration Key Performance Indicators: ER23, ER17, ER18, ER3, ER4, ER9, ER9-12</p>	<p>12. Contribute to the social and physical regeneration of the Rowner estate</p>	<p>12.1 Participate in the SRB6 'Connecting Communities' programme 12.2 Lead on community consultation and project development as appropriate 12.3 Support the Rowner Sure Start programme 12.4 Support the development of a Neighbourhood Management strategy</p>	<p>Lack of support from local community. Ineffective partnership arrangements. Staff resource. Limited funding for social inclusion projects. Failure to complete financial/monitoring returns. Failure to share good practice/encourage social inclusion.</p>	<p>Ineffective projects unlikely to meet local need. Loss of community participation. Community disillusionment. Increased project costs. Failure to generate revenue funding for maintenance/repairs. Funding not released. Lack of support/direction for Sure Start programme manager. Potential duplication of services. Limited benefit to wider community. Inability to influence SEEDA funding. Failure to address physical regeneration needs of Rowner. Inappropriate use of external funds.</p>

Economic Regeneration Strategy 2004-2007

Priority Area	Objectives	Tasks	Risks	Consequences
	<p>13, Encourage an innovative and integrated approach to tackling social exclusion</p>	<p>13.1 Support the development of community led regeneration plans in areas of deprivation 13.2 Develop the regeneration opportunities provided by the establishment of a LIFTCo 13.3 Share good practice and expand successful projects and initiatives across the area 13.4 Work with regeneration partners to identify priorities, develop projects and maximise funding opportunities</p>	<p>Ineffective partnership arrangements. Staff resource.</p>	<p>Failure to identify existing projects, gaps and new initiatives., Failure to develop co-ordinated/strategic approach to neighbourhood regeneration. Limited evidence to support inclusion of plans/projects within AIF and LSP priorities. Inability to influence SEEDA funding. Duplication of projects. Wasted resource. Limited benefit to local economy and communities.</p>
	<p>14. Contribute to the strategic development and co-ordination of early years and youth work across the Borough</p>	<p>14.1 Seek to co-ordinate and maximise the potential impact of diverse funding streams 14.2 Contribute to strategy and decision-making through participation in local partnership groups and management boards</p>	<p>Ineffective partnership arrangements. Staff resource.</p>	<p>Potential duplication of projects. Failure to identify gaps/new priorities for consideration by LSP and inclusion in AIF. Lack of strategic approach to community regeneration. Limited awareness of funding opportunities.</p>