

Action Plan in Response to the Review of Economic Development Strategy

Recommendation No. 1	Ensure stronger links to the Local Development Framework (LDF) and new regional guidance and enable more effective use in determining planning applications.			
Executive's Response	This recommendation is accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
Contribute to the allocation of industrial land sites and other infrastructure schemes in the LDF that will have an impact on economic development and business support.	Economic Development Manager	January 2010	Sound basis of information to make decisions on industrial land sites.	Land Based Review evidence complete and available on the website in November 2009.
Enhanced communication between economic development and planning services to consider economic factors in planning decisions.	Director of Regeneration	December 2009	Wider view of planning decisions.	Services within single Directorate.
Consultation on the LDF by the Economic Development Partnership Group (policy and delivery group of the Herefordshire Partnership).	Economic Development Manager	March 2010	Partnership response to the LDF that looks at the impact on the economy and businesses.	A range of evidence currently available on the web.
Keep up to date with regional changes in strategy as part of the production of a revised Economic Development Strategy for the county.	Head of Economic and Community Services	On going.	Strong linkage with the delivery of regional strategy whilst retaining the distinctiveness of the county.	Attended "Delivering the West Midlands European Strategy" conference in October 2009.

Recommendation No. 2	Produce individual action plans on Hereford, the Market Towns and the Rural Areas (considering roles and identities) linked to the LDF; engage community groups and monitor through Policy Delivery Group of Partnership			
Executive's Response	Agreed in principle. The layout and design of the new strategy has yet to be agreed but likely to include a geographic review linked to the outcomes of the LDF and actions to assist in the deliverability of LDF.			
Action	Owner	By When	Target/Success Criteria	Progress
To agree the timetable for production and design layout of the new Economic Development Strategy.	Head of Economic and Community Services	March 2010	Format of the strategy agreed.	
LDF consultation to outline requirements of the county, followed by roll out of city and market town plans.	Planning Policy Manager	tbc	Individual market towns and city plans produced.	Revised timetable for LDF process presented to Planning Committee and Cabinet in December 2009.
Activity to deliver the Economic Development Strategy currently monitored via the Economic Development Partnership Group.	Senior Economic Development Officer	On going (meeting 6 times a year)	Understanding of projects as they progress and linkages to other initiatives.	Latest meeting 24 th September 2009.

Recommendation No. 3	Greater emphasis on ICT and particularly actively seeking ways of improving broadband speeds and coverage across the County to support existing and attract new businesses; create "hubs" in market towns for business use			
Executive's Response	This recommendation is accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
Intentions Paper produced on the approach of Herefordshire Public Services to address not spots and low band width.	Head of Economic and Community Services	December 2009	An agreed way forward to address the shortcoming of broadband in the county.	Intentions paper produced in draft.
Event open to community representatives to understand the opportunities and funding available to create local solutions to broadband coverage.	Regeneration Programmes Manager	February 2010	Ensure communities are aware of the opportunities for local solutions and can be proactive with council support.	Investigating content of the seminar.

Explore the option of 2 pilot areas working to test “combined” broadband solution.	Head of Economic and Community Services	February 2010	To work with communities to show the potential of working collectively to address access to broadband.	Criteria for the pilot areas being established.
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Recommendation No. 4	Greater emphasis on regeneration and ways of promoting this e.g. re-use of Council owned buildings in Hereford for heritage based projects run in partnership with outside bodies			
Executive’s Response	Agreed in principle. To include re-use of Council owned buildings in the county for cultural and community projects – not just restricted in heritage schemes in Hereford.			
Action	Owner	By When	Target/Success Criteria	Progress
To seek agreement of the Community Asset Transfer Strategy that gives guidance on the transfer of assets to create the most benefit in utilising council resources.	Strategic Asset Manager	March 2010	To create a framework for the transfer of assets at below market value.	Report produced in outline for final decision.
Initial discussions with the Hereford Heritage Regeneration Group on the transfer of assets for development.	Head of Economic and Community Services	September 2009	To gain an understanding of the requirements of the group and offer guidance.	Meeting took place on 14th September 2009 and awaiting proposals from the group.
Grange Court transferred to Leominster Area Regeneration Company for development as a community asset for the town.	Community Regeneration Manager	September 2011	Complete build supporting business and community use as part of the regeneration of the area.	Planning permission granted, and final funding to be confirmed mid November 2009.

Recommendation No. 5	Greater emphasis on attracting new businesses and jobs into the county – reflecting economic downturn.			
Executive’s Response	This recommendation is accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
Attracting businesses to the County to be included in the new Economic Development Strategy.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.

Produce an outline Inward Investment Strategy for the County.	Economic Development Manager	December 2009	The initial guidance on approach of attracting businesses to the county followed by sector specific marketing.	Initial paper to be presented to the Economic Development Partnership Group for testing.
Pursue a marketing campaign to attract businesses into the area.	Economic Development Manager	April 2010	To attract new companies to the area.	Outline Inward Investment Strategy being prepared.

Recommendation No. 6	Existing businesses – need section on all sectors of industry and their needs, should be a specific reference to business support available.			
Executive's Response	This recommendation is accepted in principle. In the course of analysing the data and conducting the research certain sectors may emerge that are relevant for special considerations.			
Action	Owner	By When	Target/Success Criteria	Progress
Support for existing businesses to be included in the new Economic Development Strategy.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.
Continuation of grant schemes offered or funded by the Council.	Economic Development Manager	On-going	New business creation; business supported and additional training taking place.	Business Boosters grant (since October): 85 enquiries, 14 completed applications Training Voucher: 61 enquiries, 12 completed applications, 7 awards Rural Enterprise Grant (since April) 12 awards
Lobby for the county to be included in the Sustainable Urban Development Programme	Regeneration Programmes Manager	Commence Nov 2010	New business creation, business supported.	Availability of grants urban areas with projects being outlined for inclusion.

Recommendation No. 7	Greater reference to tourism strategy and links to economic development.				
Executive's Response	This recommendation is accepted.				
Action	Owner	By When	Target/Success Criteria	Progress	
Tourism to be reflected in the new Economic Development Strategy as an important sector to the county.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.	
Production of the Tourism Strategy to act as an appendix to the Economic Development Strategy as a "cluster" strand.	Tourism Food and Marketing Manager	October 2010	Produce document that gives a framework for future tourism development.	Research being collated.	

Recommendation No. 8	Need to integrate specific objectives into the sustainability theme on climate change e.g. measures to promote renewable energy schemes based on independent study of potential of renewable energy production in the County.				
Executive's Response	This recommendation is accepted in principle and assessment needed if a separate study needs to be conducted on potential renewable energies as information already available or work in hand to understand the options for renewables. Also, funding currently unidentified for an independent study.				
Action	Owner	By When	Target/Success Criteria	Progress	
Sustainability theme in the current Economic Development Strategy to be enhanced.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.	
Present completed wood fuel strategy. Progress actions.	Regeneration Programmes Manager	February 2010	Strategy completed.	Strategy nearing completion.	

Recommendation No. 9	Reflect the significance transport plays in supporting business development with a focus on sustainable transport solutions.				
Executive's Response	This recommendation is accepted.				
Action	Owner	By When	Target/Success Criteria	Progress	
Transport element to be reflected in the new Economic Development Strategy linked to the Integrated Transport Plan.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.	

Recommendation No. 10	Review skills objectives and delivery mechanisms against State of Herefordshire report and recent developments i.e. University Challenge.				
Executive's Response	This recommendation is accepted.				
Action	Owner	By When	Target/Success Criteria	Progress	
To enhance the skills element of the current Economic Development Strategy to reflect most up to date data and review delivery mechanisms.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.	

Recommendation No. 11	Revise the current EDS in light of a changing economic climate, reflective of the local economic assessment and the outcomes of the LDF consultation – to include wider consultation on a draft review document.				
Executive's Response	This recommendation is accepted.				
Action	Owner	By When	Target/Success Criteria	Progress	
Produce a new Economic Development Strategy for the County.	Head of Economic and Community Services	October 2010	Production of new strategy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.	

Local Area Assessment to be produced that pulls together research findings under national guidance.	Economic Development Officer	June 2010	Research document produced to inform strategy.	2009 State of Herefordshire Report, Economic Development and Enterprise Chapter, acting as template for assessment to gauge additional requirements.
Produce stakeholder map and consultation programme bearing in mind the work will be conducted using current resources.	Head of Economic and Community Services	December 2009	To create a framework for consultation and development of the Economic Development Strategy.	Initial planning meetings taken place and understanding of the requirements of the Local Economic Assessment.

Recommendation No. 12	Develop Annual Monitoring to relate indicators to objectives (tied in with Comprehensive Area Assessments and Local Economic Assessments) to test effectiveness of programmes/investment. Produce "Partners Map" – explaining objectives/targets/milestones and areas of responsibility for monitoring.			
Executive's Response	This recommendation is accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
As well as current project updates submitted to the Economic Development Partnership Group to also receive Performance+ information.	Senior Economic Development Officer	April 2010	To link activity to performance indicator achievement.	Service Plan for Economic and Community Services being used as a pilot for Performance+ with 2009 performance being made available for economic development indicators.
As part of the Economic Development Strategy produce a delivery plan that outlines the requirements of a "partner map".	Head of Economic and Community Services	October 2010	To gain an understanding of how activity relates to policy.	Currently assessing requirement of the Local Economic Assessment that will guide a new strategy.

Recommendation No. 13	Suggest greater formal interaction – specifically between economic development, the Herefordshire Partnership and planning sections to develop revised strategy.				
Executive's Response	This recommendation is accepted.				
Action	Owner	By When	Target/Success Criteria	Progress	
Build on current arrangements where the Economic Development Partnership Group is a policy and delivery group of the Herefordshire Partnership.	Head of Economic and Community Services	On going	Greater interaction between the Herefordshire Partnership and economic development.	Economic Development and Enterprise is one of six priority areas in the revised Sustainable Community Plan. Representation exists from the Economic Development Partnership Group on the Herefordshire Partnership Management Group and Herefordshire Partnership Board.	
Economic Development and Planning Services have been brought together in a single Regeneration Directorate to create greater links across services.	Director of Regeneration	On going	Greater interaction between the Planning Service and economic development.	Collaborative working on key schemes that allow under Planning requirements, including the Model Farm scheme in Ross on Wye, and Rotherwas Futures – both creating improved and new industrial land.	