

Action Plan in Response to the Review of Economic Development Strategy Update February 2011

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.	Achieved 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 Sustainable Communities	December 2009	Wider view of planning decisions.	Achieved 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.	Achieved	
Keep up to date with regional changes in strategy as part of the production of a revised Economic Development Strategy for the county.	Assistant Director Economy and Culture	On going	Strong linkage with the delivery of regional strategy whilst retaining the distinctiveness of the county.	Achieved Herefordshire as part of the Marches LEP, which includes sub-regional approach.	

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.	Assistant Director Economy and Culture	March 2010	Format of the strategy agreed.	Achieved Methodology produced and agreed by EDPG.	
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.	Consultation launched in January 2010. Completed and results available Dec 2010. Future progress following Cabinet decision June 2011.	

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.	Achieved Sub group established and completed process.
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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.	Assistant Director Economy and Culture	December 2009	An agreed way forward to address the shortcoming of broadband in the county.	Achieved Intentions paper produced and new Broadband Strategy published in Feb 2011.
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.	Achieved Herefordshire Community Broadband conference held on 18 th March 2010 with approx 100 people in attendance. Also two summit events organised by the MP.
Explore the option of 2 pilot areas working to test “combined” broadband solution.	Assistant Director Economy and Culture	February 2010 September 2010	To work with communities to show the potential of working collectively to address access to broadband.	Achieved Area in the South of Herefordshire along with part of Gloucestershire identified as one of four UK pilots.

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.	Achieved Policy and guidance approved by Cabinet on 18 December 2009.
Initial discussions with the Hereford Heritage Regeneration Group on the transfer of assets for development.	Strategic Asset Manager	September 2009	To gain an understanding of the requirements of the group and offer guidance.	Scheme withdrew by Hereford Heritage 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.	Achieved Completion date due in Autumn 2011.
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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.	Assistant Director Economy and Culture	October 2010 December 2010	Production of new strategy.	New economic development strategy produced to be presented to cabinet in June 2011.
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.	To be lead by the newly formed Herefordshire Business Board linked to inward investment plan for the LEP.
Pursue a marketing campaign to attract businesses into the area.	Economic Development Manager	December 2010	To attract new companies to the area.	Brand for inward investment / economic development complete by summer 2011.

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.	Assistant Director Economy and Culture	October 2010 December 2010	Production of new strategy.	Achieved Sectors outlined in the draft strategy. Highlighted in the State of Herefordshire report.
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.	Achieved in part Business Booster grant and Training Voucher continued until funding was withdrawn. However new Redundant Building Grant launched.
Lobby for the county to be included in the Sustainable Urban Development Programme	Regeneration Programmes Manager	Commence Nov 2010	New business creation, business supported.	Projects 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.	Assistant Director Economy and Culture	October 2010	Production of new strategy.	Achieved Included in the draft economic development strategy. Enhanced Visit Herefordshire established.
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.	Achieved in part Tourism strategy produced to be finalised by the new board by April 2011.

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.	Assistant Director Economy and Culture	October 2010 December 2010	Production of new strategy.	Achieved Feature of the draft strategy.
Present completed wood fuel strategy. Progress actions.	Regeneration Programmes Manager	February 2010	Strategy completed.	Achieved Strategy completed implementation by Environment, Planning and Waste

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.	Assistant Director Economy and Culture	October 2010	Production of new strategy.	Achieved A section in the draft strategy on transport and wider infrastructure issues.

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.	Assistant Director Economy and Culture	October 2010	Production of new strategy.	Achieved Skills emerging as a key theme in the draft 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.	Assistant Director Economy and Culture	October 2010 December 2010	Production of new strategy.	Draft strategy produced and to be presented to cabinet as a suite of documents alongside the LDF and transport plan.
Local Area Assessment to be produced that pulls together research findings under national guidance.	Economic Development Officer	June 2010 July 2010	Research document produced to inform strategy.	Achieved
Produce stakeholder map and consultation programme bearing in mind the work will be conducted using current resources.	Assistant Director Economy and Culture	December 2009	To create a framework for consultation and development of the Economic Development Strategy.	Achieved As part of Local Economic Assessment business survey took place, plus follow-up consultation with businesses and stakeholders.

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.	Achieved However, national indicators withdrawn - future monitoring looking at local indicators that can provide comparisons.

As part of the Economic Development Strategy produce a delivery plan that outlines the requirements of a “partner map”.	Assistant Director Economy and Culture	July 2011	To gain an understanding of how activity relates to policy.	Delivery plan to be produced once strategy agreed.
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Recommendation No. 13	Suggest greater formal interaction – specifically between economic development, the Herefordshire Partnership and planning sections to develop revised strategy.			
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Executive’s Response	This recommendation is accepted.			
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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.	Assistant Director Economy and Culture	On going	Greater interaction between the Herefordshire Partnership and economic development.	Achieved Economic Development and Enterprise is one of six priority areas in the Community Strategy. However, likely to change due to realignment of the partnership.
Economic Development and Planning Services have been brought together in a single Directorate to create greater links across services.	Director of Sustainable Communities	On going	Greater interaction between the Planning Service and economic development.	Achieved