

**HERTFORDSHIRE COUNTY COUNCIL  
RESOURCES, PROSPERITY, PARTNERSHIP  
AND CONSULTATION SCRUTINY COMMITTEE  
THURSDAY 31 OCTOBER 2002 at 10.30 a.m.**

**SCRUTINY OF PROMISE FOR 2001-02 “WORK WITH BUSINESS TO  
INCREASE PROSPERITY, PROTECT JOBS AND IMPROVE STANDARDS OF  
LIVING FOR LOCAL PEOPLE”**

Report of the Head of Economic and Community Development

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**1. Purpose of Report**

1.1 To respond to the request of Members from the previous meeting for further information on the proposed Economic Development Performance Indicators.

**2. Summary**

2.1 The Economic Development Performance Indicators selected as a consequence of the County Wide Best Value Review of Economic Development have been chosen to reflect emerging local, regional and national criteria.

2.2 They form part of an overall “basket” of performance indicators being proposed in relation to the County Community Strategy themes.

**3. Background**

3.1 At the Committee meeting on 18 June 2002, Members considered a report on the promise for 2001/02 to “Work with business to increase prosperity, project jobs and improve standards of living for local people”.

3.2 There remains no nationally agreed Economic Development Performance Indicators, although some have been proposed by the Audit Commission, and are reflected in the overall indicators being considered by Hertfordshire Together (the county-wide partnership bringing together Community Strategies). The purpose of this approach is to agree shared indicators across the organisations in the county, which comprise Hertfordshire Together. The intention is that there will be agreement on monitoring, collection, and reporting processes thereby reducing duplication.

3.3 In due course it is likely that national indicators will emerge and it will be necessary therefore for us to revisit the indicators agreed to date.

3.4 The economic development indicators tabled at the last meeting and described in more detail in this report, are the product of a countywide Best Value Review of Economic Development during 2001/02. This was, and remains, to the best of our knowledge the only countywide review of its type in England. The indicators have been considered and approved by the District and County Council Member Reference Group, County Council Member Reference Group, Regionalism, Regeneration and Europe Panel, Cabinet and Hertfordshire Prosperity Forum.

3.5 Additionally members requested a definition of disadvantaged people – this is attached as Appendix One. It is the definition used for European Social Fund Purposes.

#### **4. Economic Development Performance Indicators**

4.1 The performance indicators of Economic Development adopted in Hertfordshire resulted from research carried out for the Hertfordshire Economic Development Officers Group (HEDOG) by Joe Doak of the University of Reading.

4.2 The research outlined the key issues involved in measuring the performance of sub-regional economic partnerships, examined attempts to develop and use performance indicators and recommended indicators for measuring the effectiveness of the Hertfordshire Prosperity Forum.

4.3 The report noted that most evaluation to date had been narrowly focused on quantitative indicators and that there was a need to also include some qualitative measures.

4.4 The adopted indicators (Appendix Two) are a mix of context indicators, process indicators and outcome indicators and in turn reflect the themes of the Hertfordshire Prosperity Forum five year Economic Development Strategy 2000-05. These are:

- i) Creating the knowledge economy
- ii) Enhancing business competitiveness
- iii) Environmentally responsible business
- iv) Developing an ethos of lifelong learning and skills development
- v) Developing employability, flexibility and higher level skills
- vi) Integrating economic and environmental goals
- vii) Integrating social inclusion and equal opportunities
- viii) Strengthening Hertfordshire's Partnerships

4.5 These indicators constitute a hierarchy of performance indicators which take account of national, regional and local indicators, and which allows the Hertfordshire Prosperity Forum

to be flexible in developing indicators which measure the quality of the partnership, as well as its impact in relation to the above objectives and the context of wider economic trends.

- 4.6 In endorsing this approach the two Member Reference Groups recognised that economic development activity can only be undertaken successfully in partnership as identified by the Audit Commission in “A Life’s Work” 1999.

## **5. Performance Indicators**

### **5.1 Creating the knowledge economy**

- Growth of investment in knowledge based businesses in Hertfordshire
- Growth of jobs in knowledge based businesses in Hertfordshire

These indicators measure regional and county aspirations to develop the region and county as a knowledge based economy (that supports “high tech” and knowledge based industries).

### **5.2 Enhancing Business Competitiveness**

- GDP per head (workplace based)
- Business formations per 10,000 adults
- % new businesses surviving for 3 years

GDP per head is a European, national and regional competitiveness measure. Increasingly the measure is being changed to “Gross Value Added” (GVA) and an indicator will need to be adopted in due course.

The business formation targets are also national and have been adopted by the Regional Development Agencies and Business Link as part of their contracts with the Department of Trade and Industry.

### **5.3 Environmentally Responsible Business**

- Number of Hertfordshire business registered under ISO14001 and/or EMAS

This is a Hertfordshire Prosperity Forum target informing the economic development strategy aim to “make Hertfordshire a green county with a world class reputation for environmentally responsible business”. This indicator will form part of the monitoring activity of the Hertfordshire Environmental Forum, which will also be reporting to Hertfordshire Together.

### **5.4 Developing an Ethos of lifelong learning and skills development**

- Percentage of population of working age without qualifications

This indicators reflects Government social inclusion and prosperity advice, and for this reason is to be found in both the Regional Economic Strategy and Frameworks for Regional Employment and Skills Action (FRESA). It is suggested that 1 in 5 of the adult population have literacy and numeracy difficulties leading to lower paid employment.

- Proportion of People aged 16-60 participating in learning in the last three years.

Again a regional indicator locally adopted in pursuit of our aim to create a learning environment for all. Hertfordshire's prosperity increasingly depends on the skills of our people. This aim is also to be found in the Learning and Skills Council's Strategic Plan 2002/05

- Percentage of employers in Hertfordshire with Investors in People accreditation

Investors in People is a nationally recognised measure of skills development by employers. Hertfordshire does well in relation to larger employers, but below 50 employees (per organisation), does not attain the national average.

### **5.5 Developing Employability, Flexibility and Higher level skills**

- Achievement towards National and local learning targets

National and local learning targets have been agreed through the Hertfordshire Learning Partnership with GO-East, the LSC, CSF, Colleges and a range of voluntary organisations.

- Percentage of workforce confident in IT skills

IT skills are one of the core skills required by employers. This indicator informs the workforce's ability to contribute to the knowledge economy.

### **5.6 Integrating economic and environmental goals**

- % of new business space provided on key employment sites.

A key aim of the economic development strategy since the high quality of Hertfordshire's environment underpins the county's economic performance. This measure is intended to indicate the percentage of high quality development on employment areas, reflecting the policy of the County Structure Plan, and to maximise the potential of brownfield sites.

- Level of car use (for journeys to work)

Travel congestion is one of the major threats to the Hertfordshire economy, as well as damaging the environment. This indicator is being monitored by the Hertfordshire Environmental Forum.

### **5.7 Integrating Social Inclusion and Equal Opportunities**

- Percentage of HPF members from and/or representing ethnic minority committees.

Ethnic minorities are under represented in the business community yet their entrepreneurial flair if supported can lead to very successful business practice. This indicator is intended to ensure HPF engages said minorities.

- Employment rates of disadvantaged groups – people with disabilities, lone parents, ethnic minorities and the over 50's – the difference between their employment rates and the overall rates.

A national, regional and local targets reflecting Government policy.

## 5.8 **Strengthening Hertfordshire's Partnerships**

- Increasingly, funding is being allocated to partnerships, reflecting the Government's desire to promote such activity. Hertfordshire Prosperity Forum is therefore being funded by EEDA, and the Learning Partnership by GO-East (from April 2003 by the LSC)

The performance of HPF will be monitored by:

- i) an annual survey indicating satisfaction with:
  - Clarity of strategy and objectives
  - Leadership arrangements
  - Levels of openness, sharing and consensus
  - Representativeness
  - Consultation and communication arrangements
  - Co-ordination and integration of partner policies and activities
  - Initiatives, projects and programmes implemented
- ii) Examples of successful initiatives and activities, implemented through HPF in the previous year
- iii) Two yearly reviews of Economic Development partnership working in the County.

5.9 Appendix 3 details progress in implementing the HPF Economic Development Strategy 2000-03 as reported to its last conference in July 2002.

## 5.10 **Quality of Life indicators relating to Economic Development**

In addition to the above a number of quality of life indicators relating to the Economic Development and used by the Hertfordshire Environmental Forum have been included. These are:

- |        |  |
|--------|--|
| QoL 1. | The proportion of people of working age in employment  |
| QoL 2. | The proportion of unemployed people claiming benefit who have been out of work for more than a year. |
| QoL 3. | The proportion of young people in full-time education or in employment                               |
| QoL 4. | The percentage increase or decrease in the total number of VAT registered businesses in the area.    |
| QoL 5. | The percentage increase or decrease in number of local jobs  |

## Disadvantaged Groups

## Appendix 1

- refugees/asylum seekers with permission to work from the Home Office
- people with substance abuse, alcohol and drug problems
- people coming to the end of/who have completed a custodial sentence
- 13-17 year olds at risk of exclusion from school
- teenagers with children
- children looked after by local authorities
- people who have outdated qualifications
- people with severe literacy or numeracy problems, or those who lack key skills
- the unemployed, including:
  - ✓ those who suffer repeat periods of short term unemployment (e.g. seasonal workers, part-time and contract workers)
  - ✓ the long-term unemployed
  - ✓ young unemployed people
- people who have been made redundant and those threatened with redundancy
- people with disabilities, including people with:
  - ✓ mental health problems
  - ✓ learning difficulties
  - ✓ physical disabilities
  - ✓ sensory disabilities
- ethnic minority groups
- people for whom English is a second language
- people with caring responsibilities for dependants, including lone parents
- people in households on low incomes
- older workers (aged 50+)
- the homeless and rough sleepers
- people living in remote rural communities
- women facing barriers to employment or progression, related to pay, isolation, promotion and discrimination.

**Economic Development : Performance Indicators**

1. Creating the Knowledge Economy

- Growth of investment in knowledge based businesses in Hertfordshire
- Growth of jobs in knowledge based businesses in Hertfordshire

2. Enhancing Business Competitiveness

- GDP per head (workplace based) (RES)
- Business formations per 10,000 adults (RES)
- Percentage of new businesses surviving for three years (RES)

3. Environmentally Responsible Business

- Number of Hertfordshire businesses registered under ISO14001 or EMAS

4. Developing an Ethos of Lifelong Learning and Skills Development

- Percentage of population of working age, without qualification (RES)
- Proportion of people aged 16-60 participating in learning in last 3 years (RES)
- Percentage of employers in Hertfordshire with Investors in People accreditation (RES)

5. Developing Employability, Flexibility and Higher Level Skills

- Achievement towards National and Local Learning Targets (Nat)
- Percentage of workforce confident in IT skills

6 Integrating Economic and Environmental Goals

- Percentage of new business space provided on key employment sites
- Level of car use (for journeys to work)

7 .Integrating Social Inclusion and Equal Opportunities

- Percentage of HpF members from and/or representing ethnic minority communities
- Employment rates of disadvantaged groups – people with disabilities, lone parents, ethnic minorities and the over 50's – and the difference between their employment rates and the overall rate (DSS)

8. Strengthening Hertfordshire's Partnerships

- Use process indicators

**Quality of Life Indicators relating to Economic Development**

QoL 1	The proportion of people of working age in employment
QoL 2	The proportion of unemployed people claiming benefit who have been out of work for more than a year
QoL 3	The proportion of young people in full-time education or in employment
QoL 4	The percentage increase or decrease in the total number of VAT registered businesses in the area
QoL 5	The percentage increase or decrease in the number of local jobs.

# HERTFORDSHIRE PROSPERITY FORUM Appendix 3

## 1. ECONOMIC DEVELOPMENT STRATEGY 2000 – 2005

### *WHAT HAVE WE DONE SINCE THE LAST CONFERENCE?*

#### *THEME: CREATING THE KNOWLEDGE ECONOMY*

- **Promotion of Science Park**  
About to commission consultants to investigate feasibility of promoting and developing a Science Park on the Three Cherry Trees Lane Key Employment Site (N.E.Hemel Hempstead) Bio-sciences will be the target sector.
- **Hertfordshire “Brand Identity”**  
Hertfordshire Prosperity Forum (HpF) newsletter launched. HpF website proposed. Innovation is clear driver in HpF Business Plan.
- **Clustering**  
HpF working with EEDA to develop appropriate Cluster Networks in Hertfordshire. East of England Aerospace Network hosted at Business Link (BL) Hertfordshire launched Dec 2001. University of Hertfordshire undertaking research on local Bio-science and Film Clusters. Herts Clusters targeted for Care & Retention.
- **Technology Transfer (Business/Education Links)**  
Small Business Service (SBS) working closely with University of Hertfordshire (Uof H) on a number of HE funding projects. Joint presentation SBS/University of Hertfordshire at regional conference on engaging HE in support of Business Development. SBS working with U of H and HCC to roll out Regional Innovation and Technology Transfer Strategy (RITTS) on a County basis and link into County innovation strategy.
- **Life Science Business Incubator at Rothamsted**  
B..Link are establishing a joint venture with Rothamsted to facilitate : international bio market trade fairs, technical and business support to incubate life science projects, identifying global mobile projects and opportunities and promoting Herts as ideal location to develop and exploit commercial potential.
- **Creation of Entrepreneurs Network**  
BLink are establishing Equity Link <sup>TM</sup>as largest Business Angels network in Europe. Export digest is now UK’s largest on-line alerting service/network identifying and tailoring export opportunities. Also developed and launched “Fit 4 Finance”<sup>TM</sup> to help technology based business service appropriate finance.
- **Herts Network**  
This online business community network was launched on 25/02/2002. EEDA funding was secured to target innovative and entrepreneurial businesses, focus on real business issues, develop an environment supporting growth, encourage investment and a high level of business retention in the county. HCCI run this service on behalf of HpF.
- **Development of Regional Aerospace Alliance**  
Established and launched East of England Aerospace Alliance (December 2001). 15 paid up members and 5 sponsors.

## ***THEME: ENHANCING BUSINESS COMPETITIVENESS***

- **Youth Enterprise**  
Herts Youth Enterprise Service now merged with Princes Trust and new arrangements in place to support young people wishing to start up in business.
- **New Small Business Service**  
Herts BLink has the highest customer satisfaction levels of any Business Link. SBS has worked closely on the Best Value Review of Economic Development Services in Hertfordshire.
- **Monitor Availability of Employment Sites & Buildings**  
Work has been undertaken as part of roll forward of Hertfordshire Structure Plan to 2016. A working Technical Paper “Employment Space needs in Hertfordshire 2001 – 2016” has been produced. Consultation on Structure Plan summer 2002.
- **Business Survival Rates**  
BLink Herts consistently deliver the highest survival rates for any business start-up programme in the UK. Secured Phoenix funding to help engage minority businesses. Secured two Equal bids focusing on franchising and Social Entrepreneurship.
- **Additional Funding Streams for SMEs**  
BLink piloting a national initiative targeting companies under risk of closure/insolvency.
- **Improved Aftercare with Local Firms**  
New Hertfordshire Inward Investment Service “Hertfordshire Futures” launched in 2002. Key role will be facilitating Care and Retention between local firms and HpF stakeholders.
- **Cultural Strategy**  
County Cultural Strategy will be launched in September 2002.
- **Tourism**  
Hertfordshire Chamber of Commerce and Industry (HCCI) Tourism/Recreation Group established in 2001 in response to needs of commercial businesses, to raise awareness of value of tourism to the economy and supporting recovery campaign in light of foot and mouth.

## ***THEME: ENVIRONMENTALLY RESPONSIBLE BUSINESS***

- ♦ **Environmentally Responsible Business.**  
Successful bid from BLink to ESF to appoint a dedicated ‘green business adviser’, training for key workers on environmental matters in non-environmental companies, and generic business skill training for environmental companies. Uof H will undertake some of the training. HpF will join regional EnviroLink Network.

***THEME: DEVELOPING AN ETHOS OF LIFELONG LEARNING & SKILLS DEVELOPMENT and  
THEME: DEVELOPING EMPLOYABILITY, FLEXIBILITY AND HIGHER LEVEL SKILLS***

**Led by the Learning and Skills Council (LSC), actions to date with HpF partners include:**

- Local Initiative Fund (LIF)/discretionary funds fully committed on 17 projects [+ INNOVATION].
- A steering group, including key partners such as Children Skills and Families (CSF), has been established and there is agreement from all parties to commission a 16-19 review of education and training in Hertfordshire. The aim is to ensure we have an appropriate infrastructure to meet the county's needs in the future.
- The CBI say our LSC Strategic Plan is the best in the country because it's business focused. EEDA and GO-East have said it's the best in the region.
- 10 Local Learning Forums, one in each district, have been established
- LSC is working with each district on Local Strategic/Community Plans
- Basic Skills – run courses for Providers for them to become Accredited Brokers
- Maintained the impetus on IIP and Management Development via strong relationship with Business Link. This is not the case in some other areas.
- Working with regional LSCs and North and East London LSCs to ensure coherence in our plans and activities pan regions.
- £3.1m funding (to Dec 2003) for training disadvantaged groups has been secured by engaging co-financing with GO-East. We are engaging with small community providers that we wouldn't normally be able to. Hoping to get more in April.
- Ran seven events with over 100 delegates to discuss the Participation Strategy. We also mail over 200 organisations to get their comments on the Strategy. It has been very well received in the Community and Voluntary sectors.
- Bite Size. New initiative announced with very short lead-time. Marketing and Operations worked very closely together. 645 learners attended courses.
- New literature for Modern Apprenticeships was developed and published on time for the Theatre productions in schools. The Theatre got even better feedback than they normally do.
- Supporting the colleges on major capital projects – substantial building programmes
- Relationships with FE colleges are much closer than the FEFC were able to achieve
- Established a Provider Network with agreed terms of reference. This has enabled the Work-based Providers to have much more of a voice.
- Our approach to increasing Level 2 achievement at 19 has involved all providers (WorkBased/FE/LEA & Schools) which is leading towards more innovative solutions than in other areas. Funding some Personal Advisers for Connexions to help with this activity.
- Very proud of the staff and expertise we have in Herts in the way we have built effective teams and strong partnerships in a very short space of time. Many examples of feedback from partners on how supportive we've been.
- Our UK Online activity has just been evaluated and we are top of the region
- UFI. More Learning Centres have opened.
- Supported an SBS bid to work with Unions to develop Basic Skills
- Provider Reviews. Working together we have identified and agreed actions with each provider that focus on improvement. Moving towards greater support to do self-assessment work.
- 6<sup>th</sup> Form Funding. Our aim is to ensure that Herts Schools are not disadvantaged by the changes in funding arrangements due to start in April. The process has meant that we have

developed a strong relationship with Children, Schools and Families and the funding is now more open and transparent.

- Partnerships with schools are developing
- Created the Education Business Link Consortium
- Developing a project with the 4 colleges to introduce flexibility into the 14 – 16 curriculum.

#### ♦ **The Hertfordshire Learning Partnership (HLP)**

The HLP reorganised in 2001 with a smaller management group, better able to respond to the government's agenda of delivering provider collaboration, learner needs information and learner feedback. The Learning Partnership has provided an evolving forum for providers to network and build the trust and confidence that will deliver effective collaboration.

- ♦ 10 Local Learning Fora (see above)

The HLP and LSC are clear that local issues require local responses so are supporting the 10 local learning fora that have been established in each district council area. The fora provide local networking opportunities as a basis for collaboration and build a learning culture. Each forum has developed a local learning action plan that identifies needs and proposes responses. The fora have developed effective mechanisms for securing learner feedback and more general needs information in order to influence provision so that it better meets community needs and aspirations.

Partners are working to place the learning fora as the 'learning' arm of the local strategic partnerships currently being developed in each district.

As part of the review of Learning Partnerships the HLP and LSC are evaluating how co-ordination in the post 16 learning sector can be best achieved, identifying gaps and duplication and making the best use of resources.

### ***THEME: INTEGRATING ECONOMIC AND ENVIRONMENTAL GOALS***

#### **Key Employment Sites**

- ♦ **Park Plaza, Waltham Cross** - detailed planning permission and related (S106) planning and legal agreements in pipeline, ready for formal signing. It is anticipated that at least 50% of the site will be taken up by Specialised Technological Activities (STA)-knowledge based businesses.
- ♦ **Essex Road, Hoddesdon** - HCC and the Borough of Broxbourne have jointly appointed consultants to work with the landowners and Railtrack to design a bridge over the railway in conjunction with providing an appropriate funding mechanism. Significant progress has been made over the last six months. This will unlock substantial amount of general industrial land around Rye House Power Station.
- ♦ **Three Cherry Trees Lane, Hemel Hempstead** - discussions with the Districts and land owners to bring forward this potential science park site as a mixed use scheme are ongoing. This site will be a priority in 2002 (see comments above).
- ♦ **Hatfield Aerodrome** – T Mobile buildings for their office headquarters are nearing completion, construction is underway on warehousing facilities for LMS Solutions and TKMax. The UH new campus foundations are in and it is anticipated to open in September 2003. The Housing component (1600 units) is also now on site.

- ◆ **Leavesden Park** - (nr Watford) BT took out a pre let of 38,500 sqm to locate their Internet headquarters adjacent to this site (buildings are due for occupation this month July 2002). This is expected to complement the planning applications that have been submitted for 1.2 million sq ft for a media and business park (including a film & media studio facility). Traffic implications have been resolved after negotiations with the developers, districts, Highways Agency and HCC. A decision on the applications is expected in the near future.
- ◆ **Centennial Park** - Elstree has been removed as a Key Employment Site as the site is nearly fully developed

#### **Future Sites**

- ◆ No new Key Employment sites have been identified from the 'draft' technical work produced for the Structure Plan. HpF will however, open discussions with the districts to identify further sites if the need arises in response to any future economic shocks and /or major company withdrawals from the county.

#### **Stansted Airport**

- ◆ Application for 25mppa submitted. Economic impacts and new employment opportunities are addressed in the application and need to be assessed in the light of in particular: London Stansted Cambridge Sub Region Report (M11 Corridor Study) due mid 2002 and Local Planning Policy.

#### **Cross County Transport Links**

- ◆ Issues concerning passenger transport links will be considered under HEWPTL (Herts East West Passenger Transport Links) which identifies a preferred strategy by Winter 2002/03. East-west transport movements as a whole are being considered under the DTLR "Orbit" multi-modal study, which is due to report to the Regional Planning Conference in late 2002. The outcomes of both studies will be fed into the draft 2006/07-2010/11 Local Transport Plan for consultation during 2003/04-2004/05.

#### **Travelwise**

- ◆ Promotion of alternatives to the car continue through TravelWise. Business TravelWise, which is a joint initiative between HCC, HCCI and other partners, that is actively promoting company travel plans, with a target of 35% of the county's workforce employed by companies with a company travel plan by 2005.

### ***THEME: INTEGRATING SOCIAL INCLUSION AND EQUAL OPPORTUNITIES***

#### ◆ **Data Exchange**

University of Hertfordshire commissioned to build the **Hertfordshire Observatory**, a "one stop" information resource for HpF partners. The web site has been developed and information placed onto the system.

#### ▪ **Rurality**

HpF is now working much more closely with Hertfordshire Rural Forum to promote economic development in rural areas of the County. Together we are lobbying EEDA to ensure that Hertfordshire is not forgotten. Led by East Herts District Council on behalf of HpF and the Rural Forum we are working on an Action for Growth in the Rural Economy (AGRE) programmes.

- **Third Sector Schemes**

We are promoting community and social enterprise and will launch in October 2002 the Hertfordshire Community Action Network (part of the national network) to assist “social entrepreneurs”.

- **Welfare to Work**

Job Centre Plus (formally the Employment Service) is leading the new Welfare to Work Strategy Group, which is charged with reaching out to disadvantaged people, and groups in the County. With HpF partners we are developing our information to reach these people, and linking up our services in order that training and job opportunities are more easily accessed.

- **Best Value Performance Indicators (P.I.s)**

As a consequence of our Best Value Review of Economic Development we now have a range of Performance indicators accepted by the Partnership in order that we can measure progress.

- **Increase Involvement of Voluntary Sector**

HpF has been very involved in the development of the Hertfordshire Compact and External Funding Network ([www.HertsDirect.org/Hern](http://www.HertsDirect.org/Hern)) – this is the key means by which we want to support our voluntary sector.

- **Increase Effective Representation of Black and Ethnic Minority Groups**

HpF has commissioned BLink to help us consult with black and ethnic minority groups. In December 2002 a new web site for this purpose will be launched. We are working with BLink because of their successful Phoenix fund bid by which we hope to encourage entrepreneurs from black and ethnic minorities.

## ***THEME: STRENGTHENING HERTFORDSHIRE'S PARTNERSHIPS***

- **Strategic Vision**

We have secured £500k from EEDA in order to take forward the Economic Development Strategy. Two key aspects are the recruitment of a dedicated HpF Director, and the forming of a Business Advisory Group or “Business Board”, to scrutinise the activities of the Partnership and better give the views of business.

- **Best Value Review of Economic Development**

We have conducted a Best Value Review of Economic Development across the 11 Local Authorities, which has recommended key actions for HpF. The Action Plan assisted greatly the bid to EEDA for HPF.

- **External Funding**

In the last year Hertfordshire Partners successfully obtained over £11m external funding from European Social Fund, the Community Fund and the Single Regeneration Budget. These resources are taking forward the HpF Strategy.

- **External Resources Network**

We have launched the **Hertfordshire External Resources Network (HERN)** and organised a very successful funding fair in order to boost the knowledge and ability of county organisations to obtain external resources

- **Research and Intelligence**

We are gathering information and intelligence by means of the Hertfordshire Observatory and establishment of a “back room” County Research Group, comprising the right people from our respective organisations.

- **Film Plan**

We are launching, at this Conference, the consultative process, which will result in a Film and Media cluster support plan.

- **Tourism**

Tourism has been given a “kick start” through a grant from EEDA and the setting up of a Hertfordshire Tourism Group led by HCCI and supported by businesses and local authorities.

- **County Voice**

We have represented the County to Government and regional organisations; commented on consultation documents and draft strategies and co-ordinated our joint voices so that Hertfordshire is heard!