

Working for a
successful economy in
Hampshire

Hampshire County Council
Economic Development Office



regeneration agriculture ae
aerospace rural econ



SERVICE PLAN

2010/2011

June 2010

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Introduction

The Economic Development Office (EDO) is a service of Hampshire County Council, funded in part by the Council's mainstream revenue budget and in part from other external sources.

Its mission is:-

“Working for a successful economy in Hampshire”.

The Office is led by the Director of Economic Development, Alison Quant. The EDO works with and across Departments and Services of the Council to fulfil corporate aims for the economy. Partnership is essential in everything the EDO does as Hampshire's economy is very large and faces many challenges. The EDO Team is relatively small and can only have significant impact through the influence which can be brought to bear on other organisations and agencies. Key organisations for the work of the Office are Hampshire Economic Partnership, the Hampshire Chamber of Commerce, PUSH, the North Hampshire Economic Board, the Regional Development Agency (SEEDA) and other business support and training agencies. As well as developing economic policy and responding to policy proposals, the EDO runs a series of programmes and projects, aimed at addressing economic weaknesses or to give further impetus to positive market trends. These are set out in the pages which follow together with targets and approximate budgets.

The policy framework and budgets are ultimately set by the Cabinet of the Council and the Hampshire Economic Board where the Executive Member for Economic Development, Councillor Ellis, has the lead role for all economic issues.

The County Council is committed in its Corporate Improvement Plans, to improving well-being through sustainable development and ensuring that resources are also targeted at areas of greatest need. The EDO, as the only service exclusively dedicated to Hampshire's economic interests, has a key role to play in delivering these aims and assisting post recession recovery.

The annual Service Plan provides both the framework for the work of the Team, setting defined targets and outcomes, and a guide to other interested stakeholders as to the policy priorities for each year. Actions are based on in-depth research and information on the needs of the local economy.



Alison Quant
Director of Economic Development



Cllr Raymond Ellis
Executive Member for Economic Development

1. Summary

This Service Plan gives a review of the wide range of work undertaken by the Economic Development Office in 2009/10 and its programme of action for 2010/11 in order to meet the challenges faced by Hampshire's economy. Specifically, the plan aims to:

- Offer a brief introduction to the EDO and its services
- Outline the strategic context and the drivers for change
- Give a review of actions carried out in 2009/10
- Set out our vision
- Summarise the proposed actions and programmes for 2010/11
- Outline the budget and resources

The work of the EDO is set out under 6 headings, and these are used consistently throughout this document. The headings are:

- Policy, Strategy and Research
- Rural Economy
- Business Support and Development
- Skills and Employment
- Land and Property and Inward Investment
- Support and Resources

Within each heading, there are described a number of projects which contribute to the delivery of the overall targets for the Office. These are linked into the "Individual Performance Plans" (IPP) of each member of the Team and the budgeted resources. Budgets are allocated on the basis of these priority areas and professional staff work to the objectives set out in the programmes.

2. Strategic Context

2.1 Hampshire County Council – Hampshire Economic Board

Supporting the economy of Hampshire through the recession and beyond, has become a top priority for Hampshire County Council. Several new measures have been introduced to enhance the Council's role. An Economic Board has been established as a Committee of the Cabinet and held its first meeting on 20 October 2009. A key task for the Board is to oversee the development of the Hampshire Local Economic Assessment which is a new statutory duty on upper tier authorities which came in to force in April 2010.

Following the completion of the Economic Assessment, a Sustainable Economic Strategy for Hampshire will be drawn up which will help deliver the Council's vision of a prosperous and sustainable Hampshire without risking the environment. The Board will be engaging with other agencies and partners involved in delivering aspects of economic development to develop the strategy and ensure a cohesive and integrated approach which makes best use of resources.

2.2 New Director

A Director for Economic Development, **Alison Quant**, has been appointed to lead the Council's new approach and departments have each identified a senior manager to work with her and report to the Hampshire Economic Board. The activities and resources of the Economic Development Office are being reviewed to address immediate improvement priorities around unemployed young people, skills and inward investment. Alison aims to mobilise and shape all the council's departments to align resources and skills to better support the economy. This joined-up Hampshire County Council approach, alongside the strengthening of the links with our key partners, will increase the impact on our improvement targets for skills, employment and business growth."

3. Economic Challenges

An assessment of some of the trends and factors which influence strategy and policy in developing economic development initiatives.

Local Economic Assessments

The County Council's Economic Development professionals use their expert knowledge of the local business landscape to inform policy decisions and drive projects forward which shape the conditions for prosperity. The Government has recognised the key role that local authorities play in the economic success of their areas and from April 2010 has placed a statutory duty on county and unitary councils to carry out an assessment of their local economy. The assessment will paint a picture of local economic conditions and will identify economic challenges and opportunities. The assessment will then be used as a shared evidence base by the County Council and partners to inform strategy and policy planning from the local level upwards.

The assessment will:

- Provide a sound understanding of the economic conditions in the area and how they affect residents and businesses.
- Identify the comparative strengths and weaknesses of the local economy, and the associated challenges and opportunities.
- Identify the local economic geography, including the economic links between the area being assessed and the wider economy.
- Identify the local constraints to economic growth and employment, and the risks to delivering sustainable economic growth.

The Economic Development Office and Spatial Strategy and Research Team in the Environment Department are working together alongside district and unitary authorities and other key stakeholders to complete this work. Additional expert support has been commissioned and work is underway to develop a draft assessment to present to the Hampshire Economic Board in July. This will be followed by a three month period of wider consultation before revision and publication of a final document in December.

Clearly the key challenge at present is the impact of the **recession** on jobs and investment. The Council has made provision for a variety of initiatives to try to help both businesses and communities, and the EDO is developing these projects. Unemployment has reached nearly 20000 in the county area and may continue to grow for at least another 12months even though we have moved out of recession.

Recession Measures

The Economic Development Office has been fundamental in helping the county through the ongoing recession with the development of a targeted set of initiatives to help both businesses and those without work or training. In April 2009, the Executive Member for Policy and Resources approved the allocation of £425,000 funding from the Local Authority Business Growth Incentive allocation to be spent on a range of initiatives aimed at addressing the impacts of the recession in Hampshire. Four specific measures were developed and have now been under way for the best part of a year.

Supporting the Independent Retail Sector

Retail has been one of the sectors worst hit by the recession, therefore helping independent retailers survive the tough times is crucial. Hampshire County Council, town centre managers, local councils and Job Centre Plus collaborated to provide training, marketing support and workshops to help retailers emerge ever stronger from the downturn. In particular, this project is helping independent retailers understand how effective use of the internet can reach new markets. A new "Shop in Hampshire" website has been set up to showcase over 9,000 shops in 40 towns in the county, and IT training programmes have been set up to help both retailers and redundant retail workers. Response from participants has been excellent with high demand for future training programmes and for further

development of the "Shop in Hampshire" initiative. The project has also exceeded its targets in terms of the number of participants helped by the programme.

Developing a network of 'Smarter Working Centres'

Smarter Working Centres are local, low cost, no commitment work hubs with comprehensive IT facilities.

The Centres have been developed to tackle three issues; the needs of smaller local businesses to have a venue where they can support each other; the need to support those who are working at a distance from their normal workplace, who have limited or no access to office technology and facilities; and the need to minimise the challenges faced by those who have been made redundant and now face social as well as professional setbacks. The project aims to set up 10 to 12 Smarter Working Centres across the county by the end of 2010. In excess of 100 businesses and or individuals have so far registered as members, and there is good ongoing support from project partners Business Link, Job Centre Plus, Enterprise First, and local authorities.

Supporting opportunities for volunteering and work experience

Aimed at helping organisations to increase the number of volunteering places available to the unemployed, this measure provides a stepping stone between unemployment and paid work. For example, a council grant has been used to provide a member of staff from a Volunteer Centre to work in a Job Centre. They explain the benefits of volunteering to unemployed people and show them how to find a placement. To date 14 applications have been approved and grants totalling just under £24,200 have been allocated. The grants are being used to increase the use of volunteering as a pathway to work in a number of ways. The scheme will run for the 2010/11 financial year and it is expected that all funds will be allocated.

Supporting the development of opportunities for apprenticeships

The Apprenticeship project offers grants to small businesses of up to £4,000 per apprentice to help offset on-the-job costs such as tools and equipment or insurances costs. The scheme works alongside the National Apprenticeship Service and the Skills Funding Agency which help pay for off-the-job training costs. So far 42 apprentices have been taken on with grants totalling **£96,675.50**. Placements introduce apprentices to a wide range of careers including; catering, carpentry and electronics. The scheme will run for the 2010/11 financial year. Running alongside this, the Hampshire County Council apprenticeships pilot is underway, with 21 young people enrolled on a programme of training and work experience in a wide variety of jobs in the public sector.

Further challenges

Skills

Skills levels need to match business needs for a successful economy. It is essential that the working population is adequately skilled if the economy is to evolve. Those without skills fall more quickly into unemployment. Improving the skills of those out of work often improves their chances of securing employment, and helping people into work is the most effective way of reducing poverty and creating a more equal society. Therefore it is key to both the growth of the economy and the welfare of the economically vulnerable population to look at the skill levels of Hampshire residents. A wide range of organisations work to ensure continued workforce training, and funding for skills comes down from Government in a number of ways. The picture is complex and despite the work of sector skills councils and skills academies, it remains difficult for businesses to ensure local provision matches their needs.

Hampshire County Council is committed to matching training outcomes with the skills needs of businesses in the county. In the coming months, the Economic Development Office will be undertaking several areas of project work to better ensure the skills needs of the economy understood. With the transfer of significant areas of funding from the Learning and Skills Council in 2010/2011 the Council will take on an even more important role in the skills agenda which is regarded as the highest economic priority. We will work closely with the new Skills Funding Agency and the National Apprenticeship Service to do this. A particular challenge will be matching FE and HE supply with demand as numbers

increase. A business led Employment and Skills Board (ESB) for Hampshire is being set up to keep abreast of business needs and help influence government spending on adult skills. The ESB will draw at least 50% of its membership from the business community and will be chaired by a high-ranking business person. The remaining membership will comprise representatives from organisations with a significant involvement in the commissioning and delivery of skills, including the County Council, Government employment and skills bodies, and training providers such as colleges. This will enable the Board to make a real difference in matching the development of skills to the economy as it continues to grow and change.

Growth

The growth agenda is very important if the County is to maintain its competitiveness and attract new investment as we move out of recession. However, with the severe crisis which has hit the construction industry and the state of public finances it is unlikely that the old method of funding the necessary infrastructure (S106/278 and public subsidy) will continue to work. We will have to develop new business models such as 'tax increment funding' (TIF) and the south Hampshire area will be putting forward a bid to pilot this approach.

Deprivation

Urban south Hampshire has significant pockets of deprivation and, as an area, is underperforming relative to the rest of the region in terms of economic output and productivity (this has been a key factor in the setting up of the Partnership for Urban South Hampshire – PUSH). The EDO will lead corporate work on this with the development of a 'framework strategy' to address economic inequalities in the County.

Rural Economy

Rural parts of Hampshire continue to go through major economic and social change, with the restructuring of the CAP, pressure from supermarkets on farm-gate prices and loss of services to rural areas e. g. closure of village post offices and reduced transport services. The vitality of small rural towns, and indeed also medium-sized towns, is under threat due to the current economic downturn and also from large out of town centres and the continued growth in internet shopping. The EDO is leading a county-wide initiative to help these small service centres. The development of a County Council 'Rural Delivery Strategy' is also helping and the EDO has a very significant role to play in this.

ICT

ICT and the effective use of **broadband technologies** are essential contributors to the competitiveness of both rural and urban industry. Everyday 35 million people use the internet, 25 million UK residents buy goods and services online, and in 2010, UK residents will spend £39 billion online. It is therefore clear that securing broadband access to all homes in Hampshire, is an economic and social priority. Following the publication of the Digital Britain Report by Lord Carter in June 2009 and the publication of the Digital Economy Act, there has been a strong focus on ensuring that the UK is at the leading edge of the global digital economy. Currently only half of Hampshire postcodes operate at 2Mbps or above, so the Bill presents a significant challenge for eHampshire and Hampshire County Council.

Analysis concludes that the market is not delivering adequate broadband in many areas of Hampshire. This issue extends beyond remote rural communities and small towns which have a high demand for internet access due to their relative isolation. Where the market cannot or will not step in, the County Council is considering how it can intervene to improve access. It is felt that the current reluctance of commercial operators to invest in the "not-spots" may change with the commitment and support of the County Council, including the use of its assets and expertise.

Learning from others: there are many local authorities undertaking strategic intervention including Cornwall, North and South Yorkshire, Kent and Gateshead. Some of these areas benefit from being eligible for funds to support their development and many have European Objective 1 status, meaning their economic development is seen as a priority. Hampshire is not in this position.

So, where to now? It is important to continue to enable a competitive market, and not to deter or disadvantage commercial companies or private sector investment, consequently reducing choice for customers. Discussions are now underway with commercial operators, including internet service

providers, to identify possible solutions. The County Council needs to understand and decide where, when, and how it could intervene, and how it can help communities solve issues in their own areas..

Climate Change

Climate Change presents opportunities as well as threats. The County is seeking to attract investment in the new 'environmental technologies'. There is also continuing pressure on our environment from increasing volumes of **domestic and commercial waste**. The Sustainable Business Partnership, which is hosted by the EDO will have a key role to play in this work. More and more businesses across Hampshire and the Isle of Wight have been enjoying support and advice on sustainability issues thanks to the recent launch of the Sustainable Business Partnership's (SBP) local networks. Networks are based in Portsmouth, the New Forest, North Hampshire incorporating Basingstoke and Deane, Rushmoor and Hart, and on the Isle of Wight. Local network meetings take place every quarter.

4. Review Of 2009/10

4.1. 'Headline' Statistics

- ✓ 647 Hampshire Ambassadors visited 15 key Hampshire businesses in 2009
- ✓ 59 Events organised by the Economic Development Office
- ✓ Over 86,000 visitors attended events during the 2009 Hampshire Food Festival, spending an estimated £2.45m. An estimated £64K media coverage was generated.
- ✓ Hampshire County Council secured over £7.5million from external sources in 2009/10.
- ✓ £165,000 was allocated to Milford on Sea and to Kingsclere from SEEDA's Small Rural Towns fund for two crucially needed new community buildings, completing the full allocation of £1.19M to Hampshire for its small rural towns .
- ✓ The Economic Development Office took on the management of two key SEEDA Rural programmes; the Small Rural Towns Programme and the Rural Access to Services Programme, with two years remaining of the programmes and around £3million funds.
- ✓ The Economic Development Office answered over 2000 business enquiries
- ✓ eHampshire provided 400 Companies with grants to connect to Broadband for the first time and delivered advice on ICT to over 500 businesses. The ADSL network of telephone exchanges was completed in Hampshire with grant aid supporting the enablement of Martin Cross, Privett, and Hatherden.
- ✓ The Sustainable Business Partnership generated more than 200 sustainable business actions in the final quarter, and dealt with over 400 enquiries from businesses and support organisations.
- ✓ A total of £165,000 from SEEDA's Small Rural Towns Grant was awarded to two more towns, completing the allocation of £1.19M to Hampshire, and ensuring a total investment of over £4M into the county's small rural towns.
- ✓ Film Hampshire serviced over 100 enquiries about filming in Hampshire
- ✓ Hampshire Fare now actively supporting over 200 food & drink businesses in Hampshire.
- ✓ The Village Community Grant Scheme, launched in 2008 to help offset the loss of Post Offices in Hampshire, provided a further £49,000 to fund grants to four more village shops, bringing the total support to £463,000 (including match funding.)
- ✓ 356 work placements for long-term unemployed people were created by the New Jobs, New Futures project

4.2 Key highlights of 2009/10

- ✓ The MATISSE teleworking pilot project was successfully completed - over 87% of participants reporting increased productivity and reduced commuting costs
- ✓ The Sustainable Business Partnership launched a new Construction Network which generated a significant amount of local and regional interest.

- ✓ Film Hampshire organised its first familiarisation trip to Hampshire for Film Location Managers.
- ✓ Conference Hampshire celebrated its 5 year anniversary and recruited its 250th venue.
- ✓ Completed site assessment study of all employment sites in Hampshire over ½ hectare
- ✓ Hampshire Fare and Hampshire County Council County Supplies won the national “Good Egg” for introducing 600,000 New Forest Free Range eggs into schools and care homes.
- ✓ launched a Corporate Apprenticeship Pilot scheme, employing apprentices in sites across Hampshire on a twelve-month contract
- ✓ The County Council’s Recession measures programme ran from 1st April 2009 funded by a £425,000 LABGI award. Highlights included 179 redundant retail workers attended IT Training courses and 240 independent retailers attended e-commerce and web development workshops.

5. Forward Programme 2010/11

5.1 Priority areas of work

Five key priority areas have been identified for the 09/10 work programme.

5.1.1 Economic Policy Strategy and Research

The environment in which business operates is critical for growth and success. The EDO will work with its partners to influence the development of policies which meet the needs of the Hampshire economy. Other areas of focus are land provision, rural change and European working. The Office continues to lead, corporately, on the development of external funding. Underpinning all our work is a strong research and analytical base.

5.1.2 Rural Economy

The EDO will continue to play an important role in supporting the economy in rural areas. The Economic Development Office is leading the Rural Economy and Skills Action Plan of the Hampshire County Council Rural Delivery Strategy. We will continue to encourage the development of the local food supply chain, and in particular local food and drink producers, as our rural areas move towards a more market-driven economy. We will also continue to lead the regeneration of our market towns and villages, through the Hampshire Market Town Programme and the Village Community Grant Scheme. Skills and employment in rural areas is another key area of focus, and we will be working with partners such as Lantra help develop a highly skilled workforce and reduce skills gaps in rural industries.

5.1.3 Business Support and Development

Business investment is the foundation of our economy and the County Council has a significant direct and indirect impact. Working with our partners including business support agencies and other local authorities, we will continue to support the increased and effective use of ICT (eHampshire), increased business sustainability through the Sustainable Business Partnership, the established business partnerships of the Segensworth and Winchester Business Improvement Districts, and other business partnerships in Winchester and Basingstoke. We will continue to support the tourism and leisure markets through our specialist marketing campaigns Conference Hampshire and Film Hampshire). Our information to business (e.g. Business Directory) has been enhanced this year through the development of the County's Business Portal, and continuing encouragement and recognition of business success through our sponsorship of local Business Awards and attendance at business exhibitions.

5.1.4 Skills and Employment

The EDO leads on the Local Area Agreement Employment and Skills targets, and this continues to be a main focus for 09/10. We will develop and update our work and skills plan based on evidence from the worklessness assessment contained in the Hampshire Economic Assessment. Internally, we will work with Human Resources on a range of measures impacting on recruitment and retention policies, including rolling out the apprenticeships pilot and delivery of the Public Sector Skills Challenge. We will also be working with other public and private sector employers to promote best practice.

5.1.5 Land and Property and Inward Investment

The aim of this area of work is to ensure that Hampshire has an adequate supply of employment land and that Hampshire is marketed as an attractive place for investment. Hampshire County Council has considered the findings of the HEP Employment Sites report

published in December 2010 and the potential impact of its findings on the economy, and resolved to use its own surplus land where there are identified constraints to growth that cannot otherwise be overcome. The Economic Development Office has also embarked on a new project to promote Hampshire for Inward Investment – Invest in Hampshire. This will see Hampshire County Council taking a more proactive approach to attracting inward investment. This will maximise every opportunity to further support Hampshire's recovery out of the recession and to position Hampshire as a world class area for business and investment

The EDO is an equal opportunities employer and service provider. For further details of the Hampshire County Council Equalities policy, visit <http://www3.hants.gov.uk/equality.htm>

5.2 Forward Programme 2010/11

5.2.1 Economic Policy

A01- Develop a Sustainable Economic Strategy for Hampshire

Following the completion of the Hampshire Economic assessment, which will identify the key economic issues for Hampshire, the Economic Development Office will develop a new Sustainable Economic Strategy for the county. The Strategy will identify the principal areas for action on the economy, developing creative solutions and engaging partners in delivery.

Key Actions 2010/11

- Produce the Hampshire Economic Assessment by March 2011
- Build a framework for the Economic Strategy

A02- Rural Policy

The EDO considers and evaluates the impact of major new government and EU policy, where it may affect the rural economy of the county. In conjunction with the Hampshire Economic Partnership, we have commissioned an update of the Hampshire Farming Study to monitor the current state of the industry and the impact of the recession and workforce issues on the sector. .

Key Actions 2010/2011

- Commission the 2010 update of the Hampshire Farming Study.
- Organise the annual Hampshire Farming Conference in June 2010
- Within the framework of the Hampshire Employment and Skills Strategy, consider and address the skills and employment issues for rural industries
- Within Hampshire County Council, and within the framework of the Rural Delivery Strategy, lead on the identification of opportunities to support rural regeneration
- Continue to input to local, regional, government and EU rural policy

Key partners: HEP, SEEDA

AO3- Research

The overall aim of the Research and Policy function is to investigate and understand the factors that impact on the Hampshire economy in order to ensure a shared evidence base informs the development of HCC and partner strategies.

Key Actions 2010/11

- To deliver the Hampshire Economic Assessment by December 2010
- To encourage key stakeholders to use the Assessment as an evidence base in their strategic planning
- To set up systems for the annual update of the Assessment including an annual business survey

AO4 - External Funding

The team provides advice and support on accessing external funding to officers across the County Council. And the unit hosts the External Funding website which includes a monthly bulletin of funding opportunities. A major change in recent years has been to develop more of an emphasis on bid writing. In order to get a picture of the extent of such funding, the team manages the External Funding Database which has been populated with all Hampshire County Council's externally funded projects.

Regular contact is maintained through distributing a monthly funding bulletin as well as email alerts to advise of short bidding deadlines. Specific support is given through funding searches for individual projects, tailoring bids to ensure the best chance of success and training or awareness-raising events.

The team also manages a number of key externally funded projects, post-grant approval.

Key Actions 2010/11

- To identify European funding opportunities and develop a project around these.
- Increase bid writing services across HCC and partnership districts
- To deliver the Loddon and Eversley LEADER programme.

Key partners: District Councils, Hampshire Wildlife Trust

AO5- Recession work

The Economic Development Office has the corporate lead for responses to the current recession. A survey was carried out in February 2009 of all departments to establish what services they provide for those affected by the economic downturn and also to assess the financial impact on the Council. Further analysis will be necessary now in order to coordinate any future responses undertaken by the County Council.

The EDO itself has identified 4 key projects/area of work is helping businesses and individuals through the recession and into recovery:

- support for the retail sector
- Smarter Working Centres, providing a collaborative network of support as part of the MATISSE Smarter Working Initiative
- work to increase apprenticeships, with a financial incentive to businesses to take on apprentices
- support for volunteering

More details about these projects can be found further down in this document. The Office has also produced a Recession Portal signposting the help available for both businesses and residents.

Key Actions 2010/11

- further assessment of the financial impact on the County Council
- support the Senate Economic Action Group
- monitor what services are being provided by the Council to help business and residents through the recession
- work with partners to develop further recession measures as necessary
- manage the Recession Portal

Key partners: District Councils, Jobcentre Plus, CAB, SEEDA

5.2.2 Rural Economy

B01 – Supporting Rural Industries

The Economic Development Office acts as a facilitator, working with other departments of Hampshire County Council, to help rural businesses thrive and be an essential part of rural community life. The consultation for the Rural Delivery Strategy identified the challenges that face the rural economy. These included lack of an effective broadband structure, lack of skills and training opportunities in rural areas, diminishing services in both market towns and villages and current planning policy preventing business growth and diversification. We will focus our forthcoming activities on projects and partnership working to address these issues.

Key Actions 2010/11

- Help improve broadband width in rural areas
- Support agriculture through projects such as Hampshire Fare and Hampshire Farmers' Markets
- Work with HEP, local authorities and other local partners to encourage more flexible planning policies
- Support land-based skills development through projects such as Landskills SE
- Investigate opportunities for increased support for equestrian and horticulture sectors

Key partners: Hampshire Fare, Hampshire Farmers' Markets, HEP, Lantra, LA's

B02 - Hampshire Fare

The Economic Development Office is a key supporter of the rural economy and actively supports local food initiatives including Hampshire Fare and Hampshire Farmers' Markets. The EDO houses the Hampshire Fare Office and identifies funding streams and organisations to support them, working closely with other local authorities and other agencies. The Hampshire Fare Membership Scheme has recruited many major businesses, despite the economic downturn. The Hampshire Food Festival and Public Sector Procurement of local food continue to be key local food initiatives and are achieving considerable year on year growth..

Key Actions 2010/11

- Organise & promote the annual Hampshire Food Festival
- Develop & manage countryside access projects linking food, farms and classrooms
- Develop local, regional and national trade initiatives – linking producers to key suppliers
- Production & distribution of 50k Hampshire Fare Directory of Producers
- Management of membership scheme (currently 200 businesses)
- Delivery of extensive membership services to member businesses
- Marketing of membership scheme targeting Corporate Partners and Friends
- Increasing Public Sector use of local food
- Increasing brand recognition of Hampshire Fare through marketing & communication programme
- Development of new funding streams

Key partners: S.E Food Group Partnership, SEEDA, HEP Rural Economy Task Groups, Local Authorities, other HCC departments.

B03 - Market Towns Project

The Hampshire Market Towns Project, led by the Economic Development Office and supported by SEEDA, aims to increase the economic vitality and regeneration of small rural towns throughout the county, so that they are able to thrive and provide the facilities and services on which their communities and hinterland villages and hamlets rely.

SEEDA's Small Rural Towns Funding Programme is currently providing £1.2m for projects in small rural towns across Hampshire. To date, 19 towns have completed Healthchecks and are implementing or preparing their Action Plans, and eight towns will have benefitted from grants from this Fund.

Key Actions 2010/11

- Deliver SEEDA funded programme as per the Trend for Spend 2004-2011
- Continue to work with rural towns to promote and review Healthchecks, develop plans and support partnerships
- Run two training and networking events for small rural towns, encourage local networking
- Continue working to ensure County Council involvement in community-led action planning, and to ensure integration of realistic and achievable actions into the service planning process
- Continue to Chair the South East Rural Towns Partnership.

Key partners: Hampshire Market Towns Partnership, District and Town Councils, HCC – Country Towns Initiative, HCC - Planning officers

B04 Access to Services Programme

The Hampshire Access to Services Programme is the Hampshire part of a new three year SEEDA programme and was launched in 2008. In Hampshire, the Rural Access to Services programme is based on a grant scheme through which rural communities can apply for funds to support the increased use of village shops and post offices or the creation of new community-led stores.

Key Actions 2010/11

- Award grants to ten village shops
- Encourage village shop owners and managers to network with and learn from the experience of others

Key partners: SEEDA, Local Authorities, Community Action Hampshire, Hampshire Association of Town and Parish Councils.

[PHOTO - AH]

5.2.3 Business Support and Development

CO1 - Supporting Business

The EDO monitors business trends and seeks to support the local economy where help is needed most – either via key economic projects (such as Ambassadors, Conference Hampshire and Film Hampshire.) or by providing grants to business support organisations; including the Enterprise Agency in Hampshire, who are then able to support small businesses and encourage new start-ups. The EDO also supports key initiatives by local authorities, such as local business excellence awards.

Key Actions 2010/11

- Delivery of special recession measures
 - Continue to provide quality support to enterprise agencies and business networks
 - Attend key Hampshire business events to promote HCC business support activity
 - Promote and enhance the Hampshire Business Directory
 - Enhance and promote the Hampshire Business Events listing on Hantsweb
 - To continue to support Business awards and to investigate and consider additional opportunities and award schemes.
 - Promote the database of Business Support Agencies and fact sheet
 - Maintain and enhance the Economic Development Office Business Portal
 - Ensure local businesses are informed of opportunities relating to the 2012 Olympics
 - Support the county's two Business Improvement Districts (BID) in Segensworth and Winchester City areas
 - Support the retail sector through retail IT training programmes, the development of the Shop in Hampshire web site and sponsoring town centre events.
 - Manage the Interreg 1VA project – Enspire.
-
- **Key Partners:** Hampshire Chamber of Commerce, Enterprise First, Federation of Small Businesses, Business Link Hampshire, Federation of Small Businesses, Hampshire Economic Partnership.

C02 – The eHampshire Partnership

The eHampshire programme of activities will be focused upon four key themes – infrastructure, e-business development, smarter working centres, skills and workplace accessibility. Individual work-stream focused groups are tasked with identifying, encouraging and facilitating innovation and best practice with the help of local partners and stakeholders.

Key Actions 2010/11

1. **Hampshire Broadband Project** - – focusing on meeting the current and anticipated needs (e.g. next generation broadband) of businesses and communities especially in designated innovation and growth areas plus urban and rural Broadband 'not-spot' zones.
2. **Skills** – developing training programmes to help move businesses up the e-ladder and helping them to realise how ICT systems can improve their productivity, competitiveness and market reach.
3. **Smarter Working** – focusing on the delivery of the Smarter Working Centre programme.
4. **Accessibility** – establishing a working group with the aim of improving digital inclusion, ICT and general skills, and access to work for disadvantaged groups.
5. **eHampshire's Operational Processes** – making sure that the systems which support eHampshire are maintained and updated, including the development and usage of Salesforce within the team.

Key partners: Business Link, LSC, SEEDA, Corporates, Local Authorities

C03 - Conference Hampshire

Conference Hampshire is a free venue-finding service provided for businesses to assist them in finding the perfect venue for their conferences and events in Hampshire. The project also provides conference venues in the county with the free opportunity to promote their venue to potential clients through a number of channels. The overall aim of the project is to support the business tourism sector of the county by promoting Hampshire as a leading destination for business tourism. To provide some context, Conferences and meetings alone are worth an estimated £7.2 billion to the UK economy (BVEP).

Key Actions 2010/11

- Create an online ebrochure of conference venues in Hampshire
- Design, develop and launch a new website
- Ensure new website appears prominently in web searches
- Market the Conference Hampshire service to local Hampshire businesses
- Begin tapping into surrounding markets, e.g. border counties, London.
- As a member of the TSE Business Tourism Steering Committee work to capitalise on Discovery/Confex/Olympic themed familiarisation trip for 2011.

Key Partners: Convenus, Hampshire conference venues, Tourism South East

C04 - Film Hampshire

Film Hampshire is the county's film liaison office and aims to encourage to the area by providing a free film location finding and assistance service. The website holds a library of over 350 film locations in Hampshire with more being added to the database all the time. A strong network of contacts for filming at the district authorities and within the County Council has been developed and partnerships have been strengthened within the Film Industry, particularly with the regional screen agency Screen South and the Guild of Location Managers, to build Hampshire's reputation as a film-friendly county. The Economic Development Office has assisted with over 150 enquiries regarding filming in Hampshire including 30 enquiries for feature films such as Nottingham by Ridley Scott and filming has gone ahead by Foyle's War in Odiham and The Day of the Triffids at the Hospital of St Cross, Winchester.

Key Actions 2010/11

- Continue to add new locations to the website and make other regular updates
- Ensure the Film Hampshire website is consistently visible in internet search
- Target the film community via advertising, emarketing, direct mail and other channels as deemed appropriate
- Investigate and devise methods of opening up the market to include ad agencies and photographers
- Develop networks and investigate future marketing opportunities with FLOs and other relevant HCC departments.
- Deal with filming enquiries continually improving upon established process and ensure follow-up
- Promote Film Tourism
- Support local film events where relevant and worthwhile

Key partners: locations and venues around Hampshire, Location Managers, participating Local Authorities, local film bodies and organisations supporting the creative industries.

C05 - Sustainable Business Partnership

The Hampshire and Isle of Wight Sustainable Partnership (SBP) is an informal partnership of organisations promoting sustainable development to businesses in Hampshire and the Isle of Wight

with the aim of encouraging businesses to reduce their environmental impact. It is now well established, contributing to policy development and delivering projects that work towards this aim. The EDO is a key partner in the SBP.

Key actions 2010/11:

- Encourage and support the uptake of sustainable practices by Hampshire businesses
- Support and coordinate activity within Hampshire's developing sustainable business sector
- Support delivery on EDO and Environment Department actions as detailed in the Corporate Business Plan
- Develop and deliver support mechanism for emerging local green economy
- Support the local SBP Networks with a programme of events at local level with complementary accredited training programme
- Deliver 2010 Sustainable Business Awards ceremony
- Produce and promote case studies on all finalists through series of showcase events

Key partners: Private/ public stakeholders with interest in the environment

C06 - Hampshire Ambassadors

The Hampshire Ambassadors scheme is managed by the Economic Development Office and has over 1000 members. The project is committed to encouraging business excellence, stimulating economic growth and raising awareness about the diverse range of business activity which happens in the county.

The programme focuses on a monthly showcase visit programme to key Hampshire businesses to see behind the scenes of innovative and successful companies within the county. Visits for 2010 include Lime Wood Hotel, Herb UK and the Aldershot Centre for Health. Mrs Mary Fagan, the Lord Lieutenant of Hampshire, is the patron of the scheme.

Key actions 2010/11

- Recruit new key business people as Ambassadors
- Organise a 2011 visit programme by December 2010 ensuring geographical and sector spread
- Investigate added value initiatives

Key partners: Ambassadors and participating venues

5.2.4 Skills and Employment

D01 – Skills

In order to work towards the skills targets within the Hampshire Local Area Agreement, EDO will be working with partners both internal and external on a range of activities to promote and increase the take-up of training.

Key Actions 2010/11

- Set up a Hampshire Employment and Skills Board
- Working to deliver the Public Sector Skills Challenge
- Develop business intelligence
- Delivering a programme of activities to promote the benefits of training to Hampshire businesses
- Work with key HCC contacts to ensure a coordinated approach to the delivery of services where training is an element

Key partners: HCC (EDO, HR, CCRA, CS, AS, PBR,) SFA, NAS,

D02 – Apprenticeships

Working with internal departments and external partners EDO is promoting the benefits of apprenticeships.

Key actions 2010/11

- Lead and manage the distribution of the Apprenticeship Grant Scheme to small employers
- Research, implement and co-ordinate a Corporate Apprenticeship Scheme across Hampshire County Council
- Work with external partners to promote the National Apprenticeship Scheme and share 'best practice'

Key Partners: Skills Funding Agency, National Apprenticeship Service

D03- Employment

In order to work towards the employment targets in the Hampshire Local Area Agreement, the EDO is working with partners to deliver an Employment and Skills Strategy for Hampshire. The Strategy directs the delivery of services to support people back into employment including those who are furthest from the labour market.

Key Actions 2010/11

- Deliver the Future Jobs Fund programme
- Develop a Legacy programme to ensure FJF employees have the best chance of gaining sustainable employment.
- Deliver a grant scheme to increase volunteering leading to employment.

Key partners: HCC (EDO, HR, AS, CCRA), Jobcentre Plus, LSC, Business Link, SEEDA, GOSE, unitary and district authorities, voluntary sector organisations

D04 – Tackling pockets of deprivation

One of the core targets of the Council's Corporate Business Plan is to reduce the no. of areas in the worst 20% nationally (as measured by the Index of Multiple Deprivation for 'Super Output Areas'). The target is to reduce the no. of those areas from 24 to 20. The EDO plans to undertake a thorough research exercise as to the key indicators which are affecting performance in those areas and develop a coherent strategy with partners to target the issues which are contributing to the under-performance.

Key Actions 2010/11

- Assess the key factors underlying poor performance
- Develop a corporate policy framework for addressing economic inequalities
- Develop a set of actions to help reduce inequality

Key Partners: District Councils, Local Area Agreement partners

5.2.4 Land, Property and Inward Investment

E01 Land and Property

The provision of an adequate supply of employment land through planning policies and in land use plans is needed to facilitate private sector investment and to contribute to business competitiveness. A reliable assessment of employment sites in Hampshire in terms of their market demand, site quality and availability to the market was undertaken in 2009, which will be monitored and developed to ensure adequate planned provision. This work aims to stimulate investment and development by identifying and evaluating investment opportunities.

Key Actions 2010/11

- Follow up the findings of the HEP Employment Sites Study with developers and Local Authorities
- Provide property related advice on policies, plans and projects affecting strategic sites
- Ensure continuing effectiveness of standing liaison arrangements with the Ministry of Defence regarding operational reviews and consequent impact of military land disposals

Key partners: commercial agents, developers, Local Authorities, SEEDA, HEP

E02 Inward Investment

In the relatively buoyant economic times of the past, the Council has not felt the need to actively seek inward investment to the county but has instead focussed its economic development activity on providing a sustainable business environment and support service for existing Hampshire business. However, the last 18 months of recession have highlighted the need for increased activity to support the economy of the county. It is felt that it is now appropriate for the Council to take a more proactive approach to attracting inward investment. This will maximise every opportunity to further support Hampshire's recovery out of the recession and to position Hampshire as a world class area for business and investment.

Key Actions 2010/11

- Define the Hampshire investment and Commercial Offer and publish the inward investment web site
- set up and maintain a database property and sites that are available or have good potential for industrial and commercial use or commercial developments

5.3 Monitoring and Measurement

- 5.3.1 All the EDO's actions are monitored against set targets and are integrated with specific staff responsibilities through the annual performance appraisal process.

Reports are regularly provided through the Corporate Strategy review, the Service Plan review, the Chief Executive's Performance Plan and the Council's Corporate Performance Assessment (CPA). Staffing is reviewed regularly through the Chief Executive's Department's Staffing Plan.

The EDO works closely with the Cabinet Executive Member for Economic Development and the Hampshire Economic Board, to ensure that policies and actions fit with the overall strategy of the Council.

There is a Risk Assessment Plan for all the work of the Office, and the implications of policies for "Equality and Diversity" are monitored through "Race & Equalities Impact Assessments".

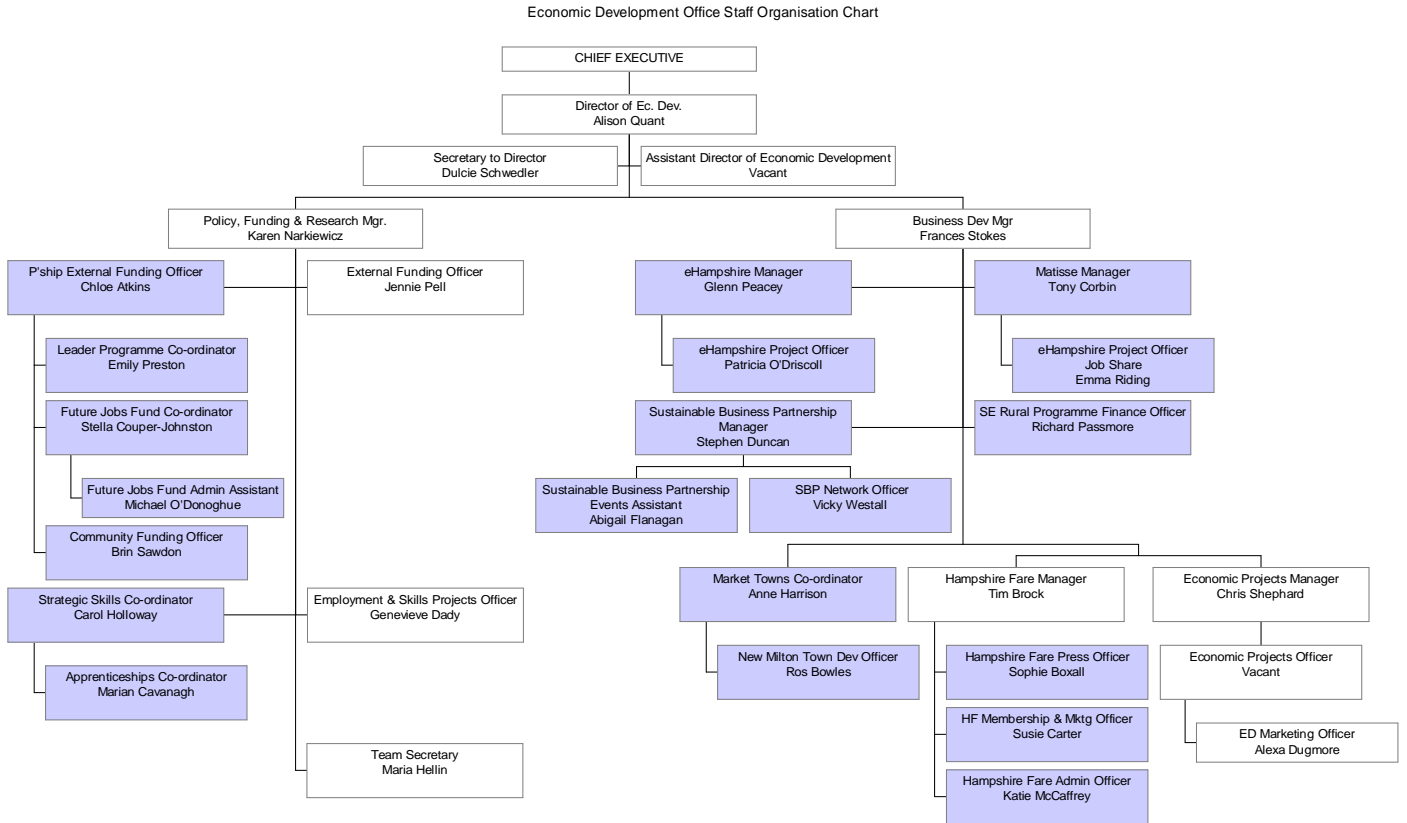
- 5.3.2 **General research** into the challenges facing the Hampshire economy is undertaken with the Environment's Research and Intelligence group and in collaboration with the Research Task Group of HEP, who publishes annually 'Informing our Future' – a publication sponsored by the EDO.

- 5.3.3 **Specific research** is undertaken as part of most projects, to ensure that actions meet client group needs. In 2010, an update of the Hampshire Farming Study will be published, which will inform and steer many of the rural projects undertaken by the Economic Development Office. Also, the Hampshire Market Towns programme engages in extensive community consultation, and the eHampshire Partnership uses direct feedback to ensure its advice seminars address topics relevant to the ICT needs of growing businesses.

- 5.3.4 All **events** request participants to provide feedback to help gauge the quality of content, speakers and venues.

6 Staffing

- 6.1 The staff of the EDO are managed through two teams and mix responsibilities for policy leadership and project management. 11 posts are funded from the 'core' revenue budget, with a further 14 positions being fixed term contracts based on external funds.



Note: Shaded boxes indicate post is "externally funded".

- 6.2 The Service Plan provides the source for cascading targets to individual managers and their staff, who are reviewed on a regular basis with their managers. From IPPs, flow individual training and development plans to ensure that staff are properly equipped to meet their targets
- 6.3 The management style and ethos of the EDO will, however, continue to be one of flexibility and responsiveness to opportunities which occur and fit with the overall strategic aims of the Service.

7. Conclusions

The EDO is well equipped to deliver an effective service for Hampshire County Council in 2010/11.

This Service Plan forms the basis of a wide-ranging programme to help deliver our overall aim:

Working for a successful economy in Hampshire

As conditions change and new opportunities arise, we will respond to the challenge of delivering effective support to our businesses and communities, to ensure Hampshire remains as a vibrant, competitive region of Europe.

We welcome the future, and wish to work with all relevant partners to deliver our vision.

If you wish to work with us or have something to offer Hampshire's economy, please contact us with your proposals.

We are here to help!

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