

Worcestershire Partnership Economy & Transport Theme Group

## **Economic Delivery Plan**

2008

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**Appendix : Performance Indicators (to be inserted later)**

## 1.1 Introduction

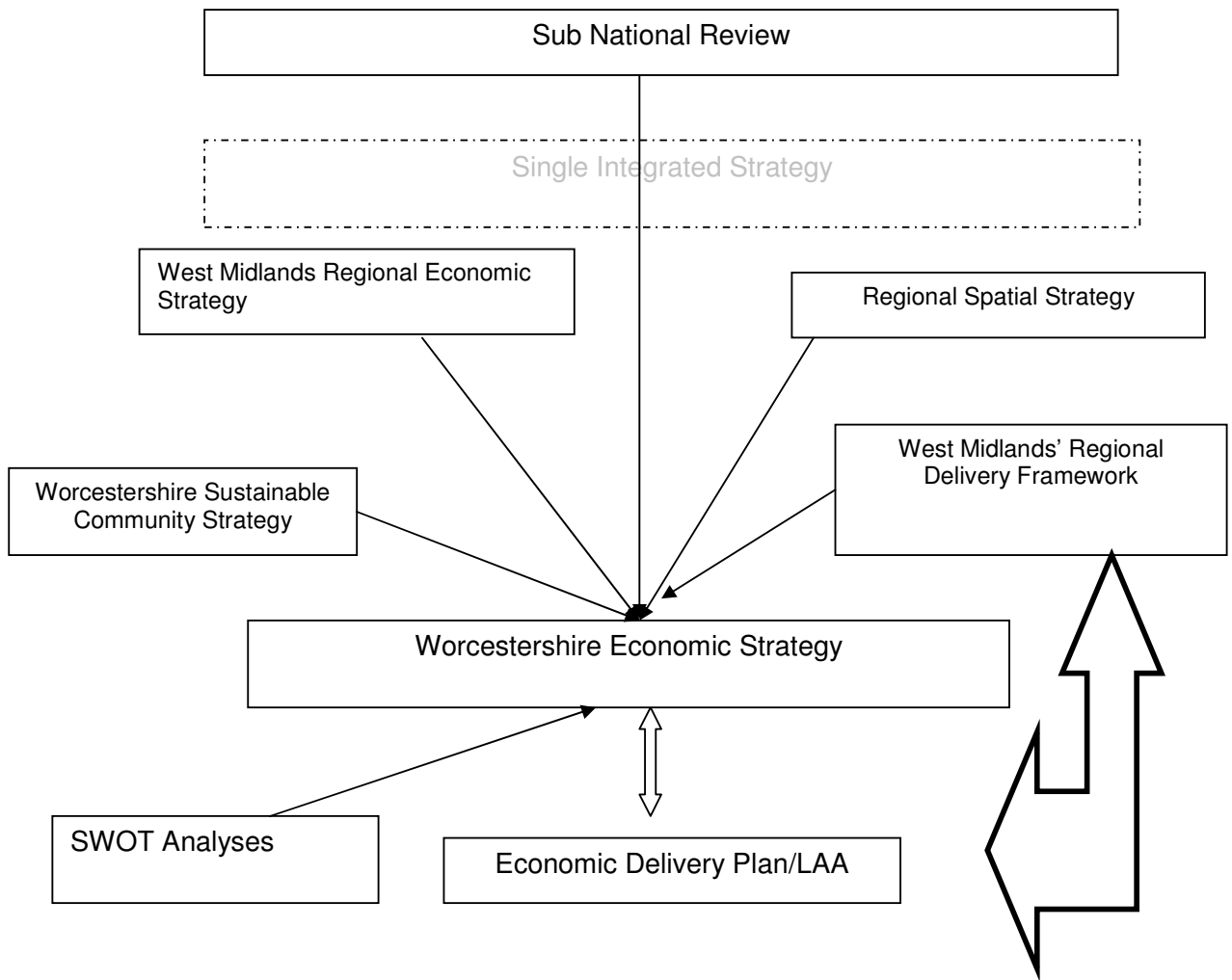
This Economic Delivery Plan (EDP) has been developed in order to address the 'action gap' between Worcestershire's Economic Strategy (WES) and delivery identified through process mapping. The Plan will also help partners active in Worcestershire identify the top economic priorities for their actions and their own roles. Partners should aim to build on the strengths of current activities and integrate initiatives across Worcestershire and where appropriate with the regional partners. It will also enable delegation of delivery to the sub-region (under Sub National Review) and secure partner investment in activities to deliver against the Strategy objectives.

This is the first time Worcestershire Economic Partnership has collaborated across the whole area to develop a strategic approach for Worcestershire's economy. The Partnership brings together partners to address issues affecting the economy of the County. The Economic Delivery Plan is an opportunity to review the objectives and actions of the new Worcestershire Economic Strategy and to focus measurable activities in the light of West Midlands Regional Economic Strategy (RES).

This Plan has following features:

- Three year rolling timescale (revised and rolled forward annually)
- Identifying a limited number of priority activities and projects to deliver sub regional objectives
- Identifying and developing Local Area Agreement outcomes
- Providing a basis for monitoring, review and evaluation

The above features will form the basis of an Action Plan setting out specific activities to deliver the actions. This will be monitored, reviewed and updated on a three yearly basis by Worcestershire Economic and Transport Theme Group of Worcestershire Partnership. The relationship between Regional and County Level Strategies and Delivery Plans are shown below:



## **1.2 Research**

Wide-ranging research has informed the development of the Economic Delivery Plan by analysing our future economic aspirations, relative strengths & weaknesses and threats & opportunities to county's economy. The work has involved:

- An assessment of the current state of Worcestershire economy
- Regional Economic Strategy and opportunities it offers to Worcestershire
- Statistical evidence vis-à-vis key economic indicators
- Initial consultation with Internal and Districts stakeholders
- Workshop with Worcestershire Economic Partnership
- Consultation and approval by Economy & Transport Theme Group of Worcestershire Partnership

All Worcestershire Economic stakeholders considered essential have fed in detailed comments on what the most important issues facing Worcestershire's economy are and what the priorities for the future should be. This Economic Delivery Plan has been developed specifically focusing on the priorities and activities which will deliver/support the New Worcestershire Economic Strategy.

## **1.3 Measuring and reporting progress**

The Performance Indicators by which we intend to measure long term progress are set out in Appendix 3. They reflect the priorities of the Worcestershire Economic Strategy. Where possible, trends have been plotted for the past three years. The Indicators provide evidence on how Worcestershire is performing and will be used to assess the overall impact of the Plan.

It is proposed that the Economy and Transport Theme Group take responsibility for monitoring progress on the Economic Delivery Plan. This will involve recording relevant activities and tracking progress towards targets. Reports could be given to the theme group every six months and at the end of each financial year a review of the Performance Indicators could be undertaken. This will enable the group to identify strengths and weaknesses in implementation.

## 2.0 Aims and Objectives

This Plan contains objectives to identify the economic priorities and guide the actions of economic partners of Worcestershire in the future. The plan will address the 'action gap' between strategy and delivery identified through process mapping; enable delegation of delivery to the sub-region (under the Sub National Review); and secure partners' investment in activities to deliver against Strategy Objectives. These have been developed building on stakeholders' views during the research process and the workshop with Worcestershire partners to debate the detail of objectives and actions. It lists a range of actions on which partners could lead, to address some of the key challenges facing Worcestershire's Economy today. The main aim of the Plan would be to deliver/achieve the Vision of Worcestershire Economic Strategy.

### Worcestershire Economic Strategy 2008 – 2018

#### 2.1 Vision

*In ten years time, technology led growth will have contributed to the sustainable development of Worcestershire and strengthened its role as an economic driver for the region – acting as a catalyst for all sectors of the economy and areas of the County to benefits and providing well paid and highly skilled jobs and high quality of life for residents*

### Economic Delivery Plan 2008 - 2011

#### 2.2. Aim

The aims of the Economic Delivery Plan are to:

- √ deliver the Worcestershire Economic Strategy vision
- √ deliver economic indicators of Worcestershire Local Area Agreement 2008-2011
- √ modernising and diversifying the economy and making it more sustainable, whilst ensuring that all have access to the benefits of Worcestershire's economic success

#### 2.3 Objectives

1. Business
2. Place
3. People
4. Powerful voice

## 2.4 Cross-cutting themes:

The Framework for the Plan is structured under the Regional Economic Strategy (RES) and Worcestershire Economic Strategy objectives. The framework also contains a series of cross-cutting themes. These include:

- **Sustainability** – there is a need to consider both environmental sustainability and economic/social sustainability when developing responses to Worcestershire’s economic needs and opportunities. Integrating more environmental education in activities would generate improved practices. Support for more sustainable forms of transport would be welcomed.
- **ICT** – Information and Communications Technology can help deliver information and services and help facilitate activities in all objectives. It is particularly important in rural areas where distance can be a barrier to communication.
- **Equality and Diversity** – There is a need to ensure equal access to services and consider the impacts of responses on particular sectors of the population. Consideration of the need for childcare, good physical access and offering participation to all sectors of the community is important.
- **Innovation** – Delivering projects or developing businesses in rural areas often requires lateral thinking and new approaches. Communities may find their own ways to tackle a local issue. Partners should encourage and support innovative practice and products.
- **Urban-rural interdependence** – The rural areas of the sub-region are closely tied to the conurbation and urban centres. Consideration should be given to the opportunities this presents and the potential for joint working with urban partners. There may also be opportunities for applying urban expertise (for example in social enterprise) to rural areas. Similarly approaches used in the Rural Regeneration Zone could be applied across a wider area.
- **Raising the Profile of Worcestershire** – Businesses, communities and the environment across Worcestershire are distinctive in their nature and culture. These qualities can be promoted and used to differentiate and add value to local products and foster local pride.
- **Securing access to external funding** – All efforts/endeavours would need to be made to secure access to all available national, regional and sub regional external funding. This would involve close working/collaboration with the Regional Development Agency i.e. Advantage West Midlands. It is anticipated that although opportunities are limited full advantage would have to be exploited to secure some EU funding matching our Economic priorities.
- **Infrastructure** – A fundamental issue to the delivery of the Worcestershire Economic Strategy and in the unlocking of development potential of employment land will be the need to support and phase the appropriate infrastructure provision. The scope of such a provision would include the transport, social (health & education) telecommunication, water and energy infrastructure.

- **Sub Regional Partnership Working** – Worcestershire has good experience of partnership working at the sub-regional levels and also across other statistical neighbours. The sub regional partnerships have gained significance in light of the Sub National Review. All endeavours would be made to take advantage of any sub-regional programmes/projects especially cross boundary tourism projects and other such initiatives.

## 2.5 Housing Growth in Worcestershire

Worcestershire's housing market has characteristics of high prices, high demand and acute affordability problems as per the West Midlands Regional Spatial Strategy (WMRSS). Worcestershire has experienced significant economic change and the towns of Kidderminster and Redditch have been identified as Local Regeneration Areas where the aim is to improve their longer-term economic prospects. Worcester City has been identified as one of the West Midlands 'New Growth Points' in the RSS and will act as a sub-regional focus for longer-term growth in the County. As well as a development node in the Central Technology Belt and one of the County's Strategic Centres, the City is also developing a range of other services to meet the needs of the wider sub region.

To fulfil its role as a focus for balanced development, the growth of Worcester City will need to extend beyond its administrative boundaries and this will need to be strategically managed, if development is to be sustainable in environmental, social and economic terms. This will require cross boundary co-operation between the authorities of Worcester City, Malvern Hills and Wychavon in the development of South Worcestershire Joint Core Strategy (in draft stage), to ensure that development takes place at optimum locations and that necessary transport and other supporting infrastructure is provided.

In the case of Redditch the town is designated as a WMRSS Settlement of Significant Development. I.e. Development given the scale of housing required to meet its needs.

The West Midlands RSS Phase Two Revision (Draft Preferred Option December 2007) proposes that Worcestershire should make provision for 36,600 dwellings over the period 2007 – 2026. Following submission of the document to government, concerns were expressed at Ministerial level about the amount of housing growth put forward for the Region in the light of the government's agenda to increase house building across the country. In view of this the Government Office for the West Midlands (GOWM) has commissioned further work to look at options that could deliver higher housing numbers and this will be considered as part of the public examination into the plan. This is expected to take place in April 2009. Clearly whatever the final housing figures are for the County, delivering them will require major investment in associated infrastructure. This will particularly be the case in Worcester and Redditch. Both settlements are in line for major growth. As part of the supporting documents, the draft Implementation Plan sets out a list of regionally significant infrastructure requirements arising from the RSS Preferred Option. In Worcestershire these include improvements to the A4440 Southern Link Road and platform lengthening and station enhancements at Bromsgrove Station.



### 3. The Plan

The Plan is set out on the next few pages. Each objective has a set of actions identified. This is a 'long-list' of most of the proposals made during the research, however it demonstrates the range of potential actions partners could develop over a number of years. Some objectives/interventions are extensions of current activities, others are new. Worcestershire Economic Partners have ranked the actions to help focus early activity on the higher priority actions.

The table below illustrates how the WES objectives relate to the RES Objectives. It is recognised that in view of less EU funding available for Worcestershire it would be prudent to align the Worcestershire Economic objectives with each RES objective. It is reckoned that these objectives are interlinked and interdependent on each other. Specific targets are set within the more informal annual priorities document.

<b>Worcestershire Strategic Objectives</b>	<b>Regional Economic Strategy Strategic Objectives</b>
<p style="text-align: center;"><b>Business</b></p> <ul style="list-style-type: none"> <li>✓ Promoting technology-led growth benefiting all sectors and parts of the County</li> </ul>	<p style="text-align: center;"><b>Business</b></p> <ul style="list-style-type: none"> <li>✓ Seizing market opportunities</li> <li>✓ Improving competitiveness</li> <li>✓ Harnessing knowledge</li> </ul>
<p style="text-align: center;"><b>Place</b></p> <ul style="list-style-type: none"> <li>✓ Supporting the sustainable development of the County through infrastructure development, and establishing Worcester as an accessible West Midlands Growth Point</li> </ul>	<p style="text-align: center;"><b>Place</b></p> <ul style="list-style-type: none"> <li>✓ Increasing Birmingham's Competitiveness</li> <li>✓ Improving infrastructure</li> <li>✓ Sustainable communities</li> </ul>
<p style="text-align: center;"><b>People</b></p> <ul style="list-style-type: none"> <li>✓ Removing barriers to employment and improving skills</li> </ul>	<p style="text-align: center;"><b>People</b></p> <ul style="list-style-type: none"> <li>✓ Sustainable living</li> <li>✓ Raising ambitions and aspirations</li> <li>✓ Achieving full potential &amp; opportunities for all</li> </ul>
<p style="text-align: center;"><b>Powerful voice</b></p> <ul style="list-style-type: none"> <li>✓ Ensuring that Worcestershire's economic interests are effectively represented at all levels</li> </ul>	<p style="text-align: center;"><b>Powerful Voice</b></p> <ul style="list-style-type: none"> <li>✓ Improving the evidence base for policy</li> <li>✓ Engaging UK and International decision makers</li> <li>✓ Position the West Midlands as a global centre where people and businesses choose to connect</li> </ul>

The Plan begins to identify lead partners for each action; however, this is a working document and can be modified and filled out as time moves on. It will also need regular monitoring and reviewing. To this end a more detailed annual priorities plans will be prepared with actions and targets included. Each year, Worcestershire Partnership's progress will be reported back to an annual 'stakeholders' assembly.

**WORCESTERSHIRE ECONOMIC STRATEGY ECONOMIC DELIVERY PLAN**

**Business – Promoting technology led growth benefiting all sectors and parts of the County**

<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>1. Encourage and facilitate knowledge and technology spread to all sectors and parts of the County</b>				
1.1 Malvern Hills Technology Led Growth	Central Technology Belt	As above	1. Continue supporting Malvern Hills Science Park 2. Develop the successor to TTF2 3. Funding Package of £100K – Part funded by MHSP Phase 3 Rental Income	Roll Over
1.1a Sharing information and experience between HE and business.  1.1b Promote graduate placement schemes to businesses.	Central Technology Belt	Local Authorities, Business Link, Cluster Managers, Worcester University, Colleges, Science & Technology Parks	Establish partnership between HE and businesses	Develop more vibrant two way partnership between CTB, Science/Technology Park and SME's in all parts of the County

<b>Business – Promoting technology led growth benefiting all sectors and parts of the County</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>2. Supporting new and existing businesses formation</b>				
2.1 Promote Business Enterprise and Business Growth	Worcestershire County Council District Councils Business Link	Chambers of Commerce FSB	<ol style="list-style-type: none"> <li>1. Research to establish needs of existing businesses and fulfilling those needs</li> <li>2. Encourage/facilitate the existing businesses to stay and grow</li> <li>3. Provide conducive environment and facilities for existing businesses such as: <ul style="list-style-type: none"> <li>• Skilled Workforce</li> <li>• Employment land</li> <li>• Streamlined planning process</li> <li>• Private Public Partnership</li> </ul> </li> <li>4. Delivery of strategic transport schemes such as Rail Parkway stations which will support business growth by improving accessibility, efficiency and competitiveness.</li> <li>5. Improve communications between businesses and Local Government via the development of the single business account.</li> <li>6. Provide businesses with access to up to date information about available commercial property in order to attract / retain businesses in the borough / county.</li> <li>7. Maintain and develop the use of the</li> </ol>	<ol style="list-style-type: none"> <li>1. Build upon Worcestershire’s reputation as a small business start up friendly location</li> <li>2. Additional Enterprise Support for businesses into 1/2<sup>nd</sup> year.</li> </ol>

<b>Business – Promoting technology led growth benefiting all sectors and parts of the County</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			<p>Evolutionary commercial property database to provide information regarding demand and supply of commercial land and premises.</p> <p>8. Provide the appropriate transport infrastructure appropriate to meet the needs of businesses</p>	
2.2 Supporting New Businesses	<p>Worcestershire County Council District Councils Business Link Enterprise Consortium (BES)</p>	<p>Princes Trust for young entrepreneurs Start-up consortium Worcestershire</p>	<p>1. Support existing and new development sites in the County, such as Finepoint and Easter Park in Kidderminster and Blackmore Business Park in Malvern which have potential to accommodate knowledge and technology based employment Establish and maintain a reputation for 2. Redditch Borough Council as a Business Friendly Council 3. Continued availability of quality business start up advice and guidance.</p>	<p>Delivery of strategic transport schemes such as Rail Parkway stations which will support business growth by improving accessibility, efficiency and competitiveness,</p>

**Business – Promoting technology led growth benefiting all sectors and parts of the County**

Objectives and activities	Lead	Other partners	Year 1 Priorities	Year 3 Priorities
3.3 County Wide Regeneration Strategy	Worcestershire County Council District Councils Area Action Plans		<ol style="list-style-type: none"> <li>1. Develop County Wide Regeneration Strategy</li> <li>2. Support the bringing forward and development of allocated employment sites such as the former British Sugar site in Kidderminster and Tenbury Business Park</li> <li>3. Availability and protection of employment land</li> <li>4. Development of regeneration sites such as British Sugar site in Kidderminster</li> <li>5. Joined up District Plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that Pockets of Disadvantage in the County are not left out or not exposed to economic Prosperity</li> <li>2. Link with VCS sector infrastructure more effectively</li> </ol>

**Business – Promoting technology led growth benefiting all sectors and parts of the County**

<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<p><b>3.Manufacturing</b>                      Dependence on manufacturing is particularly marked in the urban centres of Redditch and Kidderminster.</p> <p>3.1 Encouraging manufacturing businesses to innovate to improve their responsiveness of their current operations to change</p>	Manufacturing Advisory Service Business Link	County Council Districts Councils CTB LSC UKTI	1. Training programmes reach those currently employed in manufacturing 2. Focus on re-skilling for new employment or self-employment 3. Improve the skills of SME managers (research indicates that their qualification levels are relatively low compared to other professionals and senior officials).	Roll Over
3.2 Support businesses moving into new markets (domestic or export) and improve quality of their products	As above	As above	As above	Roll Over

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>Rural Businesses - Agriculture</b> 3.3 Improve information and support for Rural Businesses especially Agriculture	Business Link County Council Wychavon DC Wyre Forest DC Malvern Hills DC	Rural Hub Market Towns Partnerships	1. Link with Worcestershire Rural Action Plan 2. Promote and increase awareness of Business Link advice services and develop delivery through rural networks and other forms of outreach (Rural Hub, Young Farmers, WIRE). 3. Develop a co-ordinated strategy for supporting business start-up in Worcestershire. 4. Work with businesses to raise awareness of environmental issues and ensure that their actions enhance and do not damage the landscape. 5. Facilitate Planning/Rural Hub liaison to ensure that rural businesses can diversify and flourish.	

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			<p>6. Research the self employed - working from home (WFH) economy – who they are and their needs e.g. shared facilities such as:</p> <ul style="list-style-type: none"> <li>○ Premises,</li> <li>○ Storage and</li> <li>○ Learning</li> </ul> <p>With a view to support the growth, diversification or continued existence of micro-business /self-employed /WFH. e.g. via rural business clubs etc</p> <p>7. Consider Rural Live/Work development opportunities</p> <p>8. New Rural Development Programme for England provides good opportunities to support:</p> <ul style="list-style-type: none"> <li>● Food &amp; Drink</li> <li>● Livestock</li> <li>● Environmental Technologies</li> <li>● Tourism</li> <li>● And LEADER to address social and community issues in rural areas</li> </ul> <p>9. Promote the take up of funding through the Redundant Building Grants and Rural Diversification Grant Schemes across Worcestershire</p>	



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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
3.4 Support young farmers and entrepreneurs	Business Link County Council Wychavon DC Wyre Forest DC Malvern Hills DC	Rural Hub Young Farmers Organisation Prince's Trust	1. Secure long term funding for existing networks working with rural young people 2. Support/lobby for increased capacity within youth services at WCC 3. Provide accessible start up advice and support for rural entrepreneurs 4. Expand possibilities for signposting support and advice provision for young people 5. Take advantage of new Rural Development Programme for England especially LEADER approach	
<b>4. Developing clusters with growth potential</b>				
4.1 Develop business networking, encourage clustering, mentoring and skill sharing among existing and new businesses	Worcestershire County Council	District Councils Chamber Rural Hub WIRE Small Business Federation Market Towns Partnerships, Business Link West Midlands	1. Develop a meaningful dialogue with all of AWM's Business Clusters to ensure the County and its businesses seize and benefit from relevant opportunities 2. Extend membership and activities of Worcestershire Ambassadors to rural areas 3. Develop internet/new technology based systems for networking/info sharing 4. Promote and encourage urban-rural business links	

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
4.2 Business Support for Growth Sectors	Worcestershire County Council	District Councils Chamber Rural Hub WIRE Small Business Federation Market Towns Partnerships Business Link West Midlands	1. Support networking/cluster development actions in: <ul style="list-style-type: none"> <li>• Creative Industries,</li> <li>• Food and Drink Strategies,</li> <li>• Medical Technologies</li> <li>• Professional &amp; business support</li> <li>• Tourism</li> </ul> 2. Identify the potential for developing an Environmental Technology Cluster and research the needs of these businesses.	
<b>5. Creative Industries</b>				
5.1 a. Supporting Screen, Image and Sound Cluster 5.1 b. Mapping of high-value creative industries (New Media) across Worcestershire, Shropshire and Herefordshire	Worcestershire County Council	AWM Shropshire County Council Herefordshire Council Midlands - Screen, Image and Sound Cluster Business Link - Creative, Cultural and Digital Screen West Midlands	1. Effectively influence growing the Digital Media sector through Place, Profile and Alignment of Business Support & Skills Plans. This will include, for example, lobbying for creating centres of excellence and bringing public service digital media commissioning to the region 2. Encourage Innovation and the development of New and Global markets together with increasing market share in existing markets 3. Support business growth and skills development to create world-class creative enterprises in the region	

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			4. Improve Information Signposting, Knowledge Networks and supply chains. 5. Improve regional data and sector intelligence to inform decision making	
<b>6. Medical Technologies</b>				
6.1 Medical Technologies	AWM Cluster Group	Central Technology Belt, Business Link, Worcestershire County Council, Districts Councils, FSB Chamber of Commerce.	Droitwich Spa contains a number of businesses involved in this field and a number of hospitals specialising in knee and other joint surgery. Following possibilities can be explored: <ul style="list-style-type: none"> <li>• Developing the Assistive Technologies Market</li> <li>• Developing the Infection Control Market</li> <li>• Developing the Human Engineering Market</li> <li>• Supporting appropriate/corresponding skills</li> <li>• Worcester Unit Sports Injury Unit</li> </ul>	
<b>7. Improving the skill levels of the workforce to identified business needs</b>				

<b>Business – Promoting technology led growth benefiting all sectors and parts of the County</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
7.1 Reduce Skills Gaps as per business's needs	LSC and Regional Skills Partnership	County Council District	1. Support High Tech jobs such as: <ul style="list-style-type: none"> <li>• Skills Levels 2+</li> <li>• Management Skills especially in manufacturing</li> <li>• Associate professional &amp; technical skills</li> <li>• Skilled trades occupations</li> </ul> 2. Develop apprenticeships 3. Improve intake of 14-19 vocational diplomas	Establish Partnerships between Private Businesses and Educational Institutes
<b>8. Retain/develop a skilled workforce to support high tech jobs and businesses</b>				
8.1 Provide opportunities to retain graduates and highly skilled workforce	Employment Services	LSC	Establish close links between Businesses and Colleges and University of Worcester for graduate recruitments	
<b>9. Developing skills of work force in environmental management and develop skills for emerging sustainable technologies</b>				

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
9.1 Developing Skills for a low carbon & climate change resilient economy	Worcester Management Centre Worcester College of Technology	All	Increase number of workforce with qualifications in environmental management	Roll Over
9.2 Environmental management training to businesses	As above	As above	Increase number of workforce trained in sustainable construction renewable energy systems	Roll Over
9.3 Training for sustainable technology e.g. sustainable construction renewable energy system installation etc	As above	As above	Develop resource efficiency clubs on trading estates.	Roll Over

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>10. Improving the Environmental performance of Businesses</b>				
10.1 Improve environmental performance of businesses	In part provided by Worcs Management Centre - Worcs College of Technology WEEAC (through possible service level agreement with WCC see below)	Chamber of Commerce Business Link West Midlands Freight Quality Partnerships	<ol style="list-style-type: none"> <li>1. Provide environmental business advice service for Worcestershire businesses including SMEs</li> <li>2. Provide business support – advice &amp; weather related emergency relief funding</li> <li>3. Provide Business Support e.g. development of biomass supply network through Rural Hub</li> <li>4. Advice through WCC emergency planning</li> <li>5. Relief funding through AWM</li> <li>6. Provide support so that businesses can take on a stronger role and key responsibility for actively encouraging its employees to travel by sustainable modes by implementing travel plans etc.</li> <li>7. Work with partners to promote business land use development close to key transport nodes and corridors to improve travel choice for employers/employees enabling a reduction of their environmental footprint</li> <li>8. Improve Employer Travel and Freight Plans</li> </ol>	Roll Over

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
10.2 Reduce carbon emissions of Worcestershire’s businesses	As above	As above	As above	
10.3 Improve resilience of businesses to the impact of Climate Change	As above	As above	As above	
10.4 Capitalise on sustainable & low carbon opportunities	As above	As above	As above	
<b>11. Worcester City as a Business Hub</b>				
11.1 Attract high technology businesses to the city	Worcester City Council	Worcestershire County Council CTB	1. Market the city / sub-region to high tech businesses 2. Work with CTB to enhance offer	
11.2 Continue to support traditional industries	As above	As above	1. Assist businesses where possible by Signposting/being aware of their needs	
11.3 Protect employment land for B class uses as appropriate	As above	As above	Defend existing sites from higher value uses	

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
11.4 Support for Business Start up Programme	As above	As above	1. Contribute to JCS to ensure business space is available 2. Signpost potential clients to local start up providers and Business Link	
<b>12. Voluntary &amp; Community Sector</b>				
12.1 Social Enterprises	Worcestershire County Council	Partners for Social Enterprises	1. Foster a culture of social enterprises 2. Ensure the right information and advice is available to social enterprises 3. Enabling social enterprises to access appropriate finances 4. Enabling social enterprises to work with Government	
<b>13. Tourism</b>				
13.1 Establishment of Destination Management Partnership	Destination Worcestershire	Business Link LSC Colleges Regional Tourism Body Cluster Opportunity Group theme groups Regional Centre for Tourism Business Support Market Towns Partnerships VisitWorcester	1. Link to Destination Worcestershire Action Plan 2. With appropriate and sufficient resources to deliver a corporate image, structure, location and range of 'products' such as to deliver a step change in the promotion of Worcestershire as a tourism destination	Link to Destination Worcestershire Action Plan



		All towns		
13.2 Research to further support the tourism sector further	Destination Worcestershire/ Tourism West Midlands	Destination Worcestershire/ Tourism West Midlands	1. Identify trends and opportunities for tourism in Worcestershire. 2. Monitor and report on the economic impact of tourism across the county, and with TWM place Worcestershire in a regional context. 3. To evaluate the impact of Destination Worcestershire initiatives	
	Wychavon and Malvern Hills District Councils	Destination Worcestershire	Better Welcome Programme	
	Wychavon District Council	Destination Worcestershire	Accreditation also an issue – The three Wychavon LSPs are committed to working with accommodation providers to raise standards (Broadway accommodation providers have already been the beneficiaries of a seminar on accreditation and this will be used as a pilot to help influence future plans).	
13.2 a. Identity / Branding 13.2 b. Promotion and Marketing 13.2 c. Visitor Information	Destination Worcestershire	District Councils	1. Establish a clear identity for Worcestershire that stimulates interest, reflects and conveys its special qualities and enables a range of products and experiences to link together. 2. Manage 'Destination Worcestershire' and its products as a brand. 3. Promote Worcestershire as an attractive visitor destination 4. Ensuring appropriate information is available to visitors in Worcestershire	

13.4.a. Quality of service	District Councils	Destination Worcestershire	Improve the quality of tourism amenities, facilities and services in Worcestershire	
13.4 b. Workforce development	TWM/Destination Worcestershire/District councils	As above	Encourage tourism enterprises to support and develop a skilled workforce	
13.4 c. Product development	District Councils / DW	District Councils	To strengthen the appeal of Worcestershire through encouraging development of a range of locally distinctive attractions, activities and events in line with Worcestershire brand values and market opportunities	
13.5 Sustainability	Worcester City	Wychavon & Malvern Hills DC / Destination Worcestershire	Commission South Worcestershire Hotel study to investigate current accommodation issues and recommending likely future provision.	

<p>13.6 a. Improve Communication 13.6 b. Business Tourism</p>	<p>Destination Worcestershire Destination Worcestershire/ WCC Conference Desk</p>	<p>District Councils</p>	<ol style="list-style-type: none"> <li>1. Encourage tourism enterprises and visitors to minimise negative impacts on the environment and quality of life of Worcestershire</li> <li>2. Encourage tourism development in Worcestershire that has longevity</li> <li>3. Reducing reliance on the private car to access tourist sites and opportunities in Worcestershire. Promotion of sustainable holiday activities (cycling and walking holidays) that promote positive interaction with the environment.</li> </ol>	
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<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>1. Establishing Worcester City as a West Midlands Growth Point</b>				
1.1 Develop Worcester City Centre Masterplan	Worcester City Council Worcestershire County Council		Establish Action Plan for 1 <sup>st</sup> phase of masterplan work	
1.2 Balance infrastructure requirements	As Above		1. Identify what is needed 2. Make bids (RFA/ NGP) to appropriate Gov’t grant fund bodies in conjunction with county.	
1.3 Address climate change and adapt to its impacts	In part provided by Worcs Management Centre - Worcs College of Technology WEEAC (through possible service level agreement with WCC see below)	Chamber of Commerce Business Link West Midlands Freight Quality Partnerships		Best use of resources
1.4 Reduction in waste and increase in recycling	Worcester City Council Worcestershire County Council		Ensure Worcester’s environment is maintained and enhanced	
1.5 Protect Worcester’s natural environment	As Above		1. Sign up to	
			Worcestershire climate	

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			change pledge	
			2. Reduce landfill Through JCS identify balance of local facilities	
1.6 Development of vibrant and sustainable economy	Worcester City Council Worcestershire County Council	Chambers of Commerce AWM Business Link	Work with partners to attract and keep a diverse business base	
1.7 Increase number of visitors to Worcester Increase visitor spend.	Destination Worcestershire Visit Worcester		1. Link with Tourism Section under Business Objective 2. Maintain Worcester’s open spaces and quality of life 3. Work with Visit Worcester and Destination Worcestershire to achieve this 4. Increase visitor spend 5. Investigate hotel investment opportunities in Worcester city	
1.8 Maximise opportunity that the enhanced library facilities will bring	Worcester City Council Worcestershire County Council		1. Link with the Library Study in wider economic benefits of the facility	

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<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			2. Deliver a balanced and prosperous economy 3. Unique offering to better inform local residents and businesses	
<b>2. Exploiting the potential of key regeneration sites</b>				
2.1 Exploiting the potential of key regeneration sites	Wyre Forest DC		1. Develop British Sugar site in Kidderminster 2. Support the bringing forward and development of allocated employment sites such as the former British Sugar site in Kidderminster	
2.2 Maximise the potential of employment land and existing business premises in market towns and villages	Local Authorities	Rural Hub, Developers, Market Town Partnerships	1. Establish discussion forum between the Rural Hub and local authority planners 2. Co-ordinate employment land availability data at District Level 3. Development of appropriate planning guidance 4. Action to maximise take up of	

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			5. Redundant building grant	
<b>3. Regenerating the rural parts of the County</b>				
3.1 Regenerating the rural parts of the County	WCC Relevant Districts Young Farmers Association	Chambers of Commerce AWM Business Link	1. Link with the Business Objective 2. Working with partners such as Young farmers 3. Seek to develop and fund appropriate projects to support the needs of rural communities 4. New Rural Development Programme for England provides good opportunities for regenerating the Rural Area	1. The programme is for the next six years which would greatly enhance the rural economy

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			Develop LEADER Programme aiming to 5. Support/address Social and Community Issues in the Rural Areas 3. Establish Honeybourne/Cheltenham link via Broadway will have significant economic and cultural benefits for Broadway, the Vale of Evesham and beyond.	2. The programme is for the next six years which would make rural communities more sustainable



#### 4. Developing the transport infrastructure

General Note:

Transport Strategy development is critical to secure the funding required to deliver infrastructure that will improve accessibility and enable a more efficient use of Worcestershire's transport network, to promote economic vitality for Worcestershire.

The strategies listed should deliver sustainable access to markets, opportunities, jobs and services through the provision of a reliable and efficient transport network.

The strategies will support infrastructure that will:

- Reduce congestion
- Improve air quality
- Encouraging commuting and non-essential trips to be made by sustainable modes.
- Improve reliability, quality and attractiveness of road based passenger transport so that it attracts more use.

Most importantly, the strategies make it clear that that any transport scheme MUST be integral to land use planning and development.

General note:

Delivering good Infrastructure will:

- Reduce the impact of congestion on access to employment development sites and encourage technology led development to the area
- Enable greater opportunity :- Improved passenger transport, walk and cycle links will reduce reliance on private car and reduce road traffic severance of communities (specifically the Kidderminster ring road)
- Support growth
- Encourage modal switch with a better quality, more reliable and cost effective passenger transport network

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
5.1 Infrastructure delivery - Walk/cycle	Worcestershire Accessibility Partnership	Joint Members Integrated passenger Transport Forum Cycle Forums Local Access Forum Freight Quality Partnership Motor Cycle Forum	1. Extension of Worcester Sustainable Travel Towns Initiative	1. Kidderminster – feasibility and design of walk/cycle links  2. Kidderminster - Construction of walk/cycle links  3. Implementation of Worcester cycle strategy including  4. Diglis construction of links pedestrian/cycle bridge design and design  5. Extension of Worcester Sustainable Travel Towns Initiative  6. Development of National Cycle route through Worcestershire promoted by Sustrans

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
5.2 Infrastructure Delivery - Public Transport	As above	As above	<p>1. The development of the Worcestershire Parkway Rail Station, Norton, including extensive park and ride facilities, connecting Worcester to the strategic rail network</p> <p>2. Feasibility and design of:-</p> <ul style="list-style-type: none"> <li>• Newtown Road bus priority measures</li> <li>• Barbourne Road Bus priority measures</li> <li>• Offerton Lane bus link to Sixways P&amp;R</li> </ul> <p>3. Feasibility and design of a new quality interchange at Kidderminster Station and bus station improvements</p>	<p>1. Detailed design and begin construction of Worcestershire Parkway</p> <p>2. Construction of:</p> <ul style="list-style-type: none"> <li>• Newtown Road</li> <li>• Barbourne Road Bus priority measures</li> <li>• Construction of Offerton Lane bus link to Sixways P&amp;R</li> </ul> <p>3. Feasibility of Malvern Link station as a Park and Ride</p> <p>4. Construction of Kidderminster Station interchange and bus station improvements</p> <p>5. Kidderminster - feasibility and design of bus priority measures</p>

**Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point**

Objectives and activities	Lead	Other partners	Year 1 Priorities	Year 3 Priorities
			<p>4. Business case and design for the relocation and expansion of:</p> <ul style="list-style-type: none"> <li>• Bromsgrove Train Station</li> <li>• Bus Station as a high quality interchange.</li> <li>• Sustainable Travel Towns Initiative Present (with full evidence base) the Worcestershire transport improvements to be included in the Longbridge AAP and section 106 agreements</li> </ul> <p>5. Extension of Worcester Sustainable Travel Towns Initiative</p>	<p>6. Construct the new Bromsgrove Train and Bus Station</p> <p>7. Feasibility into direct rail link to Longbridge from Bromsgrove</p> <p>8. Extension of Worcester Sustainable Travel Towns Initiative</p> <p>9. Feasibility of Worcester Foregate Street station improvements</p>

**Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point**

Objectives and activities	Lead	Other partners	Year 1 Priorities	Year 3 Priorities
5.3 Infrastructure Delivery - Highways	As Above Highways Agency	As Above	<ol style="list-style-type: none"> <li>1. Wyre Forest transportation and land Use SATURN model – further development of this existing model to allow the evaluation of the impact of transportation scheme options and land use scenarios on the highway network.</li> <li>2. Feasibility to improve Bromsgrove High Street</li> <li>3. Feasibility and design of revised local highways network in Malvern to facilitate release of employment land and growth of QinetiQ MHSP, Blackmore Park and Three Counties</li> </ol>	<ol style="list-style-type: none"> <li>1. Application of intelligent transport systems to reduce congestion in and around Kidderminster – Variable Message signing on car parking availability</li> <li>2. Feasibility and design of at grade crossings of Kidderminster Ring Road</li> <li>3. Environmental scoping of Hoo Brook Link road</li> <li>4. Investigate demand management opportunities for city centre – car parking management</li> <li>5. Improvements to Bromsgrove High Street</li> </ol>

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>6. Developing the ICT infrastructure</b>				
6.1 Provision of high speed Broadband facility in especially rural areas	Worcestershire Digital Divide Group	Link up with Worcestershire Rural Action Plan	<ol style="list-style-type: none"> <li>1. Identify geographical areas that are proving difficult to provide broadband access to and investigate ways of supporting access.</li> <li>2. Identify information channels for providing those who live and work in the county with ways of using broadband.</li> <li>3. Investigate mechanisms for lobbying broadband providers to deliver bandwidth to the county.</li> <li>4. Develop alternative systems in hard to reach areas.</li> <li>5. Raise awareness of rules on business rates</li> </ol>	Roll Over

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>7. Improving energy efficiency, increasing proportion of energy generated from renewable resources and improving resilience to the impact of climate change like floods and other natural calamities</b>				
7.1 a. Ensure infrastructure is resilient to impacts of climate change e.g. severe weather 5.1.b Support a secure, low carbon energy infrastructure for the County 7.1.c Reduce need to travel	Local Authorities		1. Ensure infrastructure is resilient to impacts of climate change e.g. severe weather 2. Required development is adapted to impacts of climate change via planning system 3. WCC to produce water	

Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point				
Objectives and activities	Lead	Other partners	Year 1 Priorities	Year 3 Priorities
			& climate change research papers to aid district Council planning depts  4. Provide liaison between AWM and renewable energy developers 5. Required use of low carbon forms of energy & energy efficient building design via planning system 6. WCC to produce renewable energy & design via planning system climate change research papers to aid district Council planning depts 7. Develop low carbon infrastructure projects such as <ul style="list-style-type: none"> <li>• Worcester Library</li> <li>• Biomass CHP plant</li> <li>• Tenbury Biomass power plant</li> </ul> 8. Malvern Hills science	



<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			park phase 3 (ground source) 9. Develop a renewable energy strategy for County 10. Encourage uptake of low carbon forms of energy via provision of advice to businesses 12. Encourage development of employment opportunities near public transport through planning system	
<b>8. Increase Access to Affordable Housing in Rural Areas</b>				<b>Link with Rural Action Plan</b>
8.1 Raising the profile of rural housing issues through identifying needs and developing local solutions, with specific reference to younger and older people.	Rural Housing Enabler	Local Authorities, Community First, Parish Councils, Advantage West Midlands, Countryside Agency.	1. Support awareness-raising campaign amongst Worcestershire Partnership, county council members and district/parish councils 2. Support housing need assessments with ‘Hot Spots’ research 3. Secure long term funding of Rural Housing	

<b>Place – Supporting the sustainable development of the County through infrastructure development especially transport, and establishing Worcester as an accessible West Midlands’ Growth Point</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			Enabler post 4. Lobby at regional and sub-regional level and input into Housing Strategies	
8.2 Input to planning process to: improve consistency and joined-up thinking; increase the proportion of affordable housing in rural locations	Worcestershire County Council	District Councils, Rural Housing Enabler.	1. Use existing networks to improve consistency across districts. 2. Make strategic links between planning system, economic development, transport and housing development. 3. Use existing networks to exchange good practice both between districts and with other counties.	

<b>People - Removing barriers to employment and improving skills</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>1. Worklessness</b>				
1.1 Initiatives to reduce Worklessness and removing barriers to employment	Jobcentre Plus / LSC	Worcestershire County Council Local Authorities LSC Connexions Voluntary & Community Sector Organisations	1. Improving access, choice and quality of learning and skills provision for people on Out of Work Benefits. 2. Initiate confidence building measures 3. Provision of work experience for clients 4. Improving community transport to access employment 5. Employers' engagement initiatives 6. Encourage self employment	
<b>2. Developing and retaining the skills of the County's young people</b>				
1.1 Reduce out migration of young people and develop career opportunities in the County	LSC Worcester University	Local Authorities Colleges Chambers of Commerce	1. Maximise potential of university and knowledge centres such as QinetiQ	Enhance reputation of Worcester Uni as a source of graduate workforce and develop graduate opportunities for local people with QinetiQ.

<b>People - Removing barriers to employment and improving skills</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			2. Promote work opportunities at local business and attract new businesses to the area. 3. Provide advice and support of the Young Enterprise Programme by sitting on the Redditch & Bromsgrove Young Enterprise Board	Annual work fair to highlight jobs on offer locally.
<b>2 Improve Basic Skills</b>				
2.1 Improve Basic Skills	LSC	Local Authorities Colleges Chambers of Commerce	1. Improve quality of employment for residents and attract businesses to Worcestershire 2. Work with LSC to promote basic skills training available	
<b>3. NVQ 3-4 skills (including apprenticeships)</b>				

**People - Removing barriers to employment and improving skills**

<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
3.1 NVQ 3-4 skills (including apprenticeships)	Regional Skills Partnership LSC	Colleges	1. Raise the skill levels of all to increase employment opportunities and meet demand for higher-level skills in the workplace 2. Information and intelligence about skills needs of employers 3. Access to appropriate training at work/locally	Increase levels of employment in higher value added jobs and reduce economic inactivity
<b>4. Management and Leadership Skills</b>				
4.1 Management and Leadership Skills	Regional Skills Partnership LSC		Ensure Worcestershire has highest-quality leaders and managers Maximise make the most of their skills and talents.	Ability to inspire people to drive innovation, enterprise and productivity
<b>5. Removing barriers to employment to other disadvantage groups</b>				
5.1.1 Removing barriers to employment to other disadvantage groups	Job Centre Plus	Worcestershire County Council Local Authorities LSC Connexions Voluntary & Community Sector Organisations	1. Ensuring actions to link skilled Migrant Workers with appropriate jobs.  <i>A focus group has been planned with representatives of migrant</i>	Pool translation costs and shift towards paying for tuition instead

**People - Removing barriers to employment and improving skills**

<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			workers to understand issues and identify corresponding activities which will included in the plan. 2. Developing enhanced accessibility to employment and education sites across the county.	
<b>6. Improving opportunities for 19 years old who are not in Education, employment and Training (NEET)</b>				
6.1.1 Improving opportunities for 19 years old who are not in Education, employment and Training (NEET)	Connexions LSC Colleges	Local Authorities	Improve intake of 14-19 vocational diplomas	
<b>7. Improving the quality of the training infrastructure</b>				
7.1 Improving the quality of the training infrastructure	LSC	Local Authorities	1. Better training facilities for hard to reach groups 2. Better communication with hard to reach groups to inform about training/opportunities	

<b>Powerful Voice - Ensuring that Worcestershire's economic interests are effectively represented at all levels</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
<b>8. Business Engagement</b>				
8.1 Business Engagement	Chamber of Commerce District Councils WCC	JCP (Employer Engagement Officers) Advantage West Midlands Herefordshire and Worcestershire UK Trade and Investment Business Link West Midlands Worcestershire Education Business Partnership Young Enterprise Partners for Social Enterprise WIRE - Women In Rural Enterprise The Prince's Trust Worcestershire County Arts in Education Unit	1. Enterprise events 2. Chamber of Commerce to appoint a representative to network with key businesses in the county 3. 20K LABGI funding to facilitate link between SME's & colleges 3. Careers events	
<b>9. Leadership and Governance</b>				
9.1 Leadership and Governance to promote/market a business case for renewables – Reduce regional GVA gap	WPEG WCC (Sustainability) District Councils		1. NI 186 To increase energy efficiency and increase the proportion of energy generated from renewable sources (2.4%	

<b>Powerful Voice - Ensuring that Worcestershire's economic interests are effectively represented at all levels</b>				
<b>Objectives and activities</b>	<b>Lead</b>	<b>Other partners</b>	<b>Year 1 Priorities</b>	<b>Year 3 Priorities</b>
			from national measures, 0.6% from local measures)	2. NI 186 To increase energy efficiency and increase the proportion of energy generated from renewable sources (7.1% from national measures, 1.9% from local measures
<b>10. Representing the County at national and regional forums</b>				
10.1 Representing the County at national and regional forums	WCC / All	Chamber of Commerce		
<b>11. Participating in sub-regional and regional economic projects</b>				
11.1 Participating in sub-regional and regional economic projects	WCC /All District Councils	AWM	More sub-regional projects aligned with Worcestershire's Strategic Economic Objectives	
<b>12. Exploiting limited opportunities offered by existing and new EU programmes</b>				
12.1 Exploiting limited opportunities offered by existing and new EU	WCC		Some of the existing programmes are: <ul style="list-style-type: none"> <li>• RDPE</li> </ul>	



programmes			• LEADER	
12.2 Marketing the county as an ideal location to live /work/study/visit.	All		Lift profile to reinforce the message that Worcestershire is a successful and significant county.	