

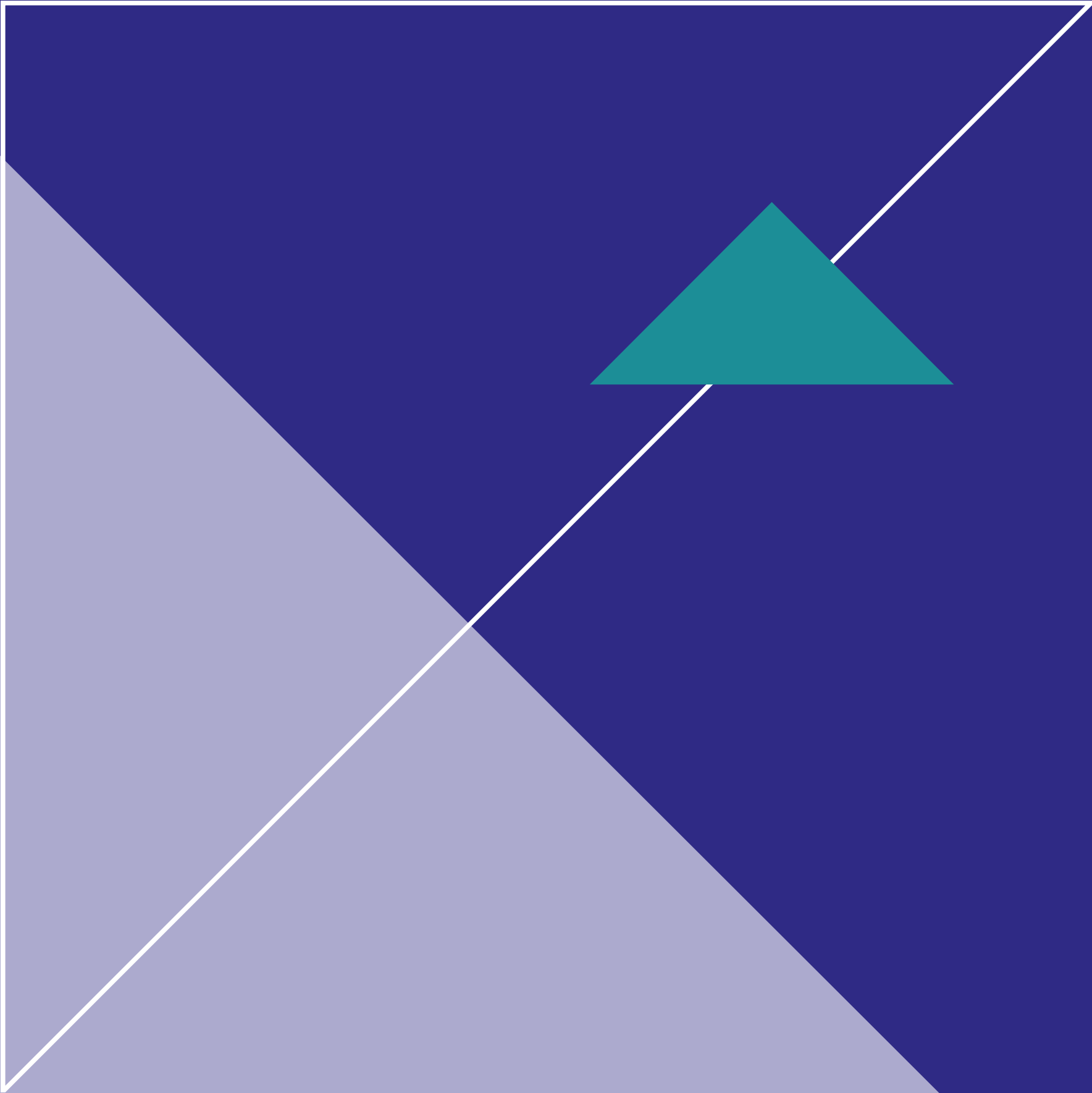
Hertfordshire Futures Business Plan

2025/2026

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Contents

Foreword	03
Hertfordshire Economic Statistics	04
Our Vision & Purpose	05
1. Strategic Goals	06
2. Strategy	07
3. Delivery	09
Skills & Employment	10
Business Support & Enterprise	15
Sectors & Inward Investment	18
Conclusion	25



Foreword



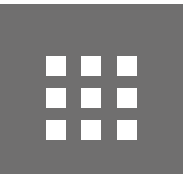
I am pleased to present our Business Plan for 2025/26. This will be our first full year of delivery operating as Hertfordshire Futures. We work in partnership with a range of public and private sector partners to drive local economic growth to meet the needs of our residents and businesses.

Our primary focus this year is to deliver a new Economic Strategy. This will be foundational to Hertfordshire County Council’s development of a new Local Growth Plan. This plan is underpinned by three key areas for delivery:

- ▶ **Skills and Employment:**
Enabling our residents to develop the skills they need to succeed and meet the needs of local businesses.
- ▶ **Business Support and Enterprise:**
Supporting new and existing businesses to grow, creating jobs and supply chain opportunities.
- ▶ **Sector Growth and Investment:**
Creating the right environment to attract investment and grow our high value businesses and sectors.

Through our range of programmes and policies we have an ambitious agenda to deliver and are committed to fostering a dynamic local economy that enables our residents and businesses to thrive. For each priority area we have set out actions and measures to demonstrate clear outcomes and impacts. We will continue to provide value for money and drive greater efficiencies both through our own operations and as part of Hertfordshire County Council, to deliver the widest possible benefits for our communities.

Adrian Hawkins OBE
Chair, Hertfordshire Futures



Hertfordshire Economic Statistics

1.21m
population



£49.7bn
Gross Value
Added to UK
economy



Epicentre
of UK's
Film & TV
production



41.6%
educated to
degree level
or above



**Europe's
No. 1**
cluster for
Cell and Gene
Therapies



Visitor economy
adds
£2.4bn
locally and
supports over
42,000 jobs

80.1%
employed
(higher than
UK average)



67,770
active
enterprises

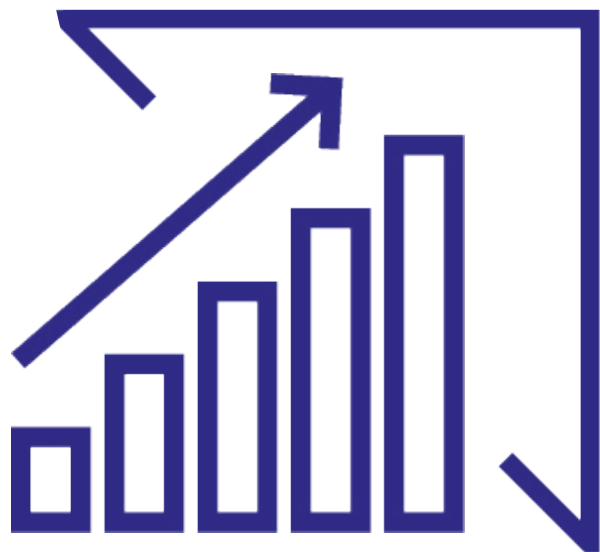


Hertfordshire
part of UK's
newest **space
cluster**,
Space East

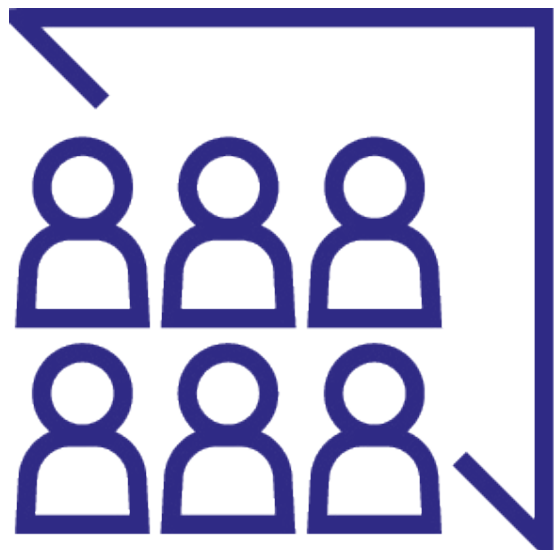


Our Vision & Purpose

To position Hertfordshire as a powerhouse in the UK where businesses flourish, talent thrives and communities prosper.



To set the economic direction, fostering an environment that attracts world-class innovation, investment and high value growth.



To deliver programmes that support local businesses and people by delivering skills and driving sustainable and inclusive growth.



To attract investment and advocate for the county on a national stage, ensuring it is recognised as a prime location for growth, innovation and sectorial excellence.

Key highlights 2024/25:

- ▶ Launched Invest Hertfordshire, unifying Hertfordshire’s investment offer under one umbrella brand.
- ▶ Led on Hertfordshire’s presence at UKREiiF and other trade fairs, advocating for the county on a national stage.
- ▶ Celebrated 10 years of Hertfordshire Growth Hub, which has supported over 14,000 businesses and created 1,750 jobs.
- ▶ Delivered nine Generation careers fairs, each attracting over 800 students from schools and colleges.
- ▶ Joined the Space East regional cluster, showcasing Hertfordshire’s credentials in this globally significant sector.
- ▶ Marked Hertfordshire Film Office’s success generating new income sources locally, increasing production activity and local spending, and forging new partnerships.
- ▶ Took over the management of the Step2Skills service.

1. Strategic Goals

To achieve our vision and purpose, we have identified key strategic goals for 2025/26. These priorities will guide all our actions and ensure we deliver measurable outcomes and provide demonstrable impact.



Strategy, Advocacy & Partnerships

- Develop and publish a new Economic Strategy by October 2025.
- Continue to advocate for Hertfordshire on a regional, national and international stage evidencing how it can drive the UK's growth agenda by coordination of Hertfordshire Growth Board.
- Support Hertfordshire to become Devolution ready in terms of ambition and capacity.

Skills & Employment

- Lead Hertfordshire's response in reducing worklessness and providing employment opportunities as part of Get Hertfordshire Working.
- Establish the new Connect to Work programme to support those furthest away from the labour market.
- Deliver an expanded Skills Bootcamps programme to reskill the workforce towards new jobs and develop our adult skills offer for residents with barriers to engagement.
- Build our Hertfordshire Opportunities skills brokerage service, which supports employers to access skills and employment solutions to ensure the local workforce can adapt to current and future business needs.
- Continue to expand the role of our Careers Hubs, HOP and Generation events to help young people secure learning, work experience and employment opportunities.

Sector Growth & Investment

- Expand sector development programme to support construction, financial/business services and others.
- Continue to establish Invest Herts to attract investment and encourage a pipeline of key employment sites.
- Establish a new digital strategy, focusing on digital infrastructure, inclusion and embracing AI/digital sector expansion.

Business Support & Enterprise

- Deliver the Growth Hub and Get Enterprising programmes to start and grow more businesses in Hertfordshire.
- Expand the Create Growth programme to other growth sectors in Hertfordshire.
- Review the role of the Destination Management Service in supporting leisure, hospitality and the visitor economy.

Finance & Operations

- Evaluate programmes to ensure their impact and maximise efficiencies.
- Establish a Hertfordshire Investment Fund to unlock infrastructure investment and growth.
- Maximise the benefits of our integration with Hertfordshire County Council in terms of efficiencies and impact.



2. Strategy

Developing Hertfordshire's new Economic Strategy

Hertfordshire Futures is committed to developing a new Economic Strategy that will serve as the foundation for a new Local Growth Plan and support devolution efforts. This strategy is built around four key themes:

1. Innovation:

Leveraging scientific advancements and fostering enterprise to drive significant business excellence.

2. Creativity:

Embracing new approaches and a digital economy to enhance global competitiveness.

3. People and Communities:

Ensuring both younger and older generations thrive through ambitious initiatives and improved living conditions.

4. Openness and Connectivity:

Strengthening relationships with neighbouring regions and enhancing connectivity to support economic growth.



This strategy will be broad and ambitious in its outlook, responding to socio-economic trends such as the changing nature of work due to automation and the rise in worklessness, as well as ensuring the county is able to withstand broader economic shocks. As part of developing its evidence base for good growth, it will carry out a series of deep dives into the lack of employment space and how Hertfordshire can respond positively to increased digitisation and maximise AI/data centres to support the clustering and convergence of some of our key sectors.

Crucially, this strategy will not exist in isolation. It must take into account the other essential components of an emerging Local Growth Plan relating to transport, the built and natural environment, health and well-being. Some of this work will be led by Hertfordshire Futures such as the skills agenda and addressing worklessness; others will be developed in tandem with local stakeholders across health, policing, adult care and other services. Taken together, this approach will help us create a plan for good growth underpinned by a strong and resilient economy.

We will continue to advocate for Hertfordshire through our programmes and initiatives, ensuring alignment with these broader priorities to evidence where Hertfordshire can work with Government and local stakeholders to drive UK growth.

Senior Leadership Team:



Neil Hayes
Chief Executive



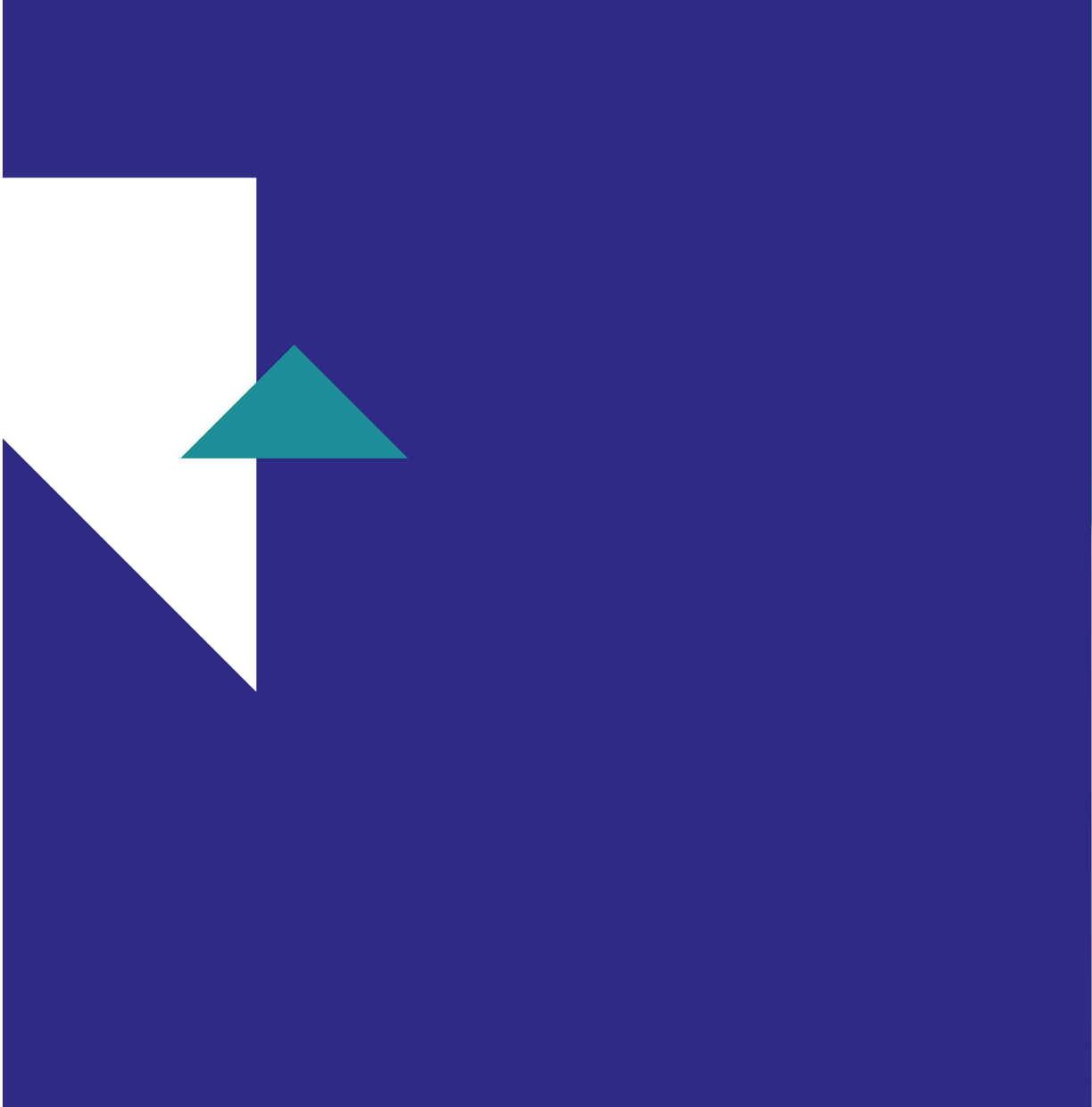
Norman Jennings,
Operations Director



Lucy Gravatt, Director
of Partnerships and
Communications



Gareth Dace, Head of
Programmes and Policy



3. Delivery

Skills and Employment

Hertfordshire has a highly skilled resident population with wider commuter flows servicing London.

But there is a growing number of young people and older adults who are economically inactive due to long term sickness or who are facing other barriers to work. By working with our schools, colleges and employers, we enable our residents to develop the skills they need to succeed and meet the needs of local businesses.

From early careers guidance to supporting adults with complex needs, our wide range of programmes help to build a skilled workforce and widen opportunities for all. By providing leadership and working in partnership, we can ensure that our skills and employment activity supports Hertfordshire’s economic and social priorities. Our skills programmes include:

Hertfordshire Careers Hub:



Helps state secondary schools provide expert careers guidance based on local skills needs.

Step2Skills:



Empowers adults to overcome employment barriers and improve their job prospects through tailored support and skill-building courses.

Hertfordshire Opportunities/ HOP programmes:

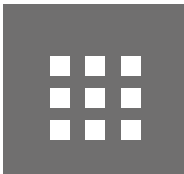


Supports employers to access local talent and helps residents of all ages to find work.

Skills Bootcamps:



Enables adults aged 19 and over to gain in-demand skills linked to real job opportunities.



Skills & Employment



Skills & Employment

1. Skills Leadership:

Adult Skills Strategy

Action: Publish Hertfordshire’s Adult Skills Strategy by July 2025 and work with partners to align all adult skills and job initiatives, including Get Britain Working and Apprenticeships.

‘Get Hertfordshire Working’ Plan

Action: Develop plan by September 2025 and start implementing from March 2026.

Skills & Employment Strategy

Action: Review and update by December 2025 to align with the new Economic Strategy. Host a countywide forum by March 2026 to gather input.

Devolution Discussions

Action: Provide ongoing leadership in skills discussions to secure a devolution deal for Hertfordshire.

Skills Bootcamps

Action: Deliver Skills Bootcamp Wave 5 programme by October 2025.

Measure: Ensure 80% of participant starters complete the programme, with 75% of completers finding and/or progressing in work.

Action: Mobilise Wave 6 programme from April 2025.

Measure: Achieve 20% starts by July 2025 and 50% starts by October 2025.

UK Shared Prosperity Fund (UKSPF)

Action: Work with local authorities to meet targets for skills and employment as part of their UKSPF local investment plans.

Measures: Engage 120 employers providing advice to 1,040 employees to improve their skills. Support 240 residents to gain qualifications or complete courses by March 2026.

Actions and Measures

HOP (Hertfordshire Opportunities Portal)

Action: Strengthen HOP as a trusted resource for career pathways, job opportunities and employer upskilling support.

Measure: Increase website visits by 10%.



Skills & Employment

2. Key Sectors:

Support key growth sectors by investing in initiatives to build a skilled workforce and talent pipeline.

Green Skills

Action: Maximise opportunities for residents and employers to develop the skills needed to make homes and buildings more sustainable.

Measure: Support the delivery of skills actions aligned to the Local Area Retrofit Accelerator strategy and deliver two skills programmes focused on retrofit assessment and heat pump installation to upskill 60 residents.

Film & TV

Action: Support Hertfordshire Film Office and the UK Screen Investment Programme partners by investing in solutions to address the screen sector’s skills needs.

Measure: Invest in three programmes to support 150 residents to develop skills for careers in film & TV and secure employment in the sector.

Construction

Action: Advocate for major developments to contribute positively to local skills development and employment opportunities.

Measure: Work with developers and districts to ensure that a minimum of five Employment and Skills Plans (ESPs) are implemented and monitored effectively to maximise local skills and employment opportunities.

3. Step2Skills:

Now an integral part of Hertfordshire Futures, Step2Skills is the Adult Skills/Community Learning and Employment Support Service for Hertfordshire County Council, primarily funded by the Department for Education and the Department for Work and Pensions. It has two key aims:

- ▶ Support Hertfordshire residents aged 18+ that have complex barriers into employment through its Employment Support Programme;
- ▶ Upskill Hertfordshire residents aged 19+ to either enter employment or to progress in their current employment through its skills offer of accredited and non-accredited courses.

Connect to Work

Action: Launch Connect to Work, part of the Government’s Get Britain Working campaign to help disabled individuals, those with health conditions, and people with complex barriers to find work by summer 2025. Achieve full operational status by spring 2026.

Measure: Programme to commence by summer 2025 delivering 320 beneficiary starts.

Skills Curriculum Review

Action: Review and update the skills curriculum by the end of March 2026 to ensure it meets the future needs of residents.



Skills & Employment

4. Hertfordshire Careers Hub:

The national Careers & Enterprise Company (CEC) programme works to bridge the gap between education and employment, to give young people the best possible start to their working lives.

The programme is delivered locally by Hertfordshire Futures and Services for Young People. The Hertfordshire Careers Hub enables greater collaboration by linking careers leaders in schools

and colleges with both local business representatives and its Cornerstone Employer Group (a network of locally based corporate businesses).

Increase Work Experience

Action: Help 15 schools support the most disadvantaged students to gain work experience.
Measure: Achieve a 25% increase in work experience opportunities by July 2026.

Support Gatsby Benchmark Changes

Action: Assist schools and colleges with new Gatsby Benchmark updates to enhance careers support.
Measure: Maintain an average of six out of eight benchmarks in the 2025-2026 academic year.

Careers Impact System

Action: Train team to help 20% of Hub schools use the Careers Impact System to help drive continuous improvement in careers education.
Measure: Conduct leadership and peer reviews by July 2026.

Generation Events

Action: Host up to nine Generation careers fairs across Hertfordshire in the 2025-2026 academic year.
Measure: Reach over 6,000 students, with at least 40% from economically disadvantaged backgrounds.

Education Support Centres (ESC)

Action: Ensure seven ESC sites each receive a full day of employer interactions and skills activities or work experience placements in the 2025-2026 academic year.

Workplace Experiences for Children in Care

Action: Provide 60 workplace experiences for children in care through Hertfordshire County Council's Explore More+ programme, delivering the majority by July 2026.

Continuing Professional Development (CPD) Sessions and SME Engagement

Action: Create three training sessions for careers staff and employers and involve 20 new small and medium-sized employers in work experience activities by July 2026.

Actions and Measures



Skills & Employment

Skills Team:



Matthew Bridge,
Marketing Co-ordinator




Caroline Cartwright,
Head of Skills, Employment
& Apprenticeships




Chris Dowton,
Enterprise Co-ordinator



Chelsie Greatbatch,
Skills Support Executive



Chantal Lommel,
Head of Service,
Step2Skills




Jo Beazley, Strategy
Manager (Employment
Support), Step2Skills




Erica Hodges,
Careers Coach




Lesley Leggett,
Skills Specialist




Claire Scarisbrick,
Skills Delivery Manager



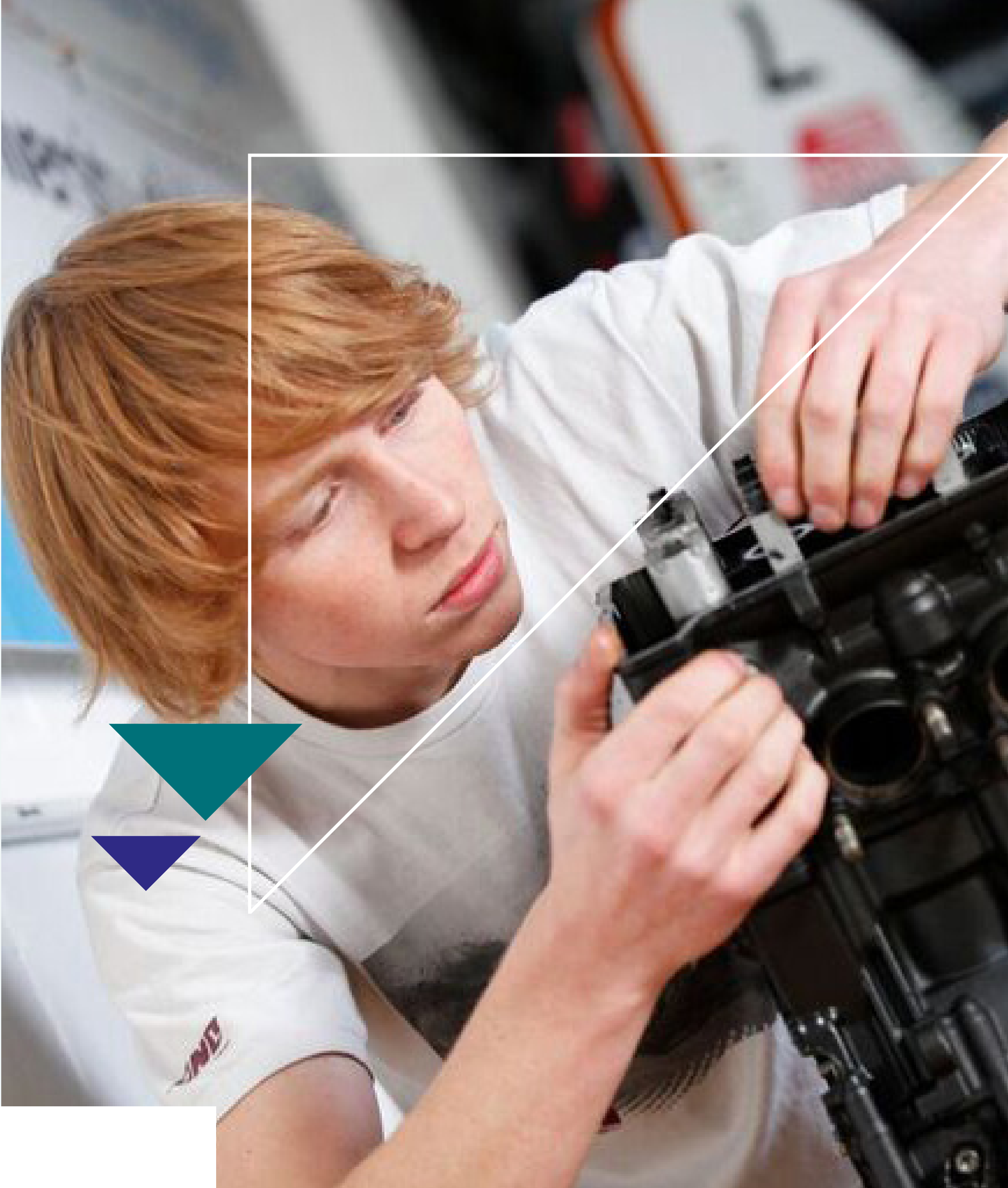
Steve Trotter,
Careers Hub Strategic
Lead



Philippa Morton,
Deputy Head of Service,
Step2Skills



Evelyn Djan,
Strategy Manager (Adult
Skills), Step2Skills



Business Support and Enterprise



Business Support & Enterprise

Hertfordshire is one of the best places in the UK to start up and scale up a business thanks to its strategic location, highly skilled workforce and established network of support. We help new and existing businesses to grow, creating jobs and supply chain opportunities.

Get Enterprising:



Supporting start-ups and early-stage businesses.

Create Growth Programme:



Targeting business growth in the film and TV sector.

Hertfordshire Growth Hub:



The central gateway for small to medium sized enterprises (SMEs) to access business support.

Business Support & Enterprise

Actions and Measures

Review Business Support Services

Action: Conduct a comprehensive review in 2025 of current business support services and delivery models to ensure they align with our economic growth priorities.

Contracts and Procurement

Action: Finalise contracts for Growth Hub and Create Growth Programme for 2025/26. Procure the necessary services and programmes for delivery starting from 2026/27.

Demonstrate Service Impact

Action: Continue to showcase the impact of 10 years of service delivery by the Growth Hub by publishing a 10 Year Report by June 2025 evidencing its ongoing support for businesses.

Review Enterprise & Innovation Strategy

Action: Review the Enterprise & Innovation Strategy by March 2026 under the guidance of the new Business Support & Enterprise Panel.

UK Shared Prosperity Funding

Action: Work with local authorities to deliver KPIs for business support and enterprise as identified in the UK Shared Prosperity Fund local investment plans.

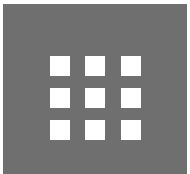
Measures: Engage more than 2,000 employers and pre-start enterprises. Support 621 with non-financial advice and create 225 new jobs and 63 new business starts.



Tim Burton,
Business Support Services
Manager



Sectors & Inward Investment



Sectors & Inward Investment

Hertfordshire has world-class R&D, clusters of high-value sectors and existing strengths in professional and financial services. Its position at the heart of the Golden Research Triangle (Oxford-Cambridge-London) drives strategic advantage. Seven out of the eight high value sectors in the Government's Industrial Strategy are strongly represented and the county is fast becoming a data centre hub spot, with Google's first UK data centre located in Broxbourne.

We work with existing industries and sector clusters to create the right conditions for growth and with regional and national partners to attract further investment.

Our current areas of sector focus are:

- ▶ Advanced Manufacturing
- ▶ Clean Growth
- ▶ Film and TV
- ▶ Life Sciences

We also manage:

- ▶ Hertfordshire Film Office
- ▶ Hertfordshire IQ Enterprise Zone
- ▶ Inward Investment
- ▶ Towards Digital Growth
- ▶ Visit Herts



Sectors & Inward Investment

Actions and Measures

Advanced Manufacturing

Hertfordshire focuses on the space and defence sectors due to their significant economic impact and concentration in the region. Stevenage is a key hub for space engineering, ranking third in the UK for income from space-related activities, and is home to major players such as Airbus Defence and Space. The defence sector is bolstered by MBDA, a leading missile systems company. These strengths drive our strategic focus on these sub-sectors for growth.

Action: Launch Made Smarter Adoption Programme via Hertfordshire Growth Hub by June 2025. This will help local manufacturing SMEs understand and overcome operational challenges through digital technologies.

Measure: Reach 75 manufacturing companies.

Action: Hold space sector event by June 2025 with Space East to raise awareness with companies interested in space sector.

Measure: Attract at least 25 companies.

Action: Help to consolidate Hertfordshire’s position as a leading hub for defence and security innovation within the space sector, leveraging the presence of key industry players to drive collaboration with SMEs and academia in order to deliver technological advancements, create high-quality jobs, and enhance national security.

Measure: To host a regional event with the East of England Regional Defence and Security Cluster and Space East by the

end of Q2 2025 for up to 75 companies operating in the defence and security arena.

Clean Growth

Hertfordshire’s Clean Growth Strategy aims to support the transition to net zero and enhance resilience to climate change by boosting enterprise, innovation, collaboration and skills development, promoting clean growth across the economy and supporting sustainable initiatives.

Action: Develop a co-designed Hertfordshire Retrofit Strategy by December 2025, communicating clear access routes to the retrofit market for supply chain businesses.

Measure: Secure endorsement by 10+ sector organisations delivering retrofit measures.

Action: Hold a clean growth conference by March 2026 to showcase green innovation and stimulate net zero action.

Measure: Attract 75 attendees (30+ businesses).

Action: Conduct two half-day workshops by March 2026 for around 40 SMEs to integrate sustainability into their strategies.

Action: Attend six business facing networking opportunities and other activities to stimulate and promote environmental, social and governance opportunities, knowledge exchange, collaboration, innovation and access to funding.

Action: Refresh available Hertfordshire Futures and Hertfordshire Growth Hub

support resources by March 2026.

Action: Support Hertfordshire Climate Change Sustainability Partnership (HCCSP) activities to boost countywide sustainable and healthy homes initiatives, as part of Hertfordshire Growth Board’s Sustainable County Mission.

Film and TV

Hertfordshire’s creative industries are a key economic driver, generating jobs, attracting investment, and fostering innovation across film, TV, and digital media. Hertfordshire Futures works with education, local authorities, government and industry to ensure sustained global competitiveness. Hertfordshire Film Office was established to help meet demand and acts as the central gateway for all film and TV production in the county.



Sectors & Inward Investment

Actions and Measures

Propeller Stages and Screen Hertfordshire

Action: Develop these initiatives as key platforms for industry collaboration, skills development, and investment in the screen sector.

Measure: Successful launch, engagement with industry partners, securing funding for operational sustainability, and content production in Hertfordshire using the new facilities.

Hertfordshire Film Office

Action: Work with local authorities to deliver KPIs for Hertfordshire Film Office interventions identified in UK Shared Prosperity Fund local investment plans.

Measure: Support approximately 15 businesses and create five employment opportunities per district.

UK Screen Investment Programme

Action: Host a high-profile event in partnership with the University of Hertfordshire and Hertfordshire Growth Board in September 2025 to attract global investment, support studio partnerships, and drive sector growth.

Measure: Level of attendance, engagement with Westminster and investors, and number of new partnerships formed.

Elstree Studios Centenary Legacy Projects

Action: Use centenary as a launchpad for projects to

enhance Hertfordshire’s creative industry infrastructure and global visibility, including a Film and TV immersive experience in Borehamwood High Street and Hollywood-style lettering along the A1.

Measure: Project completion milestones and economic impact assessment.

Strengthen Inward Investment in Creative Industries

Action: Develop a targeted inward investment strategy to attract new productions, infrastructure investment, and digital/media projects.

Measure: Number of new projects secured and total inward investment wins.

Expand Skills and Talent Development

Action: Scale industry-led training programmes in collaboration with education and employers to align with sector demand.

Measure: Number of trainees supported and their progression into industry roles.

Position Hertfordshire as the UK’s Premier Film & TV Production Hub

Action: Support advocacy efforts to solidify Hertfordshire’s status as the premier location for film, TV and digital media production.

Measure: Policy influence and inclusion in national creative sector strategies.

Life Sciences

Hertfordshire has the biggest cell and gene therapies cluster in Europe and is home to a global biopharmaceutical R&D hub. We work with the sector from early stage business incubation to the manufacturing and commercialisation of therapies that could have a potentially transformative effect on health and people’s lives.

Action: To help support early-stage life sciences companies to develop a commercialisation strategy via the Stevenage Bioscience Catalyser programme by June 2025.

Measure: Target 12 innovative companies specialising in human health.

Sectors & Inward Investment

Actions and Measures

Action: Work with British Business Bank and the Innovate UK Business Growth team to deliver a ‘meet the investor’ event in October 2025 matching Catalyser Programme graduates and other life science companies with seed and strategic investment funds.

Measure: Deliver an event for over 30 life science start ups which will secure over £1m in private equity and innovation grant funding for Hertfordshire based life science companies.

Action: To run a series of roundtable events with VWV law firm, which provides legal advice to the sector, on key pharma and life science issues emerging from the Pharmaceutical Industry Networking Group (PING) conference in May.

Measure: To deliver four one-hour long roundtables between September to December 2025.

Action: To review the Life Sciences Sector Action Plan and its associated actions to ensure its goals are in line with local industry needs and the ongoing growth of its globally significant cell and gene therapy cluster.

Hertfordshire Innovation Quarter (Herts IQ)

Herts IQ enterprise zone is leading the development of 3 million sq. ft. of new commercial space. It has sites in Maylands Business Park and Hemel Hempstead, along with innovation/start-up space on campus at BRE in Watford and Rothamsted Research in Harpenden.

Key developments include:

- Maylands Gateway: Prologis is building the final phase of 280,000 sq. ft. of employment space.
- Prologis Park: Fully let and generating business rates income for Herts IQ.
- Spencers Park: Development expected to start by the end of 2025.
- Rothamsted Research campus: Completed the Russell Building and laboratory space, consolidating its start-up and early-stage offer.
- BRE’s Open Innovation Hub: Completed and offering space for sustainable construction businesses, though leasing is slower due to market conditions.

Action: Work closely with St Albans and Dacorum local planning authorities to ensure their Local Plans are adopted in spring 2026. Both plans are critical to the successful delivery of the next and final major phase of Herts IQ.

Action: Work closely with The Crown Estate to ensure that its planning application for Hemel East leads to the successful delivery of high quality commercial and residential development, together with appropriate infrastructure that enables long term high value employment and skills that meet the needs of the local community.

Action: Work with local authority stakeholders and The

Crown Estate to design and seek funding for the infrastructure required to deliver the Herts IQ programme over the long term.

Action: Secure the delivery and letting of the remaining major commercial developments on Herts IQ, Maylands Gateway and Spencers Park, in addition to The Crown Estate land.

Action: Ensure that Herts IQ’s delivery metrics (especially jobs) reflect the changing needs of the enterprise zone and illustrate the changing behaviours within the workforce, and the dynamics within the local economy.

Action: Design and start delivery of the £6m Herts IQ ‘Surplus Funds’ programme.



Sectors & Inward Investment

Actions and Measures

In addition to managing Herts IQ, Hertfordshire Futures provides advice and support on specific projects and place-making.

Stevenage Station Gateway

Action: Work closely with Stevenage Borough Council, Muse and English Cities Fund to take forward the Station Gateway project to create a high quality gateway to the town centre, open up access to the leisure park and generate new homes and employment.

Planning & Place-making

Action: Work closely with the Hertfordshire Infrastructure & Development Board (HIDB) to secure high-quality growth in the county by maintaining a strong dialogue between developers and local planning authorities.

Action: Respond to emerging Local Plans and other planning policies as they relate to employment, business growth and skills, and respond to major commercial planning applications across the county.

Digital

Towards Digital Growth (TDG) is Hertfordshire County Council's forward-facing digital initiative, now overseen by Hertfordshire Futures. Over the past decade, TDG has made significant strides in broadband delivery and is now focused on expanding high-quality digital infrastructure and ensuring no person or place is left behind.

In our increasingly digital world, TDG aims to support opportunities to trial innovative technologies to enhance business operations and improve

the lives of our residents. This approach is strategically aligned with Hertfordshire's broader priorities, aiming to foster a thriving, inclusive digital environment.

Action: Launch the Digital Inclusion Shared Service in partnership with Essex County Council which is aimed at tackling digital exclusion across the county due to affordability, lack of basic digital skills and availability of technology.

Action: Continue the delivery of the three Project Gigabit contracts and associated social value criteria, which will increase gigabit connectivity across the county for both residents and businesses.

Action: Revise the Digital Framework into a Digital Infrastructure and Inclusion

Strategy with publication around summer 2025.

Action: Investigate mobile coverage across the county and how alternative technology such as small cells can provide additional mobile coverage and capacity in particular areas of need.

Visit Herts

Hertfordshire's visitor economy has bounced back to pre-pandemic levels and now contributes over £2.4 billion to the local economy and supports over 42,000 jobs. Visit Herts is Hertfordshire's Destination Management Service which works to increase the numbers of visitors into the county. It supports a wide range of businesses across the visitor economy, including tourism, hospitality, leisure and culture.

Action: Continue to develop strategic relationships both inside and outside of the county that will support Hertfordshire's visitor economy, accelerate the delivery of goals set out in the Destination Management Plan, and/or drive visitor numbers to Hertfordshire.

Measure: Provide non-financial direct support to 300 local visitor economy businesses this year.

Inward Investment

Invest Hertfordshire acts as a gateway for all inward investment enquiries. It connects investors, landowners and developers to other sources of support and works with local planning authorities to find the best location for large and small businesses to set up, start up and scale up. This fosters a more strategic approach to investment in line with other broader regional priorities and national policy agendas.



Sectors & Inward Investment


Action: Develop a pipeline of live investor-ready sites. To bring the right sites to market at the right time and review bi-annually.

Action: Secure commercial sponsorship deals to leverage brand and place promotion at key investment fairs.


Action: Further develop the Invest Hertfordshire website to improve its search ranking with the target investor audience.

Action: Work with a range of sectors and organisations to secure investment for SMEs (Rothamsted, University of Hertfordshire, Hertfordshire Growth Hub, Stevenage Bioscience Catalyst).


Sectors and Investment Team




Pippa Cawdron
Hertfordshire Film Office Manager




Cherise Fairman,
Hertfordshire Film Office Executive



Sophie Mance, Senior Project Manager,
Towards Digital Growth



Melanie Miller, Inward Investment Manager



Adam Morley, Creative Sector Lead



Helen Pollock, Clean Growth Manager




Paul Witcombe, Life Sciences and Advanced Manufacturing Lead




Adam Wood, Enterprise Zone Manager

Actions and Measures


Governance, Administration & Business Support Services



Lisa Bishop,
Project Executive



Victoria Cox,
Business Support Services Executive



Vickie Holland,
Contracts, Assurance and Monitoring Manager



Mara Hubbard,
Assurance and Monitoring Executive



Sally Stanley,
Office Manager



Daniela Verastegui,
Data and Campaigns Analyst



Conclusion

Hertfordshire Futures remains steadfast in its commitment to driving sustainable and inclusive growth. Our comprehensive Economic Strategy, developed through collaboration and informed by robust evidence, will set the foundation for future economic development and will be instrumental in shaping a future Local Growth Plan.

We are confident that the initiatives outlined in this Business Plan will not only enhance Hertfordshire’s economic landscape but also contribute to the broader UK growth agenda. By focusing on skills and employment, business support and enterprise, sector growth and investment, we aim to foster a dynamic local economy.

We look forward to working with our partners and stakeholders to achieve these ambitious goals and to continue making a meaningful socio-economic impact that improves the health and wealth of our residents, businesses and communities. By setting defined strategic goals, actions and measures, we can report back on progress and performance at regular intervals.



Contact

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