

Uttlesford Economic Development Strategy 2016-18

Builds on previous economic development strategies.

Retains external focus on:

- Help to start and stay in business
- Access to superfast broadband and mobile communication
- Help for town centres with their viability and vitality
- Help for business to expand in or locate in Uttlesford
- Help to persuade more people to visit Uttlesford

Plus new internal focus on:

- Funding opportunities

March 2016

Foreword

Sustainable economic growth is the driving force of national government policy and Uttlesford District Council shares this commitment. This focus results in increased prosperity, jobs growth and more opportunities for everyone.

Locally over the last four years much has been achieved by our Economic Development Team; from helping local people fulfil their dream of starting a business to enabling existing businesses gain access to finance necessary to fund their expansion.

The Team's approach includes harnessing the skills, experience and capacity of local people to make things happen both for their own benefit and for the benefit of the district. A prime example of this is the Stansted Business Forum, run by a small number of local people, a growing membership of over 90 small businesses, helping owners to generate more sales, providing a forum to share ideas and a friendly place for anyone thinking of starting a business to come and meet other businesses.

The Economic Development Strategy 2016-18 retains the focus of the previous two strategies on facilitating sustainable growth in jobs and businesses. The strategy also recognises the important role of the Team corporately in ensuring any external funding opportunities are identified to support economic growth.

As the Lead Member responsible for economic development and a local business owner I will support the Team to ensure our District remains a place in which businesses and their employees thrive.

Councillor Howard Ryles
Economic Development Lead Member

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1. Executive Summary

Since 2012 the Council's Economic Development Team has supported local people, communities and businesses by delivering:

- Help to start and stay in business;
- Access to superfast broadband;
- Help for town centres with their viability and vitality;
- Help for business to expand in, or locate in Uttlesford; and
- Help to persuade more people to visit Uttlesford.

Over the last two years the Team has delivered a number of projects including:

- Enabling over 120 people to attend business workshops ranging from social media to bookkeeping with 95% of participants rating the workshops as excellent and 10 new businesses being created;
- Attracting over £400,000 of grant funding to support 14 local rural businesses with their expansion, generated £350,000 of matched private sector funding; and
- Supported two Town Teams and a Working Group with over 30 skilled and experienced local businesspeople and other stakeholders delivering events, markets and other projects to attract more people into town and village centres.

The Economic Development Strategy 2016-18 retains this focus of facilitating growth in jobs and sustainable businesses. The strategy also now recognises the important role of the Team in attracting external funding in support of economic growth from such sources as Local Growth Funds.

The estimated cost of implementing the 2016-18 strategy is £481k (£298k in 2016-17 and £183k in 2017-18). It is proposed that £66k (£33k in both financial years) will be funded from Economic Development Budget, £300k (£150k in 2016-17 and £150k 2017-18) from the Economic Development Reserve and £115k specifically to support superfast broadband infrastructure (£100k from the Strategic Initiatives Fund and £15k from the original award to Fibrewifi Ltd (Buzcom)).

2. Introduction

2.1 Context

The national context for this strategy can be summarised by:

- continued recovery from recession, but concerns as UK GDP drops in 2015;
- global economic slowdown, a downturn in China and turmoil in financial markets which have seen oil prices plunge in recent months and the impact of the upcoming UK's EU Referendum in 2016.
- continued reductions in local authority funding from central government and particularly from 2017-18 onwards;
- opportunities for local authorities to become more commercial and generate revenues particularly from business rates and operate profitably; and
- planning policy making clear that councils should aim to meet the needs of business, help make the economy fit for the future and should support both town centres and rural business.

The local context can be summarised by:

- the increasing importance of Local Enterprise Partnerships (LEPs) – locally-owned partnerships between local authorities and business that play a central role in determining local economic priorities and undertaking activities to drive economic growth and creation of jobs. Uttlesford works with two LEPs the South East LEP (SELEP); and the Greater Cambridge and Greater Peterborough Enterprise Partnership (GCGPEP). It's important that LEP and the local economic strategies are aligned and that funding opportunities such as the Regional Growth Fund(s) are maximise for the benefit of the district;
- exploiting the opportunity created by devolution in Essex;
- maximising opportunities to attract funding for projects via the Essex County Council Integrated Growth Strategy;
- the Local Strategic Partnership, Uttlesford Futures (a partnership of Uttlesford's public, private, voluntary and community sector agencies) developing and delivering against

- shared priorities via the Sustainable Community Strategy 2008-2018;
- the importance of voluntary business led partnerships and groups including Saffron Walden and Great Dunmow Town Teams, Newport Business Association, Stansted Business Forum, Great Dunmow Chamber of Trade, Saffron Walden Initiative, Shire Hill Network, Saffron Walden Business Friends, Stansted Economic Development Working Group and Stansted Airport Chamber of Commerce;
 - economic development and spatial planning framework provided by the Uttlesford Local Plan are closely linked and there is a need to balance growth with the quality of life of our residents and maintain our heritage and green spaces. Economic growth will require sufficient allocations for commercial development coming out of the local plan process; and
 - alignment with this strategy and the existing plans and strategies produced by partners such as the town and parish councils and partnerships such as the London Stansted Cambridge Corridor (LSCC) and West Essex Alliance.

2.2 This Strategy

This 2016-18 strategy builds upon the previous two Economic Development Strategies and sits within and supports the delivery of longer term holistic plans looking at the District as a whole such as the emerging Uttlesford Local Plan.

In continuing to focus its actions in a small number of important areas there are inevitably some areas that it doesn't seek to directly influence but which are important to the development of the local economy.

One area not addressed as part of this strategy is that of skills shortages. Action is being taken to address this issue as part of the Economic Plan for Essex, LSCC, SELEP, GCGPEP and others. It is also being addressed by the private sector through such initiatives as the Employment and Skills Academy at London Stansted Airport. The Economic Development Team will continue to promote skills

development and training opportunities that are available to Uttlesford businesses.

2.3 Consultation Undertaken

Throughout the last four years feedback has been continuously sought and changes made to the programme and initiatives.

In particular a discussion was held with 75 businesses and partners at a business breakfast event held on September 22nd 2015. Appendix 1 contains an evaluation summary from the business breakfast.

3. The Uttlesford Economy

3.1 District profile

Summary profile of the District:

- current population 81,000 (ONS)
- largest District in Essex by area
- two market towns Saffron Walden and Great Dunmow and six key villages including Stansted Mountfitchet and Thaxted
- one of the most affluent areas in the country
- overall educational attainment is high
- average house prices significantly higher than the national average
- low level of unemployment 0.5% compares with East of England 1.2% and Great Britain 1.6%
- 80% of the jobs are in the service sector
- London Stansted Airport and environs has over 10,000 people from a travelling from a wide area working there

3.2 What's happening in the Uttlesford economy?

The following table summarises the strengths, opportunities and issues facing the Uttlesford economy. This is not intended to be an exhaustive list but is illustrative of the findings of the existing research – see Appendix 2.

strengths	<ul style="list-style-type: none"> ❑ high-level skills ❑ well educated resident population (40% with NVQ4 or above, 29% nationally) ❑ high employment rate ❑ town centres with large proportions of independent traders and Town Teams ❑ high average earnings of residents ❑ some excellent connectivity (road/rail/air/ports access) ❑ London Stansted Airport UK's third largest airport and key local economic driver i.e. employs 1 in 12 Uttlesford residents ❑ Good or high quality of living ❑ high quality natural environment ❑ arts, cultural and heritage assets ❑ good quality employment locations ❑ varied existing business base including rural businesses ❑ existing clusters and drivers i.e. London Stansted Airport and Chesterford Research Park
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	<ul style="list-style-type: none"> ❑ proximity to London and Cambridge (internationally recognised brands, markets, world city functions and academic research) ❑ promotional brands of Think Cambridge and London Stansted Cambridge Consortium
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opportunities	<ul style="list-style-type: none"> ❑ pool of people with the skills and resources to start and stay in business ❑ existing planned business expansions ❑ visitor economy including “staycation” trend and Tour de France legacy ❑ cluster development e.g. London Stansted Airport and Chesterford Research Park ❑ joint promotion with adjoining Councils and partners to attract investment through Think Cambridge and London Stansted Cambridge Consortium ❑ town centres ❑ highly skilled and experienced resource of “volunteers” with business experience in the District
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issues	<ul style="list-style-type: none"> ❑ high levels of out commuting ❑ access to superfast broadband ❑ rural issues e.g. accessing employment ❑ relative anonymity ❑ relative costs e.g. commercial space and house prices ❑ competition for jobs and investment i.e. Greater London/Thames Gateway/Cambridge/Harlow Enterprise Zone ❑ tightness of supply of commercial property impacting on the ability to attract inward investment or expansions ❑ low development activity ❑ difficulty recruiting suitable staff
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Sources: Local Futures – Place Profile 2011, Employment Land Study 2010, Employer and Business Survey 2009, Commercial Workspace Review 2015

4. Action Plan

The following sets out the actions the Team will be delivering over the next two years and have been selected on the basis that they are both deliverable, and continue to provide the maximum returns for our investment.

Many of the actions are designed to positively impact Uttlesford's rural economy including starting a business, the attraction of grant funding for expansion, access to superfast broadband and the attraction of more visitors.

All of the actions will be delivered in partnership with business, stakeholders, other local authorities such as town, parish and county councils, relevant agencies and as part of wider partnerships including the West Essex Alliance of local authorities and business.

The following sections each set out:

- the aim for each action;
- key insights from the economic analysis;
- highlights from the last two years; and
- the initiatives for 2016-18.

A more comprehensive report on what has been delivered 2014-16 can be found in Appendix 4.

4.1 Help Starting and Staying in Business

The majority of businesses in Uttlesford are micro businesses with 1-4 employees and they are particularly important for the rural economy. New businesses remain a key source of future jobs, competitiveness and wealth creation.

Aim:

Year on year growth in the number of businesses starting up and surviving beyond 24 months.

Key insights:

- Pool of local people with the skills and resources to start and stay in business (2011 Census)
- Difficulties/barriers being faced by local start-ups (Federation of Small Business 2012)
 - access to, availability and cost of finance for business (21%)
 - lack of information, advice and support (20%)
 - access to superfast broadband (21%)
 - state of the economy (65%)
 - cost of materials, fuels or energy (41%)

Delivery Highlights 2014-16:

- 10 workshops, 120 attendees, 10 new businesses resulted, 90% excellent feedback from attendees, 85% implement learning into existing business
- Online database of Uttlesford businesses created with 1,300 entries
- Stansted Business Forum over 90 members, delivered Summer Business Fayre with 53 stallholders and up to 3,000 visitors and Stansted Business Directory delivered to 3,500 homes locally
- £400k of funding for 14 rural businesses via Eastern Plateau and negotiation of the inclusion of Great Dunmow and Stansted Mounfitchet in the 2015-18 programme
- Establishing the Shire Hill Business Network engaging with 120 businesses on Shire Hill Industrial Estate

Initiatives 2016-18:

Initiative	Provision of business advice to business start-ups and existing businesses
Lead Officer	▪ Business Support Officer (BSO)
Partners	▪ BEST Growth Hub, Signpost2Grow Growth Hub,
Action	<ul style="list-style-type: none"> ▪ In-house provision of business advice and support via face-to-face, telephone or email, responding to questions, giving advice and signposting where applicable. ▪ Referral service to BEST Growth Hub, Signpost2Grow Growth Hub and other business support providers as appropriate ▪ A dedicated email address “business @uttlesford.gov.uk” to assist businesses in contacting the Economic Development Team ▪ Promotion of business support services including UKTI and

	<p>HMRC</p> <ul style="list-style-type: none"> ▪ Face-to-face business support meetings ▪ Telephone and email business support and advice ▪ Promotion of support services through UDC website, @UDCBusiness twitter handle and through the Uttlesford business fora. ▪ Delivery of Business Zone initiative at the Stansted Check-in event in June 2016, providing short workshops and access to business support providers
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Initiative	Improving business related skills, for start-ups and existing businesses
Lead Officer	▪ BSO
Partners	▪ BEST Growth Hub – Signpost2Grow Growth Hub, other business support providers and training organisations
Action	▪ Promotion of all available training programmes, HMRC webinars, twitter and through business fora.

Initiative	Develop database of business contact details in order to improve communication and relationship with local businesses
Lead Officer	▪ BSO
Partners	▪ Breeze IT, database software provider
Action	<ul style="list-style-type: none"> ▪ Grow number of entries to 2,500 by Q4 2017-18 ▪ Increase the quality of directory entries by encouraging businesses to validate their basic entry ▪ Marketing directory to new users and residents ▪ Unique visitors target of 1,000 per month by Q1 2017-18 ▪ Commercialisation of the database proposal including business referral programme by Q4 2016-17

Initiative	Effective communication with local business start-ups and existing businesses
Lead Officer	▪ BSO
Action	<ul style="list-style-type: none"> ▪ Monitor information on UDC website ▪ Ensure updates are provided to UDC Webmaster for amendments / additions etc. ▪ Grow twitter handle and use as appropriate ▪ Deliver Annual Business Breakfast by end of Q3 each year ▪ Quarterly newsletters to businesses via business directory.

Initiative	Supporting existing business forums
Lead Officer	▪ EDO and BSO
Partners	▪ Uttlesford business forums including Stansted Airport Chamber of Commerce, Newport Business Association, Shire

	Hill Business Network, Stansted Economic Development Working Group and Stansted Business Forum
Action	<ul style="list-style-type: none"> ▪ Attendance at forum meetings and events as appropriate ▪ Financial support for business fora and events ▪ Marketing support for business fora and events

Initiative	Identify and promote finance opportunities for local start-ups and existing businesses
Lead Officer	▪ EDO and BSO
Partners	▪ Eastern Plateau European Funding Programme- new programme from 2015
Action	<ul style="list-style-type: none"> ▪ Target of 40 expressions of interest by Q3 2017-18 ▪ Target of £500k of funding attracted by Q4 2017-18

Initiative	Develop opportunity for Fairycroft House to become a resource hub for creative businesses across Uttlesford
Lead officer	▪ BSO
Partners	▪ Fairycroft House
Action	▪ Lobbying of Essex County Council to retain Fairycroft House as an asset for the business and wider community in Uttlesford

Initiative	Explore opportunities to support local unemployed young people into business
Lead officer	▪ BSO
Partners	▪ Princes Trust
Action	<ul style="list-style-type: none"> ▪ Scoping discussions with Princes Trust about potential opportunities. ▪ Identification of young people to attend training with Princes Trust, and be supported by local Princes Trust mentors following training.

Budget 2016-17:

Marketing of business database £4k

Annual Business Breakfast £2k

Signpost2Grow (GCGP) membership £13k

4.2 Superfast Broadband and Mobile Communication

Aim:

To ensure businesses and homes throughout the District have access to appropriate superfast broadband and mobile communication.

Key insights:

- Rural superfast broadband is a top priority for Central Government
- Lack of availability of superfast broadband appropriate to business requirements is a barrier to business success and to the attraction of new investment into the district
- Compared to urban areas, rural areas are disadvantaged by the higher costs of broadband provision, which is an important enabler for community, education and business.
- A significant number of households and businesses in Uttlesford are not able to access more than 2Mbits/s
- “Notspots” exist for mobile communication

Delivery Highlights 2014-16:

- Superfast Essex – fibre superfast broadband
 - 2016 62% of premises with access to superfast broadband
 - by 2019 85% premises will have access to superfast broadband
- Fibrewifi Ltd (Buzcom) – fixed wireless superfast broadband
 - 2016 over 1000 subscribers
 - 200 are business subscribers many of whom are rural based businesses who are now able to access superfast broadband
 - several businesses would have either had to move and/or not expand if access to superfast broadband had not been made available for example
 - negotiated to have Shire Hill Industrial Estate connected

Initiatives 2016-18

Initiative	Support the delivery of superfast broadband across the District
Lead officer	▪ EDO
Partners	<ul style="list-style-type: none"> ▪ Superfast Essex ▪ Fibrewifi Ltd (Buzcom)
Action	<ul style="list-style-type: none"> ▪ Lobby and work with Superfast Essex to deliver a minimum of 92% coverage by end 2019 ▪ Completion of the contract with Fibrewifi Ltd (Buzcom) by Q3 2016-17

Initiative	Support for individual businesses to acquire a superfast broadband service
Lead officer	▪ EDO
Partners	▪ Fibrewifi Ltd (Buzcom), BT Openreach, etc
Action	▪ Respond to enquiries

Budget 2016-17:

Contribution to improving broadband coverage £115k.

4.3 Town Centres

Uttlesford's two market towns, Saffron Walden and Great Dunmow and six key villages, including Stansted Mountfitchet and Thaxted, provide the heart of their community in terms of employment, services, transport and residential population. Each of the town and village centres faces challenges from out-of-town competition, on line retail and slow recovery from recession.

Work on improving the vitality and viability of the District's market towns and key villages has been focused on the creation of the private sector led and run Town Teams in Saffron Walden and Great Dunmow and Economic Development Working Group in Stansted Mountfitchet.

Aim:

Uttlesford's two town centres and two largest key villages, Stansted Mountfitchet and Thaxted, to build footfall and average customer expenditure.

Key insights:

- each town and village centre has a large proportion of independent well established retailers and other businesses
- the four centres have the opportunity and potential to deliver significant performance improvement

Delivery highlights 2014-16

- support for two Town Teams and Economic Development Working Group of skilled and experienced local businesspeople and other stakeholders in Saffron Walden, Great Dunmow and Stansted Mountfitchet respectively

- the total number of volunteers in all three teams if regarded as part time paid posts would have an estimated actual total cost per annum of £100k
- Saffron Walden Town Team
 - supporting promotions by independent retailers
 - marketing and events plan for the next two years
 - creation and launch of the #MySW brand including a video and radio advertisements.
- Great Dunmow Town Team
 - car parking refund scheme
 - Events throughout the year including the Christmas lights switch-on and related festivities and funding
 - Revitalising the market and other events
- Stansted Mountfitchet
 - Michaelmas Fayre
 - research into holding a regular specialised market

Initiatives 2016-18

Initiative	Support for Town Teams in Saffron Walden and Great Dunmow
Lead Officer	▪ EDO and BSO
Partners	▪ Businesses and stakeholders in Saffron Walden and Great Dunmow
Action	<ul style="list-style-type: none"> ▪ Provide advice at Town Team meetings ▪ Support the delivery of specific projects

Initiative	Sustainability of Town Teams
Lead Officer	▪ BSO
Partners	▪ ATCM, ATCM East, BritishBIDs
Action	<ul style="list-style-type: none"> ▪ Present Business Improvement District case to Town Teams for their consideration in Q1 2016-17 for Saffron Walden and Q1 2017-18 for Great Dunmow

Initiative	Village centre management plans for Thaxted developed in partnership with key stakeholders
Lead officer	▪ BSO
Partners	▪ District Council working with village centre partners
Action	<ul style="list-style-type: none"> ▪ The development of a plan by Q2 2017-18: <ul style="list-style-type: none"> ○ identifying who should be involved ○ review of past and present information and plans ○ agreeing clear objectives

Initiative	Use of Car Parking Provision in Vitality of Town Centres
Lead Officer	▪ EDO and BSO
Partners	▪ NEPP, Town & Parish Councils, Town Teams, SMWG
Action	▪ Monitoring of and lobbying regarding car parking performance and the use of car parking tariffs to support vitality on the town and village centres.

Initiative	Membership of Association Town & City Management (ATCM)
Lead officer	▪ BSO
Partners	▪ ATCM
Action	▪ Annual review of membership

Budget 2016-17:

Funding to support delivering of Saffron Walden and Great Dunmow Town Teams and Stansted Mountfitchet Working Group business plans and annual membership ATCM £40k.

Funding support towards the cost of potential Saffron Walden Business Improvement District ballot £30k.

4.4 Inward Investment & Business Expansion

Aim;

Promote specific and targeted propositions to attract inward investment and facilitate local business expansion. Both will grow the Council's business rates revenues.

Key insights:

- commercial investment deals have focused on the M11/Stansted corridor
- two key clusters -the Greater Cambridge biotech research and development and M11/Stansted corridor including travel and logistics related businesses
- close proximity to international recognised brands in London and Cambridge
- the international connectivity of London Stansted Airport

Delivery highlights 2014-16

- completion of the review into the supply and demand for commercial workspace in the district

- creation of LSCC Inward Investment plan

Initiatives 2016-18

Initiative	Discretionary National Non Domestic Rates (NNDR) relief
Lead officer	▪ EDO
Partners	▪ UDC Business Rates
Action	<ul style="list-style-type: none"> ▪ promotion and targeting of “stuck” pipeline projects with planning permission (see next initiative) ▪ target of ten businesses receiving discretionary rates relief by Q4 2017-18

Initiative	Developing the pipeline of commercial sites with planning permission
Lead officer	▪ EDO
Partners	▪ external consultant
Action	<ul style="list-style-type: none"> ▪ Assessment of commercial pipeline of sites with planning permission, identification of “stuck” sites and recommendations for intervention ▪ Estimate of value of pipeline in terms of business rates revenues

Initiative	Expansion of local businesses
Lead officer	▪ EDO
Partners	▪ Local intermediaries e.g. banks, accountants
Action	<ul style="list-style-type: none"> ▪ Visit programme to targeted local businesses – 12 visits per year ▪ Two business expansions by Q4 2017-18

Initiative	Emerging Local Plan
Lead officer	▪ EDO
Partners	▪ UDC Policy Team
Action	▪ Liaison with Policy Team on supply of commercial allocations

Initiative	Investment intermediary network
Lead officer	▪ EDO
Partners	▪ Invest Essex, UKTI, etc
Action	▪ Create network of intermediaries involved in advising businesses on relocation/investment decisions

Initiative	Attraction of investment into M11 corridor/Stansted
Lead officer	▪ EDO
Partners	▪ Invest Essex, LSCC
Action	▪ Ongoing

Initiative	Attraction of investment into North Uttlesford
Lead officer	▪ EDO
Partners	▪ Invest Essex, Greater Cambridge local authorities
Action	▪ Ongoing

Initiative	Shire Hill Industrial Estate
Lead officer	▪ EDO
Partners	▪ Shire Hill Business Forum “Who’s on the Hill?” ▪ Businesses occupying premises on the industrial estate
Action	▪ Ongoing support

Budget 2016-17:

Potential cost implementing discretionary National Non Domestic Rates relief £60k

Creation of inward investment intermediary network £4k

Marketing to attract inward investment £20k

Membership London Stansted Cambridge Corridor £10k

4.5 Visitors

The visitor economy is made up of:

- Visitors – leisure, business, visiting family and friends, day and overnight stays
- Core supply chain – accommodation, attractions, bars and restaurants
- Related supply chain – retail, transport, other services i.e. food suppliers

Aim:

Year on year increase in the number of people visiting Uttlesford and the number of visits by the residents of Uttlesford with “wise growth” balancing growth in the number of visitors with the principles of sustainability

Key insights:

- visitor economy is important to Uttlesford and rural areas in particular
- represents the second most important income strand for the district after retail spend

- a number of regionally and nationally important visitor attractions including Saffron Hall, Audley End House, Bridge End Gardens, Fry Art Gallery, St Mary the Virgin Parish Church, Saffron Walden Museum, Priors' Hall Barn, Gardens of Easton Lodge, Great Dunmow Maltings, Mountfitchet Castle and Toy Museum, St Mary's Church Stansted, Hatfield Forest, Thaxted Morris Festival, Dunmow Flitch, St Botolph's Saxon Church, Hadstock and Chickney St Mary's
- outstanding tourism information service in Saffron Walden
- proximity to Cambridge and London and their huge international draw
- lack of hotel and other accommodation space in Saffron Walden

Delivery highlights 2014-16

- creation of Saffron Walden Marketing Group (SWMG) of Saffron Hall, Tourist Information Centre, Audley End (English Heritage), Town Team, Fry Art Gallery and Saffron Screen
- SWMG reciprocal marketing

Initiatives 2016-18

Initiative	Saffron Walden Marketing Group
Lead officer	▪ EDO
Partners	▪ Saffron Hall, Tourist Information Centre, Audley End (English Heritage), Town Team, Fry Art Gallery and Saffron Screen
Action	▪ Ongoing support

Initiative	Creation of Great Dunmow and Stansted Mountfitchet Marketing Group
Lead officer	▪ EDO
Partners	▪ Local visitor attractions
Action	▪ Group created by Q4 2016-17

4.6 Funding Opportunities

Aim:

To help to overcome existing and future financial challenges and identify funding opportunities for council services and local economic growth

Key insights:

- Opportunity for business rate revenue growth created by economic growth e.g. inward investment, business expansion
- Significant external funding opportunities e.g. LEP Local Growth Plans

Initiatives 2016-18

Initiative	Attraction of external funding plan in support of local economic growth
Lead officer	▪ BSO
Partners	▪ LEP's, ECC, European Funding
Action	▪ Initial plan Q4 2016-17

5. Summary

The strategy is designed to help facilitate the sustainable growth of the Uttlesford economy.

The 2016-18 actions are targeted at:

- Help to start and stay in business
- Access to superfast broadband and mobile communications
- Help for town centres with their viability and vitality
- Help to persuade more people to visit Uttlesford
- Funding opportunities

The estimated cost of implementing the 2016-18 strategy is £481k.

Appendix 1.

Business Conference September 22nd 2015

Attended by 75 local businesses, partners and agencies.

Evaluation Form Summary

	Excellent	Good	Poor
Content	50%	50%	
Organisation	75%	25%	
Presentations	52%	48%	
Networking	36%	64%	

Appendix 2.

Existing Research

- Uttlesford Car Park Review 2015
- Commercial Property Review 2015
- Uttlesford Business Needs Survey 2009
- Rural Business Research, A Study of the Support Requirements of Retailers in Rural Essex, 2008
- Re-imagining Urban Spaces to Help Revitalise Our High Streets, Department for Communities and Local Government, July 2012
- “Local leadership, local growth” Local Government Association, June 2012

Appendix 3.

Existing Strategies

- Uttlesford Local Plan 2005
- Uttlesford emerging Local Plan
- Integrated County Strategy, 2010
- Uttlesford Futures, “Sustainable Community Strategy A Vision for our future 2018,” 2008
- LEP Economic Growth Strategies

Appendix 4.

Delivery 2014-16

1. Help to Start and Stay in Business

Initiative	Provision of business advice to business start-ups and existing businesses
Partners	<ul style="list-style-type: none"> ▪ Ignite Enterprise Agency
Delivered	<ul style="list-style-type: none"> ▪ 6 month trial of Business Assist Helpline, a dedicated telephone and email response to assist local businesses with questions, giving advice and signposting where applicable commenced May 2014 ▪ Evaluation October 2014 decision not to proceed

Initiative	Provision of business advice to business start-ups and existing businesses
Partners	<ul style="list-style-type: none"> • BEST Growth Hub, Signpost2Grow Growth Hub, Eastern Plateau
Delivered	<ul style="list-style-type: none"> • Face-to-face business support meetings • Telephone and email business support and advice • Business advice drop-in session held in Saffron Walden in partnership with BEST Growth Hub • Promotion of support services through UDC website, @UDCBusiness twitter handle and through the Uttlesford business fora. • Ongoing support provision • Number of Uttlesford businesses supported by BEST Growth Hub and Eastern Plateau • Number of businesses who have made direct contact with BSO during Q4.

Initiative	Improving business related skills, for start-ups and existing businesses
Partners	<ul style="list-style-type: none"> ▪ Ignite Enterprise Agency funded by UDC ▪ LGX Marketing – iMarketing workshop – funded by UDC ▪ BEST Growth Hub – programme of fully funded courses for business start-ups and existing businesses
Delivered	<ul style="list-style-type: none"> ▪ Ignite Enterprise Agency <ul style="list-style-type: none"> ▪ 10 workshops ▪ 120 attendees ▪ 8 new businesses resulted ▪ 90% excellent feedback from attendees ▪ 85% implement learning into existing business

	<ul style="list-style-type: none"> ▪ UDC iMarketing seminar – 7/12/15 ▪ Promotion of BEST Growth Hub training programme, HMRC webinars, ECC Digital Skills workshops via website, twitter and through business fora. ▪ Business drop-in session held in Saffron Walden, with BEST Growth Hub Advisers and Eastern Plateau Adviser. ▪ 4 Ignite Enterprise Agency workshops to be held – 2 in Saffron Walden 2 in Great Dunmow ▪ BEST Growth Hub courses to be delivered across Essex, including courses in Great Dunmow, Saffron Walden and Stansted. ▪ ECC Digital Skills training to be delivered in Takeley
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Initiative	Establish a database of business contact details in order to improve communication and relationship with local businesses
Partners	<ul style="list-style-type: none"> ▪ Ignite Enterprise Agency to supply initial data for a business database ▪ Breeze IT, database software provider
Delivered	<ul style="list-style-type: none"> ▪ Initial database created December 2014 ▪ Online database software provider, Breeze IT, appointed Mar 2015 ▪ Initial database cleaned and grown to 1400 businesses August 2015 ▪ Links to UDC website designed and built Summer 2015 ▪ Online database - launched September 2015 ▪ Increase the quality of directory entries by encouraging businesses to validate their basic entry ▪ Marketing directory to new users ▪ Unique visitors target of 500 per month

Initiative	Effective communication with local business start-ups and existing businesses
Partners	<ul style="list-style-type: none"> ▪
Delivered	<ul style="list-style-type: none"> ▪ On-going monitoring and updating of the UDC website ▪ Twitter handle established ▪ Appropriate tweets promoting training opportunities and business support offers from UKTI and HMRC. ▪ Annual Business Breakfast 2015 held at Hilton Hotel, Stansted Airport. ▪ Training newsletter emailed Feb 2016. ▪ Newsletters emailed to business directory contacts

Initiative	Supporting existing business forums
Partners	<ul style="list-style-type: none"> ▪ Uttlesford business forums including Stansted Airport Chamber of Commerce, Newport Business Association and

	Stansted Economic Development Working Group and Stansted Business Forum
Delivered	<ul style="list-style-type: none"> ▪ Business, tourism, travel event – June 2014 ▪ Sponsorship for and attendance at Stansted Check- In business event - June 2015 – approx. 450 business people attended ▪ Stansted Business Forum grown from 60 to 90 members - sponsored Summer Business Fair with estimated 2500 – 3000 visitors ▪ Regular attendance at business for a meetings ▪ Agree plan and commence implementation Uttlesford Business Zone at Stansted Check-In 2016 event - BSO ▪ Present at Stansted Business Forum 5/2/16 – EDO

Initiative	Identify and promote finance opportunities for local start-ups and existing businesses
Partners	<ul style="list-style-type: none"> ▪ Eastern Plateau European Funding Programme ▪ IDOX (2nd year of two year lease)- business finance database “open4business”
Delivered	<ul style="list-style-type: none"> ▪ Eastern Plateau - successful negotiation for inclusion of Great Dunmow and Stansted Mountfitchet into new programme ▪ EDO and BSO participation in Local Delivery Group ▪ IDOX “open4business” database evaluated and lease not renewed ▪ Marketing of Eastern Plateau in Uttlesford ▪ Target of 25 expressions of interest from businesses to apply for funding

Initiative	Flooding support
Partners	<ul style="list-style-type: none"> ▪ Central government as funder
Delivered	<ul style="list-style-type: none"> ▪ Application process created ▪ Affected businesses identified and support provided with grant applications ▪ Early warning system funded and implemented in Lower St Stansted

Initiative	Establishment of Shire Hill Business Network
Partners	<ul style="list-style-type: none"> ▪ Shire Hill businesses
Delivered	<ul style="list-style-type: none"> ▪ Private sector organiser recruited ▪ Plan created for the objectives and operation of the network ▪ Launch meeting marketed and supported ▪ Ongoing meetings supported, issues raised have been investigated and feedback provided, including gritting, signage

Initiative	Relocation support for Ashdon Rd and Carnation Nurseries based businesses
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Partners	▪ Ridgeons
Delivered	▪ businesses identified and contacted ▪ individual support provided ▪ Initiative completed

Initiative	Gain approval for and recruitment of Business Support Officer
Partners	▪
Delivered	▪ Approval for recruitment ▪ Recruitment of officer Dec 2014 ▪ Ongoing management ▪ Initiative completed – recruited Dec 2014

Initiative	Support for Waitrose recruitment
Partners	▪ Saffron Walden Waitrose, Job Centre Plus, Fairycroft Arts and Media Centre
Delivered	▪ Job Centre Plus workplace academy held at Fairycroft House to support local unemployed people to develop skills to assist in recruitment process ▪ Waitrose (3 week) recruitment process held at Fairycroft House ▪ Initiative completed

Initiative	Explore opportunity for Fairycroft House to become a resource hub for creative businesses across Uttlesford
Partners	▪ Fairycroft House
Delivered	▪ Initiative completed

Initiative	Explore opportunities to support local unemployed young people into business
Partners	▪ Princes Trust
Delivered	▪ Scoping discussions completed with Princes Trust ▪ Meetings held with Genesis Housing Association and Fairycroft House to identify young people. Meeting Essex County Council Care Leavers Team ▪ Planning meeting with Princes Trust

2. Superfast Broadband and Mobile Communication

Initiative	Enable delivery of superfast broadband to locations not planned to receive a service
Partners	▪ Selected via procurement process
Delivered	▪ Procurement undertaken and unable to appoint supplier due to Next Generation Access (NGA) and State Aid requirements

	<ul style="list-style-type: none"> Redesign the procurement process to comply with NGA requirements and assess viability by October 2015
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Initiative	Support the delivery of wireless superfast broadband across the District
Partners	<ul style="list-style-type: none"> Fibrewifi Ltd (Buzcom)
Delivered	<ul style="list-style-type: none"> Lobbying of Essex Police to enable Fibrewifi to utilise a tower structure at High Garrett

Initiative	Support the deployment of fibre superfast broadband
Partners	<ul style="list-style-type: none"> SE
Delivered	<ul style="list-style-type: none"> lobbying Superfast Essex helped enable coverage to improve from 62% to 85% +8,400 premises (however still leaves 5,500 premises with no fibre superfast broadband)

Initiative	Mobile communication coverage
Partners	<ul style="list-style-type: none"> The Mobile Infrastructure Project ARQIVA
Delivered	<ul style="list-style-type: none"> Initiative completed - Arqiva unable to procure a suitable location within the timescale set by central government

Initiative	Support for individual businesses
Partners	<ul style="list-style-type: none"> Fibrewifi Ltd (Buzcom) BT Openreach
Delivered	<ul style="list-style-type: none"> 23 individual businesses supported

3. Town Centres

Initiative	Support for Town Teams in Saffron Walden and Great Dunmow
Partners	<ul style="list-style-type: none"> Businesses in Saffron Walden and Great Dunmow
Delivered	<ul style="list-style-type: none"> Saffron Walden – new chair “recruited” & vice chair appointed, ongoing support for chair and advisor role at Town Team meetings and open town centre meetings, promotion of Town Team events and design and delivery of Access Survey for the Town Team Great Dunmow - advisor role at Town Team meetings & lead role on development of market, advisor role for crowdfunding initiative to part fund Christmas lights event in December 2015

Initiative	Identify and procure, if possible, additional support for Town Teams
Partners	<ul style="list-style-type: none"> Town Teams, Anglia Ruskin University
Delivered	<ul style="list-style-type: none"> Meetings with Anglia Ruskin University to consider options and available funding from ARU

	<ul style="list-style-type: none"> ▪ Discussions with ECC re possible funding sources. ▪ Meetings with Town Team Chairs to consider proposals.
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Initiative	Sustainability of Town Teams
Partners	<ul style="list-style-type: none"> • ATCM, ATCM East, BritishBIDs
Delivered	<ul style="list-style-type: none"> • Meeting with Mill Road Coordinator, Cambridge • Attendance at The Future High Street conference 2015 • Research into BIDS – BSO attended training Feb 2016 • First stage feasibility completed with rateable values for Saffron Walden and Great Dunmow. • Join BritishBIDS – BSO • Attend BritishBIDs training – Feb 2016 - BSO • Calculate possible levels of BID Levy and therefore potential for the development of a Business Improvement District in both Saffron Walden and Great Dunmow – BSO • Produce briefing paper on BIDs and the potential for Uttlesford.

Initiative	Key village centre management plan for Stansted developed in partnership with key stakeholders
Partners	<ul style="list-style-type: none"> ▪ All stakeholders in Stansted including Parish Councils
Delivered	<ul style="list-style-type: none"> ▪ Stansted - Economic Development Working Group formed 2012, opportunities assessment undertaken by Action for Market Towns April 2014, Market Feasibility Study completed Feb 2015, Christmas Fair sponsored

Initiative	Review of Council managed car parks
Partners	<ul style="list-style-type: none"> ▪ NEPP, external consultant to complete review, ECC
Delivered	<ul style="list-style-type: none"> ▪ Consultant appointed Dec 2015 ▪ Final draft July 2015 ▪ Consultation commenced July 2015 ▪ Report to Cabinet December 2015 ▪ Implementation of approved recommendations including initial meetings with town teams (inc Stansted) and town/parish councils and new car park signage in Saffron Walden

Initiative	New car parking capacity in Saffron Walden
Partners	<ul style="list-style-type: none"> ▪
Delivered	<ul style="list-style-type: none"> ▪ Car parking capacity added April 2015

Initiative	Encourage people to stay longer in the town centres
Partners	<ul style="list-style-type: none"> ▪ NEPP
Delivered	<ul style="list-style-type: none"> ▪ Design and print of promotional materials ▪ Distribution of promotional materials

	<ul style="list-style-type: none"> ▪ Communications Team to send press releases to all media to advertise.
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Initiative	Address issues raised by closure of Fairycroft car park during Waitrose refurbishment Jan – Sept 2015
Partners	<ul style="list-style-type: none"> ▪ Waitrose and SWTT
Delivered	<ul style="list-style-type: none"> ▪ Posters and leaflets designed, printed and distributed around shops and banks in Saffron Walden town centre. ▪ Banner erected in The Common car park ▪ Banner designed and erected on Saturdays outside Council offices directing cars to County High school car park. ▪ Fairycroft car park re-opened in Sept 2015

Initiative	Membership of appropriate organisations
Partners	<ul style="list-style-type: none"> ▪ ATCM, British BIDs
Delivered	<ul style="list-style-type: none"> ▪ ATCM membership renewed ▪ British BIDs membership in place

4. Business expansion & attraction

Initiative	Discretionary National Non Domestic Rates (NNDR) relief
Partners	<ul style="list-style-type: none"> ▪ UDC
Delivered	<ul style="list-style-type: none"> ▪ Policy agreed ▪ Rural businesses identified and relief provided ▪ Application process designed ▪ Policy promoted to commercial agents and local businesses

Initiative	Attraction of investment into M11 corridor/Stansted
Partners	<ul style="list-style-type: none"> ▪ LSCC
Delivered	<ul style="list-style-type: none"> ▪ Liaison with LSCC ▪ marketing plan key locations

Initiative	Attraction of investment into North Uttlesford
Partners	<ul style="list-style-type: none"> ▪ Think Cambridge
Delivered	<ul style="list-style-type: none"> ▪ promotion of Think Cambridge at Manufacturing Technologies exhibition NEC April 2014 ▪ liaison with emerging Invest Cambridge

Initiative	Review of supply and demand for commercial workspace
Partners	<ul style="list-style-type: none"> ▪ external consultant
Delivered	<ul style="list-style-type: none"> ▪ consultant appointed Dec 2014 ▪ review produced June 2015 ▪ reported to members and officers group Sept 2015

Initiative	Follow on Review of supply and demand for commercial workspace triggered by business rates announcement in Comprehensive Spending Review Nov 2015
Partners	<ul style="list-style-type: none"> ▪ external consultant
Delivered	<ul style="list-style-type: none"> ▪ re-engage previous commercial workspace consultant

5. Visitors to the District

Initiative	Create Uttlesford Tourism Team
Partners	<ul style="list-style-type: none"> ▪ District Council and partners including Saffron Walden Tourist Information and Visit Essex
Delivered	<ul style="list-style-type: none"> ▪ Draft plan by Nov 2015 ▪ Initial focus on Saffron Walden – creation of Saffron Walden Marketing Group (SWMG)

Initiative	Annual Membership of Visit Essex
Partners	<ul style="list-style-type: none"> ▪ Visit Essex
Delivered	<ul style="list-style-type: none"> ▪ Membership renewed May 2015

6. Economic Development Strategy 2016-18

Initiative	Creation and approval of 2016-18 Economic Development Strategy (EDS)
Provider	<ul style="list-style-type: none"> ▪ UDC
Delivered	<ul style="list-style-type: none"> ▪ Draft 2016-18 EDS

7. Corporate Initiatives

Initiative	“Big Team” Leadership Programme – Review of Community Engagement
Partners	<ul style="list-style-type: none"> ▪ UDC
Delivered	<ul style="list-style-type: none"> ▪ Report presented to management team including “Community Engagement Toolkit” - EDO

Initiative	Council Offices - Ground Floor Office Space
Partners	<ul style="list-style-type: none"> ▪ UDC
Delivered	<ul style="list-style-type: none"> ▪ Opportunity identified and market opportunity assessed Dec 2015 ▪ Floor plan options agreed ▪ Agent appointed ▪ Works commenced to prepare space for marketing/occupation