



**Draft Uttlesford Economic  
Development Strategy  
2012-14**

**Consultation Draft  
Consultation Ends 28th September 2012**

# **Draft Uttlesford Economic Development Strategy 2012-14**

**The strategy seeks to enable people, communities and business to be what they want to be by providing:**

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



## Foreward



**Your District Council will play its part in maintaining a strong and inclusive local economy by helping people, communities and business to be what they want to be.**

**Through working together and being innovative we can all help to ensure Uttlesford continues to be an outstanding place to live, work and play.**

**It's now more important than ever for us all to build upon our knowledge, experience and skills to formulate a local economic strategy for the whole of Uttlesford.**

**This draft economic development strategy sets out the key issues and opportunities facing our economy, and suggests ways of addressing these through pragmatic and focused action providing the maximum return on our investment.**

**I hope that you find this draft strategy aspirational, challenging, but most of all effective in helping us as your local council to focus our resources in a way that makes our district a place in which businesses and residents thrive.**

**We would value your feedback on this draft strategy. Please send your comments to Simon Jackson, Economic Development Officer, to be received by no later than midnight Friday September 28th 2012.**



**Councillor Howard Rolfe  
Cabinet Member Uttlesford District Council**

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# 1 Executive Summary

**U**ttlesford is a thriving and prosperous area. It is not however performing to its full potential. We have developed a draft strategy that seeks to help the performance of the Uttlesford economy by enabling people, communities and business to be what they want to be by providing:

- Help to start and stay in business;
- Help to start exporting or export more;
- 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.

We also seek to ensure that the Council itself leads by example and is supportive of, and open for business.

The draft strategy focuses on delivering a few things really well and where real impact can be made. Funding for the delivery of the strategy comes mainly from the £100k High Street Innovation Fund granted to the Council by Central Government to use to provide support for business.



The draft strategy has been created to aid the dialogue with local people, businesses and partners on what the strengths, opportunities and issues are that the Uttlesford economy faces and how the District Council can help in its growth and development.

Whilst we need to be pragmatic about what we can effectively influence in our local economy we do want this strategy to reflect your priorities, opportunities and needs where possible. We welcome your comments on the draft strategy to be received no later than midnight Friday 28 September 2012.

Comments should be sent to Simon Jackson at [sjackson@uttlesford.gov.uk](mailto:sjackson@uttlesford.gov.uk) or to Economic Development Officer, Uttlesford District Council, Council Offices, London Road, Saffron Walden, Essex CB11 4ER.

## 2.1 Context

The context for this draft strategy can be summarised nationally by:

- slow recovery from recession
- new institutional landscape for economic development:
  - Regional Development Agencies abolished
  - 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; and the Greater Cambridge and Greater Peterborough Enterprise Partnership (GCGPEP)
- reduced public budgets for economic development
- introduction of the Localism Bill ensuring that the community's aspirations are recognised and supported
- planning policy making clear that councils should aim to meet the needs of business and help make the economy fit for the future and that councils should support both town centres and rural business.

### The local context summarised by:

- 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 Futures Strategy 2009-2021
- the importance of business led partnerships and groups including London Anglia, West Essex Alliance, Newport Business Association, Greater Dunmow Chamber of Trade, Saffron Walden Initiative and Stansted Chambers of Commerce.
- the Local Development Framework Plan providing the spatial planning framework for the district. Economic development and spatial planning 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.

## 2.2 This Draft Strategy

This draft strategy seeks to identify the strengths, opportunities and issues of highest importance and what actions could have the greatest impact. The draft strategy comprises:

- 2 year action plan
- an economic vision of the future
- key actions in line with Uttlesford Futures Employment, Economy, Skills, Environment and Transport Group

## 2.3 Consultation

To produce this draft strategy we have developed insights into the strengths, opportunities and challenges facing the Uttlesford economy by using existing research and from discussions with local businesses, business groups and partners.

We are using the draft strategy to inform a wider discussion and eventual consensus about what's happening in the local economy and what the key actions should be undertaken.

We are circulating the draft strategy to local businesses, business representative groups and partners for their views and comments including at the business conference being held on 17 September.

This is very much a journey and there will be many other opportunities to feedback along the way. We welcome your comments and ideas on the draft strategy to be received by midnight Friday 28 September 2012. Comments should be sent to [sjackson@uttlesford.gov.uk](mailto:sjackson@uttlesford.gov.uk) or to Economic Development Officer Uttlesford District Council, Council Offices, London Road, Saffron Walden, Essex CB11 4ER.

### Consultation timetable:

1. Uttlesford Futures Employment, Economy, Skills, Environment and Transport Group considers strategy on 21 September.
2. Initial consultation with business community and partners ends 28 September.
3. District Council Cabinet approves and adopts strategy 25 October.

## 3 The Uttlesford Economy

### 3.1 District profile

This draft strategy seeks to identify the strengths, opportunities and issues of highest importance and what actions could have the greatest impact. The draft strategy comprises:



Below is a summary profile of the district:

- largest district in Essex by area
- two market towns Saffron Walden and Great Dunmow and six key villages including Stansted 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
- 80% of the jobs are in the service sector
- London Stansted Airport has over 10,000 people working in and around the airport

### 3.2 What's happening in the local economy?

The following table summarises the strengths, opportunities and challenges facing the Uttlesford economy. This is not intended to be an exhaustive list but is illustrative of the findings from the existing research - see [Appendix One](#).

<b>Strengths</b>	<p>high level skills and qualifications</p> <p>high employment rate</p> <p>high average earnings of residents</p> <p>excellent connectivity (road/rail/air/ports access)</p> <p>London Stansted Airport UK's third largest airport and key economic driver</p> <p>quality of living</p> <p>high quality natural environment</p> <p>arts, cultural and heritage assets</p> <p>good quality employment land and range of sites and premises</p> <p>varied existing business base including rural businesses</p> <p>existing clusters and drivers i.e. London Stansted Airport and Great Chesterford Research Park</p> <p>proximity to London and Cambridge (internationally recognised brands, markets, world city functions and academic research)</p>
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<b>Opportunities</b>	existing planned business expansions visitor economy including “staycation” trend cluster development e.g. Stansted & Chesterford Research Park joint promotion with adjoining Councils and partners to attract investment town centres
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<b>Challenges</b>	comparatively low enterprise culture comparatively low local economy size comparatively low proportion of businesses who trade internationally out commuting access to superfast broadband rural issues e.g. accessing employment relative anonymity relative costs e.g. commercial space and house prices ability to expand competition for jobs and investment i.e. Greater London/Thames Gateway stagnant commercial stock
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**Sources: Local Futures – Place Profile 2011,  
Employment Land Study 2010, Employer and Business Survey 2009**



## 4 What local people, communities and business value

It's the people of Uttlesford who live, work and play here that make it the place it is. Understanding what local people value about Uttlesford is a really important consideration in developing a strategy that seeks to help make it an even better place.

Based upon existing research (see [Appendix One](#)) and insight gained from initial consultation with individuals, business owners and business groups the following are the main things (not in priority order) that people value:



- The natural environment and heritage
- The mainly rural landscape
- Small town and village life
- The sense of community in the towns, villages, between local businesses and so on
- The connectivity via road, rail and air
- Access to London and Cambridge
- Continuous supply of local job opportunities



## 5 Back to the future

Understanding what's currently happening in the local economy provides both insight into and a baseline from which to measure outcomes. However, it's also important to have a vision of what those who live, work and play in Uttlesford want the local economy to look like in the future. With this in mind actions can be put in place now that will help to create this future

We have created below a "picture" of what the future might look like in Uttlesford around the year 2030.

"My ear-app tells me that I'm ten minutes away from Saffron Walden station and that my town centre shuttle will be waiting for me. Five minutes out from the station and I get the "What's happening in Walden today update" via my ear-app. I select to hear about the latest gallery openings and Sarah my virtual app-assistant books personal tours with two them. It's been ten years since I came to the opening of the Walden gallery and it's now recognised internationally as the leading gallery for contemporary art and a hot house for talent.

I ask Sarah to select and book a lunch for me based upon what she knows I like to eat and what places are in the news. From the virtual town centre guide Sarah chooses The Four Seasons bistro overlooking the square. It's just achieved its third Food Factor award and has an offer on wine from the excellent local vineyards. Although now seen as old fashioned I decide to wait until arriving at the bistro before ordering. I know from the "what's happening in Saffron" update I received that the square will be bustling with people at the monthly contemporary art market and I'll join them after lunch.

I see from the Saffron news feed that the area has won the prestigious King William Golden Business award for the fifth year running for the mix of business and having more leading edge design companies than any other rural location in the UK. It appears world class design and products are being developed amongst the sheep and pigs. The shining star is the global business The Dunmow Farmers Corporation based just outside Great Dunmow that started in 2013 with the help from a small business expert and now employs 50 people and exports locally produced Dunmow Farmers wine all over the world.

It's getting late and my ear-app tells me that I can stay in the same room tonight I stayed in the last time I visited at the six stars Newport Hotel with a discount of 25% and will book me into the Audley End and Duxford tours tomorrow. It's too good an opportunity to miss!

I must say that I'm impressed at how local civic, business and community leaders had the foresight in the early part of this century to embark on making all this happen. Where similar places have declined due to the current triple dip recession Uttlesford has successfully remained a wonderful mix of heritage, culture and cutting edge business. I'll be back soon."



## 6 Action Plan

The following sets out the suggested actions that seek to build on strengths, exploit opportunities and tackle issues identified in the analysis of the Uttlesford economy summarised in Section 3 of this strategy.

The suggested actions have been selected on the basis that they are both deliverable, will have positive impacts on the Uttlesford economy and deliver the maximum returns for our investment. There are a large number of additional potential actions that could legitimately be undertaken that would also have positive impact. Given the resources available, one of the aims of this consultation is to identify and agree the key actions that are considered to be a priority for the next two years.

The actions will positively impact the rural economy including starting a business, access to broadband and the attraction of more visitors. The greatest employment and wealth creation potential comes from high growth new business and the strategy will concentrate its actions on high growth sectors through for example help to export, business mentoring and possibly discretionary rate relief.

Each of the actions set out an overall aim for each action, the key insights from the economic analysis and what the proposed action is. The cost referred to in the proposed actions refers to the contribution made by the District Council via the £100k High Street Innovation fund granted to the Council by Central Government to use to provide support for business.

### 6.1 Help Starting a Business

The majority of businesses in Uttlesford are micro businesses with 0-4 employees and they are particularly important for the rural economy. New businesses are a key source of future jobs, competitiveness and wealth creation.

Many previous business support programmes have suffered from vague objectives which have made it difficult to decide whether or not the programme has ‘worked.’

#### Aim:

To achieve year on year growth in the number of business start ups and in the number of new businesses surviving beyond 24 months of starting.

#### Key Insights:

- Comparatively low enterprise culture (Uttlesford Business Survey 2009)
- Comparatively low local economy size (Uttlesford Business Survey 2009)
- 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%)

### Proposed action

To deliver the aim we propose to undertake the following actions including utilising a total of £30k from the High Street Innovation Fund:

Action	Provision of advice for starting a business
<b>Mechanism</b>	1. Procurement of advice service 2. Support for volunteer mentors 3. Support for business network groups
<b>Provider</b>	1. Professional business advice service 2. Local volunteer mentor group 3. Networks e.g. Newport Business Association
<b>High Street Innovation Funding</b>	Total £20k (90% of the total cost the remainder via contribution from people who are currently employed and not under threat of redundancy)
<b>Delivered by</b>	All operational by January 2013

Action	Signposting to business information and advice
<b>Mechanism</b>	1. Public access to business finance database 2. Signposting service via Council's website
<b>Provider</b>	1. Business finance database provider e.g. IDOX 2. The District Council
<b>High Street Innovation Funding</b>	1. Database total £10k (90% of total cost)
<b>Delivered by</b>	1. Operational by January 2013 2. Operational by December 2012

## 6.2 Exporting

### Aim:

Increase the percentage of Uttlesford businesses exporting to 15% by 2014.

**Key Insights:**

- Government and industry action plan “Expanding our Food and Drink Sectors Export Action Plan” January 2012.
- 13% of Uttlesford businesses would consider exporting if suitable advice were available (Business Survey 2009).
- 13% of Uttlesford businesses currently export (Business Survey 2009) compared to 20% regionally and 25% nationally.

**Proposed action**

To deliver the aim we propose to undertake the following actions including utilising a total of £15k from the High Street Innovation Fund:

<b>Action</b>	<b>Analysis of the type of business and level of export experience and segmentation to work out what type of export information/support would be most useful to each segment</b>
<b>Mechanism</b>	Procurement of analysis
<b>Provider</b>	UKTI and Chambers of Commerce
<b>High Street Innovation Funding</b>	Total £3k (100% of total cost)
<b>Delivered by</b>	Completed by January 2013

<b>Action</b>	<b>Raise awareness of export opportunities</b>
<b>Mechanism</b>	1. Via networking with business groups and Council’s website 2. Hosting an export workshop
<b>Provider</b>	1. District Council 2. UK Trade & Investment (UKTI) and Chambers of Commerce
<b>High Street Innovation Funding</b>	2. Total £2k (100% of total cost))
<b>Delivered by</b>	1. Operational by December 2012 2. Export workshop to be held March 2013

<b>Action</b>	<b>Support for up to six businesses to start exporting or to export more</b>
<b>Mechanism</b>	Procure service to provide an export “competition” for any business in the district to enter to say how they would benefit from export help and advice or a scheme with eligibility criteria to help any business that qualifies. The “winners” receive a subsidised package from UKTI and Chambers of Commerce e.g. health check on trade development needs, export skills training, access to local International Trade Adviser, assistance with export documentation and regulatory issues, specialist help with tackling cultural and language issues
<b>Provider</b>	UKTI and Chambers of Commerce
<b>High Street Innovation Funding</b>	Total £10k (50% of total cost remainder via business receiving the service)
<b>Delivered by</b>	Operational by March 2013

### 6.3 Superfast Broadband

**Aim:**

To have the best superfast broadband network and connected economy in Essex.

**Key Insights:**

- Rural broadband is a top priority for Central Government with a £530m investment in broadband to support superfast to 90% of premises by 2015.
- Superfast broadband availability is patchy across the district and is critical for rural enterprise.
- Lack of availability of superfast broadband appropriate to business requirements is a barrier to business success and to the attraction of new investment.
- Rural areas are disadvantaged by the higher costs of broadband provision compared to urban areas and is an important enabler for community, education and business in rural areas.
- A significant number of households and businesses are not receiving 2Mbits/s.

**Proposed action**

To deliver the aim we propose the following actions:

<b>Action</b>	<b>Support the market to deliver superfast broadband across the District</b>
<b>Mechanism</b>	1. Grant to Buzcom 2. Bid to Broadband Delivery UK for funding to support the delivery of superfast broadband
<b>Provider</b>	1. Uttlesford District Council 2. Essex County Council lead authority
<b>High Street Innovation Funding</b>	1. Total potential grant to Buzcom £30k
<b>Delivered by</b>	All ongoing

**6.4 Town Centres**



Uttlesford's two market towns Saffron Walden and Great Dunmow, and six key villages including Stansted 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. The Government has provided a national policy context to promote town centres and high streets influenced by the 2011 "Portas Review."

**Aim:**

Uttlesford's four town centres to offer viable and exciting alternative to out-of-town shopping, internet shopping and competing town centres. The delivery of year on year increases in footfall for each of the four town centres.



**Key Insights:**

- each town centre has a large proportion of independent well established retailers and other businesses.
- with ambitious plans all four town centres have the opportunity and potential to deliver development and significant performance improvement.
- major responsibility for future town centre vitality lies with the local authorities and partners.
- the Association of Town Centre Management (ATCM) provides the most comprehensive and immediate repository of advice and expertise on managing town centres.

**Proposed action**

To deliver the aim we propose to undertake the following actions including utilising a total of £30.5k from the High Street Innovation Fund:

<b>Action</b>	<b>Join the ATCM</b>
<b>Mechanism</b>	Become a member of the ATCM
<b>Provider</b>	District Council
<b>High Street Innovation Funding</b>	Total £0.5k per annum
<b>Delivered by</b>	Completed

<b>Action</b>	<b>Town centre management plans for each of the town centres in Uttlesford</b>
<b>Mechanism</b>	<p>Each town centre plan would include an ambitious vision supported by evidence, delivery realism and enable the council to sustain a “town centre first” policy. Created and implemented by a fit for purpose partnership with dedicated resources. The development of a plan for each of the town centres would involve:</p> <ul style="list-style-type: none"> <li>○ identifying who should be involved</li> <li>○ review of past and present information</li> <li>○ holding a “visioning” exercise</li> <li>○ agreeing clear objectives</li> </ul>

<b>Mechanism</b>	A critical initial step will be to undertake a town centre healthcheck completed by town centre customers to include first impressions of the town centre, shopping and services, entertainment leisure and tourism, public facilities, car access, public transport access, pedestrian experience, delivery access, car parks, streets/public realm, security and existing action, activities and marketing.
<b>Provider</b>	District Council working with town centres
<b>High Street Innovation Funding</b>	Total cost of £30k (100% of total cost)
<b>Delivered by</b>	Great Dunmow process commenced, plan in place January 2013 Saffron Walden plan in place April 2013 Stansted and Thaxted plans in place August 2013

## 6.5 Inward Investment

### Aim:

Promote specific and targeted propositions to attract inward investment. We define inward investment as any new investment in Uttlesford including foreign direct investment and expansion of existing businesses such as the attraction of a new process or department.

### Key Insights:

- commercial investment deals over the last three years have focused on the North of Uttlesford i.e. Chesterford Research Park and M11 corridor/Stansted
- two key clusters to focus on to attract investment the Greater Cambridge biotech research and development and M11/Stansted air related
- close proximity to international recognised brands in London (named the Top European city in fDi Magazine poll 2012) and Cambridge (ranked 7th in Europe).

### Proposed action

To deliver the aim we propose to undertake the following actions including utilising a total of £9.5k from the High Street Innovation Fund:



<b>Action</b>	<b>Attraction of investment into M11 corridor/Stansted</b>
<b>Mechanism</b>	Creation and delivery of inward investment plan with clearly defined respective roles of partners, sector focus with key messages and propositions, target audiences, coordinated approach to promotion, internal process to support inward investment e.g. enquiry handling and effective engagement with UK Trade and Industry and Invest in Essex
<b>Provider</b>	Partnership with West Essex Alliance (WEA) and London Anglia Growth Partnership (LAGP)*
<b>High Street Innovation Funding</b>	Total £2k (contribution to promotional campaign)
<b>Delivered by</b>	Operational by March 2013

\* WEA comprises Uttlesford, Harlow and Epping Forest local authorities. LAGP comprises business groups, further education colleges, London Boroughs and District Councils covering Hackney out via the Upper Lee Valley to Stansted and on to Cambridge.

<b>Action</b>	<b>Attraction of investment into North Uttlesford</b>
<b>Mechanism</b>	Creation and delivery of inward investment plan focused on Greater Cambridge with “Cambridge” as the visual identity
<b>Provider</b>	Partnership with Greater Cambridge and Greater Peterborough Enterprise Partnership
<b>High Street Innovation Funding</b>	Total £2k (contribution to promotional campaign)
<b>Delivered by</b>	Operational by February 2013

<b>Action</b>	<b>Soft landing package for investors to ensure positive “welcome” for investors i.e. “free” commercial space for initial period</b>
<b>Mechanism</b>	Recruit business representative groups, commercial space providers, banks, lawyers, recruitment advisers
<b>Provider</b>	District Council in partnership with WEA and Invest Essex
<b>High Street Innovation Funding</b>	Total £0.5k for promotional material
<b>Delivered by</b>	Operational by April 2013

<b>Action</b>	<b>Help existing businesses to attract new investment such as a new service, manufacturing process or function.</b>
<b>Mechanism</b>	1. Utilise the Government’s “Growth Accelerator Programme” 2. Visits to businesses
<b>Provider</b>	1. Growth Accelerator agents 2. District Council top level officers and members
<b>High Street Innovation Funding</b>	1. Total £5k (subsidised access to Growth Accelerator programme)
<b>Delivered by</b>	1. Growth Accelerator operational December 2012 2. Business visits operational November 2012





## 6.6 Visitors

The visitor economy is made up of:

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

### Aim:

Year on year increase in the number of people visiting Uttlesford with “wise growth” balancing the aspirations for growth in the number of visitors with the principles of sustainability

### Key Insights:

- visitor economy is important to Uttlesford and rural areas in particular
- contributes to the conservation and enhancement of the natural environment
- relatively unspoilt countryside, towns and villages of considerable charm.
- a number of regionally and nationally important visitor attractions including 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, Aythorpe Roding Windmill, Finchingfield Windmill, Hatfield Forest, Thaxted Morris Festival, Dunmow Flitch and Chickney St Mary’s.
- outstanding tourism information service in Saffron Walden.
- proximity to Cambridge and London and their huge international draw.
- represents the second most important income strand for the district after retail spend.
- creates employment and opportunities for business
- provides the ability to supplement the income streams of business i.e. farm diversification.
- supports the economic viability of communities e.g. shops, pubs, restaurants, transport.



**Proposed action**

To deliver the aim we propose to undertake the following actions including utilising a total of £15k from the High Street Innovation Fund:

<b>Action</b>	<b>Create Uttlesford Destination Management Plan (DMP)</b>
<b>Mechanism</b>	<p><b>DMP will include:</b></p> <ul style="list-style-type: none"> <li>○ tourism performance and impacts</li> <li>○ working structures and communication</li> <li>○ overall appeal and appearance, access, infrastructure and visitor services</li> <li>○ destination image, branding and promotion (marketing)</li> <li>○ product mix – development needs and opportunities.</li> </ul> <p><b>The DMP will:</b></p> <ul style="list-style-type: none"> <li>○ Set a strategic direction for the destination over period of up to 5 years.</li> <li>○ Contain prioritised actions within an annual rolling programme, identifying stakeholders responsible for their delivery.</li> </ul> <p>The DMP process will commence with a workshop of all interested parties in October 2012</p>
<b>Provider</b>	District Council and partners including Saffron Walden Tourist Information and Visit Essex
<b>High Street Innovation Funding</b>	Total cost £13.5k (contribution to creation and delivery of DMP)
<b>Delivered by</b>	DMP finalised in April 2013

<b>Action</b>	<b>Join Visit Essex</b>
<b>Mechanism</b>	Become a member of Visit Essex
<b>Provider</b>	Visit Essex
<b>High Street Innovation Funding</b>	Total £1.5k per annum
<b>Delivered by</b>	Join October 2012

## 6.7 The Council

The Council has a leading role in creating the right environment for local businesses to flourish and right environment for growth. In doing so it needs to lead by example and display consistent civic leadership.

### Aim:

Ensure that the Council is supportive of and open for business

### Proposed action

To deliver the aim we propose the following actions:

Action	Procurement policy
<b>Mechanism</b>	<p>Ensuring that local businesses have the opportunity to supply the Council with goods and services by communicating how to exploit the opportunity i.e. via networking with business groups.</p> <p>The Council procures around £13m per annum in goods and services and everything with a value of £50k plus goes out to tender via the Procurement Agency for Essex website <a href="http://www.paessex.gov.uk">www.paessex.gov.uk</a></p> <p>The Council must also achieve best value in the supply of goods and services.</p> <p>Councils also use this website as a potential supplier list. Procurement of goods and services with a value of £30k up to £50k requires 3 quotes to be obtained and a minimum of one from local Uttlesford business.</p>
<b>Provider</b>	Council
<b>High Street Innovation Funding</b>	Nil from High Street Innovation Fund
<b>Delivered by</b>	Procurement policy in place

<b>Action</b>	<b>Discretionary National Non Domestic Rates (NNDR) relief</b>
<b>Mechanism</b>	Inclusion of businesses in the Council's discretionary NNDR policy. An assessment will be made as to the viability of enabling NNDR relief to attract inward investment from specific business types and/ or in specific locations such as town centres and rural communities.
<b>Provider</b>	Council
<b>High Street Innovation Funding</b>	Nil from High Street Innovation Fund however there will be an ongoing cost of up to around £50k per annum (subject to budget process)
<b>Delivered by</b>	Policy in place by February 2013 for implementation from April 2013

<b>Action</b>	<b>Apprenticeships</b>
<b>Mechanism</b>	The Council will employ four apprentices in construction maintenance and business administration.
<b>Provider</b>	Council - Housing and Environmental Services
<b>High Street Innovation Funding</b>	Nil from High Street Innovation Fund £40k allocated from Council budgets Potential funding from Essex County Council - Diversity into apprenticeships projects.
<b>Delivered by</b>	Apprentices recruited by November 2012

<b>Action</b>	<b>Touch points with local businesses</b>
<b>Mechanism</b>	Identify all the touch points the Council has with business i.e. website, reception, call centre, officers, members and assess in terms of service quality including ease of access, quality of information, accuracy of information
<b>Provider</b>	Council
<b>High Street Innovation Funding</b>	Nil from High Street Innovation fund
<b>Delivered by</b>	Completed by August 2013



## 7 Summary

### 7 Summary

This is a draft strategy created to aid the dialogue with local people, businesses and partners on what the strengths, opportunities and issues are that the Uttlesford economy faces and how the District Council can help in its growth and development.

The draft strategy seeks to help the performance of the Uttlesford economy by enabling people, communities and business to be what they want to be.

The suggested actions and associated spend of the £100k High Street Innovation Fund is as follows:

- Help to start and stay in business £30k
- Help to start exporting or export more £15k
- Access to superfast broadband £0k
- Help for business to expand in or locate in Uttlesford £9.5k
- Help town centres with their viability and vitality £30.5k
- Help persuade more people to visit Uttlesford £15k

We welcome your comments and ideas on the draft strategy to be received by midnight Friday 28 September 2012.

Comments should be sent to [sjackson@uttlesford.gov.uk](mailto:sjackson@uttlesford.gov.uk) or to Economic Development Officer Uttlesford District Council, Council Offices, London Road, Saffron Walden, Essex CB11 4ER.

# Appendices

## 1. Existing Research

- i. Business Survey 2009
- ii. Rural Business Research, A Study of the Support Requirements of Retailers in Rural Essex, 2008
- iii. Essex Economic Assessment
- iv. Re-imagining Urban Spaces to Help Revitalise Our High Streets, Department for Communities and Local Government, July 2012
- v. “Local leadership, local growth” Local Government Association, June 2012

## 2. Existing Strategies

- i. Integrated County Strategy, 2010
- ii. Uttlesford Futures, “Sustainable Community Strategy A Vision for our future 2018,” 2008

**If you require this publication in  
an alternative format and/or language  
please contact us on 01799 510510.**

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