

# UTTLESFORD ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN 2018 – 21

## “SUPPORTING SUSTAINABLE BUSINESS GROWTH”

**Bigger, better and more collaborative action**



## **FOREWORD BY COUNCILLOR HOWARD RYLES**

Uttlesford district is a great place to live, work or visit and as Cabinet Member for Economic Development I want to ensure that the District's residents benefit from local economic growth while maintaining the natural beauty, heritage and character of the area. There are major opportunities for growth and this new corporate economic development strategy sets out how we will maximise the benefits while protecting the environment and the future for our children.

Uttlesford district already enjoys a number of important economic strengths on which to build. We have a well-qualified resident population and a strong entrepreneurial spirit which underpins an enviable high quality of life in a district that blends outstanding natural beauty and striking architectural features. We benefit from being the home of the fourth busiest and growing airport in the UK, and having an expanding life sciences sector which is part of the internationally recognised London Stansted Cambridge Corridor.

We have challenges to address, for example, we need to improve digital connectivity across the district so that we can be "open for business" 24 hours a day, and your Council has recently made a large financial investment in order to achieve as close to 100% superfast broadband coverage as possible.

We also understand that in order for sustainable business growth to be achieved that we need to address the current weakness in the availability of commercial land and property by developing the existing pipeline and through the emerging local plan.

This strategy outlines four areas of focus designed to support sustainable business growth, these are:

1. Key sectors - life sciences, research and innovation; the rural economy and visitors;
2. The London Stansted Airport location;
3. The three proposed new garden communities; and
4. Connectivity including superfast broadband.

The strategy seeks to deliver positive interventions in all of these areas of focus over the next three years to create a more sustainable economy for the future.

**Councillor Howard Ryles**

Cabinet Member for Economic Development

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## INTRODUCTION

The District Council's Corporate Plan 2017 – 21 outlines a clear way the Council will operate:

*“Working together for the well-being of our community and to protect and enhance the unique character of the District.”*

This is being achieved by a focus on the following priorities:

- promoting thriving, safe and healthy communities;
- protecting and enhancing heritage and character;
- supporting sustainable business growth; and
- maintaining a financially sound and effective Council.

The central aim for this Economic Development Strategy is to deliver the council's sustainable business growth priority. Where “sustainable business growth” means:

- More business start-ups
- More businesses relocating into the district
- More expansions of existing businesses
- More local jobs for local people
- Thriving town and village centres
- More people working from home and home based businesses

In addition to setting out work delivered by the Economic Development Team and many other teams across the Council, this strategy focuses on four areas:

1. Supporting the expansion and promotion of key sectors in the local economy. Initially this will be life sciences, research and innovation; the rural economy; and the visitor economy which includes the town centres;
2. Maximise the local and regional opportunities that arise from the location at London Stansted Airport;
3. Establishing local economic strategies for each of the three proposed new garden communities in the district; and
4. Support the delivery and exploitation of high levels of connectivity including superfast broadband.

There are a number of additional sectors this strategy could potentially focus on such as advanced manufacturing. To maximise the impact of the strategy requires a targeted approach and hence why initially three sectors have been chosen.

The emerging Uttlesford Local Plan will deliver significant new growth in the district with three proposed new garden communities being built over the next twenty five to thirty years. The Local Plan provides for over 14,100 houses and 14,600 new jobs and opportunities being brought forward by 2033. This will support an economy that helps create more jobs nearer to homes and increased opportunities for local people to work locally. The new Economic Development Strategy addresses the challenges and opportunities that this development could bring to the local economy, and works

to maximise the benefits to both existing businesses and residents and those who will move into the new developments.

## UTTLESFORD IN CONTEXT

Uttlesford district is situated in the north west of the county of Essex, within a nationally significant economic growth area, the London – Stansted – Cambridge Corridor. The district covers approximately 250 square miles and 70% of the population live in villages or in the countryside. The district contains two market towns, 56 parishes, 36 conservation areas, around 3,700 listed buildings and London Stansted Airport, an international airport and the largest single employment site in the East of England – see map of Uttlesford.



Legend for map – insert box

1 – 7 existing business parks / industrial estates

8, 9 and 10 – new proposed garden communities

Uttlesford District has low unemployment, and highly qualified residents living in homes that cost more than the national average. In 2011 18,000 residents were commuting out of the district for work at above national average income levels, while

17,600 were travelling into the district for work at salary levels closer to the national average.

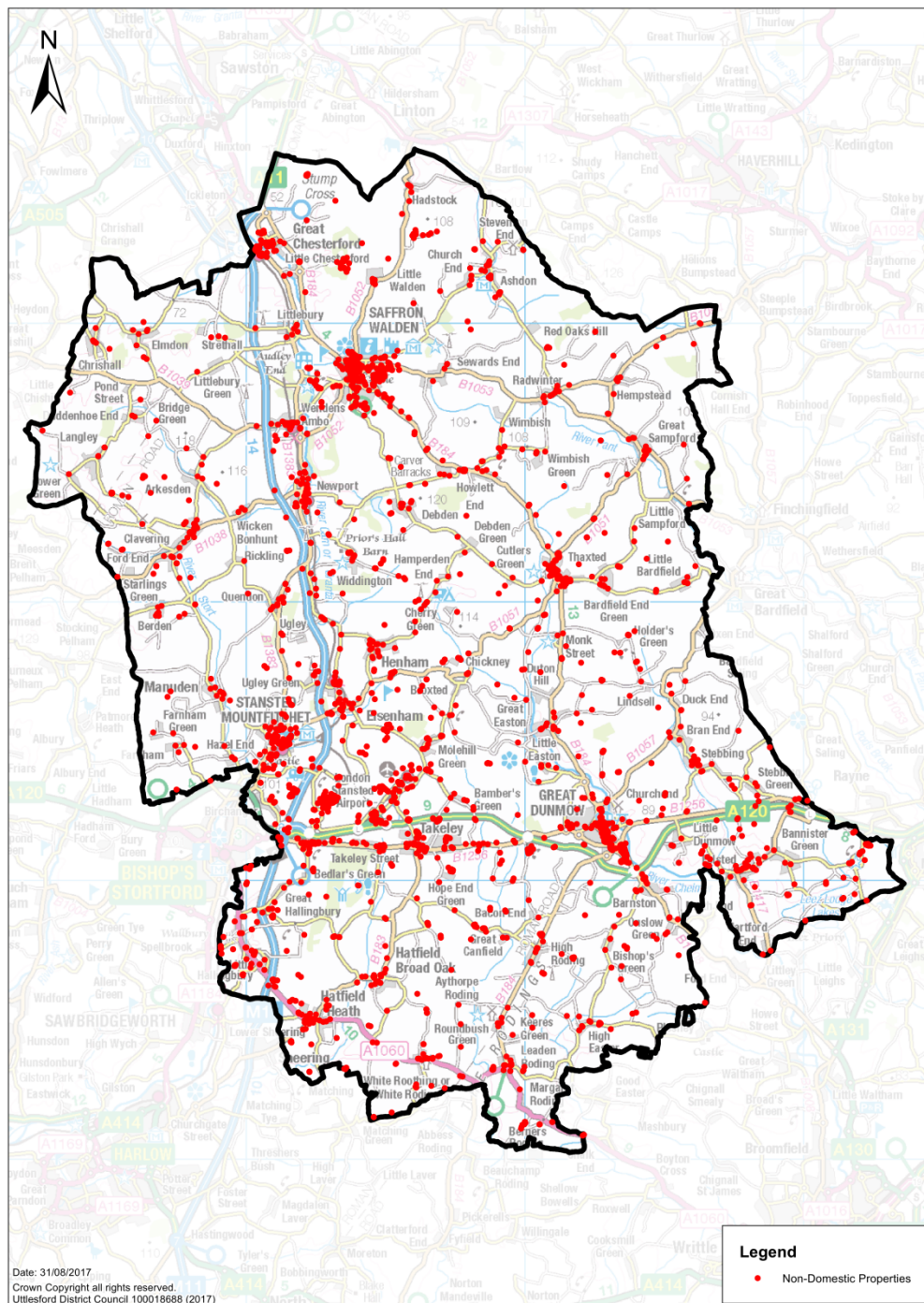
The district has rail links to London and Cambridge, and the M11 and A120 offer good transport links but local roads are often congested and public transport is limited in rural areas. The result is dependence on the car for travel, with 71% of travel to work trips being car based. Carbon dioxide emissions in the district are relatively high compared to other districts in Essex. Road transport is a major contributor to this and it is exacerbated by the presence of the M11 motorway in the area – see map below.



Other challenges for the Uttlesford economy include the lack of digital connectivity in many areas which limits opportunities for inward investment and damages local businesses and their ability to compete.

Businesses are spread across the district with concentrations in Saffron Walden, Great Dunmow, Stansted Airport and Stansted Mountfitchet – see map Businesses in Uttlesford District.

### Businesses in Uttlesford District



The District Council works closely with businesses across the district, supporting a variety of business networks, Town Teams in Saffron Walden and Great Dunmow and an Economic Development Working Group (Parish Council Committee) in Stansted Mountfitchet. The Council is supporting the Saffron Walden Town Team



which is currently exploring the potential for a Business Improvement District in the town centre.

The coming years present important new and exciting opportunities and challenges for Uttlesford and the emerging Uttlesford Local Plan sets out a clear spatial strategy for the period up until 2033. New and existing businesses will be supported by new development in the towns and larger villages with three proposed new garden communities being built at West of Braintree, Easton Park and North Uttlesford. The new communities will be designed to support the development and implementation of smart technology solutions that improve the quality of life and create healthy, safe and vibrant places for living and working.

### **Within Essex**

The Essex Economic Commission, a new independent advisory body, was established in May 2016 at the invitation of local authority leaders to help shape the economy of Greater Essex, the geographical county of Essex. In January 2017 the Commission published “Enterprising Essex: Opportunities and Challenges”, the result of the first phase of their work, a comprehensive analysis of the “Greater Essex” economy.

The report highlights that the Greater Essex rate of growth, at 0.6% p.a. was slower than the UK average of 1.3% p.a. between 2004 and 2014. They highlighted the variable rates of growth in the four different corridors in the county, the Essex Haven Gateway, Heart of Essex, South Essex and West Essex and identifies that growth has been slower than average for the UK’s fastest growing sectors.

The report identifies many positives for locating and developing businesses in Greater Essex. It includes five key challenges that need to be addresses. These include:

1. Raising skills and qualifications.
2. Developing opportunity sectors and technologies.
3. Improving transport infrastructure.
4. Expanding availability of suitable workspace and commercial premises.
5. Supporting coastal districts.

The Essex Economic Commission also identify “opportunity sectors” with particular reference to individual sites and local authority areas. These include:

- Advanced manufacturing - for Uttlesford this is associated with Chesterford Research Park and London Stansted Airport.
- Life sciences and healthcare – for Uttlesford this is linked to the development of the Chesterford Research Park.
- Logistics – particular opportunities in Uttlesford linked to the London Stansted Airport.

- Low carbon and renewables – the report identifies small sector strengths in Uttlesford, and the importance of this sector to Government policy to reduce emissions.
- Other sectors regarded as important as the population grows include wholesale and retail services, education, construction, tourism and food production.

Essex County Council is currently reviewing their Economic Growth Strategy.

### **Within the East of England**

The Uttlesford District sits within two business-led Enterprise Partnerships, the Greater Cambridge/Greater Peterborough (GCGPEP) and the South East (SELEP). It is also a member of the London Stansted Cambridge Consortium (LSCC).

The LSCC was formed in June 2013 as a strategic partnership of public and private organisations covering the area north from the Royal Docks, Tech City, the City Fringe, Kings Cross, and the Olympic Park, up through the Lee Valley, the M11, A1 and A10 road, the East Coast and West Anglia Mainline rail corridors to Stevenage, Harlow and Stansted, and through to Cambridge and Peterborough.

The Consortium's aim is to develop and articulate a clear vision for the London Stansted Cambridge Corridor and to provide the strategic leadership to help the vision become reality. In essence, the LSCC wants to work with the four Local Enterprise Partnerships (LEPs) which cover the Corridor: Greater Cambridge/Greater Peterborough LEP; Hertfordshire LEP; South East LEP; and the London Enterprise Panel. The role of the LSCC is to act as the coordination mechanism for joint policies and initiatives and to develop cross-border and corridor-wide initiatives that can benefit neighbouring areas.

The LSCC established a Growth Commission which produced its final report in July 2016, setting out a vision for transformational change across the London Stansted Cambridge Corridor. The main findings in the report include:

- The London Stansted Cambridge Corridor has the hallmarks of a national asset.
- The number of jobs in the Corridor increased at more than twice the national rate in the last ten years.
- The Corridor provides a national innovation and knowledge hub, driving UK growth and economic dynamism.
- The Corridor is Europe's leading life sciences cluster.
- London, Cambridge and the Corridor compete for international investment and jobs that would otherwise go to an overseas knowledge region.

The Commission set out five priorities to deliver a 20 year ambition to become a competitive global tech and life sciences region. The priorities are:

- New powers and financial vehicles for infrastructure, housing and place-making,
- Place-making for tech and life sciences.
- Building talent and ensuring everyone can benefit.
- London Stansted airport as a dynamic source of growth and development, and the creation of an “economic development zone” at or near the airport.
- Deepening the partnership with London.

Their final report makes the case for unleashing the potential of one of the UK’s major economic regions, the “London-Stansted-Cambridge Corridor.” It outlines a 20-year vision that would see the Corridor become one of the top “knowledge regions” in the world, competing alongside Silicon Valley, Boston’s Route 128 and the Triangle in North Carolina.

The LSCC is working with the Local Enterprise Partnerships (LEPs) to achieve their vision. LEPs are business-led partnerships with local authorities. They decide priorities for investment in roads, buildings and facilities in their area. There are 39 local enterprise partnerships across the country. The GCGPEP covers an area from Rutland and West Norfolk including Peterborough, East and South Cambridgeshire, Huntingdonshire, St. Edmundsbury, North Hertfordshire and Uttlesford to the south. The South East LEP covers an area that includes Essex, Kent and East Sussex.

All of these strategic bodies are working to maximise the benefits of the “Cambridge phenomenon” and the rapid growth of the globally recognised life sciences sector. Over the next few years Public Health England will move their operations to Harlow, while Astra Zeneca will move their operations to Cambridge, cementing the role of the London Stansted Cambridge Corridor in the UK and globally.

### **Within the United Kingdom**

Nationally, the Government’s emerging and overarching Industrial Strategy seeks to improve productivity and living standards across the UK. The strategy identifies ten pillars that support activity, including:

1. Investing in science, research and innovation.
2. Developing skills.
3. Upgrading infrastructure.
4. Supporting businesses to start and grow.
5. Improving procurement.
6. Encouraging trade and inward investment.
7. Delivering affordable energy and clean growth.
8. Cultivating world-leading sectors.
9. Driving growth across the whole country.
10. Creating the right institutions to bring together sectors and places.

The Uttlesford Strategy reflects many of the proposed ‘pillars’ that underpin this aspiration, particularly around cultivating world-leading sectors such as life sciences,

developing skills, supporting businesses to start and grow, encouraging inward investment while promoting clean growth.

The Government has recently launched its UK Digital Strategy 2017 which aims to create a world leading digital economy that works for everyone. Our Strategy reflects many of the actions outlined in the national strategy, particularly around skills, infrastructure and sector support.

In October 2017 the Government launched the Clean Growth Strategy which provides strategic context for the work identified in this strategy.

One of the biggest challenges and opportunities currently facing the UK economy is the decision to leave the European Union. This strategy aims to support business resilience so that they are strong enough to face whatever challenges and opportunities the future brings.

This new strategy, although tailored to local opportunities and challenges, has also been shaped by national and regional priorities. This will ensure that a local approach to growing the economy is both cohesive and sustainable within those national and regional economic strategies.

## **UTTLESFORD'S ECONOMY**

### **Uttlesford in numbers**

ONS 2016 - Total population - 86,200

ONS 2016 - Uttlesford has slightly lower number of working age population than GB - Total working age population aged 16 - 64 years in Uttlesford - 52,300 or 60.7% of total population, compared with 63.1% in Great Britain.

ONS 2016 - Uttlesford has higher proportion of employed residents in more senior positions than GB - 55.8% of Uttlesford employed residents are Directors / Managers / Associate Professional / Technical staff compared with 45.5% in GB.

ONS 2016 - Uttlesford residents are more highly qualified than the average in GB - 46.6% are qualified at NVQ Level 4 or above in Uttlesford, compared with 38.2% in GB.

ONS 2016 - Uttlesford residents have higher earnings than average in GB. - On average full time Uttlesford residents earn £704.80 gross per week, compared with £541.00 in GB. Full time workers in Uttlesford earn on average gross £553.20 weekly

Census 2011 – 18,000 residents commute out of the district to work, while 17,600 commute into the district for work.

ONS 2016 – Number of businesses in Uttlesford – 5,365

ONS 2016 - More micro-businesses in Uttlesford than GB - there are 4,785 businesses in Uttlesford and 90.7% employ between 1 and 9 people, compared with 89.7% for GB.

ONS June 2017 - Low unemployment rate in Uttlesford - 0.5% unemployment rate compared with 1.9% in GB.

ONS 2015 - In Uttlesford there are a higher than average number of people employed in construction, transportation and storage, accommodation and food service.

English Indices of Deprivation 2015 - Uttlesford District is ranked at 300 out of 326 local authorities in England where 1 is the most deprived.

## **SWOT**

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.

|                  |  |
|------------------|--|
| <b>strengths</b> | <ul style="list-style-type: none"> <li>❑ well educated resident population (47% with NVQ4 or above, 38% nationally)</li> <li>❑ high employment rate</li> <li>❑ town centres with large proportions of independent traders and Town Teams</li> <li>❑ high average earnings of residents</li> <li>❑ some excellent connectivity (road/rail/air/ports access)</li> <li>❑ London Stansted Airport UK's third largest airport and key economic driver</li> <li>❑ good or high quality of living</li> <li>❑ high quality natural environment</li> <li>❑ arts, cultural and heritage assets</li> <li>❑ good quality employment locations</li> <li>❑ varied existing business base including rural businesses</li> <li>❑ existing clusters and drivers i.e. London Stansted Airport and Chesterford Research Park/life science sector</li> <li>❑ proximity to London and Cambridge (internationally recognised brands, markets, world city functions and academic research)</li> <li>❑ promotional brands of Think Cambridge and London Stansted Cambridge Consortium</li> </ul> |
|------------------|--|

|                      |  |
|----------------------|--|
|                      |  |
| <b>opportunities</b> | <ul style="list-style-type: none"> <li>❑ pool of people with the skills and resources to start and stay in business</li> <li>❑ visitor economy including “staycation” trend and Tour de France legacy</li> <li>❑ target sector development e.g. visitor, rural, airport and surrounds, life sciences</li> <li>❑ joint promotion with adjoining Councils and partners to attract investment through Think Cambridge and London Stansted Cambridge Consortium</li> <li>❑ town centres</li> <li>❑ highly skilled and experienced resource of “volunteers” with business experience in the District</li> <li>❑ potential new garden communities</li> </ul> |

|               |  |
|---------------|--|
| <b>issues</b> | <ul style="list-style-type: none"> <li>❑ high levels of out commuting</li> <li>❑ access to superfast broadband</li> <li>❑ rural issues e.g. accessing employment</li> <li>❑ relative anonymity</li> <li>❑ relative costs e.g. commercial space and house prices</li> <li>❑ competition for jobs and investment i.e. Greater London/Cambridge/Harlow Enterprise Zone</li> <li>❑ tightness of supply of commercial property impacting on the ability to attract inward investment or expansions</li> <li>❑ difficulty recruiting suitable staff</li> </ul> |
|---------------|--|

Sources: NOMIS Labour Market Profile 2017, Commercial Workspace Review 2015, Essex Economic Commission 2017, Essex Employment and Skills Board 2017-18

## **ACTION PLAN**

Four priority areas have been identified that will positively impact sustainable business growth:

### **Priority One – Key sectors**

- Visitor economy (including town centres)
- Rural economy
- Life sciences, research and innovation sector

### **Priority Two – London Stansted Airport location**

### **Priority Three – Proposed Garden Communities**

### **Priority Four - Connectivity**

- Digital connectivity
- Transport

## **Types of Sustainable Business Growth**

This section outlines what growth looks like for each of the types of sustainable business growth identified. All of the types of growth need further research and insight in order to establish baselines to enable targets to be agreed and monitored.

It should be noted that whilst actions are designed to positively impact on the types of growth there are many factors over which the Council has no control, such as Brexit, and that may have an overriding impact on one or more of the types of growth. In such circumstances the economic development actions are designed to help to mitigate a negative impact or extenuate a positive impact. To this extent targets for the types of growth will always be “aspirational.”

New business start-ups – Uttlesford has a higher proportion of micro businesses than the GB average (ONS 2016). A baseline estimate for the last 3 years of net change in the number of new business starts up will be established and appropriate percentage growth target agreed.

Businesses relocating into the district – Uttlesford attracts a number of relocating businesses each year into the district. An average number of relocations per annum will be estimated and growth target agreed.

Expansion of existing businesses - a number of existing Uttlesford businesses expand each year. The average growth achieved per annum in terms of square footage and net additional jobs will be estimated and growth target agreed.

Local jobs for local people – the district currently has 17.5k people commuting out of the district to work and as many people coming into the district for work. The action plan will seek to enable jobs to be created plus self-employment so that more people who live in the district can also work here.

Town centres – footfall is a key driver in the vitality and viability of the districts centres. The action plan will established current levels and trends in footfall and growth targets agreed.

Homeworkers - increases in the number of people working and operating businesses from home has many economic benefits including reducing commuting and supporting local suppliers. The current number of people working from home will be established and growth target agreed.

|                             | <b>RESEARCH/INSIGHT INTO THE TYPES OF ECONOMIC GROWTH</b>  |
|-----------------------------|--|
| <b>ACTIONS</b>              | Research/insight into the types of economic growth e.g. new business start-ups, businesses relocating into the district, expansion of existing businesses, local jobs for local people |
| <b>LEAD / OWNER</b>         | Economic Development Team (EDT)  |
| <b>BUDGET</b>               | £5k  |
| <b>PARTNERS</b>             |  |
| <b>OUTCOMES FOR SUCCESS</b> | An agreed set of growth targets for each of the identified types of growth   |
| <b>BENEFITS</b>             | Understanding of how to influence and measure the impact of the strategy’s actions on the types of sustainable economic growth – enables our efforts to be focussed and measurable     |
| <b>MORE INFORMATION</b>     | EDT Service Plan   |

## 1. Key Sectors

### Vision – In 2033

In the last 15 years strong business growth in the target sectors has been integrated into the existing infrastructure or accommodated at the new business hubs within the garden communities.

All three targeted sectors are booming, and growth has enabled local people to get good jobs, or start their own businesses, without causing damage to the beauty and character of the district.

Initial research into the local visitor and rural economies provided a deeper understanding of the challenges and opportunities in Uttlesford. Strong links have been developed between these two sectors and both are booming. Visitor numbers



are increasing across the district, both day trippers and those staying overnight. Uttlesford residents have taken full advantage of the opportunities these visitors present and the rural economy has diversified with a wide range of high quality artisan products, and visitor attractions. The town centres attract visitors and shoppers from near and far, looking for a special experience, an enjoyable day out and the opportunity to acquire products that cannot be found elsewhere.

The London Stansted Cambridge Corridor has further expanded its global role in the life sciences sector. The Chesterford Research Park has seen considerable expansion over the last 15 years, where innovative science meets beautiful countryside and success breeds success.

### **Priority Actions**

Targeting three priority sectors in Uttlesford:

1. Visitor Economy including the town centres
2. Rural Economy
3. Life Sciences, research and innovation sector

### **The Visitor Economy**

The visitor economy in Uttlesford is made up of:

- Visitors – leisure, business, shoppers, visitors to the town centres. day and overnight stays
- Core supply chain – accommodation, attractions, bars and restaurants
- Related supply chain – retail, transport, other services i.e. food suppliers

The district's visitor economy represents the second most important income strand for the district after retail spending. In addition to the town centres and villages the district contains a number of regionally and nationally important visitor attractions including Saffron Hall, Audley End House, Bridge End Gardens, Fry Art Gallery, Audley End Railway, 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.

The district's proximity to Cambridge and London and their huge international draw are a major opportunity for the district to attract more visitors. The district is served by two high quality tourism services in Visit Essex and Visit Cambridge & Beyond.

Saffron Walden and surrounds is serviced by the award winning Saffron Walden Tourist Information Centre and their resources and expertise are central to the success of growing the visitor economy in the district.

The delightful town centres in both Saffron Walden and Great Dunmow are a draw for many shoppers and visitors alike. Both offer a range of independent stores, alongside friendly cafes and service businesses.

|                | <b>VISIT ESSEX - MARKETING OF THE UTTLESFORD VISITOR OFFERS</b>  |
|----------------|--|
| <b>ACTIONS</b> | <p>1. Promoting events and what's on in the District</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Using a range of promotional platforms – newsletters, press and broadcast media, website, social media - ensure that Essex residents and visitors are aware of what's on and of particular events and occasions in Uttlesford.</li> <li><input type="checkbox"/> Media platforms have a huge local reach, with 30,000 opted in newsletter subscribers, over 20,000 social media followers and well over 2 million page views a year on our website.</li> </ul> <p>2. Carry out Destination PR for the district</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> As well as promoting events, use media channels to promote the district and its key attractions as a place to visit</li> </ul> <p>3. Bringing visitors to the district via campaign itineraries</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> At least two campaigns relevant to Uttlesford with Visit Britain and other DMOs promoting particular themes with which to attract overseas visitors. These are Gardens &amp; Gourmet (to be called Colours &amp; Flavours for its second phase) and Friendly Invasions (focussing USAF role in WWII). More campaigns in the pipeline.</li> <li><input type="checkbox"/> For campaigns visitor itineraries are created taking in relevant attractions as well as eateries and accommodation for staying visitors, ensuring high spending overseas visitors come to the district and support local businesses.</li> <li><input type="checkbox"/> Run Essex Big Weekend in 2018 running a ballot for free tickets for residents to visit local attractions. Thousands of people got involved in our first Big Weekend</li> </ul> <p>4. Supporting businesses in the district</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support members to be successful and growing businesses by supporting their marketing activity to ensure strong visitor numbers/users, by facilitating industry networking and collaboration, and offering training opportunities.</li> </ul> <p>5. Holding events for the visitor industry in the district and bringing visitor businesses to the district.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Hold investor networking events in the district, as well</li> </ul> |

|                             |  |
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|                             | <p>as training workshops (e.g. at Radisson Stansted)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Hold late summer/autumn training workshops in the district, bringing businesses to the district to see what it has to offer within the conferencing and business sector.</li> </ul> |
| <b>LEAD / OWNER</b>         | Economic Development Team  |
| <b>BUDGET</b>               | £3k  |
| <b>PARTNERS</b>             | <p>Visit Essex</p> <p>Saffron Walden Tourist Information Centre</p>  |
| <b>OUTCOMES FOR SUCCESS</b> | <p>Increase in the number of visitors to Uttlesford</p> <p>Strengthen core supply chain</p>  |
| <b>BENEFITS</b>             | Increased number of visitors enabling sustainable growth of local businesses   |
| <b>MORE INFORMATION</b>     | <p><a href="http://www.visitessex.com">http://www.visitessex.com</a></p> <p>EDT Service Plan</p>   |

|                |   |
|----------------|---|
|                | <b>VISIT CAMBRIDGE &amp; BEYOND (VCB) - MARKETING OF THE UTTLESFORD VISITOR OFFERS</b>  |
| <b>ACTIONS</b> | <p>Strategic Partner Agreement between VCB and Uttlesford District Council from 1st April 2018.</p> <p>1. Increasing visitors to Saffron Walden and the attractions in the surrounding area through the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increased profile on the Visit Cambridge website</li> <li><input type="checkbox"/> Inclusion in the VCB social media activity</li> <li><input type="checkbox"/> Digital mail outs to the Visit Cambridge website database</li> <li><input type="checkbox"/> Inclusion of Saffron Walden in the Christmas in Cambridge &amp; Beyond marketing activity</li> <li><input type="checkbox"/> 50% first-year discounted VCB membership for Saffron Walden town centre businesses</li> </ul> <p>2. To promote the Uttlesford District Council meetings, weddings and events venues and the One Nucleus Business research centre through the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Designated web pages for Audley Rooms and One Nucleus on <a href="http://visitcambridge.org">visitcambridge.org</a></li> </ul> |

|                             |   |
|-----------------------------|---|
|                             | <ul style="list-style-type: none"> <li><input type="checkbox"/> Online promotion of Saffron Walden as a destination for hosting meeting and events through a designated section on the Meet Cambridge website</li> <li><input type="checkbox"/> All public events at Uttlesford DC venues and One Nucleus to be promoted through the Visit Cambridge What's On feed</li> </ul> <p>With input from Uttlesford District Council, Saffron Walden TIC, Saffron Walden Town Council and Saffron Walden Town Team, Visit Cambridge &amp; Beyond will deliver the objectives listed above.</p> |
| <b>LEAD / OWNER</b>         | Economic Development Team   |
| <b>BUDGET</b>               | Visit Cambridge & Beyond £4k  |
| <b>PARTNERS</b>             | <p>Visit Cambridge &amp; Beyond</p> <p>Saffron Walden Tourist Information Centre</p> <p>Saffron Walden Town Team (emerging BID)</p>   |
| <b>OUTCOMES FOR SUCCESS</b> | <p>Increase in the number of visitors to Uttlesford</p> <p>Strengthen core supply chain</p>   |
| <b>BENEFITS</b>             | Increased number of visitors enabling sustainable growth of local businesses and growth of usage of council's Audley Rooms  |
| <b>MORE INFORMATION</b>     | <p><a href="https://www.visitcambridge.org/beyond-cambridge">https://www.visitcambridge.org/beyond-cambridge</a></p> <p>EDT Service Plan</p>  |

|                     |  |
|---------------------|--|
|                     | <b>SAFFRON WALDEN MARKETING GROUP</b>  |
| <b>ACTIONS</b>      | Saffron Walden Marketing Group delivers events such as the horse and carriage shuttle from Audley End House to Saffron Walden town centre  |
| <b>LEAD / OWNER</b> | Economic Development Team  |
| <b>BUDGET</b>       | £1k  |
| <b>PARTNERS</b>     | Saffron Hall, Saffron Walden Tourist Information Centre, English Heritage (Audley End House), Saffron Walden Town Team, Fry Art Gallery, Saffron Screen and Audley Miniature Railway |

|                             |  |
|-----------------------------|--|
| <b>OUTCOMES FOR SUCCESS</b> | Increase in the number of visitors to Saffron Walden                         |
| <b>BENEFITS</b>             | Increased number of visitors enabling sustainable growth of local businesses |
| <b>MORE INFORMATION</b>     | EDT Service Plan   |

|                             |   |
|-----------------------------|---|
|                             | <b>GREAT DUNMOW &amp; STANSTED MARKETING GROUP</b>  |
| <b>ACTIONS</b>              | Create, support and maintain a marketing group  |
| <b>LEAD / OWNER</b>         | Economic Development Team   |
| <b>BUDGET</b>               | £1k   |
| <b>PARTNERS</b>             | Stansted London Airport, Mountfitchet Castle & Toy Museum, Gardens of Easton Lodge, Great Dunmow Maltings and Dunmow Fritch |
| <b>OUTCOMES FOR SUCCESS</b> | Increase in the number of visitors to Great Dunmow and Stansted Mountfitchet  |
| <b>BENEFITS</b>             | Increased number of visitors enabling sustainable growth of local businesses  |
| <b>MORE INFORMATION</b>     | EDT Service Plan  |

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|                     | <b>TOWN CENTRES</b>  |
| <b>ACTIONS</b>      | <p>Establishment of a Saffron Walden BID company (assuming a positive ballot in April/May 2018).</p> <p>Delivery of marketing plan in Great Dunmow via the Town Team</p> <p>Explore a potential BID in another location in the district</p> <p>Support a marketing plan in Stansted Mountfitchet</p> |
| <b>LEAD / OWNER</b> | Economic Development Team  |
| <b>BUDGET</b>       | <input type="checkbox"/> SWTT or SWBID £25k<br><input type="checkbox"/> GDTT £10k<br><input type="checkbox"/> Potential BID £10k<br><input type="checkbox"/> Stansted Mountfitchet £1k   |

|                             |   |
|-----------------------------|---|
| <b>PARTNERS</b>             | Saffron Walden and Great Dunmow Town Councils<br>Stansted Mountfichet Parish Council<br>Saffron Walden and Great Dunmow Town Teams<br>Stansted Mountfichet Economic Development Working Group<br>Saffron Walden BID Steering Group<br>Local businesses  |
| <b>OUTCOMES FOR SUCCESS</b> | Low vacancy rates and increased footfall.   |
| <b>BENEFITS</b>             | If SW BID formed will generate £500k+ of funding to support the town centre for 5 years. The creation of a SW BID will ensure continued funding for the town centre post 2018-19 after which time funding for the town centre will cease. Increased footfall and increased revenue for the council via increased use of the car parks |
| <b>MORE INFORMATION</b>     | EDT Service Plan  |

## **Rural Economy**

The Government publishes Rural Economy Business Statistics. The latest bulletin highlights that in 2015/16 24% of all businesses in England were located in rural areas. They employed 3.5 million people, accounting for 13% of all employment in registered businesses in England. There were proportionately more small businesses in rural areas.

The character and appearance of the countryside changes from one area of the Uttlesford District to another, but the landscape is predominantly agricultural. Approximately 97% of the land in the District is agricultural land, and it is mostly arable. Farming remains an important part of the rural economy. In recent years there has been a degree of diversification into new areas of activity.

The emerging Uttlesford Local Plan sets out policies relating to the rural economy.

Policy EMP4 – Rural Economy identifies types of development which are considered to be acceptable. These include:

- Schemes for farm diversification involving small scale business and commercial development that contribute to the operation and viability of the farm holding.
- Small-scale tourism proposals including visitor accommodation.
- Proposals that recognise the economic benefits of the natural and historic environment as an asset to be valued, conserved and enhanced.

- The expansion of businesses in their existing locations dependent upon the nature of the activities involved and provided the development does not conflict with other policies in the Local Plan.
- Small scale employment development to meet local needs.
- The use of land for agriculture, forestry and equestrian activity.
- Four detailed policies for development in the countryside.

Development of the District’s rural economy is essential for sustainable business growth, maximising opportunities for residents to work near to where they live. There may also be opportunities for links with other targets sectors, including tourism and life sciences. Some life science sector businesses, e.g. wormeries might prefer rural isolation for their activities, as opposed to the centre of a research park.

A further consideration is the role of businesses in the smaller settlements and in the rural areas. Together these businesses play a very important role in the local economy but often, because of their dispersed nature, do not have a significant profile. Actions are therefore proposed to support the further development of this sector.

There are challenges to the growth of the rural economy and many redundant farm buildings have been converted into residential properties in recent years, making considerably more profit from the conversion than they would have done if the building had been converted to business use.

A proposal to require that redundant farm buildings are marketed for commercial purposes for two years prior to any consideration of conversion to residential is being considered as a policy within the emerging Local Plan. It is also important that marketing activities are more effectively coordinated locally and support is provided to business start-ups looking for commercial land or property in the area.

|                             | <b>GROWTH OF RURAL ECONOMY</b>  |
|-----------------------------|---|
| <b>ACTIONS</b>              | Explore opportunities for the growth of Uttlesford rural economy. Commission a report that provides a clear picture of the current situation and proposals for the future. Plus options measuring sustainable growth identified |
| <b>LEAD / OWNER</b>         | Economic Development Team   |
| <b>BUDGET</b>               | £5k   |
| <b>PARTNERS</b>             | Local businesses<br>Local landowners/farmers  |
| <b>OUTCOMES FOR SUCCESS</b> | A comprehensive report outlining current baseline, opportunities, obstacles etc.  |
| <b>BENEFITS</b>             | Increase in the number of rural businesses and growth in commercial business rates  |

|                         |  |
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| <b>MORE INFORMATION</b> | <a href="http://www.gov.uk">www.gov.uk</a><br>EDT Service Plan |
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|-----------------------------|--|
|                             | <b>EASTERN PLATEAU</b>   |
| <b>ACTIONS</b>              | Promote Eastern Plateau grant funding opportunities to local businesses.   |
| <b>LEAD / OWNER</b>         | Economic Development Team  |
| <b>BUDGET</b>               | Eastern Plateau - £5k  |
| <b>PARTNERS</b>             | LEADER Eastern Plateau Funding Programme,  |
| <b>OUTCOMES FOR SUCCESS</b> | £500k grant funding for rural businesses 2018 / 20   |
| <b>BENEFITS</b>             | Advice and support to help enable new businesses to form and existing to grow or stay in business.<br>Access to funding  |
| <b>MORE INFORMATION</b>     | <a href="http://www.uttlesford.gov.uk">www.uttlesford.gov.uk</a><br><a href="http://www.easternplateau.org.uk">www.easternplateau.org.uk</a><br>EDT Service Plan |

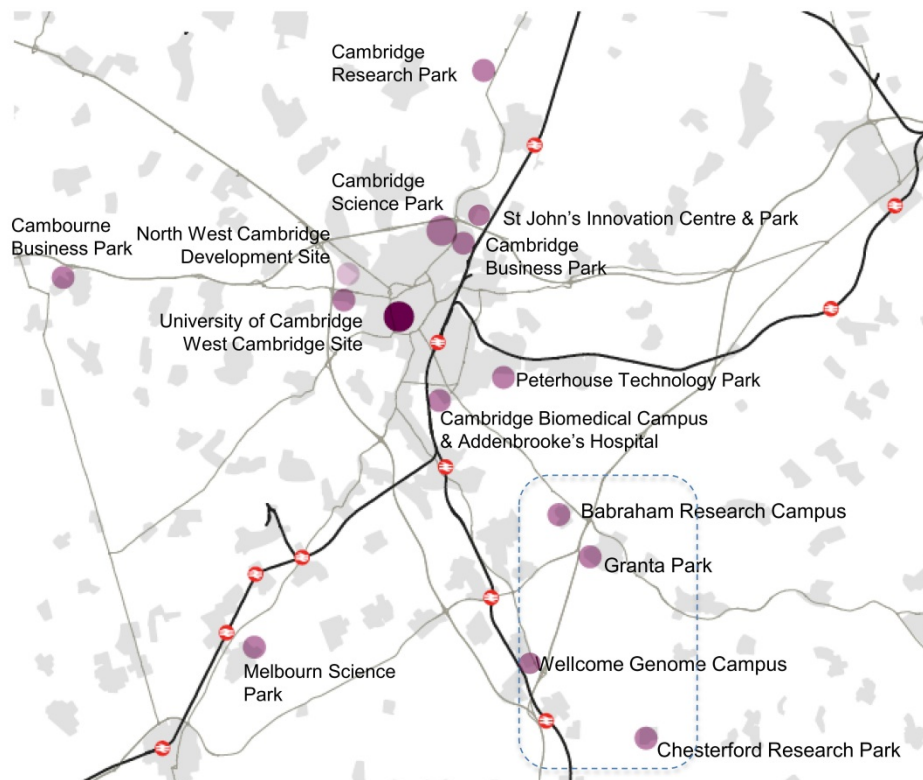
### **Life Sciences, Research and Innovation**

Supporting the expansion and promotion of existing life science and research and innovation based where some, but not all, are located on the Chesterford Research Park in the north of the district.

Chesterford Research Park is working closely with Granta Park, Babraham Research Park and the Wellcome Trust Sanger Institute as part of the South East Cambridge Cluster, reflecting the growth of the life science and research and innovation sectors within the Cambridge area – please refer to map below.

Map showing Cambridge life sciences and research and innovation cluster





According to the Cambridge Cluster Map, last updated in January 2017, in 2015 /16 there were 430 Cambridge based life sciences and healthcare businesses within 20 miles of the centre of Cambridge. These businesses were generating £3,43bn turnover, an increase of 24% from the previous year and employing 13,051 members of staff, an increase of 8% from the previous year.

In August 2017 a report “Life Sciences Industrial Strategy – a report to the Government from the life sciences sector” was submitted to the UK Government for consideration as part of the development of their emerging Industrial Strategy.

The report highlights the role of clusters, infrastructure and ‘place’ in the growth of the life science and research and innovation sectors. The author, Professor Sir John Bell, states that ‘Evidence shows that geographical clustering of companies in a sector, alongside elements of their supply chain can bring additional benefits, where there is connectedness, dependency and complementarity, as well as knowledge transfer and shared spaces or services.’ He then identifies the internationally recognised life sciences cluster, known as the Golden Triangle, comprising Oxford, Cambridge and London. He identifies that Cambridge has over 200 life science sector companies and the largest array of science infrastructure in the cluster.

Professor Bell states that “By most measures, the Golden Triangle is the third largest technology cluster in the world, after Silicon Valley and Boston and is a clear driver for economic growth in the life sciences sector.”

The Essex Economic Commission and London Stansted Cambridge Corridor Growth Commission recognise the importance of the life sciences and research and innovation sectors in the area. Over the next few years Public Health England will

move their operations to Harlow, while Astra Zeneca will move their operations to Cambridge, cementing the role of the London Stansted Cambridge Corridor in the UK and globally.

This will provide a huge opportunity for Chesterford Research Park and particularly the north of the district to become a key site for growth in Uttlesford, and a dynamic centre for innovative work.

A number of factors drive the growth of a science cluster and all are prevalent in Uttlesford:

- Proximity to world-class Science
- Centres
- Access to talent
- Access to funding
- Quality-of-life factors
- Affordable-adaptable lab/office space
- Entrepreneurial environment
- Availability of support services
- Access to patients and markets
- Favourable incentives and tax treatments

At Chesterford Research Park the opportunity exists to support the development of the park and its brand from a “property offer” to a “research and property offer.” The Vision and Strategy of the nearby Babraham Research Campus is:

*“To be best place in Europe to start and grow a biomedical company and be the nucleus of the Cambridge bio-cluster” by:*

- Creating the right campus
- Encouraging the right community
- Supplying the right capabilities
- Continuing to innovate.

Creating a vibrant ecosystem on campus providing a pipeline from concept to delivery on one site with:

- Flexible space and facilities focused on life-science ventures
- Proactively created networks to optimise collaboration, sharing of best practice and sharing of capabilities
- Access to investors (on site, encouraged onto site + investor events)
- Mentoring and advice
- Empathy with the start-up and scale-up challenges
- Plus real science and technology capabilities from onsite institute(s)

An initial focus on life sciences and research and innovation aligns with the Government's Industrial Strategy Challenge Fund announced in April 2017, committing to increasing investment in research and development by £4.7 billion over the next four years. Funding will focus on six areas:

- healthcare and medicine
- robotics and artificial intelligence
- batteries for clean and flexible energy storage
- self-driving vehicles
- manufacturing and materials of the future
- satellites and space technology.

|                             | <b>THE GROWTH OF THE LIFE SCIENCES AND RESEARCH AND INNOVATION SECTORS</b>  |
|-----------------------------|---|
| <b>ACTIONS</b>              | <ul style="list-style-type: none"> <li>• Develop a strategy for support of life sciences and research and innovation sector businesses, including those already located in the district and those who may consider moving into the district.</li> <li>• Develop an intermediary network to promote Chesterford Research Park and the life sciences and research and innovation sectors across Uttlesford.</li> <li>• Work with Invest Essex and other partners to identify opportunities for life science and research and innovation sector businesses to move into the district.</li> </ul> |
| <b>LEAD / OWNER</b>         | Economic Development Team   |
| <b>BUDGET</b>               | £5k   |
| <b>PARTNERS</b>             | Aspire, Invest Essex, CRPark Management company, Church Manor/Aviva, LSCC SELEP GCGPEP  |
| <b>OUTCOMES FOR SUCCESS</b> | <p>A comprehensive strategy and action plan for support of the sectors in the district.</p> <p>An increased number of life science and research and innovation sector businesses in the district.</p>   |
| <b>BENEFITS</b>             | A strategy for the growth of the life science and research and innovation sectors in the district, attraction of inward investment including into Chesterford Research Park, job creation and growth in commercial business rates   |
| <b>MORE INFORMATION</b>     | <p><a href="http://www.chesterfordresearchpark.com">www.chesterfordresearchpark.com</a></p> <p><a href="http://www.churchmanor.com">www.churchmanor.com</a></p> <p><a href="http://www.camclustermap.com">www.camclustermap.com</a></p>   |

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|  | EDT Service Plan |
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Business support and advice will be provided proactively across all three key sectors as set out below.

|                     |   |
|---------------------|---|
|                     | <b>PROVISION OF BUSINESS SUPPORT AND ADVICE</b>   |
| <b>ACTIONS</b>      | <ul style="list-style-type: none"> <li>• Continued provision of Council services and high quality support, advice and guidance.</li> <li>• Review of advice and guidance services to investigate the effectiveness of a more joined-up approach.</li> <li>• Production of a business advice and guidance booklet to be sent out with the Business Rates bills.</li> <li>• Upgraded website with resources, advice and guidance as a one stop shop for all businesses.</li> <li>• Training for Contact Centre staff to deal with incoming enquiries from businesses.</li> <li>• Training for all existing staff (and induction training for new staff) that deal with businesses.</li> <li>• Promotion of business continuity management advice and guidance.</li> </ul> |
| <b>LEAD / OWNER</b> | Economic Development Team   |
| <b>BUDGET</b>       | Annual Business Breakfast - £2k<br>Uttlesford Business Awards - £4k<br>Business Directory – subscription and marketing - £3k  |
| <b>PARTNERS</b>     | UDC departments including Environmental Health, Licensing, Planning, Emergency Planning, Business Rates, Procurement, Communications<br>BEST Growth Hub<br>Signpost2Grow Growth Hub<br>LoCase<br>ECC Funding and Investment Team<br>Essex Business Boost<br>Stansted Airport Chamber of Commerce<br>Shire Hill Business Network<br>Stansted Business Forum<br>Saffron Walden Meet the Town<br>London Stansted Meet the Buyers<br>Archant Newspapers (Uttlesford Business Awards)<br>Stansted Economic Development Working Group<br>Saffron Walden Town Team<br>Great Dunmow Town Team   |

|                             |   |
|-----------------------------|---|
| <b>BENEFITS</b>             | Practical proactive support for businesses within each of the key sectors.  |
| <b>OUTCOMES FOR SUCCESS</b> | Opportunity for the Council to consult and engage with local businesses directly and to promote the Council as being “open for business” and a supporter of business growth. The database will also enable the Council to communicate directly with local businesses regarding procurement opportunities.   |
| <b>MORE INFORMATION</b>     | <a href="http://www.uttlesford.gov.uk">www.uttlesford.gov.uk</a><br><a href="http://www.uttlesfordbusinessdirectory.co.uk">www.uttlesfordbusinessdirectory.co.uk</a><br><a href="http://www.gov.uk">www.gov.uk</a> (Business Continuity Management Toolkit)<br><a href="http://www.bestgrowthhub.org.uk">www.bestgrowthhub.org.uk</a><br><a href="http://www.signpost2grow.co.uk">www.signpost2grow.co.uk</a><br><a href="http://www.easternplateau.org.uk">www.easternplateau.org.uk</a><br><a href="http://www.locase.co.uk">www.locase.co.uk</a><br><a href="http://www.essexbusinessboost.co.uk">www.essexbusinessboost.co.uk</a><br><a href="http://www.gov.uk/business-finance-support">www.gov.uk/business-finance-support</a><br><a href="http://funding-investment.essex.gov.uk">http://funding-investment.essex.gov.uk</a><br><a href="http://www.gov.uk">www.gov.uk</a> - hmrc<br><a href="http://www.uttlesfordbusinessawards.co.uk">www.uttlesfordbusinessawards.co.uk</a><br><a href="http://www.sacc.co.uk">www.sacc.co.uk</a><br><a href="http://www.stanstedbusinessforum.co.uk">www.stanstedbusinessforum.co.uk</a><br><a href="http://www.stanstedmtb.co.uk">www.stanstedmtb.co.uk</a> |

## 2. London Stansted Airport Location

### Vision – In 2033

The Council has worked with neighbouring local authorities to develop an Economic Development Strategy for the London Stansted Airport and the surrounding area. This has established a clear agreed vision for the future of the airport and provided the foundation for sustainable growth that benefits the local community.

### **London Stansted Airport Location**

London Stansted airport is located in the south of the Uttlesford district. It is the primary airport for the East of England, the fourth busiest in the UK, and provides international connections to over 170 destinations in 35 countries. Manchester Airports Group (MAG) acquired the airport in 2013 and has ambitious plans for Stansted to become the fastest growing airport in the UK. It is already the largest single-site employer in the East of England with approximately 12,000 on-site employees across 220 companies.

The Stansted Sustainable Development Plan (SDP) was published in 2015 and outlines a range of priorities, targeting growth in both passenger numbers and freighter traffic and maximising the usage of the single runway.

The SDP sets out the following strategic objectives:

- To make Stansted the best London airport;
- Proactively plan for growth to make best use of existing capacity;
- Support economic growth in the region;
- Actively manage and contain environmental impacts;
- Be active and supportive partners in the local community; and
- Maintain Stansted's position as the best in the UK for public transport use.

MAG is currently planning £500 million investment over the next five years. This includes three key areas of growth which are:

- New Arrivals terminal
- Reconfiguration of existing terminal to become a Departures terminal
- New technical and professional skills college on site.
- The emerging Uttlesford Local Plan includes the following objective specifically relating to London Stansted airport.

In July 2016 the London Stansted Cambridge Consortium Growth Commission produced a 20 year vision for the London Stansted Cambridge Corridor. They identified London Stansted Airport location as a “dynamic source of growth and development”. They identified two actions relating to the airport.

1. The London Stansted Cambridge Consortium should produce a joint public-private economic development strategy for the airport and its surrounding area, with their aim of developing the Airport zone as a growth node in the Corridor. The strategy would articulate how international connectivity can support the vision to be a competitive global tech and life sciences region, and how the Airport can contribute to the aviation needs of London, the Corridor and Greater South East.
2. Develop an ‘airport economic development zone’ strand to the work of the National Infrastructure Commission, in which economic development and growth potential should be considered alongside passenger and international aviation demand.

The emerging Uttlesford Local Plan includes the following objective related to London Stansted Airport.

Objective 2c – London Stansted Airport

To accommodate development by:

- Utilising permitted capacity of the existing runway and provide for the maximum number of connecting journeys by air passengers and workers to be made by public transport; and
- Ensuring that appropriate surface access infrastructure and service capacity will be provided without impacting on capacity to meet the demands of other network users.

|                             | <b>LONDON STANSTED AIRPORT LOCATION</b>  |
|-----------------------------|--|
| <b>ACTIONS</b>              | <p>Work with MAG and partners to achieve Objective 2c.</p> <p>J8</p> <p>West Anglia Mainline</p> <p>Work with partners to develop an economic development plan for the airport location.</p> <p>Work with local authority partners to develop a strategic plan for the London Stansted Airport location to ensure that local communities benefit from the opportunities that the airport offers.</p> <p>Develop an intermediary network to develop closer relationships with key partners and encourage more businesses to work at the airport location.</p> |
| <b>LEAD / OWNER</b>         | Economic Development Team  |
| <b>BUDGET</b>               | £5k  |
| <b>PARTNERS</b>             | <p>MAG</p> <p>Airport related businesses including supply chain businesses</p> <p>Businesses located in the area surrounding the airport</p> <p>Transport groups, lobbying etc.</p> <p>Essex County Council</p>  |
| <b>OUTCOMES FOR SUCCESS</b> | Research into the airport location and options for supporting and measuring sustainable growth identified  |
| <b>BENEFITS</b>             | A strategy for the creation and development of the airport location, attraction of inward investment, job creation and growth in commercial business rates   |
| <b>MORE INFORMATION</b>     | Stansted Sustainable Development Plan available at <a href="http://www.stanstedairport.com/about-us/developmentplan/">http://www.stanstedairport.com/about-us/developmentplan/</a>   |

### **3. Proposed New Garden Communities**

#### **Vision – In 2033**

The emerging Uttlesford Local Plan proposes three new Garden Communities at North Uttlesford, Easton Park and West of Braintree. The vision for each new community is that there will be at least one job per household within each settlement with a range of local jobs with proactive marketing, links to skills and training, flexible, affordable and attractive employment floor-space, and excellent digital connectivity. New jobs will be provided in schools, retail, health and leisure as well business and employment areas.

The Economic Development Strategy will produce local economic strategies to underpin the development of the three proposed new garden communities.

The new Garden Communities will also provide new opportunities for existing communities in both existing settlements and in surrounding rural areas. A strong focus on the local economy will seek to reduce the need to travel and maximise the economic benefits of development within Uttlesford. For example, there will be special opportunities to connect North Uttlesford with the Welcome Genome Campus and Chesterford Research Park, as well as Easton Park to be connected with Stansted Airport.

During the life of the Action Plan work will continue on refining the Masterplans of the new garden communities. It is vital that the new development is designed in a way to maximise the quality and number of jobs within each new garden community and any reduction of employment provision in favour of additional housing numbers will be resisted.

The Economic Plans will be focused towards small and medium enterprises (SMEs) address opportunities to provide specific advice and promotion opportunities for new start-ups, business hubs, incubator units, grow-on space, as well as opportunities for expansion of established businesses.

There will also be a need for construction site employees to have modern construction skills and training will be provided to ensure that local people have the skills to be employed on the sites.



|                             | <b>LOCAL ECONOMIC STRATEGY FOR EACH NEW GARDEN COMMUNITY</b>  |
|-----------------------------|---|
| <b>ACTIONS</b>              | <ul style="list-style-type: none"> <li>• Commission/undertake Local Economic Strategies for the West of Braintree, Easton Park and North Uttlesford proposed Garden Communities;</li> <li>• Consult key stakeholders, parish councils and residents.</li> <li>• Incorporate conclusions in formal Development Plan or Supplementary Planning Documents</li> </ul> |
| <b>LEAD / OWNER</b>         | Planning Policy Team  |
| <b>BUDGET</b>               | £5k   |
| <b>PARTNERS</b>             | Landowners, promoters, developers, residents and businesses   |
| <b>OUTCOMES FOR SUCCESS</b> | Approved Masterplans for each new Garden Community by March 2021 that will support local jobs and businesses both in the new development and also in surrounding communities.   |
| <b>BENEFITS</b>             | Optimising sustainable business growth in each of the communities   |
| <b>MORE INFORMATION</b>     | EDT Service Delivery Plan   |

|                     | <b>WORK RELATED SKILLS</b>   |
|---------------------|--|
| <b>ACTIONS</b>      | Working closely with Stansted College / Harlow College to ensure that training in modern construction skills is provided to ensure that local people are employed on local construction sites and that they benefit from the work opportunities. |
| <b>LEAD / OWNER</b> | Economic Development Team  |
| <b>BUDGET</b>       | Within existing budgets  |
| <b>PARTNERS</b>     | Harlow College / Stansted Airport College  |

|                             |   |
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|                             |   |
| <b>OUTCOMES FOR SUCCESS</b> | No. local people completing modern construction training.   |
| <b>BENEFITS</b>             | Improved local skillsbase   |
| <b>MORE INFORMATION</b>     | <a href="http://www.harlow-college.ac.uk/study-options/stansted-airport-college">http://www.harlow-college.ac.uk/study-options/stansted-airport-college</a><br>EDT Service Plan |

## 4. Connectivity

### Vision – In 2033

The Uttlesford district is a beautiful place to live and work. The heritage and character of the older villages exists alongside the vibrancy and growth of the new garden communities. Technological advancements have meant that more residents are working from home, and the business hubs in the garden communities have provided increased opportunities for people to start and run businesses close to their homes.

Businesses are thriving and enjoying the benefits of ultra-fast digital connectivity, improved transport infrastructure, including the roads and railways and London Stansted Airport has international links across the globe. Many residents are now commuting to work without using their cars, with fast and convenient public transport systems and a comprehensive network of cycle and footpaths

### Priority Actions

Targeting two priority elements of infrastructure in Uttlesford:

- Digital connectivity
- Transport

### Digital Connectivity

A priority of UDC is to ensure businesses and homes throughout the District have access to appropriate superfast broadband and mobile communication. Any lack of availability of superfast broadband and 4<sup>th</sup> and 5<sup>th</sup> Generation mobile communication appropriate to business requirements is a barrier to business success and to the attraction of new investment into the district.

The District is forecast to have 98% of its homes and businesses able to access fibre superfast broadband by the end of 2019 – see below. The District Council is investing £500k in Superfast Essex’s Phase III programme creating a total investment of £5m and enabling an additional 4,600 premises to have access to fibre

superfast broadband.

- 42,800\* homes and businesses in Uttlesford
- 37,300\* enabled via existing commercial operators or Superfast Essex Phase I or planned for Phase II (87%)
- 39,300\* forecast enabled via Superfast Essex Phase III with no UDC investment (91%)
- 41,900\* forecast enabled via Superfast Essex Phase III with UDC investment (98%)

\* as at October 2017

However this would still leave 2% with potentially no access to fibre superfast broadband and has allocated an additional £100k to help enable this gap to be closed by the end of 2020.

The district also has a number of mobile communication “Not-spots” where not even a voice call is possible.

Significant work and investment has gone into and continues to go into developing the fibre superfast broadband infrastructure. It is now important that we also focus on the applications that can be carried by that infrastructure, and the way we transform the services we deliver to adapt to new technology.

### Digital Innovation Zone

The ambition to establish a Digital Innovation Zone arose from a realisation that having invested significantly in network capacity there was a desire to move the focus more towards how best we can ‘maximise the impact’ from this investment i.e. whilst it is good to have the infrastructure in the ground what is important is how many people take up the enhanced connectivity offered, what they use the service for and what added value public sector organisations might gain from the network through new ways of working and delivering services digitally to the community.

### Mission statement

To create a Digital Innovation Zone to put West Essex and East Herts on the map as the best place for digital innovation in the UK outside London.

### Purpose

- To develop the vision for the digital economy of West Essex and East Herts and develop and agree the priority outcomes that we want to achieve with this vision.
- To provide strategic leadership and oversee the governance and development of a strategy to create a Digital Innovation Zone.

- To oversee and manage of a small number of work streams focusing on specific areas to be defined in the strategy.

## Strategy

- To map existing assets and infrastructure (and identify gaps) in order to articulate what our competitive advantage is.
- To articulate a series of recommendations to create the right policy and regulatory environment to create a Digital Innovation Zone – focusing on measures the partners around the table could implement with their existing powers and policy and funding levers.

## Smart Essex

Essex County Council programme of smart projects that touch on different aspects of residents lives. There is Smart Movement that is looking at how we move people and things around more effectively before we go ahead and build new fixed assets;

- Smart Public Services aiming to simplify the customer experience with councils;
- Smart Places, designing great quality of life using the best technology can offer;
- Smart Economy, supporting our growing population and the inevitable demands from increased business to support economic growth; and
- Smart Lives, enabling people to live safe and well at home for longer through smarter health and social care.

Addressing the gap between the ever-increasing demands placed upon the health and social care systems and limited financial resources is central to the challenges facing the public sector today. Working together, across geographical boundaries, across public sectors and with the private sector to ensure we help shape the future of health and social care will be crucial to its long term success.

|                             | <b>CLOSING THE 2% GAP</b>   |
|-----------------------------|---|
| <b>ACTIONS</b>              | Investment of £100k into Superfast Essex Phase IV programme or other solution programme   |
| <b>LEAD / OWNER</b>         | Economic Development Team   |
| <b>BUDGET</b>               | £100k capital investment  |
| <b>PARTNERS</b>             | Potentially Superfast Essex & BDUK  |
| <b>OUTCOMES FOR SUCCESS</b> | 100% of premises to have access to superfast broadband by end of 2020 – enabling district to be competitive in attraction of new investment, enabling |

|                         |  |
|-------------------------|--|
|                         | more working from home, etc  |
| <b>BENEFITS</b>         | Enabling delivery of access to superfast broadband to remaining 2% of homes and businesses |
| <b>MORE INFORMATION</b> | EDT Service Plan   |

|                             |  |
|-----------------------------|--|
|                             | <b>MOBILE COMMUNICATION</b>  |
| <b>ACTIONS</b>              | Mobile Communication – research by specialist in mobile communication networks into extent of lack of /poor coverage problem for voice, 4g and 5g and options for resolution   |
| <b>LEAD / OWNER</b>         | Economic Development Team  |
| <b>BUDGET</b>               | £10k   |
| <b>PARTNERS</b>             | Mobile Operators, Department for Digital, Culture, Media & Sport   |
| <b>OUTCOMES FOR SUCCESS</b> | Assessment completed and solutions identified by December 2018   |
| <b>BENEFITS</b>             | Enable district to improve mobile digital connectivity – help to improve competitive edge to attract investment, enable businesses in rural areas to be created and reduce out commuting as more people work from home |
| <b>MORE INFORMATION</b>     | EDT Service Plan   |

|                     |  |
|---------------------|--|
|                     | <b>SUPERFAST ESSEX PHASE III</b>   |
| <b>ACTIONS</b>      | Investment of £500k into Superfast Essex Phase III programme   |
| <b>LEAD / OWNER</b> | Economic Development Team (EDT)  |
| <b>BUDGET</b>       | £500k capital investment approved (total investment of £5m including Essex County Council (Superfast |

|                             |   |
|-----------------------------|---|
|                             | Essex), Broadband Development UK (BDUK) and Gigaclear)  |
| <b>PARTNERS</b>             | Superfast Essex, BDUK & Gigaclear   |
| <b>OUTCOMES FOR SUCCESS</b> | 41,900 (98%) premises (homes and businesses) to have access to fibre superfast broadband by end of 2019   |
| <b>BENEFITS</b>             | Help to improve competitive edge to attract investment, enable businesses in rural areas to be created and reduce out commuting as more people work from home |
| <b>MORE INFORMATION</b>     | <a href="http://www.superfastessex.org/">http://www.superfastessex.org/</a><br>EDT Service Plan   |

|                             |   |
|-----------------------------|---|
|                             | <b>JOINT DIGITAL INFRASTRUCTURE STRATEGY</b>  |
| <b>ACTIONS</b>              | Creation of joint digital infrastructure strategy across West Essex and East Herts  |
| <b>LEAD / OWNER</b>         | Economic Development Team   |
| <b>BUDGET</b>               | Existing West Essex Alliance funds  |
| <b>PARTNERS</b>             | West Essex and Eastern Hertfordshire local authorities<br>Superfast Essex<br>Private sector infrastructure providers including BT Openreach, Gigaclear<br>key public sector service delivery partners such as the West Essex CCG, Princess Alexandra Hospital, Harlow and Public Health England |
| <b>OUTCOMES FOR SUCCESS</b> | Draft strategy completed by April 2018  |
| <b>BENEFITS</b>             | Help to improve competitive edge to attract investment, enable businesses in rural areas to be created and reduce out commuting as more people work from home   |
| <b>MORE INFORMATION</b>     | EDT Service Plan  |

## Transport

The draft Uttlesford Local Plan sets out a range of transport proposals that support existing businesses, three new Garden Communities and facilitate other development within the district. An extensive transport evidence base supports these proposals covering a balance of provision including public transport, and improvements to highway, cycling and pedestrian provision.

Additionally there are a number of strategic transport investments which need to be addressed in the longer term to maintain and improve the competitiveness of the district and surrounding region. In each case the district needs to work with key partners to bring forward transport solutions and the Action Plan identifies a number of priorities for further work.

|                             | <b>STRATEGIC TRANSPORT IMPROVEMENTS TO SUPPORT THE LOCAL AND REGIONAL ECONOMY</b>  |
|-----------------------------|--|
| <b>ACTIONS</b>              | Support feasibility studies and modelling;<br>Promote the case for funding participating with partners in bidding rounds where appropriate.  |
| <b>LEAD / OWNER</b>         | Economic Development Team  |
| <b>BUDGET</b>               | Within approved budgets.   |
| <b>PARTNERS</b>             | Essex County Council, Highways England, Network Rail, Department for Transport, Abellio, Manchester Airports Group, London Stansted Cambridge Consortium,  |
| <b>OUTCOMES FOR SUCCESS</b> | Approved scheme, timetable and identified funding by March 2021 for the following transport priorities: <ul style="list-style-type: none"> <li><input type="checkbox"/> M11 Junction 8 Major Scheme Improvements to support strategic development in Uttlesford and neighbouring districts beyond 2033;</li> <li><input type="checkbox"/> A505 Corridor Improvements and associated study work for major improvement to support strategic housing and employment growth in Uttlesford and neighbouring districts;</li> <li><input type="checkbox"/> West Anglia Mainline – Four Tracking to support economic growth in the London, Stansted and Cambridge corridor;</li> <li><input type="checkbox"/> Enhanced Public Transport Links (including possible light rail or rapid transit) between Stansted Airport and Braintree linked to proposed Garden Communities to support economic growth in Uttlesford and neighbouring districts.</li> <li><input type="checkbox"/> Long term major improvements in Saffron Walden</li> <li><input type="checkbox"/> Air Quality Management Area measures in Saffron</li> </ul> |

|                         |  |
|-------------------------|--|
|                         | Walden<br><input type="checkbox"/> Cycling and Walking Schemes |
| <b>BENEFITS</b>         |  |
| <b>MORE INFORMATION</b> | EDT Service Plan   |



## **Monitoring Progress and Reviewing Future Action**

This Economic Development Strategy provides the headline actions that the council will focus on to deliver sustainable business growth. Behind the headline actions a sustainable growth delivery plan will be created setting out how the actions will be delivered and performance measured.

The actions in the growth delivery plan will specify what will happen, how, when and who is responsible for delivery. These will be updated and reviewed regularly to allow performance and progress to be monitored.

We will measure progress via a series of headline and project performance indicators. The goal is to achieve sustainable improvement in each of the types of identified growth. We are committed to driving these types of growth, success will be measured with clear and transparent SMART measures and we will review progress on a six monthly basis.

Changes in the wider economic environment will necessitate review and updates in the measures to ensure that priorities are delivered flexibly and dynamically.

## Budgetary Implications Summary

The budgetary implications of the three year strategy are set out below. The first year budget for strategy is forecast with a high degree of confidence. Years two and three are estimates and subject to change, for example a number of the actions in year one are research that will lead to action in years two and three where the action is not yet known. There are however a number of ongoing actions identified as part of the years two and three budget.

### 1. 2018-19

#### Revenue budget £104k

Types of growth £5k

- Baseline data and targets £5k

Key Sectors

Visitor Economy

- £4k Visit Cambridge
- £3k Visit Essex
- £1k Saffron Walden Marketing Group
- £1k Great Dunmow & Stansted Marketing Group
- £25k Saffron Walden BID / Town Team
- £10k Potential BID
- £10k Great Dunmow Town Team
- £1k Stansted Mountfitchet Business Forum / Parish Council

Rural Economy

- £5k for research into sector
- £5k Eastern Plateau administration support charge

Life Sciences, Research and Innovation

- £5k for research into sector

Provision of Business Support and Advice

- £2k Annual Business Breakfast
- £4k Uttlesford Business Awards
- £3k Uttlesford Business Directory

London Stansted Airport Location

- £5k for research into location

Proposed garden communities

- £5k initial development of economic strategies

#### Connectivity

- £10k Mobile communications study

#### **NNDR Budget £60k:**

- Business Development Rate Relief Scheme £60k

#### **Capital budget £600k:**

##### Infrastructure £600k (approved)

- £500k Superfast Essex Phase III (expenditure 2018 / 2019)
- £100k Closing the last 2% gap (expenditure 2020)

## **2. 2019-21**

#### **Revenue budget £236k (£118k p.a.)**

##### Proposed garden communities £30k p.a.

- £30k Continued development and implementation of local economic strategies for each of the (proposed) new garden communities (£10k each)

##### Key Sectors £42k p.a.

- £10k for research into 2 additional target sectors (£5k each sector)

##### Visitor Economy (includes town centres)

- £5k Visit Cambridge
- £3k Visit Essex
- £5k Saffron Walden Marketing Group
- £5k Great Dunmow & Stansted Marketing Group
- £30k Potential BID development
- £10k Follow up actions

##### Rural Economy

- £10k Follow up actions

##### Life Sciences, Research and Innovation

- £10k Follow up actions

## **NNDR Budget £120k (£60k pa)**

- £60k Business Development Rate Relief Scheme

### **Capital budget:**

Connectivity

Mobile infrastructure investment – dependent on technical study to be conducted

## **REFERENCES**

Commercial Workspace Review 2015

NOMIS Uttlesford Profile 2017

Uttlesford Local Plan (adopted 2005)

Uttlesford Regulation 18 Draft Local Plan 2017

Uttlesford Housing Strategy 2016 – 21

LGA Peer Challenge

London Stansted Airport Sustainable Development Plan 2015

London Stansted Cambridge Consortium Growth Commission 2016

Essex Economic Commission 2017

Life Sciences Industrial Strategy 2017

Clean Growth Strategy 2017

Digital Strategy 2017

## Appendices

### STAKEHOLDER ENGAGEMENT

There have been three stages of stakeholder engagement in the preparation of this Strategy:

1. District Council Officers' Workshop and Questionnaire
2. Business Breakfast on 20 September 2017
3. Stakeholder Interviews

The feedback from this engagement has been as follows.

#### 1. District Council Officers' Workshop and Questionnaire

On 2 August 2017 a workshop was held with fifteen senior officers in the District Council. A discussion took place about how best to achieve sustainable business growth.

The workshop recognised that both superfast to ultrafast broadband is vital without gaps and with high quality provision in towns and rural areas. Similar excellent connectivity is needed in wireless and mobile telephony.

The proposed Garden Communities have the potential for great business opportunities with possible business hubs in each settlement. The Unique Selling Point for each place will be important. Also business advice and networking would also support new businesses in the new settlements.

Infrastructure constraints, especially in transport provision, were highlighted as a priority for action including improvements in railway routes (both in existing lines and the scope for a new light rail/tram link to Stansted Airport).

Strategic priorities should include support for town centres, and tourism. Other topics for action included more local procurement of services, staff training to improve officer understanding of business needs and issues, specific advice for businesses (eg rural diversification), improvements in practice on approaches to enforcement, and developing the marketing arrangements for Chesterford Research Park.

Key Council Services were also requested to complete a questionnaire. The purpose of the questionnaire was to explore the extent of 'business friendliness' within the Council and to identify further actions that are needed to promote sustainable business growth. A response was provided by 12 separate District Council services and in ten of these functions it was not planned to undertake any business orientated training. There is clearly an opportunity to address this issue.

Other points not previously raised in the workshop included opportunities to develop the offer at the Saffron Walden Museum, support for the Business Improvement

District initiative, a new business information pack about Council services, scope to work more effectively with businesses at Stansted Airport.

## 2. Business Breakfast on 20 September 2017

On 20 September a Business Breakfast took place at the Novotel Hotel at Stansted Airport. About 70 delegates attended the event and each business was asked to identify what issues need to be addressed to enable their business to thrive. Additionally delegates were invited to prioritise the themes from the emerging Economic Development Strategy.

There was a good deal of agreement about the top priorities for business and these are:

- Digital Connectivity
- Transport Infrastructure
- Availability of Commercial Land and Property

More specifically on digital connectivity it was recognised that 4G and 5G mobile telephony provision is important and suggestions included meshing 5G and wifi. Concern was expressed that broadband upgrade programme need to be sustained in the long term. It was felt that there is a big opportunity to support more home based businesses and home working.

Transport Infrastructure improvements included Junction 8 of the M11 Motorways, widening of the M11 Motorway between Junctions 8 and 9 (and a new junction); four tracking of the West Anglia mainline, more railway stations, a multi storey car park at Swan Meadow Saffron Walden, more car parking at railway stations, better bus services, further transport links to Stansted Airport, a rail link along the old 'Flich' Railway line, and better cycling links.

Commercial land and property included a suggestion to allow businesses to use premises overnight, provide business incubation centres, a hot desking centre for creative work spaces, meeting places and hubs in the new Garden Communities, need for commercial 'grow-on' space for retail and offices, and a suggestion for a business hub in every community – like a corner shop in every neighbourhood.

### **Interviews with stakeholders**

Invest Essex

Harlow District Council

Essex Chambers of Commerce

Essex County Council