

**Economic Development Recovery Delivery Plan – Year 3 – 2023/24**

Priority 1 Business Engagement and Support					
Objective 1.1 - Support businesses already located in Uttlesford district					
Task	Responsibility	Target	UDC ED Staff Resources	Cost to Business Recovery Fund	External Funding
Engage and support business networks and individual businesses 1 – 2 – 1 contact by telephone / email.	All Business Support Officers (Business Support Officers)	Evidence of regular contact with business networks inc. SWBID, GDTT, SBF, SACC and email contact via <a href="mailto:businesses@ttlesford.gov.uk">businesses@ttlesford.gov.uk</a> in 2023/24	1 permanent Business Support Officer  2 Business Support Officers - on fixed term contracts	£95,000	
Referrals to specialist business support agencies, including BEST Growth Hub, Backing Essex Business and others	Business Support Officers	No. referrals made to specialist business support agencies in 2023/24	Existing	None	
Place based business support activity pilot and evaluate impact	Business Support Officer	Evaluation of pilot to determine if any additional places are targeted	Existing		
Delivery of business survey to identify current needs of local businesses. and what businesses need to address climate change issues and how ED can support them	Business Support Officer	Business survey completed by end Dec 2022, Agreed actions added to this Delivery Plan	Existing	£10,000	
Deliver Annual Business Breakfast as part of programme of events including business awards	Economic Development Manager	Delivery in March 24	Existing	£7,000	
Deliver "Business4Uttlesford" meetings across district on a quarterly basis with Cllr Reeve in attendance	Economic Development Manager	Quarterly meetings held, starting in October 2022	Existing	£2,000	
Sponsorship of and attendance at Check-in@stansted with LoCase and BEST Growth Hub	Business Support Officer	Postponed until 29 June 2023	Existing	£2,000 paid in 2021/22	
Support for new business networks in places where no active network exists		Link to forums?		£5,000	
Continue to lobby for cardboard recycling service in Uttlesford district as this is an important issue for many businesses causing much complaint and concern.	Economic Development Manager	UDC to provide a waste recycling service for commercial customers	Existing		
		<b>TOTAL 2022/23</b>	<b>Approx</b>	<b>£119,000</b>	

Objective 1.2 - Support businesses in sectors hardest hit by the COVID-19 pandemic					
Task	Responsibility	Target	UDC Resources	Cost	External Funding
<b>CPDP Active place maker for our towns and villages</b> <b>5f Work with the airport to increase local airport-based employment opportunities</b>					
Effective re-engagement with the airport, developing relationship and offering support	Economic Development Manager	Build relationship and offer support	Existing		
<b>CPDP Active place maker for our towns and villages</b> <b>5b Increase tourist spend</b>					
Ensure maintenance of the "Discover Uttlesford" website, and monitor the usage of the site. Make changes as required to reflect learnings from monitoring data	Business Support Officer	Website updated during the year to reflect seasonal changes and in response to monitoring data.	Existing	£2,500	
Deliver tourism marketing campaign targetting both Uttlesford residents, via social media, and visitors from up to 2 hours drive away	Business Support Officer	1.Targeted print advertisiing to target visitors from up to 2 hours drive away. 2. Delivery of social media targeting local residents	Existing	£10,000.00	
Digital trails added to discover app - working with health colleagues in Communities Team	Business Support Officer	No. trails added to app		£5,000	
Deliver competitions across district to engage local residents, to promote the district and for use on the website and app.	Business Support Officer	1. Delivery of photo competition in Summer 2023. 2. Winter 2023	Existing	£1,000 for two competitions	
Continue to grow Discover Uttlesford photo library	Business Support Officer	Increase number of photos in the library.	Existing	£2,000	
Encourage all UDC Members and staff to use photos of the district as background to virtual meetings by providing a library of seasonal photos to support the Discover Uttlesford campaign.	Business Support Officer	Promote the use of the photos to Members and staff.	Existing		

<b>CPDP Active place maker for our towns and villages</b>					
<b>5b Increase tourist spend</b>					
Be an active member of Visit Essex	Business Support Officer	Ongoing			£2,260
Keep Visit Essex website up to date with Uttlesford events / venues etc.	Business Support Officer	Ongoing until 31/3/23	Existing		
Plan for sustainability of tourism work inc website and app management	Business Support Officer				
Build awareness of the Ride London event and the benefits of participation to appropriate local businesses	Business Support Officer	No. businesses whose membership was upgraded.	Existing		
Commission Destination Research to provide 2022 Value and Volume report for Uttlesford district	Business Support Officer	Report to establish state of tourism sector in 2021	Existing		£1,450
Work with internal colleagues on the development of a Cultural Strategy following work for the Cultural, Arts and Creativity Baseline assessment which was produced in 2021/22	Economic Development Manager	Cultural Strategy in place and future actions identified.	Existing		
Review brown road signs, rationalise, ensure sense and appropriate signs are in place	Business Support Officer	Review of existing signs and costed plans for any future changes in place.	Existing		
Organise and deliver "Showcase Uttlesford" event to celebrate the best of the district's tourism, retail and hospitality sectors	Business Support Officer	Delivered in June / July 23	Existing		£4,000
		<b>TOTAL</b>	<b>Approx</b>		<b>£27,210</b>

<b>Objective 1.3 - Foster the development of existing town centres as vibrant locations for business and leisure</b>					
<b>Task</b>	<b>Responsibility</b>	<b>Target</b>	<b>UDC Resources</b>	<b>Cost</b>	<b>External Resources</b>
<b>CPDP Active place maker for our towns and villages</b>					
<b>5a Protect and grow our town centres as economic hubs</b>					
Launch and manage the High Street Premises Enhancement Fund while funds are available	Business Support Officer	Fund open for applications until all funds are awarded	Existing	£40,000	
<b>MASTERPLANNING</b>					
Saffron Walden	Economic Development Manager / Business Support Officer	Master planning consultants commissioned and work underway	Existing	£50,000	
Great Dunmow	Economic Development Manager / Business Support Officer	Master planning consultants commissioned and work underway	Existing	£50,000	
Stansted Mountfitchet				£50,000	
Attendance at Safety Advisory Group meetings for events in town centres as required	Business Support Officer	Attendance at meetings as required	Existing		
Membership of the DIZ Special Interest Group for High Streets	Economic Development Manager and Business Support Officer	Delivery of DIZ SIG Action Plan - collection of town centre data, digital tech in car parks, online platforms, place making apps	Existing		
Attendance at UK Innovation Corridor High Streets Forum	Economic Development Manager and Business Support Officer	Ongoing attendance at meetings	Existing		
Monitor HUQ footfall data	Business Support Officer	Reports identifying matters of interest to be produced.	Existing	20,000	
Research into other data streams that would support the town centres which may include spend data.	Business Support Officer	Identifiacion of additional data streams	Existing		
Investigate the potential for a multi-user studio/retail space in Saffron Walden.	Economic Development Manager	A plan is in place to establish a multi-user studion / retail space.	Existing		
<b>DAY TO DAY SUPPORT / EVENTS</b>				20,000	

<b>CPDP Active place maker for our towns and villages</b>					
<b>5a Protect and grow our town centres as economic hubs</b>					
<b>Saffron Walden</b>					
Support SWBID					
Support SWBID in preparation for ballot for 2nd term					
<b>Great Dunmow</b>					
Support Great Dunmow Town Team					
Great Dunmow market - signage and promotion	Business Support Officer	New signage in place and promotional campaign delivered			
Support events in Great Dunmow					
<b>Stansted Mountfitchet</b>					
Support Stansted Business Forum					
Attendance at Economic Development Working Group / SBF	Business Support Officer				
Support events or other initiatives					
		<b>TOTAL - TOWN CENTRES</b>		<b>£230,000</b>	
<b>CAR PARKS</b>					
<b>CPDP Active place maker for our towns and villages</b>					
<b>4b Implement programmes to reduce airport related village fly parking</b>					
Deliver agreed actions from car park review including income generation opportunities and energy generation opportunities	Business Support Officer	Actions plan in place by end Sept 2022. agreed actions completed by end March 2023	Existing		? Balance of £80k to fund TROs?
NEPP performance management meetings at least quarterly	Economic Development Manager	Attendance at scheduled SLA bi-monthly performance meetings	Existing		
Day-to-day management of the car parks, including maintenance, appearance and ease of use.	Business Support Officer	Officer in post	Business Support Officer works 18.5 hours per week on fixed term contract until 28/2/2023	£25,000	
Deliver the planned upgrade of ticket machines in Council's car parks	Business Support Officer	Upgrade of all car park ticket machines completed by 31/03/2023	£92k capital monies set aside to cover costs.		
Promotion of MiPermit app to purchase car park tickets	Business Support Officer	Increase in number of MiPermit ticket sales as % of total pay and display ticket sales		£2,000	

<b>CPDP Active place maker for our towns and villages</b>					
<b>4b Implement programmes to reduce airport related village fly parking</b>					
Car park incentives promotions through MiPermit	Business Support Officer				
Black Friday car park promotion to support town centres	Business Support Officer	Free or reduced car parking in town centres on Black Friday or that weekend. A report to be submitted in september with options.		Loss of income	
Tariff board upgrades and refresh following tariff review	Business Support Officer	As part of Car Park Review actions			
Regular inspections of car parks and risk assessments completed	Business Support Officer	As part of Car Park Review actions			
Evaluate TRO applications in Aug / Sep 2022	Business Support Officer	Applications evaluated for decision-making ar October NEPP JMC meeting	Existing		
Town centre maps inc way finding, signage in car parks	Business Support Officer	New signage installed in key car parks	Existing	£10,000	
	<b>TOTAL - CAR PARKS</b>			<b>£37,000</b>	
	<b>TOTAL - TOWN CENTRES + CAR PARKS</b>		<b>Approx</b>	<b>£267,000</b>	

**Objective 1.4 – Support business start-ups and pre-starts.**

<b>Task</b>	<b>Responsibility</b>	<b>Target</b>	<b>UDC Resources</b>	<b>Cost</b>	<b>External Funding</b>
Launch and deliver Business Start-Up Grants	Business Support Officer	No. grants awarded	Existing	£25,000	
Update Business Start-Up Guide as required and distribute to business start-ups and pre-start-ups	Business Support Officer	Guide produced by 30/7/2021	Existing		
Send Business Start-up guide and covering kletter to all new enterprises listed by Banksearch on their monthly return	Business Support Officer	Info sent to all business start-ups from 1/4/2023	Existing	£1,000	
Pop up shops and market stalls, including craft, teenage, artisan, new businesses	Business Support Officer	Delivery of a programme of markets across the district, incorporating business support services and cost of living advice for residents	Existing	£20,000	

The Rebel Business School after expiry of NEEB project	Business Support Officer	1 week online or face to face course delivered in the district	Existing	£20,000	
Incubator hubs and wraparound business support	Economic Development Manager				
Organise and deliver Business Start-Ups Week, with events, training and opportunities to start a business	Business Support Officer	Start-Up in September week	Existing	£2,000	
		<b>TOTAL</b>		<b>£68,000</b>	

**Objective 1.5 – Work with partners to ensure the residents and businesses across the district benefit from the delivery of superfast broadband**

Task	Responsibility	Target	UDC Resources	Cost	External Funding
<b>CPDP Champion for our District 1f Work with ECC and hold them to account to deliver rural superfast broadband in our district</b>					
Monitor the delivery of the Gigaclear full fibre to the premises contract	Economic Development Manager	Contract expiry date is now 30/4/2023. Target of 95.6% of premises have at least superfast broadband available	£500,000 contract contribution – previously agreed		
Work with ECC to identify potential solutions for the remaining 5% who will not have access to at least superfast broadband by the end of March 2023	Economic Development Manager	Identify number and location of premises without access to superfast broadband by end 2023. Identify available options.		Capital previously approved £100,000 Revenue £10,000	ECC / SFE / Digital Connectivity Strategy
Attendance at Digital Essex Steering Board in order to increase availability of high-speed gigabit broadband in the district.	Economic Development Manager	Quarterly meetings	Existing		
Collaborative working within the Essex + Herts Digital Innovation Zone (DIZ) to ensure local residents and businesses enjoy maximum benefit from superfast / gigabit broadband installation	Economic Development Manager	Development and delivery of DIZ plans	Existing	£10,000	
Attend 5G and mobile telephony planning meeting in August 2022 and report back.	Economic Development Manager	Identified current position and future options	Existing		
Increase availability of high-speed gigabit broadband in the district	Economic Development Manager input through Digital Essex Steering Board		Existing		
Deliver "Uttlesford Digital Boost Week" to include free workshops sessions on video production, social media support, website development and digital marketing and a linked grant scheme	Business Support Officer	Uttlesford Digital Boost Week held with grant programme launched and training offered to participants - Oct - Nov 2023	Existing	£40,000	
Promote CVSU Digital inclusion project					
		<b>TOTAL</b>	<b>Approx</b>	<b>£60,000</b>	

Priority 2 – Information, Advice and Guidance					
Objective 2.1 – Promotion of national, regional, county and local initiatives					
Task	Responsibility	Target	UDC Resources	Cost	External Funding
Keep Council's business website up to date <a href="http://www.uttlesford.gov.uk/business">www.uttlesford.gov.uk/business</a> to ensure that all Council departments that work with local businesses provide quality 'of the moment' information with communication that is easy to access, relevant and helpful.	Business Support Officer working with all UDC departments whose work impacts on local businesses	Refresh of website completed to reflect "new normal" and needs of local businesses by 30/9/2021	Existing		
Ensure that <a href="http://www.uttlesford.gov.uk">www.uttlesford.gov.uk</a> resident website has appropriate information and links to assist any resident to develop skills, start or run a business.	Business Support Officer	Evidence of relevant information included on UDC resident website	Existing		
Produce a series of informative e-newsletters .	Business Support Officer working with UDC Communications Team	Minimum of 12 e-newsletters during the year	Existing		
Use social media and press releases to disseminate information as widely as possible	Business Support Officer working with town / parish councils	Evidence of use of social media and press releases to disseminate appropriate and relevant information	Existing		
Work with town / parish councils and village groups to disseminate communications as widely as possible. Currently 3 parish magazines receive materials directly from UDC to disseminate through their local media routes.	Business Support Officer / Ward Members	To increase number of parish magazines that directly receive information from UDC to disseminate via local magazine, social media groups etc. by 31/3/2023	Existing		
Promote our initiatives via social media advertising - place based and thematic					
		<b>TOTAL</b>		<b>£ZERO</b>	



Objective 2.2 Provision of information, advice and guidance to local businesses, start-ups and potential businesses					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Updated Business Support Guide up for distribution with business rates bills	Business Support Officer	No. Business Support Guides posted out with Business Rates bills in March 2022	Existing		
Updated business support newsletter sent out with Council Tax bills, particular focus on home-based businesses and business start-ups	Business Support Officer	No. Business support newsletters posted out with Council Tax bills in March 2022	Existing		
Business Start-Up Guide produced and promoted as part of the business start-up actions included in see Objective 1.4	Business Support Officer	Guide produced and available through website and advertised through communications channels	Existing		
Pilot business support place based and evaluate					
		<b>TOTAL</b>		<b>£ ZERO</b>	
Priority 3 – Skills and Training					
Objective 3.1 – Provision and promotion of initiatives to support local residents into work					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Promote all projects that offer support to unemployed and economically inactive residents including transitions, Touchpoint and other community hub projects	Economic Development Manager	Evidence of promotional activity	Existing		
Promotion of relevant Jobs and Apprenticeships Fair	Business Support Officer	Evidence of promotional activity	Existing		ECC Skills Commissioner leading
Work with partners (Harlow DC, Tendring DC, ECC, DWP) to provide HGV driver training project	Economic Development Manager	13 HGV drivers successfully completed training. Funds per resident.	Existing	£30,000 allocated in previous year plan	
Promotion of job opportunities	Business Support Officer				
		<b>TOTAL</b>		<b>£ZERO</b>	

Objective 3.2 Promote and support initiatives to help young people into work					
Task	Responsibility	Target	UDC resources	Cost	External resources
Promotion of apprenticeships schemes to help people back into work	Business Support Officer	Evidence of promotional work	Existing		
		<b>TOTAL</b>		<b>£ZERO</b>	
Objective 3.3 Promotion of skills and training initiatives, including digital skills					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Promotion of Essex Opportunities and SELEP's South East Skills websites which contains all training and skills offers	Business Support Officer	Evidence of promotional activity by 31/3/2023	Existing		
		<b>TOTAL</b>		<b>£ZERO</b>	
Priority 4 - Creating Jobs / Inward investment					
Objective 4.1 Support the sustainable growth of existing businesses					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
Refresh the Business Development Business Rates Discount Scheme to support the sustainable growth of existing businesses	Economic Development Manager	Scheme in place  No. applicants 2023/24	Existing - £60,000 from Economic Development Reserves		
Monitor activities and performance of the Prosperity Neetwork to determine if there is value in joint working or delivery of events in the district.	Business Support Officer	Evaluate value of collaborative working	Existing		
Organise and deliver "Business Growth Week" to promote growth initiatives and provide support and advice.	Business Support Officer		Febraury 2024		
Launch and deliver Business Growth and Productivity Fund	Business Support Officer	No. grants supporting business growth in the district	Existing	£45,000	
		<b>TOTAL</b>	<b>Approx</b>	<b>£45,000</b>	

Objective 4.2 Increase inward investment					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
CPDP Active place maker for our towns and villages 5c Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks, industrial areas, and start-up hubs					
CPDP Active place maker for our towns and villages 5d Support the expansion and promotion of key relevant employment sectors for the district					
Develop an Economic Development Strategy to cover the period 2024 - ? identifying key employment sectors in the district	Economic Development Manager				
CPDP Active place maker for our towns and villages 5e Work with partners to promote the economic opportunities of the UK Innovation Corridor (previously known as London - Cambridge Innovation Corridor), Stansted Airport and our main transport corridors					
Membership of the UK Innovation Corridor	Economic Development Manager	Ongoing participation	Existing	£10,000p.a.	
Active participation in Innovation Core,	Economic Development Manager	Ongoing participation	Existing		
Keep the Innovation Core – prospectus and website up to date with available commercial land and development opportunities in Uttlesford district and trade shows	Economic Development Manager	Prospectus and website kept up to date	Existing		
Investigate the value of establishing an Uttlesford inward investment website linked to the Innovation Core website	Economic Development Manager				
Ensure commercial land is identified in the Local Plan	Economic Development Manager	Ongoing collaboration with Local Plan Team to include commercial land	Existing		
Continue to build business case for business incubator hubs potentially suitable locations, and ensure inclusion in Local Plan	Economic Development Manager	Ongoing collaboration with Local Plan Team to include commercial land, start up units.	Existing		
		<b>TOTAL</b>		<b>£10,000</b>	

Priority 5 – Creating a “greener” local economy					
Objective 5.1 Support local businesses to address Climate Change issues					
Task	Responsibility	Target	UDC Resources	Cost	External Resources
<b>CPDP Progressive Custodian of our Rural Environment</b> <b>1h Recognise the district's "greenest" businesses and developers</b>					
Survey local businesses to identify what they need to address climate change issues, and what UDC could do to help and support.	Business Support Officer	Green business survey completed	Existing	As part of business survey	
Deliver Go-Green green business awards - March 24	Business Support Officer		Existing		
Promote LoCase – grants programme for green projects – expiry June 2023	Business Support Officer	Evidence of promotion	Existing		LoCase grants - max grant is £10,000
Launch and promote Environmental Sustainability Fund for businesses after expiry of LoCase and in collaboration with Climate Change Team	Business Support Officer	Launch and delivery of Fund	Existing		
Work with Climate Change Team to identify projects to support local businesses go green, go greener or start a new green business	Business Support Officer	Development and deliver of agreed projects			
Work with partners to deliver the Air Quality project in Saffron Walden	Business Support Officer	Business Engagement, communications, Zero emission deliveries, E-cargo bikescommunity hire scheme (Audley End and Great checterford rail stations), town centre parking, energy audits	Existing		£500,000 funding for project. Project management team will lead on most projects
Attendance at Big Green Expo in April 2023, with Climate Change Team	Business Support Officer	Attendance and engagement with Uttlesford businesses who are attending	Existing staff resources		
Promote the Essex Climate Action Commission Action Pack for businesses	Business Support Officer				
Organise and deliver "Go Green Uttlesford" event to bring together businesses with advisers and support projects	Business Support Officer				
		<b>TOTAL</b>		<b>£45,000</b>	

<b>Objective 5.2 Support the growth of businesses to maximise the opportunities of the green economy</b>					
<b>Task</b>	<b>Responsibility</b>	<b>Target</b>	<b>UDC Resources</b>	<b>Cost</b>	<b>External Resources</b>
Promotion of Essex Retrofit Academy and their services to incentivise local businesses to become approved to deliver retrofitting services	Business Support Officer	Evidence of promotinal activity	Existing		
		<b>TOTAL</b>		<b>£ZERO</b>	
<b>Objective 5.3 – Research and develop plans to grow the green economy in Uttlesford</b>					
<b>Task</b>	<b>Responsibility</b>	<b>Target</b>	<b>UDC Resources</b>	<b>Cost</b>	<b>External Resources</b>
Evaluate proposals identified in University of Cambridge students' report - listed at the end of this section*	Economic Development Manager		Existing		
Promote the iConstruct project re: new methods of construction	Business Support Officer	Evidence of promotional work	Existing		
		<b>TOTAL</b>		<b>£ZERO</b>	