

# Public Document Pack



## Supplementary Agenda

Dear Councillor

### **ECONOMIC DEVELOPMENT COMMITTEE - THURSDAY, 10TH MARCH, 2016**

I am now able to enclose, for consideration at the next Thursday, 10th March, 2016 meeting of the Economic Development Committee, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>
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- |    |   |
|----|---|
| 5. | <b><u>Appendix A to Annual Report - 2015/16 Achievements and Future Plans</u></b><br><b>(Pages 3 - 6)</b> |
| 7. | <b><u>Refresh of Economic Development Strategy</u></b> <b>(Pages 7 - 18)</b>                              |

Yours sincerely



Head of Paid Service

Encs



## Apprentice Success Story

### Ben Stookes – The Apprentice

Brentwood Council is engaged in a large transformation programme, and a major part of this is technology change. The ICT team needed to expand



resources in a cost effective manner. Already having a good track record with apprenticeships, with a previous apprentice moving onto a successful career with a private company, it was felt that this would be another positive step forward for the Council and also give a young person a great opportunity.

We partnered with Basildon ITEC college to source candidates, hold interviews and appoint. Ben stood out from the start. He had basic IT skills previously learnt at school, but when leaving school decided to work in the family business. When he saw this opportunity he decided to take a complete change in career, seeing that the apprenticeship scheme would offer great work experience and excellent opportunities formal qualifications.

### Our Training Partner

Basildon ITEC is the college that supports us with the apprenticeship scheme. During Ben's level2 training they were responsible for learning support using regular meetings with an assessor and attendance from individual IT team members. These were used for checking up on progress, ensuring that not only Ben was progressing, setting realistic goals, but also to ensure that Brentwood Borough Council was also supporting him and providing a safe and suitable working environment. In addition to basic office education and Health & safety in the workplace ITEC were also responsible for providing formal training and examination centre. We are very pleased to report that during Ben's first year with us he has gained:

#### **1<sup>st</sup> Year**

#### **Level 2 Diploma in ICT Professional Competence**

- CompTIA A+
- Microsoft Technology Associate (MTA) – Networking Fundamentals

- Microsoft Technology Associate (MTA) – Windows Server Administration Fundamentals
- ITIL Foundation Certificate

We are also pleased to further report that Ben has agreed to stay on with us and carry on with his level 3 apprenticeship and further formal qualification.

## **2<sup>nd</sup> Year – (currently being studied)**

### **Level 3 Diploma in ICT Professional Competence**

- CompTIA Network +
- Microsoft Certified Solutions Associate (MCSA): Windows 8 - 2 Exams
- Microsoft Certified Solutions Associate (MCSA): Windows Server 2012 - 3 Exams

### **Why Ben was interested in the apprenticeship**

*“I always had an interest in the IT industry but never had the opportunity to work in this sector. When I saw the advertisement for the job online I applied not expecting to be successful, due to only school experience in IT. Brentwood Borough Council gave me a fantastic opportunity to join an exciting and fast paced industry that I now work in. So far I have gained a great amount of work experience and also the professional qualifications to go with this. My team have helped me every step of the way and have passed on so much knowledge to myself, I couldn't ask to be in a better department. Colleagues around the building have also made me feel very welcome and it always feels great to hear feedback from them after completing a task. I look forward to the remainder of my apprenticeship and hope to study and learn as much as possible while at this fantastic and friendly organisation.”*

### **The benefits of the apprenticeship**

- The benefits to an apprentice is allowing a young person the opportunity to embark on a complete career change. The apprenticeship scheme allows the candidate to gain excellent work experience in real world situation, but apprentices will only grow in knowledge and skills if they put the effort in.
- The benefits to Brentwood Council are growing its work force in a cost effective manner, succession planning, reputation, opportunities for young people and bringing in new and fresh ideas.

### **Ben's role now**

Ben Stookes is now a vital part of the ICT team. We have not given him an easy time and have expected a lot, but we have had much in return. He is at the stage where he is trusted to deliver work to a very high standard involving problem solving, dealing with third parties, team support, technical

configuration and customer support. He has learnt good communication skills and is popular with all departments. The success is down to:

- formal training to give confidence in IT knowledge
- appropriate work experience within a nurturing team environment that understood that the time invested would enable the whole team to reap the rewards
- the correct attitude and commitment from Ben to succeed.

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**10 March 2016**

## **Economic Development Committee**

### **Revised Economic Development Strategy Work Plan 2016**

**Report of:** *Anne Knight, Economic Development Manager*

**Wards Affected:** *All*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 This report presents a draft of the Borough Council's Economic Development Strategy Work Plan and outlines potential future objectives and initiatives for 2016 onwards. These are put forward to promote discussion and facilitate debate.

#### **2. Recommendation(s)**

##### **The Committee:**

- 2.1 Notes the draft Economic Development Strategy Plan for 2016**  
**2.2 Agrees to establish a cross-party working group to prepare and recommend an agreed revised Economic Development Strategy. This group will comprise 4 Conservatives, 2 Lib Dems and 1 Labour. The group will be chaired by Cllr John Kerslake.**

#### **3. Introduction & Background**

- 3.1 The current Brentwood Economic Development Strategy was published in December 2014 and forms a vital part of the integrated strategic approach of the Council and its partners, bringing together key strategies and delivery plans for economic growth. This is supported by the Brentwood Draft Local Plan, Brentwood Housing Strategy and the Borough's Infrastructure Delivery Plan. In addition, work is now underway to produce a Brentwood Town Centre Action Plan, which will help set economic aims on how to enhance our vibrant and successful Town Centre.
- 3.2 Following the recent publication of the Brentwood Draft Local Plan (January 2016) and the new Corporate Plan "Vision for Brentwood" 2016-

2019, a revised Economic Development Strategy Work Strategy is required to ensure strategic alignment.

- 3.3 A draft Economic Development Strategy Plan prepared solely to aid discussion is outlined in Appendix A.

#### **4. Issue, Options and Analysis of Options**

- 4.1 Different options for delivery are considered when scoping and developing economic development proposals to address the objectives of the Economic Development Strategy and where necessary a recommendation for the preferred option provided.

#### **5. Reasons for Recommendation**

- 5.1 The recommendation is to agree the refresh of the Economic Development Strategy Work Plan in order that it aligns strategically with the new Corporate Plan “Vision for Brentwood” and the Brentwood Draft Local Plan. The objectives and initiatives proposed support and drive forward the Economic Development priority of the Council’s Corporate Plan and the Economic Prosperity priorities of the Draft Local Plan.

#### **6. Consultation**

- 6.1 The current Economic Development Strategy successfully underwent public consultation and has been adopted. If agreed, the refreshed Economic Development Strategy Strategy will be published.
- 6.2 Key partners and business groups for each thematic work area are consulted and engaged with project development.

#### **7. References to Corporate Plan**

- 7.1 Economic Development is a key priority to support the delivery of the Corporate Plan priorities of sustainable economic development and promoting a mixed economic base across the Borough. This ED Strategy will drive forward the objectives of :

- Business competitiveness, growth and investment
- Developing conditions for job creation and helping people develop skills and access jobs
- Promoting a mixed economy, and a particular focus on retail, leisure and commercial opportunities and the town centres and their redevelopment



- Developing a town centre action plan to link key development opportunities including William Hunter Way
- Place promotion and marketing
- Building a stronger rural economy
- Utilising Council assets to support economic growth and income generation

## 8. Implications

### Financial Implications

Ramesh Prashar, Financial Services Manager  
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- 8.1 Implementation of projects and initiatives to drive forward the refreshed ED Strategy Work Plan will utilise the annual Economic Development budget subject to budgetary approval at Ordinary Council. Where possible, external funding and resourcing will be secured to assist with delivery and minimise cost to the Council.

### Legal Implications

Daniel Toohey, Head of Legal Services and Monitoring Officer  
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- 8.2 There are no legal implications arising from this report. Legal Services are available to advise and assist in relation to detail on specific projects as these emerge.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 8.3 None

## 9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

- 9.1 None

## 10. Appendices to this report

Appendix A – Economic Development Strategy Work Plan 2016

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# Economic Development Strategy Work Plan 2016-2020

<b>Ownership</b>	
<b>Sponsor</b>	Brentwood Borough Council
<b>Lead</b>	Anne Knight
<b>Date</b>	29 February 2016



Strategic Direction		Drivers and Enablers	
Vision	Strategy Headlines	Drivers	Enablers
<p>The Borough of Brentwood will continue to be a thriving, attractive and unique destination for people to live, work and visit by protecting and nurturing its existing high quality environment, growing its prosperous local economy and fostering development which is responsive to local community needs.</p> <p>Outstanding leisure opportunities and high quality green spaces such as Thorndon and Weald Country Parks will continue to be a significant attraction. Brentwood Town Centre will expand its focus for niche shopping, quality employment and, exciting cultural opportunities, with super connectivity into London via Crossrail, making it a prime location for business start-up, development and inward investment. This combined with surrounding attractive countryside and villages will make the Borough of Brentwood a destination of choice.</p> <p>Brentwood will grow sustainably with new development supported by local services and facilities to improve quality of life and minimise any negative impacts of development</p>	<ul style="list-style-type: none"> <li>• Business competitiveness, growth &amp; investment</li> <li>• Developing conditions for job creation and helping people develop skills and access jobs</li> <li>• Promoting a mixed economy, and a particular focus on retail, leisure and commercial opportunities and the town centres</li> <li>• Place promotion and marketing</li> <li>• Building a stronger rural economy</li> <li>• Utilising Council assets to support economic growth and income generation</li> </ul>	<ul style="list-style-type: none"> <li>• Business needs and demands</li> <li>• Business growth</li> <li>• Visitor growth/spend</li> <li>• Need to Town Centre Development</li> <li>• LDP – Economic Prosperity priority</li> <li>• Inward investment</li> <li>• Increase GDP</li> <li>• Population demographics</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable leadership and expertise</li> <li>• Partnership working and negotiating shared delivery</li> <li>• Funding</li> <li>• Innovation and creativity</li> <li>• Infrastructure e.g. office space, highways, street scene, employment land</li> <li>• Quality environment and offer e.g. leisure, tourism, retail</li> <li>• Brentwood Business Directory (on-line)</li> </ul>
		Dependencies and Constraints	
		Dependencies	Constraints
		<ul style="list-style-type: none"> <li>• BBC Leadership</li> <li>• Shared delivery with partners</li> <li>• External partner funding for projects</li> <li>• Business engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Pressures on BBC finances</li> <li>• Pressure on capacity from Corporate Support functions in BBC</li> <li>• Disengagement by partners</li> <li>• Lack of capacity to bid for external funding</li> <li>• External factors e.g. policy and national/regional strategic changes, third party contractors, inclement weather)</li> <li>• Physical constraints e.g. green belt, planning law,</li> </ul>

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Appendix A

Strategic Delivery

Goals	Objectives	Strategies	Initiatives	Delivery	Vision Ref
<ul style="list-style-type: none"> <li>Business competitiveness to support the Local Plan</li> </ul>	<ul style="list-style-type: none"> <li>To increase the productivity of Brentwood Businesses</li> <li>To increase the number of businesses in the Borough</li> <li>To promote the borough as a great location to do business</li> <li>To encourage and enable business innovation and creativity</li> </ul>	<p>Continue to develop and promote business support and advice initiatives</p>	<p><b>Brentwood Business Showcase</b> To develop and organise the first ever Brentwood Business Showcase ( 2 November 2016 at Brentwood School). This project has already been approved with a budget of £10k from 2015/6 and Pro-actions UK commissioned to help with the organisations. The aim is annual event to showcase the best of business in Brentwood, provide a forum and exhibition for business networking and selling; workshops and key note speakers for learning. This will promote Brentwood as a great place to do businesses with all of the strategic projects planned.</p> <p><b>Free Business Advice Taster Workshops</b> To promote business workshops on topics such as Business Planning, Improving your sales, Marketing &amp; Social Media, Leadership and Management Practices, Time Management with partner organisation Pro-Actions Ltd UK, a business coaching company, who deliver workshops free of charge at only minimal cost to Council</p> <p><b>To promote and support the free BEST Growth Hub</b> to Brentwood business to maximize take-up of the business advice and support available which includes free training, diagnostics and funding advice.</p> <p><b>To produce and promote the Brentwood Business E-Newsletter</b> This is an online newsletter that will ensure news and information on business support events and projects is communicated to businesses .</p>	<p>2 November 2016</p> <p>April 2016 and bi-monthly thereafter</p> <p>On-going</p>	<p>Economic Development Priority</p>

			<p><b>To promote the Essex Innovation Programme</b> and its in-depth mentoring opportunities to ensure benefits to Brentwood businesses.</p> <p><b>To continue to promote Superfast Broadband</b> Working in partnership with the ECC team to deliver this initiative to ensure roll out within Brentwood Borough .</p>	Quarterly	
				On-going	
				On-going	
		To engage with businesses to understand their developmental and innovation needs and respond to this.	<p><b>Consult and survey Brentwood businesses to scope a be-spoke future BBC business support programme to address their developmental needs.</b></p> <p><b>Scope potential of brokering Knowledge Transfer Partnerships (KTPs) and other innovative support programme to businesses</b></p>	Commence July 2016	
<ul style="list-style-type: none"> <li>Developing conditions for job creation and helping people develop skills and access jobs to support the Local Plan</li> </ul>	<ul style="list-style-type: none"> <li>To support the development of a highly skilled labour pool, brokering supply to business demand</li> </ul>	To broker apprentice opportunities in business to local people	<p><b>Corporate Apprenticeship Scheme</b> Continue to develop this programme which includes:</p> <ul style="list-style-type: none"> <li>Opportunities for in-house Local Authority apprentices to circulate around different departments</li> <li>Opportunities to support apprentices with mental health issues.</li> <li>Apprenticeship opportunities via wage subsidy scheme in partnership and shared delivery approach with ECC in order to ensure economies of scale in delivery.</li> </ul>	Annually	Economic Development Priority
		To broker apprentice opportunities within BBC		To broker apprentice opportunities to organizations employing people with mental health difficulties To support in-house ED Internship opportunities	
		To provide advice on careers in different sectors	<p><b>Opportunity Brentwood</b> Deliver careers advice and support to Brentwood's secondary schools that minimises the resource and budget requirements from the ED function.</p>	October 2016	

<p>Driving forward the implementation of the Local Plan by:</p> <ul style="list-style-type: none"> <li>Promoting a mixed economy, and a particular focus on retail, leisure and commercial opportunities and the town centres</li> <li>To co-ordinate the master-planning and facilitate the town centre development so that it is future proofed and supports economic growth and sustainability</li> <li>Driving forward the economic prosperity priority of the LDP</li> </ul>	<ul style="list-style-type: none"> <li>To encourage business start-ups and inward investment that supports economic diversification</li> </ul>	<p>To continue to support the growth and sustainability of the key business sectors in the borough e.g. financial services, ICT, creative, retail, manufacturing and engineering and professional services</p> <p>To facilitate the development of key employment development sites within the LDP.</p> <p>Investigate the potential to develop a business park</p>	<p><b>Business support and Advice Initiatives</b> bespoking them for different sectors</p> <p><b>Brentwood for Growth and evolution to an Economic Forum</b> Work with the members of this group throughout 2016. Dependent on progress, there may be scope for these businesses to act as ambassadors for encouraging economic diversification, investment and place promotion. Sponsorship support has already been secured for RG projects and the Brentwood Business Showcase.</p> <p><b>Brentwood Enterprise Park, Jct 29, M25</b> Support the delivery of the LDP, ensuring strategic fit with ED Strategy, to maximise best deal for local jobs, skills and training, supply-chain (re: procurement), S106 agreement benefits and place and investment promotion (working with Invest Essex.)</p>	<p>On-going</p> <p>On-going</p>	<p>Economic Development Priority</p>
		<p>To co-ordinate the master-planning and facilitate the development of the town centre, working closely with the LDP Planning Policy Team and to link key development opportunities including William Hunter Way.</p>	<p><b>Support the Town Centre Action Plan and development Project &amp; support the Renaissance Group</b> Support the master planning working with the Design Council; liaison with developers and land owner; community and business consultation work; ensuring Renaissance Group aligns and facilitates town centre development e.g. public realm initiatives, business engagement, and promotional events.</p>	<p>April 2016 onwards</p>	

<p>Driving forward the Corporate and Local Plan by:</p> <ul style="list-style-type: none"> <li>Place promotion and marketing</li> </ul>	<ul style="list-style-type: none"> <li>To develop and market Brentwood as... the best place to visit and do business</li> <li>To ensure good public realm and future infrastructure e.g. Crossrail</li> </ul>	<p>To develop a place-marketing on-line tool to promote the Brentwood offer to visitors and businesses and to future-proof the offer and diversify it to eliminate any negative impacts from any decline in the Towie effect</p> <p>To develop and deliver a marketing plan and campaigns to promote Brentwood to visitors and businesses</p> <p>To develop vibrant local events and products to increase visitor footfall and spend and put Brentwood on the map e.g. Children’s Literary Festival, Arts &amp; Heritage Trail</p> <p>To work with Essex County Council to ensure the Crossrail Public Realm works and SE LEP funding</p>	<p><b>Visit and Locate Brentwood Website</b> Develop a “Visit and Locate” Brentwood website as a tool for place and investment marketing. This will be officially launched at the Brentwood Business Showcase event.</p> <p><b>Place Promotion Marketing Plan and Campaigns</b> To utilise our membership and SLA with Visit Essex to develop this Plan and a series of campaigns</p> <p><b>Work with Invest Essex to promote Borough as a Business Destination</b> To work with Invest Essex and Crossrail on promotional campaign for Brentwood utilising Crossrail and in particular the launch event</p> <p><b>Crossrail Public Realm Projects</b> To work with County and other partners to develop the project and associated business case and applications for Local Growth Funding from SE LEP (£3.5m grant funding).</p>	April 2016 onwards	Economic Development Priority
<p>Enabling the delivery of the Local Plan by:</p> <ul style="list-style-type: none"> <li>Building a stronger rural economy</li> </ul>	<ul style="list-style-type: none"> <li>To enable rural economic diversification and sustainability</li> </ul>	<p>To utilise available funding programmes, resources and expertise to support the growth and productivity of the rural businesses</p>	<p><b>LEADER rural business funding</b> We assisted in securing £1.8m of grant funding for businesses in the rural Heart of Essex area and are now promoting this to businesses to encourage them to make applications to maximise investment to Brentwood from this funding and enable rural business diversification. Potential to scope a rural roadshow and PR plan to promote this programme and encourage applications from Brentwood businesses, parish and wards to maximise benefits to Brentwood economy</p>	On-going	Economic Development Priority

<p>Enabling delivery of the Corporate and Local Plans by:</p> <ul style="list-style-type: none"> <li>Utilising Council assets and identifying external opportunities to support economic growth and income generation</li> </ul>	<ul style="list-style-type: none"> <li>To identify assets and opportunities for supporting businesses and economic growth which provide income generation</li> </ul>	<p>To scope internal and external opportunities to support business growth through existing assets or asset acquisition</p>	<p><b>Establish opportunities for developing commercially viable income generating schemes which support business start-ups, growth and innovation</b></p> <p><b>Develop a Brentwood Enterprise Hub</b> Continue to search for suitable opportunities to develop an Enterprise Hub which would support business start-ups and SMEs in a nurturing environment.</p>	<p>On-going</p>	<p>Economic Development Priority</p>
<p>Page 10</p> <ul style="list-style-type: none"> <li>Strategic Partnership working with public, private and voluntary sectors</li> <li>Work with other Essex local authorities to promote Essex for shared economic gain</li> </ul>	<ul style="list-style-type: none"> <li>To maintain effective strategic partnership working relationships to enable delivery of the ED Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Heart of Essex</li> <li>ECC Quarterly Economic Working Groups</li> <li>Integrated Growth Forum and SE LEP</li> </ul>	<p><b>Strategic Partnership Working</b> Continue to develop and managing effective partnership working relationships with a variety of partners to enable the delivery of the ED Strategy. Such joined-up working will ensure strategic operational alignment and shared delivery with partners such as SE LEP, ECC, Heart of Essex Partnership, Brentwood Chamber of Commerce, Invest Essex, Visit Essex, other local authorities in Essex (via EDO forum and Integrated Growth Forum) and initiatives such as the LEADER EU programme, Low Carbon Programme, BEST growth hub, national and county apprenticeship programmes.</p>		<p>Economic Development Priority</p>



Measures of Success			Risks		Resources
Ref	Measure	Target	Ref	Risks	Financial and Non Financial
ONS	No of new businesses in Borough	Increase (currently 5,000)	ONS	Recession - business failure Stagnation of a growing business offer/mix for the Borough's economy, less investment	<ul style="list-style-type: none"> <li>• BBC Planning</li> <li>• External partner resource and shared delivery</li> <li>• External partners grant funding (public, private and voluntary)</li> <li>• Income from assets</li> <li>• Business rates</li> <li>• S106 contributions</li> </ul>
ONS	GVA	Increase (0.12% of all GVA in Great Britain in 2010)	ONS	Reduced GDP due to recession, loss of jobs, unemployment	
Visit Essex Volumes and Values Survey	Visitor numbers and visitor spend	Increase	NOMIS and Visit Essex Volumes and Values Survey	Declining leisure and tourism sector and businesses	
ONS	No of jobs in the borough	Increase  Baseline 39,300 in 2014	ONS	Declining businesses and associated job opportunities	
NOMIS	Reduced Unemployment	Decrease 1.9% (currently)	NOMIS	Less GDP and spend in economy, increased likelihood of social problems	
Physical observation	Town Centre Re-development No of vacant shop units New public realm and infrastructure	Full occupancy Vibrant and mixed offer	Physical observation	Recession and lack of investment	
ED Team and BEST	No of businesses receiving advice and guidance	200 per annum	ED Team and BEST	Lack of business support functions and resources e.g. future of BEST Lack of business engagement	
ED and Assets Team	External funding and income secured	TBC	ED and Assets Team	Lack of capacity to write bids Unsuccessful funding bids Assets not achieving full income potential	

ED Team and ECC	No of apprenticeships supported No of career advice events and students/businesses supported	12 per annum 1 per annum	ED Team and ECC	Lack of capacity and resources to fund events and apprenticeships Lack of take-up by students and businesses	
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