



Brentwood Economic Development Strategy

A shared vision and framework to steer Brentwood Borough Council and partner organisations to deliver economic benefits for the Borough

December 2014

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FOREWORD

BY COUNCILLOR DAVID KENDALL

Chair of Business and Town Centres Committee

Following the change of administration in June 2014, the Business & Town Centres Committee was established to drive forward the economic development of the Borough. As the Chairman of this Committee I am pleased to introduce and support a revised Brentwood Economic Development Strategy.

The Strategy has successfully undergone consultation with local businesses, local people and partner organisations in this field. It links in with Council's overarching Corporate Plan and with economic development plans at County and Regional levels.

The Strategy provides a framework to implement economic development for the Borough and to enable us to bring benefits to businesses and individuals. Support quality of life and a vibrant economy. In particular it supports skills development, economic growth, business competitiveness, the rural economy and encourages a stronger visitor leisure and retail sector. A range of initiatives and projects to deliver these priorities will be implemented.

As a Council, we recognise the importance of working in partnership with other public, private and voluntary sector organisations to implement the Strategy. I commend this Strategy to you and look forward to us driving forward our Economic Development Strategy together



David Kendall
December 2014

Executive Summary

- This Brentwood Economic Development Strategy (EDS) sets out a shared vision and framework to steer the interventions of the Council and partner organisations to deliver optimum economic benefits for the Borough to 2030. It forms a key part of the integrated strategic approach of the Council bringing together key strategies and delivery plans for economic development, supported by the current Brentwood Borough Councils' Corporate Plan, Brentwood Draft Local Plan, the Brentwood Housing Strategy and the Infrastructure Delivery Plan.
- Since the publication of the 2004 Brentwood Economic Strategy, the UK Planning System has undergone considerable change brought about by the Government in 2010. This has altered the strategic context for economic development and in response to the worldwide banking crisis and economic recession, the Government has emphasised the importance of sustainable economic growth. Regional Development Agencies (RDAs) have been replaced by Local Enterprise Partnerships (LEPs), to encourage a more responsive approach to the needs of local business and people. These reforms have been driven by the Government's objectives of localism, choice and community empowerment, as set out in the Local Government White Paper, 'Strong and Prosperous Communities, October 2006'.
- Effective partnerships have an important role to play to coordinate resources and priorities in order to implement this Strategy. Key partners include:
 - South East Local Enterprise Partnership (SELEP), which came into being in April 2011, it includes councils and businesses from Kent, Essex and East Sussex, creating a new economic powerhouse focusing on driving forward prosperity by creating the right environment for growth
 - Essex County Council which works in partnership with Essex authorities to deliver projects and funding to benefit Brentwood
 - Heart of Essex Partnership which comprises Brentwood, Chelmsford and Maldon local authorities
 - Federation of Small Businesses (FSB)
 - Essex Chambers of Commerce
 - Brentwood Chamber of Commerce
 - Local delivery partners such as Brentwood Borough Renaissance Group and Cluster Group and Brentwood for Growth
- The Strategy identifies five "strategic priorities" and an associated action plan to focus our economic development initiatives locally:
 - Skills development
 - Economic growth
 - Developing a stronger tourism, leisure and retail sector
 - Building a stronger rural economy
 - Business competitiveness

1 Introduction

- 1.1 In 2009 the Government imposed a new statutory duty for Counties and Unitary Authorities to complete a Local Economic Assessment of their areas. This coincided with the peak of the global recession, and was followed in 2010 by a change of Government, public sector policy and a Comprehensive Spending Review. These changes underline the need for Brentwood to produce a new economic development strategy to promote support for economic growth and development.
- 1.2 In the White Paper Local Growth: Realising Every Place's Potential (October 2010), Government outlined its intention to:
 - shift power to local communities and business, enabling places to tailor their approach to local circumstances;
 - promote efficient and dynamic markets, especially the supply of land;
 - provide real and significant incentives for places that go for growth; and
 - support investment in places and people to tackle barriers to growth.
- 1.3 “The Government’s economic ambition is to create a fairer and more balanced economy –one that is not so dependent on a narrow range of economic sectors, is driven by private sector growth and has new business opportunities that are more evenly balanced across the country and between industries. The Government is therefore determined that all parts of the country benefit from sustainable economic growth” (HM Government, 2010).
- 1.4 To this end, economic development and the local economy form a cornerstone for both the Councils work and of its Partners - Brentwood for Growth, Brentwood Borough Renaissance Group and Traders Group, Brentwood Chamber of Commerce, Federation of Small Businesses, Heart of Essex Partnership, Essex County Council and the South East Local Enterprise Partnership (SELEP).
- 1.5 This Strategy summarises the priorities for economic development alongside the Councils general vision, aims and objectives for the Borough; highlights the Boroughs economy, evidence base, strategic fit with other partner organizations strategies and provides an associated ED Action Plan.

2 Vision

- 2.1 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.
- 2.2 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. This combined with surrounding attractive countryside and villages will continue to make the Borough of Brentwood a destination of choice.
- 2.3 Brentwood will grow sustainably with new development supported by local services and facilities to help further improve existing and new residents' quality of life. This will be achieved by realising opportunities to enhance the quality and character of places and provision of facilities, and minimising the negative impacts of development on people, the environment and resources.



3 Aims, Objectives and Priorities

3.1 The priorities of this economic development are summarised below alongside relevant supporting aims and objectives outlined in the Brentwood Draft Local Plan, July 2013 and Council Corporate Plan

ED priorities	Brentwood Draft Local Plan associated priorities	Corporate Plan associated priorities
<ul style="list-style-type: none"> • Skills development • Economic growth • Developing a stronger tourism, leisure and retail sector • Building a stronger rural economy • Business competitiveness 	<ul style="list-style-type: none"> • Foster a prosperous, vibrant, diverse local economy by attracting new commercial investment to maintain high, stable levels of economic and employment growth. • Expand and enhance town centres' retail offer especially high quality niche shopping. • Promote and encourage high quality public realm and mixed use developments. Optimise the social and economic benefits arising from Crossrail 	<ul style="list-style-type: none"> • Ensure a sound economic base for Brentwood Borough • Facilitate the creation of new businesses • Assist in the provision of advice and guidance for local businesses • Work in partnership with the business community and support agencies • Engender a sense of civic pride amongst the local businesses • Support the rural economy • Seek inward investment into the Borough • Assist SELEP and Heart of Essex Partnership in securing projects and funding to benefit the Brentwood economy.



4 Brentwood Economy

- 4.1 Brentwood Borough is situated in south west Essex, immediately east of the Greater London Metropolitan area, and entirely within the Metropolitan Green Belt. Brentwood is a pleasant, busy town, conveniently situated for London and the surrounding countryside and coast. It has a good mix of shops, schools, businesses and recreational facilities. The town is surrounded by open countryside, which is part of the Metropolitan Green Belt, with the heart of the town only minutes' walk away from attractive woods and commons.
- 4.2 Apart from its urban core, the Borough of Brentwood has over 1,215 hectares of woodland, three country parks, a number of very attractive villages and farmland within its borders, despite being only 18 miles from Central London.
- 4.3 Rail and road connections are excellent with the M25, A12 and A127 strategic roads within the Borough and convenient, fast rail links with London and East Anglia and Stansted, City and Southend airports are all 30 to 40 minutes' drive away, with Heathrow and Gatwick airports not much more. The Dartford Tunnel/Queen Elizabeth II Bridge and Tilbury Docks are also within easy reach. To the east, Harwich and Felixstowe are 90 minutes away via the A12. More recent developments include Crossrail. Such assets give Brentwood a superior locational advantage much appreciated by both residents and businesses.
- 4.4 The Borough of Brentwood includes the town itself and a ring of outlying villages forming a natural catchment area, with a total area of 15,315 hectares and a population of around 73,601 (Census 2011), of which approximately 70% live in Brentwood Town.
- 4.5 London and Brentwood's Green Belt setting is a significant factor on the character of the area. Brentwood is a relatively affluent Borough, with residents able to enjoy a high quality environment, good accessibility to shops and services and job opportunities in London.
- 4.6 Key elements of the local economy are:
- Brentwood provides 38,500 jobs and contributed £1.5 billion to the UK economy in 2011.
 - A strong predominance of professional, scientific and technical and construction sectors, which comprise 31% of the total business base, followed by retail (9%), and both business administration and support services and information and communications make up a significant proportion of total businesses (16%).
 - Construction is a significant sector for Brentwood with proportionately more people employed in construction sectors than elsewhere in the UK. The recession has impacted on the industry, construction of

buildings has however been buoyed by earlier demand in the decade and a recent rise in optimism

- Low levels of unemployment at 3.6% (June 2014). Brentwood's unemployment is consistently the second lowest in Essex.
- Higher proportion of small businesses of 0-4 employees has been growing in Brentwood by 0.4% per annum between 2009 and 2011 in direct contrast to the decline in the sub-region of 1.7% per annum. However whilst Brentwood's business base has experienced a 0.5% average growth during this period and above the UK average it is still behind the 1.2% increase in the East of England.
- Brentwood has a high level of out commuting, with 55% of the workforce travelling to Greater London for work and 46.5% of residents working within the area. Commuting flows into Brentwood from neighboring local authorities is also particularly high amongst those to the east of the Borough such as Chelmsford, Basildon, Colchester, Rochford and Maldon.
- Well skilled workforce, with relatively few working age residents with no qualifications at 19.4%
- Average wages are significantly higher than both regional and national averages. By contrast many local jobs are filled by workers from outside the Borough, often in unskilled service sector roles. The average weekly wage of those who work in Brentwood but live outside the Borough is 20% lower than that earned by residents.
- Home to several high skilled businesses and their company headquarters
- A recent survey of local businesses showed a majority consider the Borough to be an attractive and competitive location, with just under half looking to expand (Employment Land Review Business Survey, 2010)
- The majority of service sector business and employment in the Borough is concentrated in Brentwood Town Centre, Brentwood Station area and Warley Business Park. Some of the major employers located in the town include Ford Motor Company, BT, Countryside Properties, Liverpool Victoria, BNY Mellon, IFDS and Océ (Canon Group)

5 Evidence Base

Brentwood Economic Futures Study, 2015-2030

- 5.1 Brentwood Borough Council commissioned Nathaniel Litchfield & Partners (NLP) to prepare updated technical evidence to inform employment and economic policies within the Council's emerging Local Plan 2015-2030.
- 5.2 The Study was undertaken in the context of earlier work carried out by NLP and Experian on the Heart of Essex Economic Futures Study published in 2012 which was used to inform policy S3 "Job and Employment Land" in Brentwood Borough Local Plan 2015-30 Preferred Options document. The need to update the study was due to new evidence on the Borough's objectively assessed housing need.
- 5.3 The Brentwood Economic Futures Study 2015-2030 examines the potential scale of future job growth using three scenarios based on economic forecasts and housing growth. It also assesses the supply of employment space available.
- 5.4 The study states that based on the total supply of employment space identified as available (sites with planning permissions, existing allocations carried forward and proposed site allocations), Brentwood has sufficient land to meet future forecast employment needs up to 2030 under the three growth scenarios assessed. However, in addition to meeting forecast needs there will be a requirement to re-provide some employment land that is allocated through the Local Plan to be re-developed for housing. If this is undertaken on a like-for-like basis, it would lead to a deficit of employment land, unless new land could be developed on in a more efficient basis.
- 5.5 The study indicates that the capacity of all employment sites could sustain just over 5,000 jobs, which exceeds the forecast requirements under each of the three scenarios (1,930 for scenario one, 2,290 for scenario two, 2,570 for scenario three). This implies that the capacity for jobs that exists on new sites significantly exceeds forecast growth, although some of this capacity may be needed for housing growth.
- 5.6 The majority of the potential employment land supply is made up of one large site, Brentwood Enterprise Park, which at 23.4 ha accounts for approximately 65% of the proposed new employment land supply and potentially 75% of the employment allocations. This limits the choice for new and existing occupiers to meet their future employment needs to accommodate business growth. Further work will be undertaken to assess the feasibility of developing Brentwood Enterprise Park in a reasonable timescale and to investigate intensifying usage and employment on existing sites.
- 5.7 In conclusion the study indicates an increased employment land requirement to meet higher forecast job growth over the period to 2030, resulting in an employment land requirement of between 18-23 ha.

- 5.8 Employment land allocations in the Local Plan 2015-2030 Preferred Options would be sufficient in quantitative terms to meet arising needs and accommodate forecast job growth. However in qualitative terms, the identified supply may not be sufficient for meeting market and developer needs due to the limited choice of sites and certainty of provision in the short term.
- 5.9 Further work will be undertaken on assessing if additional sites could be identified and to look at the overall employment land trajectory to determine the current availability of sites for office and industrial uses over short, medium and long term periods based on potential deliverability of sites.

Employment Land Review, September 2010

- 5.10 The ELR was completed in 2010 and informed by the Regional Spatial Strategy and data either pre-dating or at early stages of the economic downturn. The Study has been updated by the Brentwood Economic Futures Study 2015-2030 outlined above. The main conclusions from the ERL were:
- Vacant and opportunity land together provided a theoretical capacity of 20,000sq.m, falling short of some 50,000sq.m employment land.
 - Sectoral forecasts prepared for the study identified a net growth of 41,000 jobs in the borough to 2031. The future requirement would be for an additional 47,500sq.m B1a office space (equivalent to 6.3ha)
 - A local business survey identified a high level of satisfaction with current business premises. In order to expand 50% of businesses surveyed stated they would require additional space and the majority were unable to accommodate their additional floorspace needs at their existing premises.
 - The study recommended provision should be made for a net additional increase of 71,000sq.m of B-Class floorspace in Brentwood to 2031. Given the tightness of identified future supply relative to demand, it was recommended the Council consider allocating new employment sites.
 - The study recommended improving the qualitative supply by:
 - Encouraging intensification of uses of existing employment locations;
 - Introducing complementary ancillary employment uses that fall outside the B use class;
 - Redeveloping some existing sites and windfall sites for continued employment use and employment led mixed use.

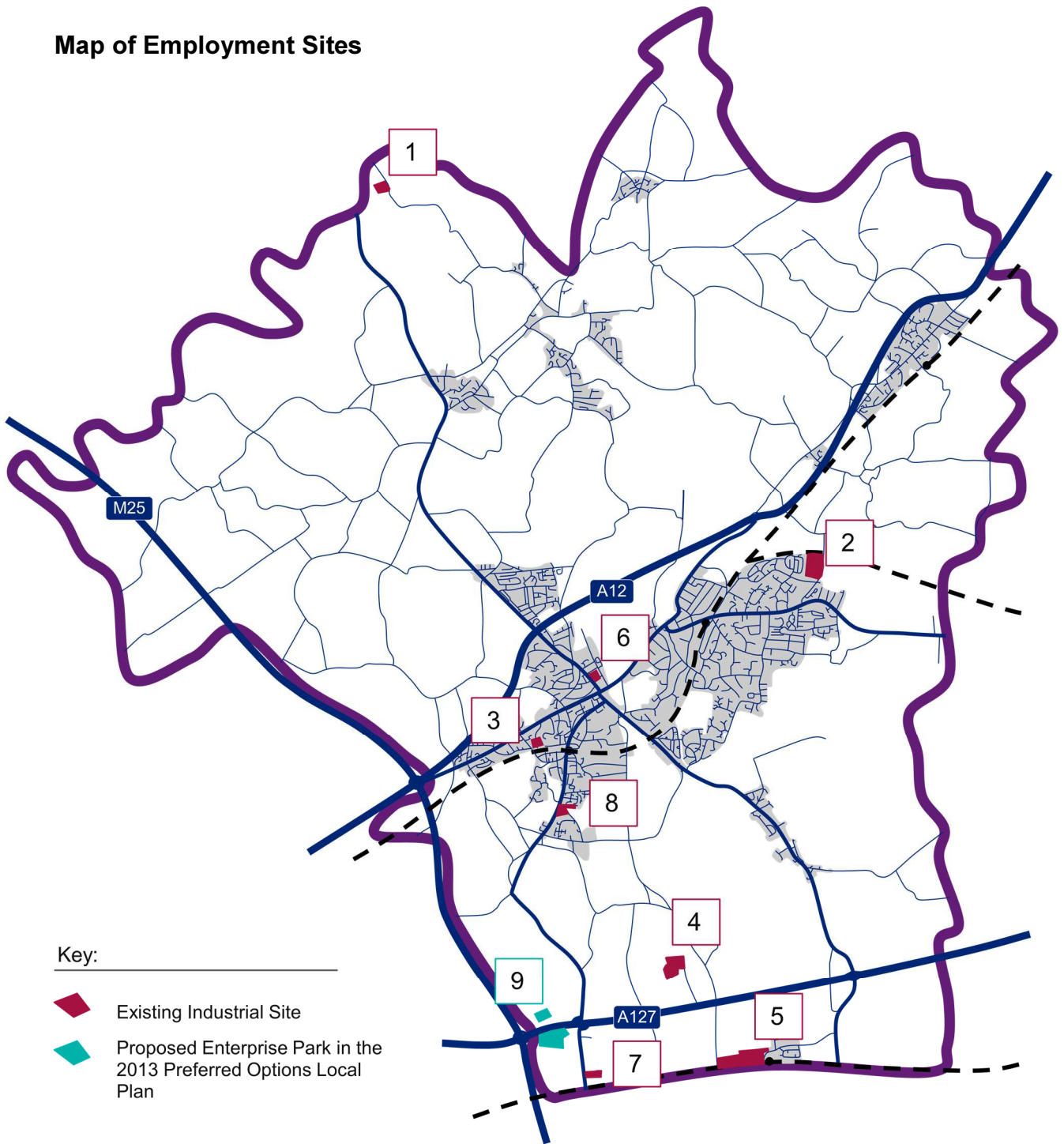
The ELR recommended the allocation of potentially new employment sites in light of the tightness of future supply relative to demand, taking account of business survey findings which have indicated that new businesses would

need to relocate to new sites in order to expand. This conclusion is not inconsistent with the findings of the Brentwood Economic Futures Study.

Brentwood Borough: Retail and Commercial Leisure Study 2014

- 5.11 This study provides an update of the needs assessment for retail and commercial leisure development in Brentwood Borough.
- 5.12 The quantitative assessment of the potential capacity for floorspace suggests there is scope for new development within Brentwood Borough.
- 5.13 For Brentwood town centre there is a projection of 15,234 sq metres of additional A1 to A5 floorspace up to 2030.
- 5.14 Vacant shop units will only accommodate a small element of this floorspace projection. Small scale developments such as extensions, in-fills and changes of use could help short time requirements. However in the medium and long-term the potential redevelopment of William Hunter Way car park site is capable of meeting more than half of the floor-space project in Brentwood up to 2030. Re-development of the Baytree Centre could potentially absorb a further 2,000 sq metres gross of the floorspace projection. An additional supermarket and diversification of uses within the town centre are recommended.
- 5.15 For Shenfield, floor-space capacity is 941 sq metres gross of additional Class A1 to A5 floor-space up to 2030. Vacant shop units can only accommodate a small element of this projection and in the short term opportunities are limited but may improve in the medium term with the advent of Crossrail.
- 5.16 In Ingatestone the existing stores adequately meet demand and there is limited scope for further retail development. For Warley Hill, evidence suggests there may be scope to increase retail and service floor-space to meet the day to day needs of residents.

Map of Employment Sites



Key:

- ◆ Existing Industrial Site
- ◆ Proposed Enterprise Park in the 2013 Preferred Options Local Plan

Site Index:

1. Hallsford Bridge Industrial Estate
2. Hutton Industrial Estate
3. Hubert Road Industrial Estate
4. Childerditch Industrial Estate
5. West Horndon Industrial Estate
6. Wates Way / Ongar Road Industrial Estate
7. Upminster Trading Park
8. Warley Business Park
9. Proposed Brentwood Enterprise Park in the 2013 Preferred Options Local Plan

6 Strategic Policy Context

6.1 The new Brentwood Economic Development Strategy forms a key part of the integrated strategic approach of the Council and its partners in bringing together key strategies and delivery plans for economic development, supported by the Brentwood Preferred Options Local Plan, the Brentwood Housing Strategy and the Boroughs Infrastructure Delivery Plan. Figure 1 and the following narrative summarises the key strategies and lead partners that provide the context for Brentwood’s economic growth.

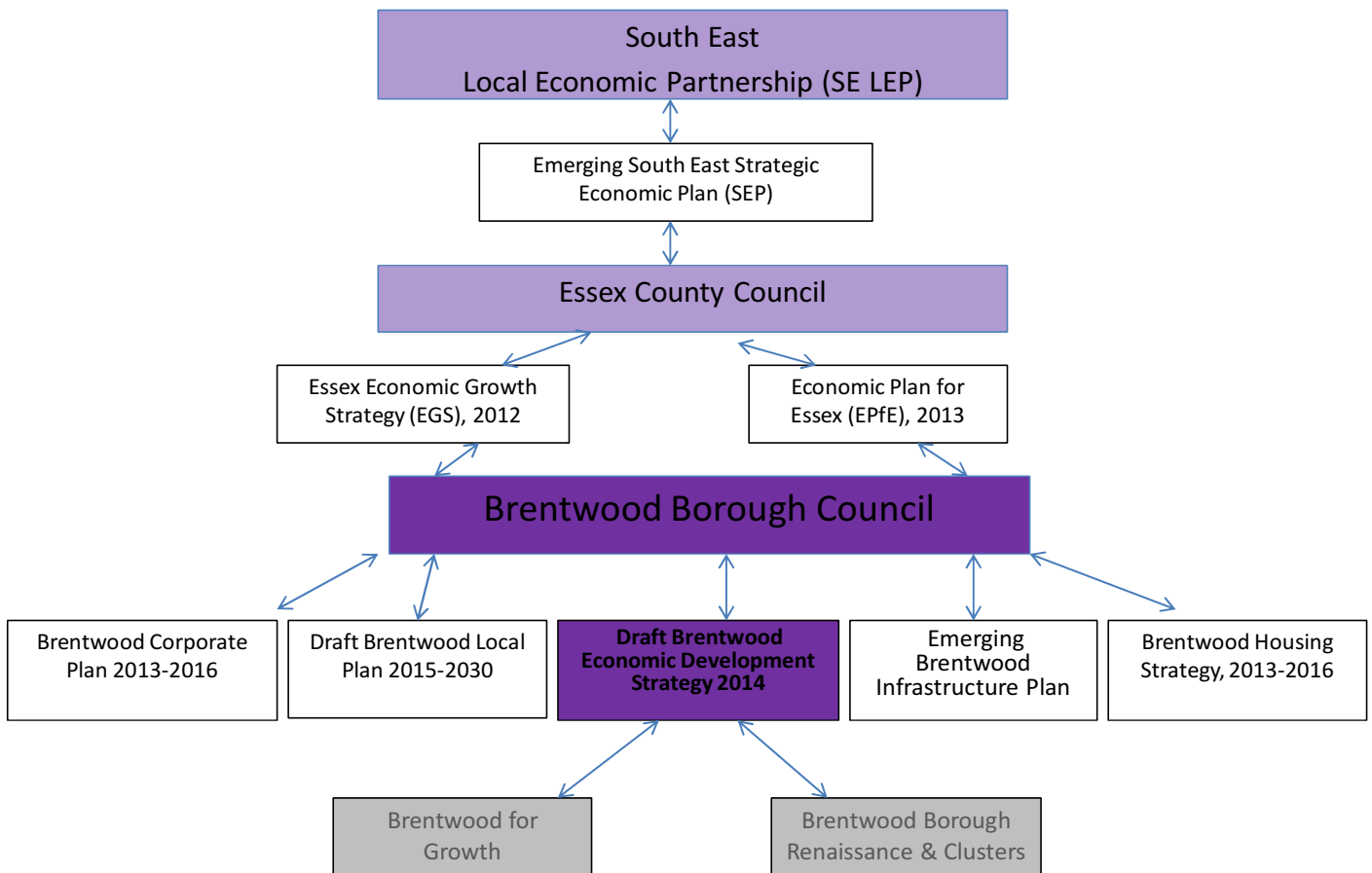


Figure 1 Strategic Context

National & Regional Context

- 6.2 In meeting its objectives of localism, choice and community empowerment, the Government abolished Regional Development Agencies to be replaced by Local Enterprise Partnerships (LEPs). LEPs provide strategic leadership in their local areas and create the right environment for business success and economic growth.

South East Local Enterprise Partnership (LEP)

- 6.3 The South East Local Enterprise Partnership (SELEP) came into being in April (2011). It includes councils and businesses from Kent, Essex and East Sussex, creating a new economic powerhouse to drive forward prosperity by creating the right environment for growth.
- 6.4 The Government has given all LEPs responsibility for managing the Local Growth Fund from 2015 and for preparing the EU Structural and Investment Funds (SIF) Strategy to guide the next round of EU funding from 2014. To inform both processes SELEP has prepared a Strategic Economic Plan (SEP) which sets out the economic growth ambition and investment priorities for the area.

National Planning Policy Framework (NPPF), March 2012

- 6.5 In 2010 the Government introduced the Localism Act (2011). This launched planning reforms such as the National Planning Policy Framework (NPPF) which:
- Emphasises the importance of sustainable economic growth
 - Aims to make the planning system less complex and more accessible
 - States that Local Plans must meet objectively assessed needs of the local area.
 - Promotes securing economic growth to create jobs and prosperity and meet the challenges of global competition and a low carbon future.
 - Advises against the long term protection of employment allocations where there is no reasonable prospect of them coming forward and that Local Plans must be responsive to 'market signals' to ensure adequate provision of the right type of employment land to meet the needs of business communities and to plan for emerging sectors.
 - Supports economic growth in rural areas in order to create jobs and prosperity.
 - Confirms that up-to-date evidence gathered in the plan-making process is essentially for understanding the needs for land and floor space for economic development and the existing and future supply of land available for economic development and its sufficiency and suitability to meet the identified needs.

Open Public Services White Paper, 2011

- 6.6 Government has also launched Open Public Services White Paper, a programme of modernising public services based on key principles of increasing choice, decentralising services, opening services to a range of providers, ensuring fair access and accountability to users and taxpayers. Again Government recognises that it does not have all the answers and wishes to provide people and communities the opportunities to shape services that best meet their own needs (HM Government, 2011).

County and Sub-Regional Context

- 6.7 At the sub-regional level the Heart of Essex Partnership comprises Brentwood, Chelmsford and Maldon local authorities, the Federation of Small Businesses (FSB) and the Essex Chambers of Commerce, together with a dedicated business representative to articulate the views of the business community into the partnership.
- 6.8 Essex County Council is a key partner in aspiring to make the wider Essex area a more prosperous economy and in helping to deliver projects and funding to support the Brentwood economy. This is highlighted in the following County strategies and delivery plans.

The Greater Essex Integrated County Strategy (ICS), November 2010

- 6.9 The Integrated County Strategy (ICS) provides a shared vision for Essex, Southend, and Thurrock, to identify the priorities needed to achieve increased economic growth. The ICS will ensure that available funding is invested towards priorities which are most likely to generate long-term economic growth, but more importantly to identify the real priorities and outcomes needed to achieve that wider vision. These focus on improving people's skills, providing the conditions for economic development, regenerating the County's town centres and improving sustainable transport connectivity. In order to achieve these outcomes the ICS outlines the following immediate priorities for Brentwood Council:
- Implementing Heart of Essex integrated transport package to support economy and growth.
 - Capitalising on the arrival of Crossrail to Brentwood and Shenfield railway stations

Essex Economic Growth Strategy (EGS), September 2012

- 6.10 The Essex Economic Growth Strategy, (2012) sets out how the County Council will lead efforts to promote economic growth. It builds on the ambitions of Essex Works to unlock growth now, secure jobs and earnings tomorrow and, create the conditions for long term economic growth and stronger communities within five objectives:
- enable Essex businesses to be more productive, innovate and grow, creating jobs for the Essex economy
 - enable Essex businesses to compete and trade internationally

- help individuals to prepare for and access better paid jobs through an education and skills offer that meets the needs of businesses;
- ensure the life chances of people in our most deprived areas are improved and residents are able to access jobs and public services
- securing the highways, infrastructure and environment to enable businesses to grow.

Essex Plan for Economic Growth (EPfG), December 2013

- 6.11 This Plan represents the collective ambitions of all of the local authorities in Essex, including the County Council, the district councils and the unitary authorities of Southend and Thurrock. The EPfE draws on the previous work of the Economic Growth Strategy (EGS), provides a vision for Essex, and a series of strategic priorities and actions to achieve that vision and guide work over the period to 2021.

Essex County Vision and Priorities, 2013-2017

- 6.12 The vision for Essex is to be a county where innovation brings prosperity. To be a vibrant place where every individual and community has the opportunity to grow and reach their potential and play a part in our county's success".

The County Council's key priorities for Essex relevant to economic development are:

- increase educational achievement and enhance skills
- develop and maintain the infrastructure that enables our residents to travel and our businesses to grow
- support employment and entrepreneurship across our economy
- respect Essex's environment

2020 Vision for Rural Essex – Essex Rural Strategy

- 6.13 The Essex Rural Strategy seeks to create a vibrant future for rural Essex based on six strategic aims: active and caring communities, improved access to services, availability of affordable housing, a thriving economy, a rich and varied environment and a responsive planning and policy framework.
- 6.14 The Essex Rural Strategy will guide and inform the work of the Essex Rural Partnership to raise the profile of rural Essex, inform and influence future strategy and funding opportunities and encourage partnership working to achieve shared vision and aims.

Brentwood Borough Context

Current Brentwood Borough Council Corporate Plan

The Brentwood Economic Development Strategy (EDS) has been prepared in the context of the Councils Corporate Plan priority "a prosperous borough" which includes priorities to:

- Set planning policy that supports discerning economic growth and sustainable development;
- Implement a planning framework to guide and enable infrastructure delivery;
- Represent the views of Brentwood residents and businesses on key South East Issues (e.g., Crossrail and highways links);
- Promote a mixed economic base across the Borough, maximising opportunities in the town centres for retail and a balanced night-time economy; and
- Provide support and innovation to businesses.

Brentwood Replacement Local Plan, August 2005

- 6.15 The existing development plan for Brentwood Borough is the Replacement Local Plan 2005. It provides employment land allocations for an additional 1ha of employment land over the period 1996-2011.

Draft Brentwood Local Plan 2015-2030 July 2013

- 6.16 In response to the Government's Localism agenda and proposed changes to the planning system, the Council decided to amalgamate its Core Strategy and Site Allocations to form a single Brentwood Local Development Plan (or Local Plan). This new Local Plan will set out the broad policies and proposals for shaping development in the Borough, including general locations for new housing and employment growth up to 2030, supported by transport and other infrastructure provision.
- 6.17 The Draft Plan document suggests provision of some 36 hectares of additional employment land over the Plan period to 2030. This is made up of new employment allocations of 32 hectares and an additional 4 hectares of existing vacant employment land and extant planning permissions for employment development.

Business Partner Organisations

Brentwood for Growth

- 6.18 Brentwood for Growth is an initiative launched by Brentwood Council, which brings together the Borough's blue chip businesses to promote and strengthening the local economy. The group's remit is currently being reviewed to investigate how it can best support the delivery of this Strategy. The Group comprises leading corporations with major offices located in Brentwood who operate on both national and international platforms, providing over 3,500 jobs in the Borough.
- 6.19 Businesses represented include: BNY Mellon, BT, Countryside Properties, East of England Business Group, Equity Insurance Management, Ford of Britain, Liverpool Victoria, Marks and Spencer, Martin McColl and Oce UK.

Brentwood Borough Renaissance Group and Cluster Groups

- 6.20 The Brentwood Borough Renaissance Group and Cluster Groups have been set up to establish and drive forward support for town centres throughout the Borough. The Group work with the community and local businesses to enhance the quality of the environment, particularly the quality of public space, shop fronts, addressing vacancy unit issues, signage, lighting, safety and the night-time economy. Brentwood Chamber of Commerce and Federation of Small Businesses are included in this group.

7 Proposals for Economic Development Activity

7.1 The aim of this strategy is to enable Brentwood Borough Council and its partners to achieve the vision and objectives outlined above, by progressing economic development initiatives that meet the following five priorities to provide a focus for our activities:

- Skills development
- Economic Growth
- Developing a stronger tourism, leisure and retail sector
- Strengthening the Rural Economy
- Business Competitiveness

7.2 The following Action Plan identifies projects and activities that will be implementing to deliver the ED priorities. This Plan will be reviewed and monitored annually and updated as necessary to deal with emerging needs and priorities.



Economic Development Strategy Work Plan

Priority Theme 1: Skills Development						
Aims	Priority	Activity	BBC role	Partners	Funding	Timescale
The Council will work with its partners to develop and enhance a local enterprise culture to support local businesses and to encourage local employment	<ul style="list-style-type: none"> • Support the development of a skills system for Essex which allows genuine employer led provision, matching skills provision to the local economy and achieving a single local commissioning system • Work with Essex County Council to increase the numbers starting Apprenticeships by 25% for 16-18 year olds and 33% for 19-24 year olds within two years, leading to an additional 3,096 people starting new jobs and/or acquiring new skills over that period - a higher proportion to be in technically related disciplines. • Create employer led initiatives such as those delivered through group Training Associations which enable employers to commission the delivery of skills provision 	<ul style="list-style-type: none"> • To identify and maximise benefits of any County led skills initiatives for Brentwood. • To facilitate partnership working between local businesses, schools and training providers to identify and address skills gaps • To work with Anglia Ruskin University (via Ixion Holdings) to promotion of ESF Workforce Skills Grant Programme • To work with University of Essex to research options for internships and apprenticeships • To research possibly options for Council apprenticeships 	<ul style="list-style-type: none"> • Supporting and brokerage 	<ul style="list-style-type: none"> • Essex County Council • Ixion Holdings • Training providers and colleges • Schools • Businesses 	<ul style="list-style-type: none"> • Essex County Council • European Social Fund (ESF) • BBC 	<ul style="list-style-type: none"> • On-going

Priority Theme 2: Economic Growth						
Aims	Priorities	Activity	BBC role	Partners	Funding	Timescale
<p>To work in partnership on initiatives to secure economic growth in the Borough; facilitate the right conditions to attract and assist businesses in growth sectors, support economic diversification and building usage; identify and promote sufficient employment land and premises for retail, leisure and cultural uses, as well as provision of comprehensive infrastructure such as ICT broadband and road and rail connections.</p>	<ul style="list-style-type: none"> • Work in partnership with other economic development and business support agencies on key initiatives. • In partnership with Essex County Council, implement the Heart of Essex integrated transport package to support economy and growth (Essex ICS, 2010) • Support infrastructure improvements such as Crossrail and Essex Broadband to enable local businesses to maximise benefits of greater linkages and access to suppliers and wider markets • Work in partnership with Essex County Council and utility providers to ensure infrastructure delivery is in accordance with the emerging Brentwood Local Plan. • Work with Planning Policy Team to ensure adequate future supply of employment land for Borough 	<ul style="list-style-type: none"> • Economic Working Group meetings between County and Borough to implement strategic economic issues - inward investment, employment initiatives and sites, sectors • Heart of Essex Partnership initiatives e.g. Meet the Buyers Event, SE LEP visit, development of sub-regional prospectus • Maintain watching brief and lobby SE LEP for future support for Brentwood's priorities, develop pipeline projects • Commission Economic Impact Study for Crossrail with County • Work with Invest Essex to develop and promote commercial portfolio 	<ul style="list-style-type: none"> • Supporter, promoter, deliverer 	<ul style="list-style-type: none"> • Essex County Council • SE LEP • Invest Essex • Essex Chamber of Commerce • Heart of Essex Partnership 	<ul style="list-style-type: none"> • Heart of Essex Partnership • SE LEP • Essex County Council • Infrastructure providers • Businesses • Developers • BBC 	<p>Ongoing</p>

Priority Theme 3: Developing a Stronger, Tourism, Leisure and Retail Sector						
Aims	Priorities	Activity	BBC role	Partners	Funding	Timescales
<p>To work in Partnership to promote the visitor economy, offer and increase visitor numbers and spend.</p> <p>To improve the offer and its quality.</p> <p>To build on and maximise the “Towie” effect and widen the Brentwood brand.</p> <p>To improve the environment of the borough including public realm.</p>	<ul style="list-style-type: none"> • Brentwood Borough Council will work in partnership with Visit Essex and other visitor economy providers and businesses to promote Brentwood Borough as a destination • To improve the range and quality of the visitor offer • Improve public realm at key transport interchanges of Brentwood and Shenfield. 	<ul style="list-style-type: none"> • Work in Partnership with Visit Essex to promote and raise Brentwood’s profile as a destination and location for business, leisure and tourism. • Develop and promote a new visitor website for Borough. • Maximise benefits from Council’s Visit Essex Annual membership • Develop clear promotional campaign to encourage visitors, businesses and investment • To develop and promote cultural events and initiatives • Public realm project for Brentwood and Shenfield Stations following Crossrail 	<ul style="list-style-type: none"> • Supporter, deliverer and broker 	<ul style="list-style-type: none"> • Visit Essex • Brentwood Borough Renaissance Partnership • Visitor attractions and businesses • Website provider • Essex County Council/ • Essex Highways 	<ul style="list-style-type: none"> • County Council • BBC • Businesses • SE LEP 	<ul style="list-style-type: none"> • Various

Priority Theme 4: Strengthening the Rural Economy						
Aims	Priorities	Activity	BBC role	Partners	Funding	Timescale
Work with Parish Councils and local rural businesses to support farm diversification, redevelopment of redundant buildings and initiatives to support economic development of the rural economy and promote opportunities for sustainable rural tourism.	<ul style="list-style-type: none"> • Ensuring Local Plan Policies support the needs of a changing rural economy for employment diversification of rural buildings and opportunities for food production. • Working with utility companies in support of new infrastructure to support local communities. • Maximise external funding support for the rural economy 	<ul style="list-style-type: none"> • Research to establish key needs and opportunities of rural businesses • Attend Essex Rural Partnership and maintain watching brief on opportunities for grant funding or support for rural diversification • Work with County to prepare any future funding bids • Develop and promote potential Essex Rivers LEADER funding bid to rural businesses • Promote and support delivery of rural broadband 	<ul style="list-style-type: none"> • Supporter and enabler 	<ul style="list-style-type: none"> • Essex Rural Partnership • Essex County Council • Essex Superfast Broadband Partnership • DEFRA (EU) • SE LEP 	<ul style="list-style-type: none"> • Essex County Council • Possible LEADER funding • Possible BBC 	Ongoing

Priority Theme 5: Business Competitiveness						
Aims	Priorities	Activity	BBC role	Partners	Funding	Timescale
<p>Work with partners to develop a local enterprise culture and increased productivity,, support local businesses and seek to engender a sense of civic pride amongst the business community..</p>	<ul style="list-style-type: none"> • Work in partnership with other economic development and business support agencies to identify and promote business support initiatives. • Support infrastructure improvements such as CrossRail and Essex Broadband to enable local businesses greater linkages and access to suppliers and wider markets 	<ul style="list-style-type: none"> • Promote take up of superfast broadband to borough businesses as a member of Superfast Essex Partnership and organise necessary launches and PR broadband events • Update/maintain BBC's website with information on business support initiatives • Develop and maintain a comprehensive business directory and CRM for the borough • Organise/deliver Business funding, advice and networking events • Promote Low Carbon Programme to businesses • Support local supply chain • Establishing and maintain good working relationships with key employers in the Borough and develop joint initiatives e.g. via Brentwood For Growth and key business partner organisations 	<ul style="list-style-type: none"> • Supporter and enabler 	<ul style="list-style-type: none"> • Superfast Essex Partnership • Essex Chambers of Commerce • Brentwood Chamber of Commerce • FSB • Brentwood for Growth • Essex County Council • Business support providers 	<ul style="list-style-type: none"> • Essex County Council • BBC (for online business directory) 	<ul style="list-style-type: none"> • Spring 2014 (Meet the Buyers) • Others (ongoing)

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www.brentwood.gov.uk
email: planning.policy@brentwood.gov.uk
telephone: 01277 312 620

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Economic Development, Town Hall, Ingrave Road, Brentwood, Essex CM15 8AY

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