


<h1>Economic Development Strategy Work Plan 2016-2020</h1>		Ownership		
		Sponsor	Brentwood Borough Council	
		Lead	Anne Knight	
		Date	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>	

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>	<p>To broker apprentice opportunities in business to local people</p> <p>To broker apprentice opportunities within BBC</p> <p>To broker apprentice opportunities to organizations employing people with mental health difficulties</p> <p>To support in-house ED Internship opportunities</p>	<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 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><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>On-going</p> <p>On-going</p>	<p>Economic Development Priority</p>
		<p>Investigate the potential to develop a business park</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>April 2016 onwards</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>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>	<p>April 2016 onwards</p>	<p>Economic Development Priority</p>
<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>	<p>On-going</p>	<p>Economic Development Priority</p>

<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>
<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	
-----------------	---	-----------------------------	-----------------	---	--