

REPORT TO THE MEETING OF THE EXECUTIVE 11 JULY 2018

PORTFOLIO: ENTERPRISE

**REPORT FROM ASSISTANT DIRECTOR – PLANNING AND
REGENERATION SERVICES**

**SUBJECT: IMPLEMENTATION PLAN FOR ECONOMIC GROWTH
2017**

1 DECISION BEING RECOMMENDED

- 1.1 That, subject to any comments by the Executive, the Implementation Plan for the Economic Growth Strategy 2017 (EGS17) be agreed as the document that sets out publicly how the Council will deliver Strategy priorities over the 2018/19 financial year.
- 1.2 That the associated Key Performance Indicators be approved as the formal way of monitoring the Economic Regeneration Team's achievements on a monthly basis.

2 KEY DECISIONS DOCUMENT REFERENCE No: 7/18

3 REASON/S FOR RECOMMENDATION

- 3.1 EGS17 is the Council's adopted framework for promoting economic development in the District. The Implementation Plan, appended to this report, sets out a clear framework of how the Council will carry out economic regeneration functions prioritised within EGS17.
- 3.2 The document covers the projects and actions that could realistically be undertaken to assist economic growth within the committed budget for 2018/19 and a continuation of partnership working with the wider business community.
- 3.3 The Plan was a promised commitment to the business community. It provides re-assurance that the Council is committed to economic growth and helping businesses.

4 SALIENT INFORMATION

- 4.1 Within the EGS17 the four areas for priority focus are:-
 - To encourage inward investment
 - To support business growth and retention
 - To develop skills and employability
 - To support new businesses

- 4.2 The Implementation Plan details actions that will help deliver the above priorities.
- 4.3 Following a successful business case a Regeneration Officer has been recruited for a 23 month period to assist in the delivery of key regeneration projects and achieve the actions within the Implementation Plan.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 No alternative options have been considered. It is essential for the Council to have a growth strategy in place and the Implementation Plan was a stated commitment following adoption of the EGS17.

6 RISK IMPLICATIONS

- 6.1 Without an Implementation Plan to accompany the EGS17 the Council would have no clear direction of travel to deliver the priorities set out in the Strategy. There is a risk that, without specific planned projects, opportunities for investment and development in the District would be lost and there could be damage to the Council's reputation within the business community.
- 6.2 The Implementation Plan establishes a framework to guide how the economic growth budget will be spent within the current financial year . Following the Plan ensures efficient budget monitoring and best value.

7 RESOURCE IMPLICATIONS

- 7.1 Plan actions can be achieved within existing budgetary constraints and officer resource. Any unanticipated initiatives or schemes linked to the Implementation Plan requiring additional resource would be brought to Members for a decision.

8 LEGAL IMPLICATIONS

- 8.1 None.

9 EQUALITY AND DIVERSITY IMPLICATIONS

- 9.1 An Equality Impact Assessment has been completed and there are no impacts (either positive or negative) on protected groups as defined under the Equality Act 2010.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

LT Lead Officer Signature: _____



Assistant Director – Planning & Regeneration Services

Background Papers:-

None.

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Implementation Plan for Economic Growth Strategy 2017

Introduction

The Implementation Plan sets out how the Council's economic regeneration function will deliver against the four priorities agreed in the Economic Growth Strategy 2017 throughout the financial year of 2018/19.

A Regeneration Officer was appointed in February 2018 to primarily focus on facilitating regeneration and encouraging inward investment across the district.

10 key performance indicators have been identified to monitor and manage progress against the four priorities as set out below.

Key Performance Indicators

- (1) Number of development briefs, master plans or PiPs prepared for key brownfield sites for regeneration
- (2) Number of inward investment opportunities and business enquiries actioned
- (3) Number of commercial planning application responses
- (4) Number of business events hosted and attendees
- (5) Number of new subscribers to 'Tell Me More', number of e-bulletins sent and click rate from 'Tell Me More' e-bulletins
- (6) Number of followers on Twitter and Tweets sent
- (7) Number of skills and careers events hosted and number of participants
- (8) Number of 'Upskilling' workshops promoted in partnership with external partners
- (9) Number of businesses awarded funding grants
- (10) Number of hits on the Council's 'Business' website pages

Priority: Encourage Inward Investment

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Work with land owners and developers to identify and deliver regeneration opportunities and unlock more difficult sites	Regeneration Officer commenced role 1 February 2018.	Lead role in the Rochford Town Task Force to target specific opportunities and facilitate projects within the town	Officer time	Rochford Town Team, Rochford Parish Council, Portfolio Holder, Ward Councillors	Inception meeting held in March 2018	TBC – could include coordination of events and town centre initiatives to attract visitors, along with identification of funding sources.
		Prepare development briefs / masterplans to support the delivery of key housing and employment sites	Officer time	Developers, landowners	Identifying key housing and employment sites which could benefit from a development briefs / masterplans	TBC
		Engage with land owners, developers and businesses	Officer time	Commercial agents, planning and land owners	Work started, contacts made. Initial meeting with Lidl in April 2018.	Encourage external parties to share details of sites with commercial potential.
Develop marketing and promotional materials to promote the district	Explored opportunities and identified best practice	Work with colleagues to identify suitable content for marketing materials	£1000 – marketing material / branding	Specific businesses, Braintree Council (marketing material design)	Researching suitable format for material	Continue to work with colleagues to develop clear offer and marketing material

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Ensure the Council works effectively with businesses to meet their current and future needs	Delivered 6 bespoke business events	Plan and deliver a programme of events	£6,000	BEST, Palmers Solicitors, SEBB, LoCASE, NWES, 3 Chamber	Delivery commenced, programme for year to be finalised	Seek sponsorship and facilitation wherever possible
Work with Invest Essex to promote and encourage business investment to the district	Regeneration Officer engaged with Invest Essex	Schedule regular reviews of Invest Essex's pipeline. Arrange periodic review meetings with Invest Essex.	Officer time	Invest Essex	Invest Essex engaged, more formal arrangement TBC. Contact also made on local business and airport issues.	To provide regular updates and share any opportunities which may be suitable for Rochford District.
Develop a customer relationship management (CRM) system that can link to existing systems within partner agencies, to enable an improved property/land search service, matching needs with site opportunities to prospective businesses needs	Explored opportunities and identified best practice	Connect with partner agencies using Evolutive; identify cost-benefit for external CRM system	Up to £1,000 a year – if Evolutive implemented	Invest Essex and Best Growth Hub	Work started	BEST/Alcium to share details of how Evolutive can be used, to support our decision.
Work with other organisations to influence and secure funding for infrastructure improvements	Attended relevant meetings including EDO, EDM and OSE board meetings	Attendance at relevant meetings including EDO, EDM and OSE board meetings	Officer time	Essex County Council, ASELA and Opportunity South Essex	Ongoing	

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
	Worked with partners to purchase business data for evidence to develop a South Essex bid	Work with partners to develop a South Essex LFFN bid to improve digital connectivity	Up to £1000	South Essex Councils	Work started contribution of £1400 from 17/18 budget	
	Work with partners to prepare a bid to improve transport connectivity between major centres of population and key employment locations	Commence works (if bid successful)	Travel Planning teams	Southend leading with ECC and Thurrock partners Bid Submitted, awaiting outcome	If bid successful to provide recommendations for particular schemes of benefit	
Support the development of the Wallasea Island Wild Coast Project, and other initiatives such as the River Crouch Coastal Community Team	Engaged with RSPB and HLF to identify opportunities for a HLF bid	Work with RSPB to bid for funding to celebrate HMS Beagle anniversary in May 2020	£51,000 from Wallasea budget	RSPB	Work started, engage with RSPB funding team	
	N/A	Work with colleagues to develop a bid for the RDPE growth programme for Cherry Orchard Country Park			Work started, EOI deadline 31 May 2018	
Work with Southend Borough Council to deliver the Joint Area Action Plan (JAAP) which includes the 100,000 m ² high tech business park	Regeneration Officer commenced role 1 February 2018	Plan to set up regular SBC/EDC meetings	Officer time	SBC, Developers, Agents, Southend Airport	Initial meetings with SBC Officer and RDC/SBC members.	Coordination of cross-boundary initiatives and actions

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Be responsive to planning consultations through supporting viable business cases	Responded to 10 commercial planning applications	Review and respond to planning applications which could have an economic impact	Officer time	RDC Development Management; developers/agents	Actively responding to applications	Alerting the Economic Regeneration team to relevant applications
Attend relevant business events that showcase the district	Exhibited at BEST Business Show and Discover Essex. Sponsored Essex Digital Awards 2017	Will attend and showcase the district wherever possible	£500	BEST Essex Chambers EDA	Programme a calendar of relevant events	
Keep the Inward Investment business webpages up-to-date to promote the benefits of locating in the district	Explored opportunities and identified best practice	Work with colleagues to identify suitable content for marketing materials and update website, including case studies of existing businesses	£4000 – for website development	RDC web team, specific businesses, Braintree Council (marketing material design)	Work started, delayed until re-launch of website as greater flexibility required	Continue to work with colleagues to develop clear offer and marketing material
Promote themed Inward Investment business activities and opportunities through social media platforms and regular e-bulletins to 'Tell Me More' subscribers	Sent out regular bulletins and tweets on events, funding, consultations, procurement opportunities	Send out regular informative bulletins and tweets on inward investment business activities and opportunities	Officer time	BEST and various external partners	Work with external partners to seek out and provide relevant informative content	Provide content

Priority: Support Business Growth and Retention

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Provide bespoke business events to our businesses which inform, update, upskill, promote best practice and encourage networking opportunities	Delivered 6 bespoke events	Plan and deliver a programme of events	See Inward Investment priority	BEST, Palmers Solicitors, SEBB, LoCASE, NWES, 3 Chamber	Delivery commenced, programme for year to be finalised	Seek sponsorship and facilitation wherever possible
Develop a customer relationship management (CRM) system, to enable growth and retention of businesses	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above
Be responsive to planning consultations to support business growth and investment and be pro-active in resisting residential conversions of commercial space wherever possible	Responded to 10 commercial planning applications	Review and respond to planning applications which could have an economic impact	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above
Actively promote available business grant funding opportunities	Promoted all relevant business grants via Social Media platforms, TMM and business funding web page	Continue to promote funding opportunities	Officer time	All external business funding bodies	Ongoing	Provide content

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Work with Southend Borough Council to deliver the Joint Area Action Plan (JAAP) which includes the 100,000 m ² high tech business park	Attended joint site visit and promoted business park to existing business contacts	Continue to promote and distribute Airport Business Park brochure and website whenever possible	Officer time	Southend Borough Council, Henry Boot Development, Dedman Gray and Kemsley.	Ongoing	Ensure good supply of brochure.
Keep the Council's 'Business Funding' and 'News/Events' webpages up-to-date	Business pages updated monthly	Business pages updated as and when new content available	Officer time	RDC Communication s & Web Team	Ongoing	External partners to provide relevant content
Actively promote Parish and District Council tender opportunities to the local business community to encourage a local supply chain	Established after consultation at Parish Summit 2017	Continue to encourage and promote Parish / Town Council contracts on website and advertise via e-bulletin	Officer time	RDC Procurement and Web Team Parish and Town Councils	Ongoing	Provide tender opportunities to be advertised
Effectively engage with, and encourage the continued development of the 3 Chambers	Improved joint working between individual chambers of trade. Supported promotion of Network Meet-Ups and sponsored website	Continued contribution to 3 Chamber website and promotion of all their events via RDC website and TMM. Attend monthly meetings with Portfolio Holder and Chairs.	£1400 (2017/18) £550 (2018/20) Officer time	3 Chambers & Portfolio Holder for Enterprise	Ongoing	Provide content for continued promotion of their organisation

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Promote themed Business Growth and Retention activities and opportunities through social media platforms and regular e-bulletins to 'Tell Me More' subscribers	Sent out regular bulletins and tweets on events, funding, consultations, procurement opportunities	Send out regular informative bulletins and tweets on events, funding, consultations and procurement opportunities	Officer time	BEST and various external partners	Work with external partners to seek out and provide relevant informative content	Provide content
Work with our external partners to deliver a robust business support package	Various support packages, including training, upskilling and funding provided to businesses	Seek continued engagement from our business community	Officer time	3 Chamber, BEST, NWES, LoCase, Essex Chambers, ECC and other external partners	Ongoing	Provide content for continued promotion of their organisation
Work and consult with our private sector business colleagues, to continue to promote their business initiatives and events	Worked with our private sector business colleagues. Consulted them on our Economic Growth Strategy. Membership of Essex Chambers	Facilitate the Local Business Representatives meeting	Membership of Essex Chambers £540 (2018/19)	3 Chamber, Essex Chambers of Commerce and Federation of Small Business	Ongoing	Ensure organisation continues to be represented at Local Business Reps meeting
Represent local business interests at all relevant meetings held at local, county and regional and SELEP level	Attended all relevant meetings where possible	Will continue to represent the District at all relevant meetings wherever possible	Officer time Travel costs	SELEP, OSE, ECC, Essex LAs, RCCE, LFFN, CCT and various others	Ongoing	Continue to work in partnership with us and include in all meeting invites.

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Support and encourage the development of enterprise centres offering flexible workspace within the District wherever possible.	Supported ECC's Grow-On Space report. Highlighted need for Grow-On Space in Issues and Options planning document	Continue to seek appropriate employment sites and work space opportunities in both new and existing developments	Officer time	ECC, , Commercial Agents, Land Owners and Developers	Ongoing	Update us on available opportunities
Work with other organisations such as Essex County Council and Opportunity South Essex to influence and secure funding for infrastructure improvements	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above	See Inward Investment priority above
Work with our external partners to deliver a robust business support package	Various support packages, including training, upskilling and funding provided to businesses	Seek continued engagement from our business community	Officer time	3 Chamber, BEST, NWES, LoCase, Essex Chambers, ECC and other external partners	Ongoing	Provide content for continued promotion of their organisation
Keep the Council's 'Business Support' and 'News/Events' webpages up-to-date	Business pages updated monthly	Business pages updated as and when new content available	Officer time	RDC Communication s & Web Team	Ongoing	External partners to provide content relevant to new and start-up businesses
Investigate feasibility of a Rochford District Business Awards event	N/A as new event	Explore the cost and resources required to host a Business Awards event	Officer time £4000	TBC	Scope out what an event could look like	

Key Actions	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Investigate feasibility of a Rochford District business sector report	N/A as no previous data	Explore the cost of producing a report	£5000	TBC	Scope out what we want the report to deliver and produce a tender document if required	

Priority: Support New Businesses

Key Objectives	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Work with our external partners to deliver a robust business support package for new and start-up businesses	<p>Delivered 2 Pop-Up business cafes in Rayleigh and Hockley.</p> <p>Provided support packages, including training, upskilling, signposting and funding provided to businesses</p>	Seek continued opportunities to engage with new businesses, lobby for start-up services and encourage sign up to TMM	Officer time	3 Chamber, BEST, NWES, LoCase, Essex Chambers, ECC and other external partners	Ongoing	Provide content for continued promotion of their organisation.
Support and encourage the development of enterprise centres offering flexible and affordable work and meeting space within the District to new and start-up businesses.	Highlighted the issue of a shortage of flexible and affordable work and meeting space within the district	Continue to seek appropriate employment sites and work space opportunities in both new and existing developments	Officer time	ECC, Commercial Agents, Land Owners and Developers	Ongoing	Update us on available opportunities

Key Objectives	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Work and consult with our private sector business colleagues, to continue to promote their business initiatives and events that are relevant to new and start-up businesses	Worked with our private sector business colleagues and promoted their services.	Will continue to work with our private sector business colleagues to promote their services.	Officer time	3 Chamber, Essex Chambers of Commerce and Federation of Small Business	Ongoing	Ensure organisation continues to be represented at Local Business Reps meeting. Ensure organisations continue to provide services for new and start-up businesses.

Priority: Develop Skills and Employability

Key Objectives	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Be an active partner in the Castle Point and Rochford Employment, Skills and Business Group	Hosted and attended regular quarterly meetings. Completed Rochford updates to the highlight reports for LSP	Attend meeting to review the partnership. Will continue our commitment to improve skills in our district through other channels.	Officer time Venue	Castle Point BC, ECC, DWP and education providers	Review of partnership being conducted	
Develop and facilitate a careers advice programme	Delivered a Careers Options event in 3 secondary schools to 620 students in Year 8/9	Commissioned a 2 year programme	£3000 (2017/18) £6000 (2018/20)	Enterprise in Education, Prospects, Swayne Park School, Greensward Academy and The King Edmund School	Year 1 and 2 of programme delivered	Participate in debrief of Year 2 event to discuss improvements and support Year 3 of programme.

Key Objectives	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
To work with and facilitate local businesses engaging in the 60 Minute Mentor programme	Assisted in recruitment of mentors from our business community. Assisted in engagement of district secondary schools	Attend Steering Group meetings and will continue to promote the programme	Officer time	Southend Borough Council, South East LA's, and specific businesses	Ongoing Year 1 targets achieved	Participation of partners and business mentors
Work with our external partners to deliver a tailored skills and employability package	Various support packages, including training, upskilling and funding provided to businesses. Using the ESB District Profile, we have identified our current sector skills gaps	Continue and develop a programme of events to address our skills gaps, involving both adults and young people.	Officer time £2000*	TBC	Planning bespoke programmes for adults and parents	Engagement at events from both private and public sector partners

Key Objectives	2017/18	2018/19	Total Resources Required	Partners Involved	Status	Possible Partner Role/Actions
Work with our external partners to deliver a robust business support package	Various support packages, including training, upskilling and funding provided to businesses	Seek continued engagement from our business community	Staff time	3 Chamber, BEST, NWES, LoCase, Essex Chambers, ECC and other external partners	Ongoing	Provide content for continued promotion of their organisation
Promote themed Skills and Employability activities and opportunities through social media platforms and regular e-bulletins to 'Tell Me More' subscribers	N/A as new programme	To encourage businesses to participate in a new adult themed Recruitment and Retraining Fair	*As above	Public and Private Sector partners	Planning bespoke programmes for adults and parents	Provide content