

ECONOMIC DEVELOPMENT VISION AND ACTION PLAN FOR EAST HERTS 2016/17-2019/2020 – UPDATE FOR OCTOBER 2017

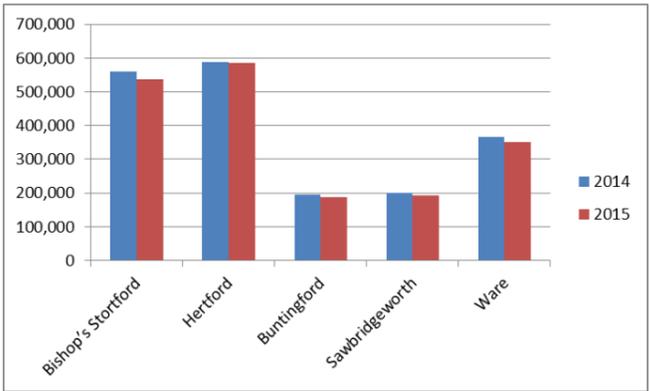
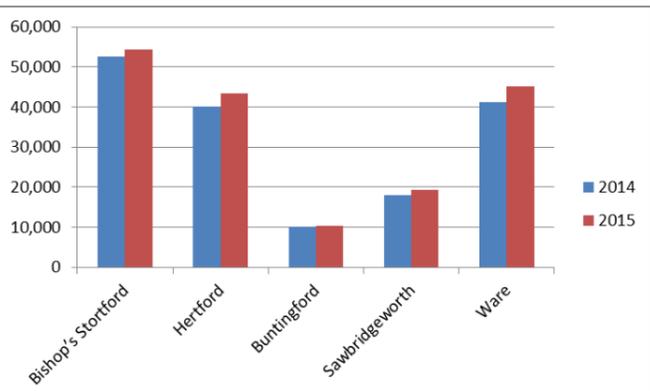
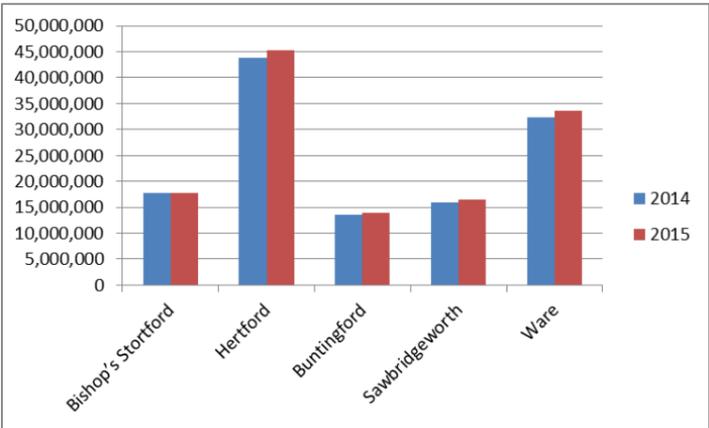
Priority Theme/ Outcome	Baseline performance and contextual data				Key actions for Year One (2016/17)	Progress as at September 2017	
<p>A business friendly council <i>We will ensure we are supporting businesses as ‘customers’ of council services as well as listening to the needs of the business community</i></p>	Measure	2015/16 Data	2016/17 Data	2017/18 Data	<ul style="list-style-type: none"> Commission business needs analysis and detailed evidence base focusing on: <ul style="list-style-type: none"> Demand for employment and commercial space (by geography and sector), particularly focusing on Bishop’s Stortford and demand for new business incubation space and ‘second stage’ space for new businesses seeking to grow 	<ul style="list-style-type: none"> Action complete. Various reports have been produced on the state of the economy in East Herts including: <ul style="list-style-type: none"> SQW report on the economic potential of Bishop’s Stortford Hertford and Ware employment land study Property market review of Bishop’s Stortford Town Centre Various reports for the District Plan including the Employment Topic Paper This work has informed thinking around ORL development and the business case for Launchpad General conclusions confirm that land allocated for commercial/ employment use is under pressure from residential development. Through the Examination in Public process we are proposing to increase employment land allocation within the District Plan As part of developing a relationship with the business community the Leader, Chief Executive and Portfolio Holder have met with larger employers in and adjacent to the district including GSK, Raytheon and Public Health England (due to submit planning application for new site in Harlow in October 2017). Business Engagement Manager also regularly meeting and liaising with local businesses 	
Business counts	Enterprises in East Herts: 7,625 Local Units in East Herts: 8,505	Enterprises in East Herts: 7,790 Local Units in East Herts: 8,675	Not yet available	<ul style="list-style-type: none"> Create landing pages for businesses on the Council website consolidating all information and services in one place (Business rates, planning, regulatory functions, procurement, customer profiles etc) 			<ul style="list-style-type: none"> Action complete. New website launched with vastly reduced and rationalised content. There is an-going need to keep this up to date and improve the user experience (being led by the Business Engagement Manager)
Transaction/processing times for business queries/request for service to be resolved	98.2% (annual target 98.5%)	98.5% (annual target 98.5%)	Apr – Sep Data: 98.7% (annual target 98.5%)				
Qualitative feedback from businesses	N/A	N/A		<ul style="list-style-type: none"> Support the “Better Business for All” partnership between Regulatory authorities in Hertfordshire 	<ul style="list-style-type: none"> Action on-going. We continue to support Better Business for All who have recently undertaken a ‘mystery shopping’ exercise to help improve the quality of our business to business transactions. 		
<p><i>Please note we have been using data from a company that tracks changes in business registrations in real time from Companies House since April. This provided much more accurate data around the macro economy in East Herts than the standard NOMIS data above. However we have stopped using this data as we had a joint contract with HCC which has since expired and the cost of us using it in isolation is very high.</i></p> <p><i>The data indicated there had been a slight drop in the number of businesses registered in the district since April. We believe this may be related to tax legislation changing this year which has affected dormancy levels and the number of individuals registered as either sole traders or limited companies.</i></p> <p><i>Further NOMIS data can be found here:</i> https://www.nomisweb.co.uk/reports/lmp/la/1946157224/report.aspx</p>						ADDITIONAL/ REVISED ACTIONS AND MEASURES	
<ul style="list-style-type: none"> Unique visits to the council’s business pages on the website Number of successful applications to the Business Rate Discount Grant Scheme Number of additional jobs created as a result of awarding the scheme (and qualitative feedback from businesses about how it has made a difference) 					<ul style="list-style-type: none"> Business Rate Discount Grant Scheme: this is a scheme approved by Executive in March 2017. The purpose is to support businesses who wish to expand in the district but may need a small incentive to do so. £150k has been allocated from the New Homes Bonus Reserve to support businesses with a discount on their rates liability where if they are considering relocating, opening up a new site or expanding their current site in the district. So far 2 applications have been successful and £8k awarded. A further 5 applications are in the process of being considered. 		

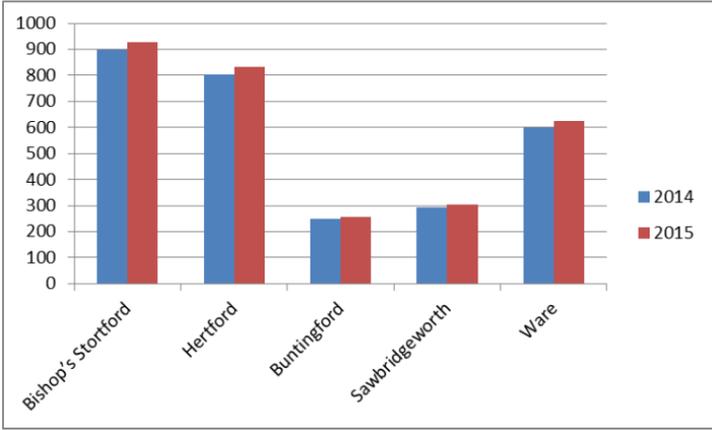
Priority Theme/ Outcome	Baseline performance and contextual data				Key actions for Year One (2016/17)	Progress as at September 2017																																				
<p>Enabling entrepreneurs and business start ups <i>We will encourage wealth creation in the district and ensure businesses can access a wide range of locally sourced services</i></p>	<table border="1"> <thead> <tr> <th data-bbox="439 363 1006 401">Contextual measure of district economy</th> <th data-bbox="1006 363 1169 401">2015 Data</th> <th data-bbox="1169 363 1326 401">2016 data</th> <th data-bbox="1326 363 1486 401">2017 data</th> </tr> </thead> <tbody> <tr> <td data-bbox="439 401 1006 506">Net number of new businesses in district (change in enterprise units from one year to another)</td> <td data-bbox="1006 401 1169 506">505</td> <td data-bbox="1169 401 1326 506">165</td> <td data-bbox="1326 401 1486 506">Not yet available</td> </tr> </tbody> </table>				Contextual measure of district economy	2015 Data	2016 data	2017 data	Net number of new businesses in district (change in enterprise units from one year to another)	505	165	Not yet available	<ul style="list-style-type: none"> Sponsor the CVS “dragons den” event for entrepreneurs in schools 	<ul style="list-style-type: none"> The 2016/17 event was a success with over £10,000 raised for local charities. Cllrs Haysey, Moore and Symonds worked with teams as well as the Head of Human Resources and Organisational Development. Cllr Haysey also acted as a judge for the junior school programme. The 2017/18 scheme launches 2 October and Cllrs Haysey, Jeff Jones and Deering have volunteered to take part. 3 of the Council’s apprentices will also be working with junior schools. 																												
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ADDITIONAL/ REVISED ACTIONS AND MEASURES	
<p>Launchpad targets:</p> <ul style="list-style-type: none"> • Total number of businesses using the facility (target: 30) • Number of businesses using the facility for more than 3 months (target: 20) • Total income from businesses using the facility (target £20,000) <p>Launchpad additional measures:</p> <ul style="list-style-type: none"> • Number of businesses attending events and seminars on business start-up support • Number of enquiries for use • Average duration of use • Business use by sector/ type/ size 	<ul style="list-style-type: none"> • Launchpad incubation facility implemented at Charrington’s House (officially launched 12 September this year). Update on model provided to Performance, Audit and Governance Committee on 4th July. More details can be found here: http://democracy.eastherts.gov.uk/documents/s40430/Business%20Incubator%20Bishops%20Stortford%20ERP%20B%20Concept%20Document.pdf?J=1 • This will be a 12 month pilot to test demand for this type of facility. The Launchpad will provide crucial evidence about demand for employment space within Bishop’s Stortford and assist in discussions with developers about future mixed use developments. • Bid to LEP for ERDF funds for SME competitiveness. There is around £8m unallocated ERDF monies through the LEP to support a range of outcomes. We intend to submit a bid in January to the LEP, based on the Launchpad, for additional funding to make the facility viable in the long term (assuming it wont be at Charrington’s House in the long term)

Priority Theme/ Outcome	Baseline performance and contextual data					Key actions for Year One (2016/17)	Progress as at September 2017	
Supporting the rural economy <i>We will maximise investment into the rural economy and ensure it remains competitive</i>	Measure		To date over 4 year programme (2015/16 – 2018/19)			<ul style="list-style-type: none"> Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1,889,280m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity 	<ul style="list-style-type: none"> Money is still guaranteed until the point of Brexit (ie. we have to allocate all of the money before April 2019 to avoid losing it). RDP project manager is therefore speeding up the application and allocation process. The Eastern Plateau has received 34 Outline Applications of which 20 projects have progressed to Full Application and 19 have been supported and 1 rejected. To date a total of £981,927.30 has been allocated to projects (however 2 have withdrawn) leaving £891,127.30 allocated to date with a approx. an additional £400,000 worth of projects going to the next Panel. Of the 19 approved projects, 5 are from East Herts representing around £250k and creation of additional 11 jobs 	
	No. of East Herts businesses successful in applying to RDP	5			<ul style="list-style-type: none"> Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the “Connecting Counties” programme and raising awareness of other options 			<ul style="list-style-type: none"> In 2016 the council helped publicise a number of additional options for those areas not covered including registering interest with companies such as Gigaclear and seeking grants for installation of 4G receivers. In many cases however communities and individuals have managed to mobilise themselves to access this infrastructure without council assistance. A good example is the Fibre Partnership Programme where BT cover the cost for cabinet upgrades in line with their commercial model used throughout the country and the community has the option to self-fund the remaining gap. Datchworth Parish Council raised £10,798 locally to cover the cost of installing a new fibre cabinet through this process. BT have a facility on their website https://www.communityfibre.bt.com/ to enter a postcode to check whether an area is eligible. BT have been invited to attend the Town and Parish Conference in October to update on their progress
	Amount invested in East Herts through the RDP (£)	250,000						
	No. of new jobs in East Herts created through the RDP	11.5						
		2015 total	2015 total with sufficient broadband	By 30 th Sep 2017 with sufficient broadband		By 30 th June 2018 with sufficient broadband		
	No. of businesses	7025	3908	4582		5753		
	% of businesses	100%	55%	64%		82%		
	No. of properties	68,135	100%	53,379	56,243			
	% of properties	44,011	64%	78%	83%			
	<p><i>Please note there are several ways of measuring broadband coverage which can lead to different results. For example EU guidance suggests superfast is defined as over 30 mbps whereas UK guidance defines it as 24 mbps. Moreover there can also be some different results depending on whether the speed is available at a premise (ie FTTP) or at the exchange/cabinet. Lastly there is some debate about speeds that are available and what is actually being received in practice. Collectively this makes its challenging to provide one narrative of broadband availability.</i></p> <p><i>The baseline data above (2015) was taken from mapping the planned roll out of the Connecting Counties programme against all known business and residential premises in the district through GIS. This is then an estimate based on the phased rollout of works. By 2020 Connecting Counties has planned rollouts to 93% of the district. Details of which areas will be covered can be found on their website:</i></p> <p>http://www.connectedcounties.org/</p>					<p style="text-align: center;">REVISED ACTIONS & MEASURES</p> <ul style="list-style-type: none"> Digital Innovation Zone: work is being led by Epping Forest, sponsored by the LSCC, to understand what digital infrastructure is needed to support predicted economic growth around ‘smart cities’ and clustering of industries within the corridor. We are involved in this work – anticipated that in early 2018 some priorities for infrastructure investment will be identified. Also planning to bid in the Full Fibre Broadband initiative. 		

Priority Theme/ Outcome	Baseline performance and contextual data		Key actions for Year One (2016/17)	Progress as at September 2017				
<ul style="list-style-type: none"> Action on-going. We continue to support events in town centres to increase footfall. Example is the Town Council led Hertford Food and Drink Festival 6-8 October which the Council helped publicise 	<table border="1" data-bbox="439 386 1062 911"> <thead> <tr> <th>Measure</th> <th>2015/16 data</th> </tr> </thead> <tbody> <tr> <td>Town centre footfall (specifically Bishop's Stortford on a Thursday and Saturday)</td> <td> 2015/16 Quarter 1: 10,143 distinct clients with a daily average of 419 clients 2015/16 Quarter 2: 12,861 distinct clients with a daily average of 518 Clients 2015/16 Quarter 3: 12,901 distinct clients with a daily average of 523 clients </td> </tr> </tbody> </table> <ul style="list-style-type: none"> Please note this measure has been removed following discussion at Performance, Audit and Governance Committee as it has limited utility. 		Measure	2015/16 data	Town centre footfall (specifically Bishop's Stortford on a Thursday and Saturday)	2015/16 Quarter 1: 10,143 distinct clients with a daily average of 419 clients 2015/16 Quarter 2: 12,861 distinct clients with a daily average of 518 Clients 2015/16 Quarter 3: 12,901 distinct clients with a daily average of 523 clients	<ul style="list-style-type: none"> Develop a planning framework for Bishop's Stortford, focusing on Old River Lane and key adjoining town centre sites and develop a masterplan for Old River Lane Ensure employment land and needs are included with site development assessments (eg. Hertford Urban design study) and District Plan Undertake feasibility work with town centre businesses on implementing Business Improvement Districts Work in conjunction with town and parish councils to deliver special events and specialist markets (eg. farmer's markets) to increase footfall in the town centres 	<ul style="list-style-type: none"> Action on-going through the ORL Steering Group and Bishop's Stortford Town Centre Steering Group (now called Shaping Stortford). Town centre planning framework adopted by Council in July. Options for ORL development currently under consideration and expectation is that a planning application for a new multi-story car park will be made in January Action on-going however as per page 1 this is challenging given pressure for residential development. Through the Examination in Public process additional employment land allocation will be considered, including 5 Ha at Gilston to support LSCC growth. Action on-going. CMS were contracted in 2016 to test feasibility of setting up a BID in Bishop's Stortford. Initial engagement with businesses was positive and suggested further work be undertaken to hold a ballot with businesses to see if a BID can be set up by the end of 2017. However a number of follow up sessions in the Spring/ Summer were not well attended. CMS have subsequently revised their project plan, aiming to have a ballot in March/ April 2018. An initial meeting of businesses who are interested in being part of the steering group/ board took place on 25th September and was reasonably well attended. To assist with the business engagement process we have employed the Letchworth Bid Manager on a part time contract Action on-going. We continue to promote our own events such as retail and farmer's markets and also support other events often led by Town Councils or independent organisations. There is strong evidence to suggest these increase footfall and overall spend in town centres (eg. Restaurants and pubs reporting income increased on the days of the Hertford Music Festival, Rock in the Priory etc.
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REVISED ACTIONS & MEASURES								
	<ul style="list-style-type: none"> Town centre vacancy rates. Please note these are not monitored consistently across the district however some town councils collect this data through visual checks. For example Hertford do this every 6 months (May vacancy levels recorded at 5.45% in May 2017). In future we have agreed with the other town councils to extract figures on vacancy rates using empty property lists published by the Business Rates' team. At the time of writing these figures were not yet available however. 							

Priority Theme/ Outcome	Baseline performance and contextual data	Key actions for Year One (2016/17)	Progress as at September 2017												
<p>Supporting the visitor economy <i>We want to raise the profile of local attractions and support businesses in their supply chain</i></p>	<table border="1" data-bbox="439 386 1466 464"> <thead> <tr> <th>Measure</th> <th>2014 data</th> <th>2015 data</th> </tr> </thead> <tbody> <tr> <td>Number of day trips (District Total)</td> <td>3,698,000</td> <td>3,573,000</td> </tr> </tbody> </table>  <table border="1" data-bbox="439 884 1466 919"> <tbody> <tr> <td>Number of overnight stays (District Total)</td> <td>224,000</td> <td>236,000</td> </tr> </tbody> </table>  <table border="1" data-bbox="439 1346 1466 1423"> <tbody> <tr> <td>Total value of visitor economy (£) (District Total)</td> <td>252,560,000</td> <td>262,007,000</td> </tr> </tbody> </table> 	Measure	2014 data	2015 data	Number of day trips (District Total)	3,698,000	3,573,000	Number of overnight stays (District Total)	224,000	236,000	Total value of visitor economy (£) (District Total)	252,560,000	262,007,000	<ul style="list-style-type: none"> Undertake 2016 value and volume study (for the district as a whole but also focusing on the 5 towns) Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains 	<ul style="list-style-type: none"> Complete. Data is always 1 year behind so 2016 study captures 2015 data. Overall trend demonstrates a growing visitor economy in the district. In fact of all the 10 districts East Herts receives the largest number of visitors, generates the most inward investment and has the largest number of jobs supported by the visitor economy. This work is being followed up with a quantitative research which will provide a breakdown of visitors and non visitors views of Hertfordshire SLA with Visit Herts in place. Big weekend and gardens and gourmet project (essentially linking gardens and trails with great food and drink) projects underway. Generally venues from East Hertfordshire are well represented. More details about events and promotions can be found here: https://www.visitherts.co.uk/ Attractions from East Herts up for Herts Tourism awards include: <ul style="list-style-type: none"> Emerald Cottages, Ware, have been shortlisted for the Rest Your Head Award Down Hall Hotel has been shortlisted for the Big Sleep Award Henry Moore Foundation has been shortlisted for the Hidden Gem Award). 2 Visit Herts networking events took place in East Herts in the last 12 months (Paradise Wildlife Park and Henry Moore Foundation)
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	Total number of jobs dependent on visitor economy (District Total)	4716	4914																				
 <table border="1" data-bbox="596 296 1308 726"> <caption>Jobs dependent on visitor economy by district (2014 vs 2015)</caption> <thead> <tr> <th>District</th> <th>2014</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Bishop's Stortford</td> <td>~900</td> <td>~950</td> </tr> <tr> <td>Hertford</td> <td>~800</td> <td>~850</td> </tr> <tr> <td>Buntingford</td> <td>~250</td> <td>~280</td> </tr> <tr> <td>Sawbridgeworth</td> <td>~300</td> <td>~320</td> </tr> <tr> <td>Ware</td> <td>~600</td> <td>~650</td> </tr> </tbody> </table>						District	2014	2015	Bishop's Stortford	~900	~950	Hertford	~800	~850	Buntingford	~250	~280	Sawbridgeworth	~300	~320	Ware	~600	~650
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REVISED ACTIONS & MEASURES																							
<ul style="list-style-type: none"> SLA with Visit Herts was initially for 2 years (2015/16 and 2016/17). We will extend the SLA for a further 3 years given they have also won a 3 year contract with Herts LEP to continue delivering a destination management service for the county 																							
Priority Theme/ Outcome	Baseline performance and contextual data		Key actions for Year One (2016/17)	Progress as at September 2017																			
<p>Lobbying for the right infrastructure We will work with key partners to ensure East Herts can support growth in the right places at the right times</p>	<p>Investment (£) in transport infrastructure within the district (measure to be developed) <i>We have been unable to develop specific PIs around this as levels of investment on specific improvements are hard to identify in exact terms. We recognise other organisations are mostly responsible for delivering infrastructure improvements and investments; however, through our planning policy function we can influence decision making. We will use completion of major infrastructure projects as an indicator of success. Examples will include:</i></p> <ul style="list-style-type: none"> £30m investment in the A120 bypass and flood alleviation scheme. Planning permission granted January 2017, work expected to begin summer 2018 and project due to be complete 2019. £20m investment on A602 between Stevenage and A10 which started in Aug 2017 and expected to finish early 2018 Investment in strategic infrastructure on A414 corridor, including Hertford, which will be developed through LTP4, due to be published autumn 2017. Planning permission has been granted for the new Junction 7a on the M11 as well as improvements to Gilden Way in Harlow. Work due to begin late 2017/ early 2018. 5th platform to be delivered at Stevenage station to enable services from/to Hertford North (which will be truncated after timetable changes related to Thameslink operations commence in May 2018) to connect with Stevenage. Following Hendy Review, which excluded this scheme from the current Control Period 5 (CP5 – 2014-2019), delivery programme has currently been delayed until at least CP6 (2019-2024), although lobbying continues to expedite this scheme. 		<ul style="list-style-type: none"> Work with partners such as the LEP, County Council and London Stansted Cambridge Consortium (LSCC) on identifying infrastructure requirements for the A10/ M11 corridor and bring them to fruition 	<ul style="list-style-type: none"> We have actively responded and engaged in the County Council's LTP4/ 2050 Transport Vision process (due to be published autumn 2017) We have positively engaged with HCC, Essex CC, Highways England and other related bodies in seeking to identify suitable infrastructure mitigations to ameliorate the effects of development proposed in the draft District Plan (currently at Examination) We have responded to the planning application for a new arrivals terminal and other facilities at Stansted Airport. We have also been engaged in discussions with Network Rail and operators (West Anglia and GTR) over their consultations for timetable and route changes. We continue to lobby for a 5th platform to be delivered at Stevenage station to enable services from/to Hertford North (which will be largely truncated after timetable changes related to the introduction of Thameslink commence in May 2018) to connect with Stevenage. The LSCC is actively lobbying government for significant infrastructure investment across regional road and rail networks in order to realise economic growth. The focus is on Crossrail 2 (which is gaining support), and 4 tracking of the line up to Broxbourne from central London (irrespective of Crossrail 2 implementation) and improvements to the West Anglia routes. We are supportive of the LSCC's objectives and have submitted evidence to their growth commission reports, which have also proposed new governance arrangements in 																			

			the corridor to agree infrastructure spending
REVISED ACTIONS & MEASURES			
			<ul style="list-style-type: none"> • Work with HCC and other partners in identifying infrastructure requirements on the A414 corridor, in particular, to seek a strategic intervention to address congestion in Hertford • Support 'Harlow and Gilston Garden Town: Stort Crossings and Sustainable Transport Corridor' HIFF bid • Continue to work with HCC, Essex CC, Highways England and others in identifying measures to address impacts of development proposed in the District Plan as outlined in the Infrastructure Delivery Plan (IDP) • Continue to lobby Dft/Network Rail to expedite provision of 5th platform at Stevenage Station. • To engage with Stansted Airport and Uttlesford DC in the lead up to, and determination of, planning application to raise cap to up to 44.5 million passengers per annum (mppa)