

Economic Development Service Plan 2014 – 2015

Overview of Economic Development

The Economic Development Team consists of 1 Business Development Manager, 1 Economic Development Officer, 1 E-space Centre Manager, 1 E-space North administrator and 2 x part-time E-space South Administrators.

The section focuses on initiatives that assist in stimulating sustainable business development in East Cambridgeshire, growth in local employment opportunities, and taking forward delivery of a number of the Council's Corporate Objectives. It incorporates the following activities:-

- Project and programme management of a number of growth delivery projects and Corporate Objectives including Soham Rail Station, Connecting Cambridgeshire Broadband Programme and the delivery of key employment sites identified in the Council's draft Local Plan.
- Creation of quality employment opportunities in the District – this includes close working with UK Trade and Investment (UKTI) and the Greater Cambridge, Greater Peterborough Local Enterprise Partnership to encourage inward investment into the District. A programme of company visits is also undertaken to highlight the support services available and to identify expansion opportunities.
- Promotion of the District as a business location – based on an economic development marketing plan and 360 website/branding, close working with local commercial agents and developers, and active engagement with UKTI, and the GCGP LEP.
- Management of the E Space Business Centres – built in 2001/2 to provide flexible and versatile accommodation for start up and growth businesses, the District Council took over direct operation of these centres in 2007. At E Space North in Littleport there are 34 units ranging in size from 155 sq ft – 650 sq ft. At E Space South in Ely there are 16 units, ranging from 150-300sq ft. The units are available on flexible 'easy in-easy out' terms, with a range of business support services including reception, post handling, photocopying, telephone systems and on site business advice.
- To promote and develop an open for business culture within the Council by championing local business interests across ECDC departments.
- Business support – the District Council works in partnership with a number of local, sub-regional and national organisations to provide a wide range of support to local businesses including the provision of grant funding.

- Lifelong Learning and Skills Development – an educated, skilled and flexible workforce is a key factor for economic growth and development of a knowledge economy, and the economic development team liaises with local FE/HE partners and schools to develop greater awareness of local employment opportunities and stronger links between education and industry. The team also runs the East Cambridgeshire Apprenticeship Programme.
- Maintenance of a business information and resource service providing economic data for the District. This includes liaising closely with Cambridgeshire County Council and the ECDC planning section, providing data for public/business enquiries and maintaining an information database on the ECDC website.

The cost to run the service is £166,230. Over the past 18 months, the team has generated £379,000 from the Department for Communities and Local Government for capacity funding for the North Ely urban extension. It aims to attract over £2 million of external funding in 2014/15 from the Greater Cambridge, Greater Peterborough Local Enterprise Partnership for a new agri-tech research and development centre for Soham and a commercial development at Lancaster Way Business Park. The team also generates a significant amount of income through the provision of commercial premises and the e-space business centres.

Forward Planning for Councillors

Proposed date of decision	Item/Event/ Project Stage	Service Area	Member Champion	Committee
January 2015	GCGP LEP Update/ presentation from chief executive	Economic Development	Cllr Bill Hunt	Corporate Governance and Finance Committee
March 2015	Soham Rail Station update GRIP 3	Economic Development	Cllr James Palmer	Corporate Governance and Finance Committee
March 2015	Connecting Cambridgeshire Broadband Programme	Economic Development	Cllr Bill Hunt	Corporate Governance and Finance Committee

Strategy map



Measuring Performance

To promote the District as a business location measure	Target	Actual
To respond to 100 commercial premises enquiries and deliver 10 new investment successes to the district	10	

To facilitate a wide range of infrastructure improvements measure	Target	Actual
To commence a GRIP 3 study for a new rail station in Soham	Mar 2015	
To work in partnership with CCC and BT Open Reach to deliver the Connecting Cambridgeshire Broadband programme and a) Deliver fibre-optic broadband coverage to 25 new cabinets across East Cambridgeshire	25	
To work in partnership with CCC and BT Open Reach to deliver the Connecting Cambridgeshire Broadband programme and b) Provide support for 75 businesses through the ERDF destination digital programme across East Cambridgeshire	75	

Staff performance measure	Target	Actual
100% appraisals completed on time	100%	
Monthly service awareness briefings for Member Champion	12	

Deliver economic and jobs growth measure	Target	Actual
To deliver an additional 100,000 sq ft of additional commercial floorspace across the district in 2014/15	100,000sq ft	
To support the creation of an additional 460 jobs across the district in line with annual targets for the jobs growth strategy as part of the draft Local Plan	460	
To encourage 2 new spin outs from the e-space business centres	2	
To co-ordinate and deliver an East Cambridgeshire Funding Fair in September 2014	Sep 14	
To co-ordinate and deliver an East Cambridgeshire Skills Fair In October 2014	Oct 14	
To create 12 new apprenticeships for 16-24 year olds across the district by the end of March 2015	12	

Promote an open for business culture measure	Target	Actual
Co-ordinate and deliver the annual business ratepayers consultation event and encourage representation across ECDC departments	Feb 15	

Maximise income and external funding measure	Target	Actual
Generate £2.0 million of external funding/investment into the District	£2.0m	
Ensure that the e-space business centres are self-financing by maintaining occupancy levels above 80%	80%	

Name	Responding to commercial premises enquiries
Owner	Doug Perkins
Co owners	Darren Hill
Purpose	To maximise the number of investment projects and jobs growth within the district
Links	ECDC Jobs Growth Strategy 2012/ Draft Local Plan
Formula	Proactively manage investment enquiries to provide a single point of contact for companies looking to invest/set up or expand within East Cambridgeshire
Source of Data	Commercial Premises Register spreadsheet
Frequency	Quarterly
Target	100 enquiries and a 10% conversion rate
Rewards/Penalties	Increased employment opportunities and economic growth
Who measures?	Corporate Unit and Performance Manager
Who acts on the data?	Doug Perkins and Darren Hill
What will be done	<ol style="list-style-type: none"> 1. Enquiry logged via www.360ec.co.uk website or alternative source 2. Initial confirmation of enquiry sent back within 24 hours 3. Available properties sourced and a selection of premises is then e-mailed back to the client within 48 hours 4. Follow up of enquiry received within 7 days and information passed on to local commercial agents to arrange viewings 5. On-going monitoring of enquiries to determine % success ratio
Feedback	Quarterly Performance Report
Notes	

Name	Deliver fibre optic broadband to 25 new cabinets across East Cambridgeshire and provide support for 75 businesses through the ERDF destination digital programme
Owner	Doug Perkins
Co owners	Darren Hill
Purpose	To improve digital connectivity across the District and encourage local businesses to benefit from the financial support to invest in digital equipment and services
Links	Connecting Cambridgeshire Broadband Programme
Formula	To ensure successful completion and integration of the Connecting Cambridgeshire Broadband programme
Source of Data	Destination Digital
Frequency	Quarterly
Target	25 new cabinets upgraded to superfast fibre-optic broadband and 75 businesses within East Cambridgeshire accessing support from the programme
Rewards/Penalties	Potential clawback of European Funding and national BDUK Funding
Who measures?	Business Development Manager/ Corporate Unit Manager
Who acts on the data?	Doug Perkins/ Connecting Cambridgeshire Project Board
What will be done	<ol style="list-style-type: none"> 1. Joint promotion of destination digital programme 2. Develop and host destination digital events 3. Signposting of local businesses Destination Digital website/ business support programme 4. Monitoring of referred businesses 5. Assist CCC with wayleave access for new cabinets of ECDC sites across the district. 6. CCC Programme Board attendance 7. Local parish, resident and business enquiries.
Feedback	Quarterly Performance Report
Notes	

Name	Commence a GRIP 3 study for Soham Rail Station
Owner	Darren Hill
Co owners	Cambridgeshire County Council (CCC)/ Network Rail (NR)
Purpose	To commence a GRP 3 study for Soham Rail Station to progress the project and be in a position to apply for external funding
Links	CCC Local Transport Strategy/ GCGP LEP Strategic Economic Plan/ Network Rail Strategic Plan
Formula	To ensure successful completion of a GRIP 3 single option study for the railway station in line with the proposed double tracking works between Ely and Soham.
Source of Data	CCC/NR
Frequency	1 in 2014/15
Target	Commencement of GRIP 3 Study by March 2015
Rewards/Penalties	Potential for additional employment/housing growth for Soham and an increase in connectivity for local residents
Who measures?	Business Development Manager/ Corporate Unit Manager
Who acts on the data?	Darren Hill/ Cambridgeshire County Council/ Network Rail
What will be done	<ol style="list-style-type: none"> 1. NR to produce Requirements Document for CCC 2. NR to work up a Development Services Agreement 3. NR to speak internally regarding the possible programme of work on Ely/Soham doubling to ensure no duplication of work and best ordering of works for benefit of both projects 4. NR to draft a programme of work/timeline for CCC officers to present to their members 5. Establishment of Soham Rail Station Project Board
Feedback	Quarterly in line with Corporate Indicators performance monitoring
Notes	

Name	Appraisals undertaken
Owner	Darren Hill
Purpose	To ensure that all staff appraisals are completed annually and within the time frame set by HR
Links	HR Policy and procedure Corporate Priorities, Service Delivery Plan
Formula	To undertake staff appraisals within the time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training needs to be identified and new accountabilities set.
Source of Data	Performance against accountabilities, 1-1 meetings carried out throughout the year
Frequency	Annually
Target	100%
Rewards/Penalties	To provide staff with feedback on performance and identify training needs/skills gaps.) Acknowledgment from Chief Executive if a 5 is achieved.
Who measures?	Business Development Manager and HR
Who acts on the data?	All staff
What will be done	<ol style="list-style-type: none"> 1. Time frame set by HR 2. Line managers to book appraisal with staff 3. Line manager to issue staff with paperwork to complete 4. Paperwork to be completed by appraisee and returned to Line manager 5. Appraisal undertaken and comments from line manager added and accountabilities for next year agreed 6. Completed documentation agreed by line manager and appraisee signed off 7. Completed appraisal sent to HR
Feedback	1-1 , mid-term appraisal
Notes	Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner.

Name	Service awareness briefings for service Delivery Champion
Owner	Darren Hill
Purpose	Service policies and procedures Service delivery Plans
Links	To include Service Delivery Champions in all aspects of the day to day running of the Economic Development service and coordinate frequent meetings with senior officers within the department
Formula	Notes of meetings, decisions made at Corporate Governance and Finance Committee, group meetings. Feedback from Members and Chief Executive.
Source of Data	As required
Frequency	100%
Target	Service delivery Champions will develop a better understanding of the service delivered by Economic Development. They will act as a critical friend, they will challenge and promote what we do. They will be able to report to the Council on their activities and respond to questions and enquires.
Rewards/Penalties	
Who measures?	Business Development Manager/ Corporate Unit Manager
Who acts on the data?	All staff within the section
What will be done	<ol style="list-style-type: none"> 1. Member Champion to undertake induction in service area, meet with appropriate staff and agree expectations (from both sides) 2. Invite Member to shadow the team if they wish 3. Invite Member to Economic Development team meetings 4. Include Member in the distribution of quarterly performance reports
Feedback	Quarterly performance report
Notes	

Name	Deliver an additional 100,000 sq ft of commercial floorspace
Owner	Doug Perkins
Co owners	Darren Hill
Purpose	To work with local developers and business park managers to increase the quantity and quality of commercial premises across the district
Links	Jobs Growth Strategy/ GCGP LEP Strategic Economic Plan
Formula	To address the lack of commercial floorspace across the district and increase the district's job density ratio.
Source of Data	CCC annual monitoring report
Frequency	Annual
Target	100,000 sq ft of new commercial floorspace
Rewards/Penalties	Business rates retention income/ increased likelihood of meeting commercial premises requests
Who measures?	Darren Hill/ Corporate Unit Manager
Who acts on the data?	Darren Hill/ Forward Planning Unit
What will be done	<ol style="list-style-type: none"> 1. Joint promotion of key employment sites and business park developments 2. Referral of key enquiries to bring forward schemes 3. Support to access external funding streams to assist new development 4. Monitoring of new planning applications and take up of commercial units
Feedback	Annual performance report
Notes	

Name	To support the creation of an additional 460 jobs per annum across the district
Owner	Darren Hill
Co owners	Doug Perkins
Purpose	To encourage employment and jobs growth across the district in line with the targets set out in the ECDC jobs growth strategy.
Links	ECDC Jobs Growth Strategy/ GCGP LEP Strategic Economic Plan
Formula	Focus on more sustainable development across the district and balancing housing growth with jobs growth
Source of Data	Business Register and Employment Survey
Frequency	Annual
Target	460
Rewards/Penalties	Reduced outcommuting/ people more actively involved in their local communities
Who measures?	Darren Hill/ Corporate Unit Manager
Who acts on the data?	Darren Hill/ Forward Planning Unit
What will be done	<ol style="list-style-type: none"> 1. Work with developers/business park managers to see employment schemes and sites developed 2. Close liaison with planning to retain employment sites wherever possible 3. Maintenance of enquiries database and tracking of progress in relation to successful projects and jobs growth implications 4. Support for indigenous business growth across the district via key expansion projects.
Feedback	Annual monitoring report
Notes	

Name	To encourage 2 new spin outs from the e-space business centres
Owner	Elvira Amoraal
Co owners	Darren Hill
Purpose	To contribute to economic growth/jobs growth locally through the expansion and relocation of start-up businesses based at the e-space business centres
Links	ECDC Jobs Growth Strategy/ e-space business plan
Formula	To facilitate the growth of indigenous businesses across East Cambridgeshire through the provision of 2 fully serviced business centres that offer a wide range of facilities and support to business start-ups
Source of Data	e-space business centres
Frequency	Annual
Target	2
Rewards/Penalties	Increased jobs/employment growth across the district
Who measures?	Darren Hill
Who acts on the data?	Darren Hill/ economic development team
What will be done	<ol style="list-style-type: none"> 1. Provide ongoing assistance/ PR for those businesses with growth potential at the centres 2. Encourage growth businesses to take on additional units at the centre in line with the Council's letting policy 3. Provide support for those businesses looking to move out with commercial premises advice and on-going support 4. Provide advice and signposting for all available business development funding and support.
Feedback	Annual monitoring report
Notes	

Name	To co-ordinate and deliver an East Cambridgeshire Funding Fair in September 2014
Owner	Darren Hill
Co owners	GCGP LEP/ South Cambridgeshire District Council
Purpose	To provide an opportunity for local businesses to secure grants and other sources of financial support from a variety of sources
Links	ECDC Jobs Growth Strategy/ GCGP LEP Strategic Economic Plan
Formula	To raise awareness of business support programmes at a national and sub-regional level to local businesses to encourage expansion and improve productivity
Source of Data	ECDC
Frequency	1 in 2014/15
Target	75 businesses attending
Rewards/Penalties	Positive PR for the Council/ partnership working
Who measures?	Darren Hill/ Corporate Unit Manager
Who acts on the data?	Darren Hill/ Economic Development Team
What will be done	<ol style="list-style-type: none"> 1. Promotion of fair with Local MP/ GCGP LEP and South Cambridgeshire DC 2. Coordination of event and bookings of attendees 3. Feedback and evaluation following the event
Feedback	Annual performance report
Notes	

Name	To co-ordinate and deliver an East Cambridgeshire Skills Fair In October 2014
Owner	Doug Perkins
Co owners	Ely Community College/ Cambridge Area Partnership/ Ely Chamber of Commerce
Purpose	To showcase the areas businesses and ensure East Cambridgeshire's young people have the skills needed to support the district's economic development in the future.
Links	ECDC Jobs Growth Strategy/ GCGP LEP Strategic Economic Plan
Formula	To raise the aspirations of local youngsters and provide them with information on the type of careers, businesses and roles available to them in their locality to make informed post 16 choices.
Source of Data	ECDC
Frequency	Annual
Target	50 businesses attending and year 11 students from all 4 secondary schools
Rewards/Penalties	Positive PR for the Council/
Who measures?	Darren Hill/ Corporate Unit Manager
Who acts on the data?	Darren Hill/ Local Partners
What will be done	<ol style="list-style-type: none"> 1. Devise format for careers fair with partner organisations 2. Joint promotion of event to local secondary schools and businesses 3. Coordination of event 4. Feedback and evaluation of event
Feedback	Annual performance report
Notes	

Name	To create 12 new apprenticeships for 16-24 year olds across the district
Owner	Doug Perkins
Co owners	Wata/Cambridge Regional College/ National Apprenticeships Service
Purpose	To support businesses to take on a greater proportion of apprentices to provide employment opportunities for East Cambridgeshire 16-24 year olds
Links	ECDC Jobs Growth Strategy/GCGP LEP Strategic Economic Plan
Formula	To encourage businesses to apply for a top up grant of £2,000 in addition to the £1,500 AGE grant for taking on a young apprentice
Source of Data	ECDC/ Cambridge Regional College/WATA
Frequency	Annual
Target	12 new apprentices
Rewards/Penalties	Positive PR for the Council/ Reduction in youth unemployment
Who measures?	Darren Hill/ Corporate Unit Manager
Who acts on the data?	Darren Hill/ Economic Development Team
What will be done	<ol style="list-style-type: none"> 1. Devise format for apprenticeship scheme with partner organisations 2. Joint promotion of event with partner organisations/ local secondary schools and businesses 3. Coordination of scheme and on-going monitoring of success 4. PR highlighting successful local apprenticeships supported 5. Feedback and evaluation of scheme
Feedback	Annual performance report
Notes	

Name	Co-ordinate and deliver the annual business ratepayers consultation event and encourage representation across ECDC departments
Owner	Darren Hill
Co owners	Doug Perkins/ Linda Grinnell
Purpose	To consult with local businesses on the District Council's budget for the forthcoming year
Links	ECDC Medium Term Financial Strategy
Formula	To provide a forum to interact with local businesses and obtain feedback on the District Council's annual budget
Source of Data	ECDC
Frequency	Annual
Target	30 businesses attending
Rewards/Penalties	Council has a statutory duty to consult with businesses on its forthcoming budget/ Good PR for the Council
Who measures?	Darren Hill/ Corporate Unit Manager/ Assistant Director
Who acts on the data?	Darren Hill/ Head of Finance
What will be done	<ol style="list-style-type: none"> 1. Devise format for annual business ratepayers consultation event 2. Promotion of the event to partners and local businesses 3. Coordination of the event 4. Feedback and evaluation of scheme
Feedback	Annual performance report
Notes	

Delivering the service

Name	Generate external funding/investment into the District
Owner	Darren Hill
Co owners	Doug Perkins
Purpose	To generate external funding for the Council to help it meet its Corporate Priorities
Links	ECDC Corporate Priorities/ Jobs Growth Strategy
Formula	To provide additional funding to supplement section 106/ CIL to help the Council deliver key infrastructure and business park developments
Source of Data	ECDC
Frequency	Annual
Target	£2.0 million
Rewards/Penalties	Delivery of projects that would otherwise be non-deliverable/ Positive PR for the Council
Who measures?	Darren Hill/ Corporate Unit Manager
Who acts on the data?	Darren Hill
What will be done	<ol style="list-style-type: none"> 1. Evaluation of European and National funding sources and opportunities for bidding 2. Compilation of bids and submission to coordinating bodies 3. Support and guidance for private sector led bids 4. On-going evaluation and monitoring of schemes
Feedback	Annual performance report

Name	Ensure that the e-space business centres are self-financing by maintaining occupancy levels above 80%
Owner	Elvira Amoraal
Co owners	Darren Hill
Purpose	To encourage economic/employment growth across the district through the expansion of start-up businesses
Links	ECDC jobs growth strategy
Formula	To maximise income for ECDC through the provision of two start-up business centres
Source of Data	E-space annual accounts
Frequency	Annual
Target	Centres are self-financing and do not require any financial assistance from ECDC
Rewards/Penalties	On-going provision of service and ability to re-invest/upgrade the buildings
Who measures?	Elvira Amoraal
Who acts on the data?	Darren Hill/ Head of Finance
What will be done	<ol style="list-style-type: none"> 1. On-going marketing and promotion of centres 2. Annual review of charging structure and costs 3. Production of annual accounts for e-space and East Cambridgeshire Business Centres Ltd
Feedback	Annual performance report