

## **Economic Development Service Plan 2015 – 2016**

### **Overview of Economic Development**

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

The cost to run the service for the forthcoming year is **£170, 543** (excluding depreciation).

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)/Greater Cambridge Greater Peterborough Local Enterprise Partnership (GCGP LEP) 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 a 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, 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.

Over the past year, the team has generated over £17.9 million of external funding from the GCGP LEP for the Ely Southern link Road, 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. It aims to build on this over the coming year by developing a broader range of services that will generate income for the team.

#### Forward Planning for Councillors

<b>Proposed date of decision</b>	<b>Item/Event/ Project Stage</b>	<b>Service Area</b>	<b>Service Delivery Champion</b>	<b>Committee</b>
September 2015	Enterprise East Cambridgeshire web platform launch	Economic Development	Cllr Steve Cheetham	Corporate Governance and Finance Committee
November 2015	Soham Rail Station update GRIP 3	Economic Development	Cllr James Palmer	Corporate Governance and Finance Committee
January 2016	GCGP LEP Update/ presentation from chief executive	Economic Development	Cllr Steve Cheetham	Corporate Governance and Finance Committee
March 2016	Connecting Cambridgeshire Broadband Programme Overview	Economic Development	Cllr Steve Cheetham	Corporate Governance and Finance Committee

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	10 successes creating 60 new jobs and safeguarding 7
	100	111 enquiries received from commercial premises. *Variance- +11
*Variance due to higher than average commercial premises enquiries.		

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	Carried forward to 2015/16 <b>*Variance- Carried forward to new Service Delivery Plan as slippage</b>
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	69 cabinets connected/ 18,578 premises <b>**Variance-+44 (equating to +76%)</b>
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	69 (this equates to 12 companies receiving business support and 57 companies receiving grants) -6
<b>*Variance-</b> Soham Station GRIP 3 study delayed due to the double tracking scheme between Ely and Soham, and allocation of resource at Network Rail.		
<b>**Variance-</b> Connecting Cambridgeshire Broadband programme above target for new cabinets with access to superfast broadband but below target for businesses accessing business support through the destination digital programme.		

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

Deliver economic and jobs growth measure	Target	Actual
To deliver an additional 100,000 sq ft of additional commercial floor space across the district in 2014/15.	100,000 sq ft	Awaiting data (Nov 15)
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	Awaiting data (Nov 15)
To encourage 2 new spin outs from the e-space business centres. (N.B. A spin out refers to the number of companies who have previously been based at the centres who have moved out and taken on commercial space elsewhere in the district resulting from an increase in turnover).	2	2
To co-ordinate and deliver an East Cambridgeshire Funding Fair in September 2014.	Sep 14	Event delivered 80 companies in attendance
To co-ordinate and deliver an East Cambridgeshire Skills Fair In October 2014.	Oct 14	Event delivered (50 companies/ 800 students)
To create 12 new apprenticeships for 16-24 year olds across the district by the end of March 2015.	12	12 created (100% target delivery)

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	Event delivered (20 companies attending)

Maximise income and external funding measure	Target	Actual
Generate £2.0 million of external funding/investment into the District.	£2.0m	£17.9m <b>*Variance- +£15.9m</b>
Ensure that the e-space business centres are self-financing by maintaining occupancy levels above 80%.	80%	Average occupancy rate April 14-March 15= 83% +3% <b>Full accounts show a profit of £78,888</b> (excluding depreciation)
*Variance- External funding significantly over target due to the large funding package achieved for the Ely Southern Link Road. The breakdown in funding is as follows; £17.9m of external funding generated in total, £16m Ely Southern Link Road from the GCGP Local Growth Fund, £200,000 of capacity funding for North Ely urban extension from DCLG, £600,000 from the GCGP LEP Agri-tech scheme for Hasse Fen Agri-Gate Research and Development Centre and £1.1m of loan funding from GCGP Growing Places Fund for new starter units at Lancaster Way Business Park.		

## Economic Development Services- Service Delivery Plan 2015-2016

### Strategy map



## Measuring Performance

Performance Measure- To promote the District as a great place to invest, live and grow your business	Baseline from previous year	Target
To respond to 100 general enquiries from local residents and the business community on a broad range of business related issues including business start-up support, grants and funding and commercial property/land advice. To support 10 investment successes across the district.	111 enquiries	100 enquiries
To develop a new business website (Enterprise East Cambs) and platform for the district to encourage inward investment into the area and business interactions.	10 investment successes	10 investment successes
Regular engagement with local, sub-regional and national bodies and stakeholders on issues relating to the East Cambridgeshire economy to attract investment into the area	Not applicable	Launch of site Sep 15
Development of an East Cambs business database and e-mail distribution list for communications and marketing purposes.	Cambridgeshire Chamber of Commerce Cambridgeshire County Council GCGP LEP UKTI BIS East Job Centre + Ely Cathedral Business Group District/Borough Councils  £15.9m external funding levered	£2m external funding/ inward investment  Mar 16
	Not applicable	Sep 2015

<b>To facilitate a wide range of infrastructure improvements for the district to enhance its appeal to investors, businesses and residents</b>	<b>Baseline from previous year</b>	<b>Target</b>
To complete a GRIP 3 study and business for a new rail station in Soham.	Carried Forward	1 study completed by Mar 16
To improve digital connectivity across the District and encourage local businesses to benefit from the financial support to invest in digital equipment and services.	Attendance on project/ programme boards	a) ECDC officer on programme/ project boards Aug 15 - April 16 and attendance at meetings x 6  b) 20 local businesses receiving Connection vouchers (£60,000) Mar 16

<b>Develop highly trained staff to support service delivery and enable the Economic Development Service Delivery Champion to drive forward Corporate Priorities</b>	<b>Baseline from previous year</b>	<b>Target</b>
To ensure that all staff appraisals are completed annually and within the time frame set by HR.	100% completed on time	100% completed on time
Bi - monthly service awareness briefings for Service Delivery Champion. To undertake regular briefings with the Economic Development Service Delivery Champion to ensure a better understanding of the service and to provide a forum for information exchange.	6	6

<b>Deliver economic and jobs growth through the provision of a range of support services</b>	<b>Baseline from previous year</b>	<b>Target</b>
To co-ordinate and deliver an East Cambridgeshire Skills Fair in partnership with local secondary schools and the Cambridgeshire School's Area Partnership.	1 event 50 companies/ 800 students	1 event Oct 15 55 companies/ 800 students
To create 8 new apprenticeships for 16-24 year olds across the district by the end of March 2016.	12	8 apprenticeships supported by Mar 16
Development of an investment programme for economic development from additional business rate receipts.	Not applicable	1 investment programme by Sep 15

<b>To promote an open for business culture by championing local business interests across ECDC departments</b>	<b>Baseline from previous year</b>	<b>Target</b>
To co-ordinate and deliver an East Cambridgeshire Skills Fair in partnership with local secondary schools and the Cambridgeshire School's Area Partnership.	1 event undertaken	1 event undertaken by Feb 16
	20 companies attending	30 companies attending

<b>Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	<b>Baseline from previous year</b>	<b>Target</b>
Ensure that the E-space Business Centres are self-financing by maintaining occupancy levels above 80% and reduce operating costs.  To maximise income for ECDC through the provision of two start-up business centres.	80%	85% average for 15/16  2
Integrated new broadband leased line and telephone system at e-space and develop a range of additional services that can be provided to tenants.	Not applicable	System integrated by Oct 15
Work with the GCGP LEP to develop a 30 year manifesto for growth for the local area including key economic projects for East Cambridgeshire.	Not applicable	Production of document by Dec 15
Explore and develop a range of chargeable consultancy services that the Economic Development team can provide to the local business community and an appropriate delivery structure.	Not applicable	Business case developed by Mar 16
Successfully let unit 8 St Thomas' Place following departure of the current tenant.	Not applicable	Unit let by Dec 15
Options assessment for developing a new E-space Business Centre including site selection and funding package.	Not applicable	Options assessed by Mar 16



<b>Performance Measure; To promote the District as a great place to invest, live and grow your business</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Erin Keck- Centre Manager. Emma Andrews-E-Space South Centre Administrator.
<b>Output/Outcome</b>	To respond to 100 general enquiries from local residents and the business community on a broad range of business related issues including business start-up support, grants and funding and commercial property/land advice. To support 10 investment successes across the district.
<b>Links</b>	ECDC Jobs Growth Strategy 2012/ Local Plan.
<b>Formula</b>	Proactively manage investment/general enquiries to provide a single point of contact for companies looking to start-up invest or expand within East Cambridgeshire.
<b>Source of Data</b>	Enquiries spreadsheet.
<b>Frequency of reporting</b>	Quarterly.
<b>Who measures?</b>	Emma Grima- Corporate Unit Manager.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Enquiry logged via <a href="http://www.360ec.co.uk">www.360ec.co.uk</a> website or alternative source.</li> <li>• Initial confirmation of enquiry sent back within 24 hours.</li> <li>• Follow up of enquiry received within 7 days and information passed on to local commercial agents to arrange viewings.</li> <li>• On-going monitoring of enquiries to determine status.</li> </ul>
<b>Reporting timescale</b>	March 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; To promote the District as a great place to invest, live and grow your business</b>	
<b>Owner</b>	Martin Smith- Business Development Manager.
<b>Co owners</b>	Darren Hill-Economic Development Manager.
<b>Output/Outcome</b>	To develop a new business website (Enterprise East Cambs) and platform for the district to encourage inward investment into the area and business interactions.
<b>Links</b>	ECDC Jobs Growth Strategy 2012/ Local Plan.
<b>Formula</b>	Development of website content and visuals and back office CMS system and user analytics.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Annual.
<b>Who measures?</b>	Emma Grima-Corporate Unit Manager.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Preferred web partner selected/project plan developed.</li> <li>• Development of site and transfer and development of content.</li> <li>• Website launch (Sep 15).</li> <li>• Ongoing monitoring of data/updating of site.</li> </ul>
<b>Reporting timescale</b>	September 15.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	Yes, draft website to be shared with other ECDC departments for feedback and on-going opportunities to use the site for promotional purposes.

<b>Performance Measure- To promote the District as a great place to invest, live and grow your business.</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Andy Jones- E-Space North Manager.
<b>Output/Outcome</b>	Regular engagement with local, sub-regional and national bodies and stakeholders on issues relating to the East Cambridgeshire economy to attract investment into the area.
<b>Links</b>	ECDC Jobs Growth Strategy 2012/ Local Plan
<b>Formula</b>	To work in partnership with other economic development agencies to create a supportive environment for business and attract investment into the area.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Quarterly.
<b>Who measures?</b>	Emma Grima- Corporate Unit Manager.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Establish various communication channels with partners and key decision makers/influencers.</li> <li>• Set up briefings/meetings/presentations and familiarisation visits as required.</li> <li>• Put forward key local issues/ priorities for Investment and identify funding opportunities.</li> <li>• Follow up with business cases/ bid proposals.</li> </ul>
<b>Reporting timescale</b>	March 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; To promote the District as a great place to invest, live and grow your business.</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Erin Keck- Centre Manager. Emma Andrews-E-Space South Centre Administrator.
<b>Output/Outcome</b>	Development of an East Cambs business database and e-mail distribution list for communications and marketing purposes.
<b>Links</b>	ECDC Jobs Growth Strategy 2012/ Local Plan.
<b>Formula</b>	To develop and produce a current and effective business database covering the district of East Cambridgeshire.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	1 in 2015/16.
<b>Who measures?</b>	Emma Grima- Corporate Unit Manager.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Assimilate existing databases available to the team from a variety of sources.</li> <li>• Cleanse and update database via an initial telephone survey by e-space administration team.</li> <li>• Continue to maintain and update database following distribution of any e-marketing/ correspondence.</li> </ul>
<b>Reporting timescale</b>	September 15.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; To facilitate a wide range of infrastructure improvements for the district to enhance its appeal to investors, businesses and residents</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Cambridgeshire County Council (CCC)/ Network Rail (NR).
<b>Output/Outcome</b>	To Complete a GRIP 3 study for Soham Rail Station to progress the project and be in a position to apply for external funding.
<b>Links</b>	CCC Local Transport Strategy/ GCGP LEP Strategic Economic Plan/ Network Rail Strategic Plan.
<b>Formula</b>	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.
<b>Source of Data</b>	CCC/NR.
<b>Frequency of reporting</b>	1 in 2015/16.
<b>Who measures</b>	CCC/ECDC.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• NR to produce Requirements Document for CCC.</li> <li>• NR to work up a Development Services Agreement.</li> <li>• 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 the benefit of both projects.</li> <li>• NR to draft a programme of work/timeline for CCC officers to present to their members.</li> <li>• Establishment of Soham Rail Station Project Board.</li> </ul>
<b>Reporting timescale</b>	March 16.
<b>What resources are needed to ensure success</b>	To be assessed.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; To facilitate a wide range of infrastructure improvements for the district to enhance its appeal to investors, businesses and residents</b>	
<b>Owner</b>	Martin Smith- Business Development Manager.
<b>Co owners</b>	Darren Hill- Economic Development Manager.
<b>Output/Outcome</b>	To improve digital connectivity across the District and encourage local businesses to benefit from the financial support to invest in digital equipment and services.
<b>Links</b>	Connecting Cambridgeshire Broadband Programme.
<b>Formula</b>	To ensure successful completion and integration of the Connecting Cambridgeshire Broadband programme and take-up of connection vouchers.
<b>Source of Data</b>	Destination Digital/CCC
<b>Frequency of reporting</b>	Quarterly
<b>Who measures</b>	Emma Grima- Corporate Unit Manager.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Joint promotion of destination digital programme.</li> <li>• Signposting of local businesses Destination Digital website/ connection vouchers.</li> <li>• Monitoring of referred businesses.</li> <li>• Assist CCC with wayleave access for new cabinets of ECDC sites across the district.</li> <li>• CCC Programme Board/Project board attendance.</li> <li>• Local parish, resident and business enquiries.</li> </ul>
<b>Reporting Timescale</b>	March 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	Yes, legal and parks and open spaces for wayleave access.

<b>Performance Measure; Develop highly trained staff to support service delivery and enable the Economic Development Service Delivery Champion to drive forward Corporate Priorities</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co Owners</b>	Emma Grima- Corporate unit Manager.
<b>Output/Outcome</b>	To ensure that all staff appraisals are completed annually and within the time frame set by HR.
<b>Links</b>	HR Policy and procedure.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	HR.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Time frame set by HR.</li> <li>• Line managers to book appraisal with staff.</li> <li>• Line manager to issue staff with paperwork to complete.</li> <li>• Paperwork to be completed by appraisee and returned to Line manager.</li> <li>• Appraisal undertaken and comments from line manager added and accountabilities for next year agreed.</li> <li>• Completed documentation agreed by line manager and appraisee signed off.</li> <li>• Completed appraisal sent to HR.</li> </ul>
<b>Reporting Timescale</b>	June 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; Develop highly trained staff to support service delivery and enable the Economic Development Service Delivery Champion to drive forward Corporate Priorities</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co Owners</b>	Martin Smith- Economic Development Officer. Andy Jones- Manager E-Space North. Cllr Steve Cheetham- Service Delivery Champion.
<b>Output/ Outcome</b>	Bi - monthly service awareness briefings for the Service Delivery Champion. To undertake regular briefings with the Economic Development Service Delivery Champion to ensure a better understanding of the service and to provide a forum for information exchange.
<b>Links</b>	Service policies and procedures. Service delivery Plans. Corporate Priorities.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Quarterly.
<b>Who measures</b>	Emma Grima- Corporate Unit Manager
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Service Delivery Champion to undertake induction in service area.</li> <li>• Meet with appropriate staff and agree expectations (from both sides).</li> <li>• Invite Service Delivery Champion to shadow the team if they wish.</li> <li>• Invite Service Delivery Champion to Economic Development team meetings.</li> <li>• Include Service Delivery Champion in the distribution of quarterly performance reports.</li> </ul>
<b>Reporting timescale</b>	March 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.



<b>Performance Measure; Deliver economic and jobs growth through the provision of a range of support services</b>	
<b>Owner</b>	Erin Keck- Centre Administrator. Emma Andrews- Centre Administrator.
<b>Co owners</b>	Darren Hill/ Local Secondary Schools/ Cambridge Area Partnership/ Ely Chamber of Commerce/ City of Ely Council.
<b>Output/Outcome</b>	To co-ordinate and deliver an East Cambridgeshire Skills Fair in partnership with local secondary schools and the Cambridgeshire School's Area Partnership.
<b>Links</b>	ECDC Jobs Growth Strategy/ GCGP LEP Strategic Economic Plan
<b>Source of Data</b>	City of Ely College.
<b>Frequency of reporting</b>	Annually.
<b>Who measures</b>	City of Ely College.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Devise format for careers fair with partner organisations.</li> <li>• Joint promotion of event to local secondary schools and businesses.</li> <li>• Coordination of event.</li> <li>• Feedback and evaluation of event.</li> </ul> <p>N.B. The outcome will help 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.</p>
<b>Reporting timescale</b>	October 15.
<b>What resources are needed to ensure success</b>	To be assessed.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; Deliver economic and jobs growth through the provision of a range of support services</b>	
<b>Owner</b>	Erin Keck- Centre Administrator Emma Andrews- Centre Administrator
<b>Co owners</b>	Darren Hill- Business Development Manager. Martin Smith- Economic Development Officer. Wata/Cambridge Regional College/ National Apprenticeships Service.
<b>Output/Outcome</b>	To create 8 new apprenticeships for 16-24 year olds across the district by the end of March 2016.
<b>Links</b>	ECDC Jobs Growth Strategy/GCGP LEP Strategic Economic Plan
<b>Source of Data</b>	ECDC/ Cambridge Regional College/WATA.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Devise format for apprenticeship scheme with partner organisations.</li> <li>• Joint promotion of event with partner organisations/ local secondary schools and businesses.</li> <li>• Coordination of scheme and on-going monitoring of success</li> <li>• PR highlighting successful local apprenticeships supported</li> </ul> Feedback and evaluation of scheme. N.B by undertaking the measure we will encourage 8 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.
<b>Reporting timescale</b>	March 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; To promote an open for business culture by championing local Performance Measure; Deliver economic and jobs growth through the provision of a range of support services</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Andy Jones- E-Space North Manager.
<b>Output/Outcome</b>	Development of an investment programme for economic development from additional business rate receipts.
<b>Links</b>	ECDC Jobs Growth Strategy/GCGP LEP Strategic Economic Plan.
<b>Source of Data</b>	ECDC.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Options paper to Leader/ Chairman's Group.</li> <li>• Preferred options for expenditure/ consultation with local groups.</li> <li>• Development of work stream/s as appropriate.</li> <li>• Amendment and monitoring of performance indicators as required.</li> </ul>
<b>Reporting timescale</b>	Sep 15.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; To promote an open for business culture by championing local business interests across ECDC departments.</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Linda Grinnell- Finance Manager.
<b>Output/Outcome</b>	Co-ordinate and deliver the annual business ratepayers consultation event and encourage representation across ECDC departments.
<b>Links</b>	ECDC Medium Term Financial Strategy.
<b>Formula</b>	To consult with local businesses on the District Council's budget for the forthcoming year.
<b>Source of Data</b>	ECDC.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Linda Grinnell- Finance Manager.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Devise format for annual business ratepayer's consultation event.</li> <li>• Promotion of the event to partners and local businesses</li> <li>• Coordination of the event.</li> <li>• Feedback and evaluation of scheme.</li> </ul>
<b>Reporting timescale</b>	Annual.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	Yes, opportunities to have displays/ representatives from other ECDC departments that engage with local businesses.

<b>Performance Measure; Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	
<b>Owner</b>	Andy Jones- E-Space North Manager.
<b>Co owners</b>	Darren Hill- Business Development Manager. Martin Smith- Economic Development Officer.
<b>Output/Outcome</b>	Ensure that the e-space business centres are self-financing by maintaining occupancy levels above 80% and reduce operating costs.  To maximise income for ECDC through the provision of two start-up business centres.
<b>Links</b>	ECDC jobs growth strategy.
<b>Formula</b>	Annual accounts 2015/16 compared to 2014/15.
<b>Source of Data</b>	E-space annual accounts.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• On-going marketing and promotion of centres.</li> <li>• Review of charging structure and operating costs.</li> <li>• Production of annual accounts for e-space and East Cambridgeshire Business Centres Ltd.</li> </ul>
<b>Reporting timescale</b>	June 16.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working?</b>	N/A.

<b>Performance Measure; Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	
<b>Owner</b>	Andy Jones- E-Space North Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer.
<b>Output/Outcome</b>	Integrated new broadband leased line and telephone system at e-space and develop a range of additional services that can be provided to tenants.
<b>Links</b>	ECDC jobs growth strategy.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Specification for new systems.</li> <li>• Tender process for new systems and identification of cost savings to be generated.</li> <li>• Selection of preferred partner.</li> <li>• Integration of system and roll out to tenants.</li> <li>• Production of new charging structure for services.</li> </ul> <p>N.B The outcome will help to reduce the operating costs and increase the ability to generate additional income through improved serviced offer.</p>
<b>Reporting timescale</b>	October 15.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Emma Grima- Corporate Unit Manager.
<b>Output/Outcome</b>	Work with the GCGP LEP to develop a 30 year manifesto for growth for the local area including key economic projects for East Cambridgeshire.
<b>Links</b>	ECDC jobs growth strategy.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Identification of ECDC priorities as identified in Council's Corporate Plan.</li> <li>• Attendance at LEP Management Board Meetings and workshops.</li> <li>• Inclusion of key ECDC Priorities in the plan that require investment.</li> </ul>
<b>Reporting timescale</b>	December 15.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer. Andy Jones- E=Space North Manager.
<b>Output/Outcome</b>	Explore and develop a range of chargeable consultancy services that the economic development team can provide to the local business community and an appropriate delivery structure.
<b>Links</b>	ECDC jobs growth strategy/ Council's Medium Term Financial Strategy
<b>Source of Data</b>	Economic Development Team
<b>Frequency of reporting</b>	Annual
<b>Who measures</b>	Economic Development Team
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Explore the current range of services being provided by the economic development team and identify those that could be used to generate income for the section.</li> <li>• Assess gaps in the local market for business support services and how the economic development team could help fill this gap including the introduction of new services/products.</li> <li>• Produce outline business plan.</li> <li>• Identify appropriate "delivery vehicle" for providing chargeable services.</li> <li>• Establish delivery vehicle and commence trading activity.</li> </ul>
<b>Reporting timescale</b>	December 15.
<b>What resources are needed to ensure success</b>	To be assessed following production of business plan.
<b>Are there opportunities for cross service working</b>	N/A.



<b>Performance Measure; Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	
<b>Owner</b>	Darren Hill- Business Development Manager.
<b>Co owners</b>	Martin Smith- Economic Development Officer.
<b>Output/Outcome</b>	Unit 8 successfully let to a new tenant on a 5 year lease.
<b>Links</b>	ECDC jobs growth strategy.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Appoint commercial agent.</li> <li>• Develop particulars and marketing strategy for the building.</li> <li>• Identification of new tenant and draft heads of terms.</li> <li>• Draft lease for new tenant.</li> <li>• Lease signed by both parties and completion.</li> <li>• To market the building to the local business community in order to secure a new tenant.</li> </ul>
<b>Reporting timescale</b>	December 15.
<b>What resources are needed to ensure success</b>	Existing.
<b>Are there opportunities for cross service working</b>	N/A.

<b>Performance Measure; Maximise income and external funding to help deliver the Council's Corporate Priorities</b>	
<b>Owner</b>	Andy Jones- E-Space North Manager. Martin Smith- Economic Development Officer.
<b>Co owners</b>	Darren Hill- Business Development Manager.
<b>Output/Outcome</b>	Options assessment for developing a new e-space business centre including site selection and funding package.
<b>Links</b>	ECDC jobs growth strategy.
<b>Source of Data</b>	Economic Development Team.
<b>Frequency of reporting</b>	Annual.
<b>Who measures</b>	Economic Development Team.
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Assess available sites.</li> <li>• Identification of preferred site.</li> <li>• Costed business case for purchase of land and development of the centre.</li> <li>• Identification of ECDC match funding/external sources</li> <li>• Project plan for development of centre.</li> <li>• Options assessment for developing a new e-space business centre including site selection and funding package.</li> </ul>
<b>Reporting timescale</b>	December 15.
<b>What resources are needed to ensure success</b>	Consultancy services including architectural design, commercial agency, project management, Quantity Surveying.
<b>Are there opportunities for cross service working</b>	N/A.