

Ambition Broxbourne

A space to breathe... a place to grow

Economic Development Strategy

A Plan for prosperity in Broxbourne

May 2014



**BOROUGH OF
BROXBOURNE**

40 years serving the community

KB1403129

Contents

Foreword	2
Introduction	3
Strategic context	4
Vision and priorities	6
Making it happen	8
Measuring success	9
What will success look like	10
Action planning to 2016	13
Working in partnership	back cover

To share your views or for further information contact...

The Economic Development Team
Broxbourne Borough Council
Bishops' College
Churchgate,
Cheshunt
Hertfordshire
EN8 9XQ

T 01992 785621
E economic.development@broxbourne.gov.uk
W ambitionbroxbourne.co.uk

This document is available electronically and in large print



Foreword...



Ambition Broxbourne sets out the Council's plans for delivering against its 'strong local economy' priority by shaping a new look economy for the Borough, characterised by more jobs, better prospects and higher pay that will improve the quality of life for everyone.

We need to unlock the full potential of our excellent location to create jobs through nurturing new and existing local business and attracting inward investment. In particular, I want to place a focus on creating jobs within high value knowledge and creative based industries. My aim here is to rebalance the economy so that we are able to compete in a global marketplace and as a result nurture communities characterised by a high quality of life where individuals are willing and able to fulfil their potential.

Critical to the success of Ambition Broxbourne will be the uplift in the skill levels of residents and the workforce. This will be important for growing new and existing businesses, attracting inward investment and making sure local people are able to access the new jobs created. This will need a life cycle approach that connects all educational related activity; from early years through to schools, further and higher education and work based training. Only by taking this holistic approach can we effectively secure higher skill levels across the Borough.

As the Leader of the Borough of Broxbourne I am determined that the Council plays its part in shaping this new look economy. Ambition Broxbourne reflects our leadership role in setting the overall vision and direction and putting in place a strategy to make it happen. In addition, the Council has a number of other roles that impact on the economy: provider of a range of services, major employer, buyer of goods and services, regulator, policy maker and shaper, landowner, landlord, developer and community champion. All these roles will be pulled together and focused through the **Broxbourne Business Charter** which will be developed as part of Ambition Broxbourne to make sure that the Council is fully behind and supportive of the local economy.

In the current economic climate no organisation can operate in isolation, therefore, a crucial element of Ambition Broxbourne will be joint working through partnership to make the best use of limited resources and to enjoy the benefits of collective thinking and action.

This Strategy has been informed by feedback received from stakeholders across the public, private and voluntary and community sectors. The general thrust of this feedback has been very positive and supportive and I would like to thank all those individuals and organisations who took time to review and comment on the consultation draft.

I commend this Strategy as the basis for harnessing resources and driving delivery over the coming years.

A handwritten signature in black ink, appearing to read 'P. Mason'.

Councillor Paul Mason
Leader
Broxbourne Borough Council

Introduction...

The economic crisis of recent years has placed significant pressure on local economies, communities and residents.

The purpose of Ambition Broxbourne is to present, as the basis for delivery, the Council's aims and proposed actions for improving economic prosperity across the Borough so that residents and businesses can thrive and contribute to creating sustainable, well balanced communities.

Ambition Broxbourne presents a vision that outlines the aspiration for what the Borough's economy will look like in 2030 and a set of priorities for action to 2016 as the first steps to achieving the vision. The Strategy will be considered alongside the comments of other local and strategic stakeholders as part of the Council's Local Plan process.

In developing the document, the Council recognises the importance of considering all aspects of community life and champions the concept of 'Smart Growth' (as promoted by the Hertfordshire Local Enterprise Partnership) that embraces and responds to the dynamic relationship between the Borough's economy and its diverse communities and places. To this end, this Strategy has been informed by a combination of data analysis, policy reviews and stakeholders discussions all of which together have ensured an intelligence led approach to agreeing the vision, strategic priorities and action plan.

The Council cherishes the area's economic heritage and will make sure that, through Ambition Broxbourne, the traditional values of innovation, enterprise and entrepreneurship are embedded in all aspects of community life.

The Council will use Ambition Broxbourne to underpin joint working with partners in Hertfordshire and the London Stansted Cambridge Corridor to optimise the benefits of collaboration and unlock the full potential of the area's resources.

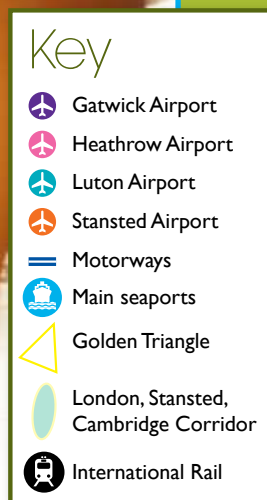
This document will be structured around the following sections:

- **Strategic context** to highlight the Borough's assets, challenges and opportunities along with the external factors faced
- **Vision and priorities** to present the long term policy position and basis for short term actions
- **Making it happen** to detail governance, joint working and resourcing arrangements
- **Measuring success** to detail performance management arrangements to support delivery. This will include identifying the headline targets and providing a narrative as to what success will look like in 2016, 2020 and 2030
- **Action planning** that details the headline actions that will drive delivery to 2016 and underpin detailed work that will be taken forward through several work streams

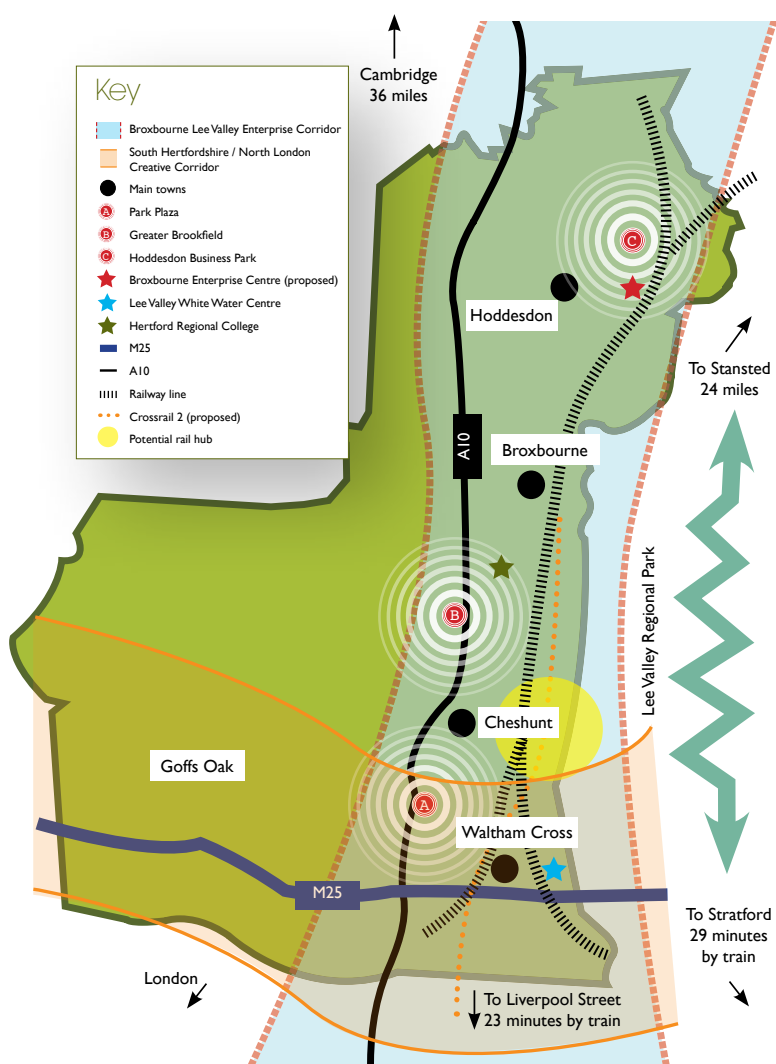
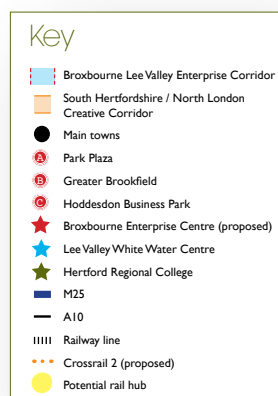




Strategic context...



Perfectly placed...



Broxbourne Borough...

...Has significant assets:

- Excellent strategic location abutting London. Direct access to motorway and rail networks including a 23 minute journey to Liverpool Street (and the City of London), 29 minute journey to Stratford (and the associated international rail services) and excellent connections to Stansted and Luton Airports.
- High quality homes, countryside and places of interest such as the Lee Valley Regional Park, making the area an attractive location in which to invest, live, work, learn and visit.
- Home to several major international companies including News UK, Tesco, Merck Sharp & Dohme and VolkerWessels UK and its subsidiary VolkerFitzpatrick
- Tourist attractions including Olympic Venue, Lee Valley White Water Centre.
- Several development sites strategically positioned along the A10 corridor that will help achieve the economic growth ambitions of the Borough, the Hertfordshire Local Enterprise Partnership and the London Stansted Cambridge Consortium. In particular, the Borough has sites that are suited for locating headquarters.
- A dynamic local authority willing to work in new ways and provide strong strategic and community leadership.
- A pivotal location for knowledge based industries: life sciences and technology sectors associated with the London Stansted Cambridge Corridor; finance and business services sector associated with excellent connectivity to the City of London and the creative sector associated with the M25 corridor links to the Elstree, BBC and Warner Brothers Studios.

...Is determined to overcome challenges:

- To reinforce and enhance the principles of the Greenbelt whilst promoting the Borough as a place to invest and do business.
- To promote the A10 as backbone for economic growth thereby addressing current congestion and connectivity issues.
- To revitalise town centres currently under pressure with the changing nature of retail.
- To rebalance a relatively low value economy towards a high value knowledge intensive economy.
- To address pockets of deprivation characterised by low skills within the resident population.
- To reduce high levels of congestion on main transport routes and improve connectivity between train stations and key commercial sites.
- To enhance those areas suffering from a poor quality built environment and public realm.

...Is presented with a number of opportunities:

- Access to the proposed Crossrail 2 route will reinforce the area's excellent strategic location and provide an opportunity to establish an international rail hub.

There are several external factors that will need to be considered and monitored if the Borough's assets are to be fully harnessed to grasp the challenges and opportunities faced:

- Increasing globalisation that exposes local economies to international shocks, competition and markets with particular threats/opportunities from emerging economies in China, Russia, India and Brazil.
- New agile working arrangements changing the accommodation needs of business.
- Increased focus on high value knowledge based industries.
- Rapid advances in technology that are changing industrial processes, communications and access to markets.
- Increasing security threats.
- Implications of climate change on businesses and investment decisions.
- Increased competition in the labour market from European migrants.
- Changing relationship between the United Kingdom and the European Union.

All of these factors are detailed in the Broxbourne 'State of the Borough Report' and will be monitored through the annual Broxbourne Economic Report.

The vision...

To grasp the challenges and opportunities faced and unlock the full potential of Broxbourne's assets, Ambition Broxbourne's vision is that:

By 2030 the Borough of Broxbourne will have a thriving, vibrant and prosperous economy that is underpinned by innovation, enterprise and entrepreneurship which:

- Drives innovation and business growth to provide 6,300 new jobs.
- Focuses on attracting more knowledge based Blue Chip companies.
- Has a job market connected to and shaped by young people.
- Has a well educated and skilled population willing and able to compete in the local and global economy.
- Encourages communities characterised by independence and pride.
- Targets support for the most vulnerable.
- Supports knowledge driven economic development within the Borough and across the wider area with a particular focus on the City of London.
- Creates a labour market where the educational institutions (connected from early years to higher education) meet the current and future needs of the economy.

The strategic priorities...

To translate this Vision into action, the following five priorities and associated work streams (WS) will be pursued:

- **Creating certainty for investment** through strong leadership that will put in place critical infrastructure, a coherent and robust policy framework and a joined-up can-do approach to deliver the following work programmes:
 - WS1 - 'Broxbourne Connects' to improve physical and digital connectivity.
 - WS2 - 'Invest Broxbourne' to market the area and develop key strategic sites.
 - WS3 - 'Living Broxbourne' to increase the attractiveness of the Borough.
- **Nurturing employment and enterprise** through providing tailored support, promoting exports, providing high quality fit for purpose accommodation, developing key sectors and driving effective networks all of which will be provided by delivering the following work programmes:
 - WS4 - 'Broxbourne Enterprise Network' to provide quality business space, support and engagement
 - WS5 - 'Broxbourne Business Charter' to ensure Council services support and nurture the local economy.



- **Championing learning and skills** through working with employers and training providers to deliver the following work programme:
 - WS6 - 'Skilling Broxbourne' to produce and deliver a skills strategy and action plan.
- **Generating quality places** where businesses can prosper, residents can thrive and visitors can enjoy. This will include focusing on:
 - WS7 - Broxbourne Lee Valley Enterprise Corridor to drive the delivery of strategic employment sites at Park Plaza, Greater Brookfield and Hoddesdon Business Park.
 - WS8 - South Herts/ North London Creative Corridor to promote key sites and sectors around the M25 Corridor
 - WS9 - Rural Broxbourne to develop a joint approach programme with neighbouring councils to support rural development
- **Driving a sector approach** to support all business sectors whilst having a particular focus on harnessing the life sciences, creative and finance and business services sectors. This will be achieved through:
 - WS10 - Sector strategies to profile sectors, facilitate sector focused networks and deliver sector based action plans



Making it happen...

Partnership working...

It is proposed that a Broxbourne Economic Board is established to provide strategic direction, and monitor and challenge the delivery of Ambition Broxbourne. It is proposed that membership consists of representation from the following organisations/groups:

- Broxbourne Borough Council
- Local businesses
- Business support representative
- Hertford Regional College
- 0 to 19 year old educational institutions
- Lee Valley Regional Park
- Hertfordshire Local Enterprise Partnership (LEP)
- London Stansted Cambridge Consortium (LSCC)
- Hertfordshire County Council
- Hertfordshire Chamber of Commerce
- Jobcentre Plus
- Landowners/developers/agents
- Youth representative
- Voluntary and community sector representative

It is proposed that the Board has no more than 10 members to focus discussion and enable agile and decisive action. The current thinking regarding other elements of the Board includes:

- Meetings to be held every three months
- Leader of the Council to chair the meetings
- Secretariat to be provided by the Council's Economic Development team
- Reporting lines to Local Strategic Partnership, LEP and LSCC

The Economic Board will ensure slippage in delivery is identified at an early stage and appropriate action is taken via membership organisations and / or sub groups to address any issues raised.

It is envisaged that working groups will be established to take forward each of the work streams. These will include representatives from those organisations sitting on the Board as well as others dictated by the particular work streams. An Ambition Broxbourne Skills Group has already been set up to agree and take forward the action plan (which has been fed into this Strategy) for the Skilling Broxbourne work stream.

An investment plan will be developed as part of each work stream to consider current resourcing from across all partner organisations against the resource requirement. This will enable a gap analysis to inform bids for further resources from both partner organisations and external sources.



Measuring success...

An Annual Broxbourne Economic Report will be produced to consider progress in terms of reviewing headline indicators (presented below - identified in the Broxbourne State of the Borough Report), spotlighting successes, highlighting challenges and refining the Action Plan accordingly, thereby ensuring that the Strategy is agile and flexible and, as a result, remains fit for purpose. The table below presents the initial proposed headline indicators that will enable performance to be measured:

Priority	Headline indicator	Targets			
		Current	2016	2020	2030
Creating certainty for investment	% of Borough covered by superfast broadband	97%	98%	99%	100%
	Area in square metres of potential new commercial space based on land supply (accumulative)	40,000	100,000	150,000	200,000
	Number of new residential units built (forecast and accumulative)	190	770	2000	4000
	% change in crime levels	3%	2%	2%	2%
Nurturing employment and enterprise	Number of new business start ups per year	410	450	500	575
	Number of business closures per year	385	360	330	300
	Net change in businesses per year	25	90	170	275
	Number of jobs created (accumulative)	281	1,293	3,205	6,300
	Number of businesses engaged (accumulative)	60	180	390	740
	Number of businesses supported (accumulative)	40	115	230	405
	Area in square foot of new flexible business space (accumulative)	0	20,000	40,000	60,000
	% of working age residents economically active	79.5%	82%	85%	88%
	Number of residents on key out of work benefits	6,760	6,300	6,000	5,500
	Number of residents on job seeker allowance	1,580	1,300	1,100	850
	Gross weekly pay for employees in the Borough	547	600	650	750
	Gross weekly pay for residents in the Borough	596	650	700	800
Championing learning and skills	Number of apprenticeships supported per year	370	400	450	550
	Number of businesses with apprentices per year	120	150	180	210
	% of residents who are managers and professionals	32%	34%	37%	41%
	Number of residents with NVQ Level 4 and above	16,000	18,000	22,000	28,000

This table presents a snapshot of a range of actual and forecasted data as a basis for providing an overarching direction of travel to reflect the Council's ambitions. The State of the Borough Report and associated monitoring reports will provide the basis on which to measure progress to gauge the level of success and inform future action planning and delivery.



What will success look like?

Taking the headline indicators alongside the main points in the action plan it is envisaged that in....

2016...

- The Local Plan is well advanced and key commercial and residential sites identified.
- An Inward Investment Programme is established and the key strategic commercial sites are now well positioned in a global market place and there is a steady stream of investor interest.
- There is a greater understanding of the impact of planned growth on the A10 and proposals are being developed to ensure appropriate improvements.
- The preferred Crossrail 2 route is being finalised and plans for local improvements are being developed.
- There is a strong pipeline of town centre improvement schemes which are already improving footfall and associated trade. As a result the shop vacancy rates have fallen and community safety has improved.
- The Broxbourne Enterprise Centre has been completed and has an occupancy rate of at least 50%. Planning is underway for the construction of move on and accelerator space which includes the introduction of workshops onsite and the development of new commercial space on other sites across the Borough.
- Most of the Borough is served with superfast broadband and plans are underway to increase speeds even further to meet the electronic trading needs of both existing companies and new businesses coming to the area.
- There is a continued increase in the offer and take-up of apprenticeships which is already resulting in improved skill and occupation levels across the Borough with a particular focus on life sciences, retail, creative financial and business sectors.
- The Council is involved with a number of local and strategic partnerships to take forward the economic growth priorities. In particular, many local businesses are becoming engaged through the Hertfordshire Chamber of Commerce's Broxbourne Work Programme and the Council's Business Charter. As a result, Council services are becoming more aligned to unlock the potential of the economy.



2020...

- The Local Plan has been adopted with delivery well underway and the next review being planned.
- The Inward Investment Programme is well established with investors and businesses secured for the key strategic sites.
- The proposed A10 improvements are programmed within investment plans ready for delivery.
- The Crossrail 2 design is complete and planning approvals secured.
- Most planned town centre improvement schemes are complete with footfall and trade continuing to improve and, as a result, shop vacancy rates and community safety have both improved further.
- The Broomfield Enterprise Centre is operating at full capacity and has created 80 new businesses and 300 jobs. An onsite extension and several new commercial spaces across the Borough are complete, providing move on and accelerator space along with a number of neighbourhood offers.
- Most of the Borough is served with improved superfast broadband.
- There is a continued increase in the offer and take-up of apprenticeships which has resulted in significant improvement in the skill and occupation levels across the Borough with a particular focus on life sciences, retail, creative, financial and business sectors.
- The Council is involved with a number of formal joint ventures with local and strategic partners to take forward the priorities. The Chamber of Commerce Broomfield Work Programme is self sufficient and over half of local businesses are engaged. The Council's Business Charter continues to evolve and to unlock the potential of the economy and local businesses are enjoying growth through improved networking and support.



2030...

- The Local Plan is going through its third review and new sites are being explored to support current priorities.
- The Inward Investment Programme is embedded and the key strategic sites are developed and new sites are coming on line.
- The A10 improvements are complete and further improvements are being investigated as part of the local plan review process.
- Crossrail 2 is built and ready to start operating.
- A further phase of town centre improvement schemes has been developed and implemented to sustain vitality and viability and increase the number of social and cultural facilities on offer”
- The Broxbourne Enterprise Centre and the wider network of enterprise spaces have now been operating for 15 years and are feeding employment growth on the key strategic commercial sites.
- All of the Borough is served with superfast broadband which is critical for sales, marketing and exporting.
- There is a continued increase in the offer and take-up of apprenticeships across the life sciences, retail, creative, financial and business sectors.
- The Council is involved with several joint ventures that have unlocked the Council's assets to increase revenue and drive economic growth priorities.

Action planning to 2016...

The table below details the headline actions that will underpin the development and delivery of several work streams to co-ordinate resources and drive delivery

Priority	Work streams	Headline actions	Timescale	Lead
Creating certainty for investment	WS1- Broxbourne Connects	• Undertake A10 traffic modelling of proposed development sites and feed into policy and investment plans	2014	Planning Policy Team*
		• Lobby for Crossrail 2 and associated rail improvements	On-going	LEP/LSCC
		• Lobby for new station to serve Hertford Regional College and Greater Brookfield and Park Plaza	2014	LEP/LSCC
		• Deliver broadband demand stimulation initiative	2014 to 2015	Hertfordshire County Council
	WS2- Invest Broxbourne	• Produce inward investment brochures to market key development sites	2014 onwards	Economic Development and Property Team* (EDPT)/ Land owners
		• Develop and deliver an asset strategy	2014	EDPT*
		• Attend local and strategic events to promote key sites to investors and businesses	2014 onwards	EDPT*/LEP/ LSCC
		• Promote provision of a range of housing types to support commercial investment	2014 onwards	Planning Policy and Development Control Teams*
	WS3- Living Broxbourne	• Develop strategies for public realm improvements across main towns/ sites across the Borough	2014	Planning Policy Team*
		• Deliver public realm improvements	On-going	Project Team*
Nurturing employment and enterprise	WS4- Broxbourne Enterprise Network	• Construct Broxbourne Enterprise Centre on Spurling Works site	2015	EDPT*
		• Develop network of community based enterprise centres	2015 onwards	EDPT*
		• Deliver My Incubator/Growth Hub services across the Borough	On-going	Wenta/LEP/ Growth Hub
		• Develop programme of business meetings and events to improve business networking across the Borough	2013 onwards	Hertfordshire Chamber of Commerce
	WS5 - Broxbourne Business Charter	• Publish Charter and support through Council Business Champions Group	2014 onwards	EDPT*

*Broxbourne Borough Council

Priority	Work streams	Headline actions	Timescale	Lead
Championing learning and skills	WS6 – Skilling Broxbourne	• Set up and run Skills Group	2014 onwards	EDPT*
		• Produce detailed action plan to drive delivery	2014	Skills Group
		• Supporting residents into work	2014 onwards	Skills Group
		• Meeting skill needs of employers	2015 onwards	Skills Group
		• Develop and deliver enterprise and entrepreneurship competitions (such as the Dragon's Apprentice Challenge)	2014 onwards	Skills Group
		• Make effective use of limited resource	2014 onwards	Skills Group
Generating quality places	WS7 – Broxbourne Lee Valley Enterprise Corridor	• Consider key sites as part of Local Plan process	2014 - 2017	Planning Policy Team*
	WS8 – South Hertfordshire Creative Corridor	• Put in place joint working arrangements with other local authorities in the corridor	2014	EDPT*/ LEP/ LSCC
		• Agree and deliver joint work programme	2015 onwards	Corridor Grouping
	WS9 – Rural Broxbourne	• Put in place joint working arrangements with other local authorities	2014	EDPT*/LEP
		• Agree and deliver joint work programme	2015 onwards	Rural Grouping
Driving a sector approach	WS10 – Sector Strategies	• Produce sector profiles	2014 to 2016	EDPT*
		• Develop sector networks	2014 to 2016	EDPT*
		• Develop and deliver sector based action plans	2014 to 2016	EDPT*
Making it happen	WS11 – Partnership Working	• Set up economic board and hold quarterly meeting	2014 onwards	EDPT*
		• Set up sub groups to drive delivery	2014 onwards	EDPT*
	WS12 – Resourcing	• Produce investment framework to co-ordinate resources and inform bids for funding from partners and external sources	2014 onwards	EDPT*

*Broxbourne Borough Council

Gateway to Hertfordshire

Working in partnership...



On the doorstep of the City of London