

Essex Economic

Growth Strategy

September 2012



Foreword

I am delighted to present Essex County Council's Economic Growth Strategy which outlines our robust approach to ensuring the economy of the county grows in future years.

This is a well evidenced approach and tackles both the short, medium and long term goals to achieve financial growth and stability for Essex.

The County Council cannot create jobs and wealth but it can and will create the environment for businesses to grow and flourish from start-ups to SME's as well as our larger firms. All are important drivers in our economic success.

Essex is renowned as a go-getting, entrepreneurial county and this spirit is captured within the Economic Growth Strategy. We are looking to invest in the infrastructure and environment that allow businesses to grow; international trade to help and assist Essex firms to develop business links with overseas organisations especially in China where we have a long standing relationship with the province of Jiangsu and Inward Investment where we are looking to encourage more companies to set up in Essex.

Skills is a high priority for ECC and building on the outstanding success of our Apprenticeship Scheme we are working further with employers and colleges to ensure we deliver the right qualifications for young people to increase their employment chances.

I believe this is one of the most forward thinking documents that any local authority has produced to encourage economic growth and I am proud of the work that has been undertaken so far and will be achieved as a result.

A handwritten signature in blue ink that reads "Kevin Bentley". The signature is written in a cursive style and is positioned above a horizontal line.

Cllr. Kevin Bentley

Cabinet Member for Economic Development, Regeneration, Waste and Recycling

CONTENTS

1.	Purpose and Scope.....	5
2.	Our Vision and Growth Ambition.....	7
3.	Essex in the Global Economy.....	9
4.	Our approach to Economic Growth.....	18
5.	Enterprise and Innovation	20
6.	Education, Skills and Employabilty.....	25
7.	Locations for Growth.....	28
8.	Infrastructure.....	36
9.	Delivery	48

1. PURPOSE AND SCOPE

- 1.1. Our *Essex Economic Growth Strategy* (the *EGS*) sets out our economic vision for the County and how can take this forward. Building upon the ambition in *Essex Works*, the County Council's Corporate Plan, the *EGS* is a step change in our approach to growth. It shows what *we propose to do*, working with our partners: **to unlock growth now, secure jobs and earnings tomorrow, and create the conditions for long term economic growth and strengthening communities** Our *EGS* sets out how the County Council will lead efforts to promote economic growth, building on our proximity to London and our excellent international transport links.
- 1.2. A preliminary analysis of the expected outcomes to be delivered by the projects in the *EGS* has been undertaken and a high level summary is as follows:

<p>ENTERPRISE AND INNOVATION</p>	<p>5125 jobs</p> <p>£15.6m p.a. realising a total notional economic value of £133,500,000</p> <p>(based on model of £23,000 average salary of a job)</p>
<p>EDUCATION, EMPLOYMENT AND SKILLS</p>	<p>25% increase in Apprenticeship starts (16-18) from 2010/11 to 2013/14</p> <p>33% increase in Apprenticeship starts (19-24) from 2010/11 to 2013/14</p> <p>50% increase in Advanced level Apprenticeships & 100% increase at Higher level from 2010/11 to 2013/14</p> <p>Paid work experience placements 200 - with 80% to progress to permanent jobs/Apprenticeships for next 5 years</p> <p>Min 400 Apprenticeships supported by Essex apprentice Programme in STEM related frameworks for next 5 years</p>
<p>LOCATIONS FOR GROWTH & INFRASTRUCTURE</p>	<p>Facilitating the earlier delivery of 42,000 jobs across the pipeline of projects identified to date</p> <p>Facilitating the earlier delivery of 13,000 additional homes across the pipeline of projects identified to date</p> <p>Addition to the rolling fund (ICS fund – over 5 years £20m)</p> <p>Direct transport benefits related to reduced journey times and increased journey reliability</p> <p>Wider transport benefits related to increased employment catchments, increased competition, and increased agglomeration</p>

- 1.3. An implementation plan will be developed to detail how the strategy will be delivered.
- 1.4. To deliver growth means making the most of the entrepreneurial spirit, dynamism and diversity of all our people and enterprises. This will ensure that as the UK economy

strengthens, Essex is well placed to benefit. This means the public, private and voluntary sectors working together and it means building on our economic strengths and addressing our weaknesses.

- 1.5. The *EGS* sets out our ideas for discussion with Southend and Thurrock Councils, the District, Borough and City Council, the business community, higher and further education institutions and other key partners.
- 1.6. This is our first Growth Strategy and as such sets out the basic framework based on our best intelligence and knowledge. This is a living strategy and will continue to evolve following continued conversation with partners, businesses and residents.
- 1.7. Our *EGS* will be supported by a separate *EGS Implementation Plan* which will be developed to provide details of how key initiatives will be progressed, as well as an *EGS Performance Framework* setting out clear targets. These will both build on the County Council's experience in promoting economic development and demonstrate the step change in our efforts moving forward with partners across the county.
- 1.8. We have prepared the *EGS Evidence Base* which informed the economic development priorities within the *Strategy*. It will also inform the update of the Local Economic Assessment.
- 1.9. The *EGS* does not sit in isolation; it supports Essex County Councils' Corporate Vision 2012-17 and its supporting Corporate Plan, draws from and informs (in particular) the emerging Health and Wellbeing Strategy and Lifelong Learning Strategy, and supports the Integrated County Strategy. The Whole Essex Community Budgets Pilot (2012) features economic opportunity.

2. OUR VISION AND GROWTH AMBITION

Essex is an economically vibrant and successful entrepreneurial county. Our economic vision is of a county where businesses and our residents can grow and fulfil their potential, making Essex the best place to live and work.

What Success Looks Like

- 2.1. Our ambition is to make Essex **the** location of choice for business, for those already based here and those who may choose Essex in the future, building on our proximity to London and our excellent international transport links; for Essex businesses to thrive and grow, creating sustainable job opportunities for our residents and growth opportunities for our businesses; and for our residents to have the skills that they need - and businesses need – for them to succeed in the future.
- 2.2. By economic growth we mean **increasing productivity, innovation and jobs**. We will track measures of the health of the Essex economy:
- **Productivity**: an increase in the output of Essex firms and workers;
 - **Innovation**: an increase in new ideas that are successfully exploited to create economic, social and environmental value;
 - **Employment**: an increase in the number of jobs in Essex; and
 - **Prosperity**: an increase in the average earnings of our residents.
- 2.3. Of course, the health of the Essex economy will mainly be determined by a range of global and national drivers, but where we can make a difference we will do so.
- 2.4. This is a long-term commitment to Essex residents, communities and businesses.

Five Outcomes

- 2.5. Our *EGS* is unashamedly pro-growth and pro-business. Without economic growth we know that the public sector will be under even greater financial strain to meet demands on its services. Without economic growth we know that Essex will fall behind our competitors, both in the UK and overseas. It is also an important contributor to quality of life in Essex.
- 2.6. All of the proposals in the *EGS* are designed to achieve five objectives:
- Essex businesses are enabled and supported to be more **productive, innovate and grow**, creating jobs for the local economy;
 - Essex businesses are enabled to compete and **trade internationally**;
 - individuals are **equipped and able to access** better paid jobs through an education and skills offer that meets the needs of businesses;

- the **life chances** of people in our most deprived areas are improved by ensuring that residents are able to access jobs and public services; and
- securing the highways, infrastructure and environment to enable businesses to grow

Guiding Principles

2.7. Our efforts to achieve these objectives will be guided by the following principles:

- **Aim high:** We will set high ambitions for all our work with businesses, colleges, and our residents.
- **Promote an economy driven by knowledge, skills and innovation:** Our economic success will depend on businesses that harness knowledge and expertise to transform brilliant ideas into commercial opportunities.
- **Think global, act local:** International markets are our greatest opportunity as well as our greatest threat. Our businesses need to be at the cutting edge of technological change with world class skills to compete in the world economy
- **Promote environmentally sound growth:** Environmentally sound economic growth is creating new opportunities for Essex businesses. New markets include the development of renewable energy sources and energy conservation, and enabling more energy efficient car and public transport.
- **Improve infrastructure:** We will continue to promote transport, communications and utility infrastructure improvements that are essential to Essex businesses.
- **Be a voice for Essex:** make the case to government and other public agencies for the freedoms, powers and the investment and / or financial tools that we need to realise our economic potential. We will also celebrate Essex as a place to live, work and visit.

2.8. In implementing the *EGS* we will provide **statutory services** in ways which support economic growth. We will target our **discretionary services** to do the same. We will operate as a **business** as a purchaser in ways which stimulate the growth of the Essex economy. We will engage with key institutions across the County and promote the **thought leadership** that is crucial to the future economic prosperity of the County. These are significant changes in the way the County Council will operate in future.

3. ESSEX IN THE GLOBAL ECONOMY

3.1. Our *Economic Growth Strategy* builds from an understanding of:

- drivers of change in the global economy;
- the Essex economy today;
- the main barriers to economic growth in Essex; and
- the potential economic growth sectors.

The *EGS Evidence Base*, available separately, provides further data.

Drivers of Change in the Global Economy

3.2. Following the recession in most advanced economies in 2008 and 2009, the path of recovery remains uncertain. Current projections suggest that 2012 will be a period of slow economic growth for the global and UK economies. There also remains the possibility that the on-going and unresolved Eurozone crisis could deteriorate dramatically, which would undoubtedly have profoundly negative consequences for the global economy. Nevertheless, despite the uncertainty around the future prospects for growth, it is essential to understand some of the key drivers of global economic change. These include the following.

3.3. **Manufacturing in the BRIC nations** (Brazil, Russia, India and China) is expanding very rapidly. These nations are also exporting “knowledge based services” at a faster rate. For example, in China, this growth is being led by the government, which has announced plans to pursue growth in seven strategic sectors: alternative fuel cars, biotechnology, environmental and energy-saving technologies, alternative energy, advanced materials, new-generation information technology and high-end equipment manufacturing. These are the leading growth markets for many UK companies.

3.4. However, it is important to recognise that as wealth increases these emerging economies, there will be **increasing demand for investment opportunities in western economies**. The building of the £1.5bn London Gateway by DP World is an obvious example of such investment. The chairman of China’s \$450bn sovereign wealth fund has also signalled his intention to concentrate investment on western infrastructure as a means of securing long term returns¹.

3.5. At the same time, growth in wealth and real wages in these countries is creating a **new global consumer class** with increasing purchasing power. This is creating new markets for western goods and services. By 2030 it is estimated that total spending by the middle classes outside North America and Europe will be five times what it is today². Between

¹ Financial Times: *China can help west build economic growth*, 27th November 2011

² OECD Development Centre (2010) Working Paper No. 285 – The Emerging Middle Class in Developing Countries

1998 and 2008, UK exports to the BRIC countries (Brazil, Russia, India and China) increased by an average of 11.8% annually³.

- 3.6. One trend which is difficult to forecast but is likely to play an important role in western economies is that of **'on-shoring'**, the return of certain industries to the advanced economies. The main driver of this is likely to be the aforementioned rise in wages in emerging economies which, when combined with the transport costs to move goods to their destination markets and the productivity advantages in the advanced economies, is shifting the balance of competitiveness back towards the advanced economies. Boston Consulting Group (BCG) have argued that US manufacturing is reaching a 'tipping point' and that from around 2015, manufacturing will begin to shift back towards the US, creating up to three million new jobs.⁴
- 3.7. An overarching trend connected to the above observations will be the continued and **growing demand for high skilled workers**, due to the proliferation of increasingly sophisticated production techniques and the increasing importance of 'knowledge-based' services. A related trend is the continued **'hollowing out' of the labour market**, with more higher skilled and some lower skilled jobs being created, whilst the number of medium skilled jobs declines⁵.
- 3.8. **Digital technologies are driving change**, at an accelerating pace, in every sector of the global economy. Most obviously this is creating a new internet based economy which in the G20 countries alone was worth \$2.3trn in 2010 and is expected to be worth \$4.3trn by 2016⁶. High speed broadband service is now an essential utility for a growing economy, with East Asian countries such as South Korea, Japan and Taiwan leading the pack in terms of average speeds. Moreover, the internet itself is changing, best illustrated by the exponential growth in phone and tablet 'app' sales over the last few years and the increasing use of smartphones to access internet services.
- 3.9. Another key area of change is in the field of **low carbon technologies**. BIS estimates that the global market for low carbon and environmental goods and services was £3.2trn in 2009 / 2010, £116bn of which was in the UK alone⁷. Investment in green energy generation is such that it is now highly likely that some renewable energy sources will achieve cost parity with traditional non-renewable energy sources over the next decade. Decentralised energy sources coupled with smart grid technology could help to reduce energy dependency on carbon sources. Battery technology improvements could generate the momentum to make electric cars viable. All of these trends look set to generate new jobs and business opportunities globally.
- 3.10. Another key structural change is the **ageing population** in many countries. This will be most pronounced in advanced economies such as Japan and parts of Europe, though it will also be felt in other parts of the world as well, most notably China. Where

³ Ernst & Young (2011) The Outlook for UK Exports – February 2011

⁴ BCG (2012) US Manufacturing Nears the Tipping Point: Which Industries, Why and How Much?

⁵ University Alliance (2012) The Way We'll Work: Labour market trends and preparing for the hourglass

⁶ BCG (2012) The Connected World: The \$4.2 trillion opportunity – the internet economy in the G20

⁷ BIS (2011) Low Carbon and Environmental Goods and Services (LCEGS) – report for 2009 / 2010

populations age less rapidly this will be primarily through welcoming outside immigration, particularly in the USA and UK, which will have attendant social and political consequences. Ageing populations will create demand for new medical and care technologies.

- 3.11. It is likely that - even when the immediate pressure caused by the current period of low economic growth has eased – that **government spending will remain lower** than the historical trend. This will happen because many governments will need to pay down public debt incurred over the past decade or so. It will also happen because the ageing population that many countries face will place a greater strain on government finances through reducing the tax base and increasing pension liabilities⁸.

The Essex Economy Today

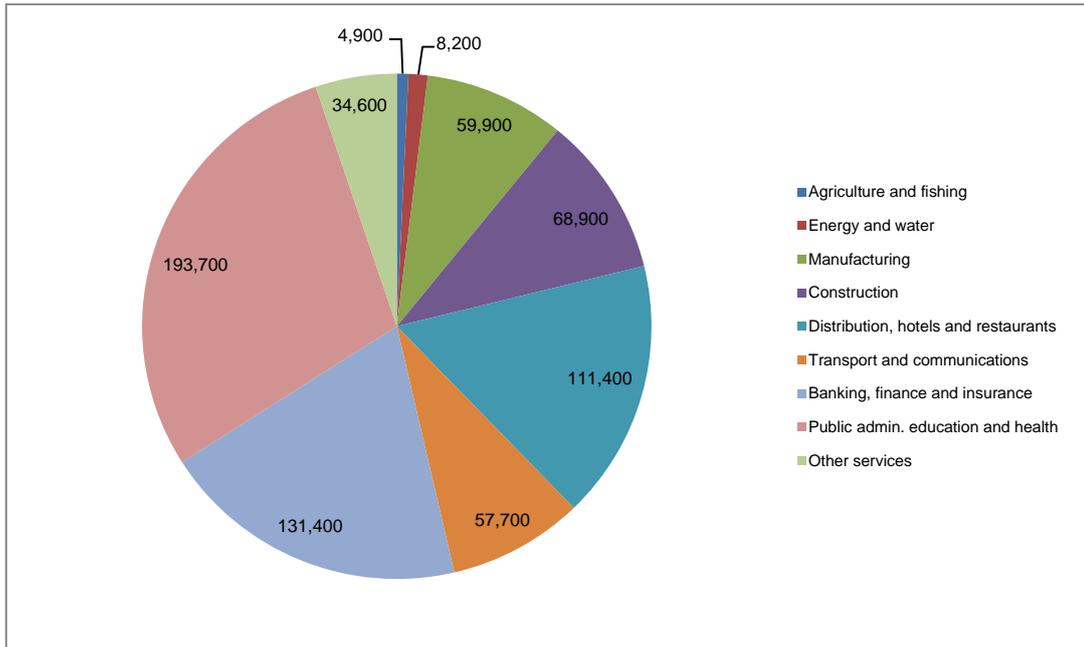
- 3.12. At the end of 2011, there were some 673,600 people in **jobs** in Essex⁹. This has steadily increased from a low point of 659,500 in 2008-2009¹⁰. It is likely that the number of jobs will not reach the pre-2009 peak employment of 678,000 until at least 2013-2014 and probably later. The economic activity rates for the county at 78.3% are slightly lower than the region (78.8%) but above the national average (76.1%).
- 3.13. In Greater Essex the future pattern of strategic growth up to 2031, in the form of new housing, jobs growth, and increased economic activity will be mostly focused on the main urban centres, namely Basildon, Southend and Thurrock (Thames Gateway South Essex), Chelmsford, Colchester and Harlow. These are recognised in the Integrated County Strategy as key centres for growth.
- 3.14. Looking at the mix of jobs in Essex, 28.8% are in public administration, education and health; this is just below the national average. Almost 20% are in banking, finance and insurance; this is well above the regional (references to 'region' refer to the East of England as the latest information source) and national averages. Around 8.9% are in manufacturing; 1% below the regional and national averages. The overall profile is illustrated below.

⁸ In the UK, the Office for Budgetary Responsibility (OBR) has stated that: 'the public finances are likely to come under pressure over the longer term, primarily as a result of an ageing population.' *OBR (2011) Fiscal Sustainability Report – July 2011*

⁹ Nomis ONS Oct 10-Sep 11, all people economically active in employment in Essex

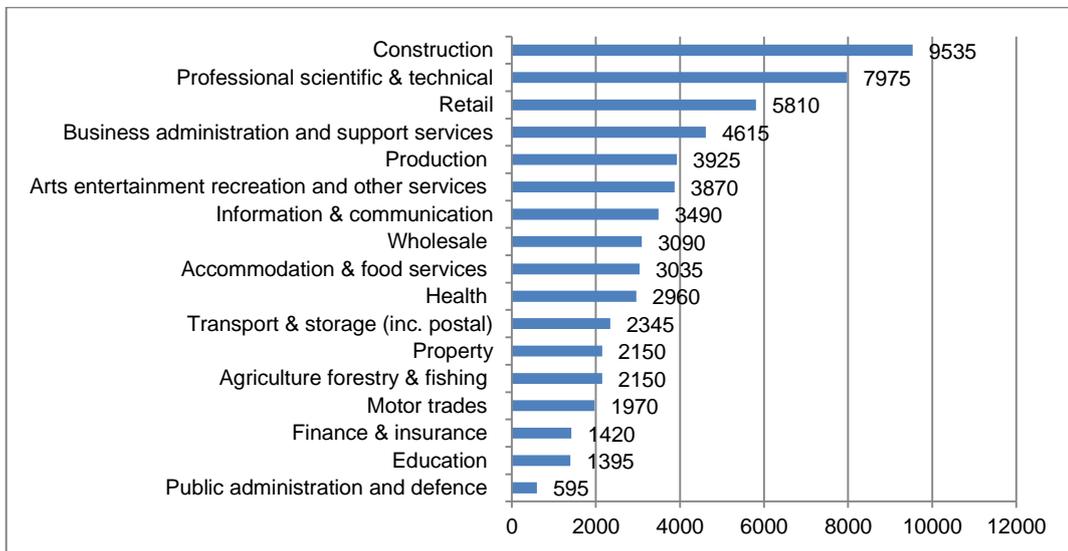
¹⁰ Nomis ONS Oct 08 –Sep 09

Numbers of those in employment in Essex by Sector 2011



3.15. The **profile of business units by sector** in Essex in 2011 was construction (16%); professional, scientific and technical (13%); retail (10%); business administration (8%); production (6%), information and communication (6%); arts, entertainment and other services (6%) and health (5%). This is illustrated below. It is broadly in line with the England average.¹¹

Business Units by Industry 2011



Source: Data from Essex Insight: UK Business: Activity, size and location (ONS), Number of local units in VAT and/or PAYE based enterprises, total units 60,330

¹¹ Essex Economic Assessment (2012 draft)

- 3.16. Of the 70,000 or so **businesses** in Essex, around 71% have no more than four employees (compared with the England proportion of 68%) and only 1-2% employ 100 or more. Around 5% employ 90% of the workforce. The numbers of businesses fell by 3.2% from 2008-2001, compared with 3.7% nationally, but over the period 2010-2011 the reduction was greater than the national position (1.7% in Essex compared with 1% in England). Most of this decrease is accounted for by those with up to four employees.¹²
- 3.17. It has become harder to start up a **new enterprise** in recent years. The numbers of business start-ups have reduced, from almost 7,000 in 2007 to under 6,000 in 2010. Failures have increased too, from almost 6,000 in 2008 to just over 7,000 in 2009 and 2010.
- 3.18. **Productivity** in Essex as measured by GVA¹³ is low at £16.4k per head, compared with £18.5k in the Eastern Region and £20.5k in England (2009); this is a 3.8% reduction from 2008 (nationally the reduction is -2.2%). The relatively low performance can partly be explained by the value added to London and other neighbouring economies by Essex residents. (They commute to work there but bring increased spending power back to Essex.) Indeed average resident earnings in Essex (£24k) are higher than working population earnings (£21k).
- 3.19. Some 11.6% residents are claiming out of work benefits. Unemployment hotspots in parts of the county (Basildon, Tendring and Harlow) are also worst affected by youth unemployment. Nearly 8,000 16-24 year olds in Essex are claiming Job Seekers Allowance as of May 2012 - an increase of 12% since the same time last year. A further 6,720 are claiming other out of work benefits.¹⁴
- 3.20. Despite the wider economic situation the proportion of young people in Essex who are not in employment, education or training (NEET) has reduced from 5.8% at the end of July 2011 to 4.9% at the end of July 2012. With changes introduced by Government over the last year meaning that we now also need to “track” and report on a proportion of 19 year olds, it is worth noting that this reduction has come when we are working with and reporting on a larger number of young people (16-19 yrs not 16-18 yrs as previously). Efforts continue in order to make the wide range of publically funded initiatives aimed at reducing NEET numbers work more cohesively.

The percentage of this cohort who remain “unknown” to us in terms of whether they are in employment, education, training or indeed NEET stands at 10.4%. This percentage has come down significantly over the year as a result of a large concentration of efforts on these numbers, and this has been acknowledged by the DfE. By comparison, the end of July 2011 figure was 11.9% which only measured 16-18 year olds. When comparing this age group only our end July 2012 figure is 7.1%.

¹² Essex Economic Assessment (2012 draft)

¹³ Gross Value Added (GVA) measures the value of goods and services produced by business within an area (estimated to be in excess of £28bn in Essex): this is expressed for comparative purposes per head of resident population, so areas with high levels of out-commuting and retirement populations will show a lower value.

¹⁴ Source: ONS Claimant Count

Main Barriers to Economic Growth in Essex

- 3.21. The *2010 Essex Business Survey* provides an insight into the issues that are most important to Essex businesses. Businesses stated that their main concerns were: the high cost of **energy** (49%), increasing **competition** (44%), **business rates** (40%), **low profitability** in their sector (39%) and local traffic **congestion** (35%).
- 3.22. In terms of **skills gaps**, there was a notable demand for school leavers or graduates with the appropriate attitudes to work, with 19% of businesses highlighting this as a gap in the current workforce. 13% of those surveyed identified some form of skills shortage, including high level technical skills, advanced IT or software skills, language skills and numeracy and literacy skills. (Around half stated that they did not face any skills gaps.)
- 3.23. To support employability in the county we need to ensure that our **education system** equips our people with the appropriate skills they need to prosper and take advantage of job opportunities. As well as working in partnership with schools, being both a critical friend and advocate for improving standards. We want a renewed focus on using educational provisions to meet community and business needs. We need to continue our focus on improving **educational attainment** levels at various key stages (GCSEs, early years, adult skills at levels 2, 3 and 4) as well as equipping the **adult workforce** with the skills they need to succeed. .
- 3.24. The **strategic road network** that provides essential access to our ports and airports and enables Essex businesses to trade with the rest of the UK and beyond is at or close to capacity. Around 6% of traffic on Essex's roads is made up of HGVs, rising to nearly a fifth on the Essex section of the M25, 16% on the M11 and around 14% on sections of the A12 and A120. Around 50 freight trains pass through Essex each day and this is set to double as our ports expand.
- 3.25. The **strategic rail network** is at or close to capacity. There has been a 34% growth in passengers on the Great Eastern mainline and 40% on the West Anglia mainline between 1995 and 2007, and a 26% growth between 2005 and 2011 on Essex Thameside services. Passenger numbers are close to all time record levels.
- 3.26. On current population trends, **demand for travel** will increase by 1.9 billion miles per year by 2025, including 1.4 billion additional miles travelled by car.
- 3.27. **Changing demographics** have implications for economic growth in Essex. The pattern of age distribution in Essex is slightly different from the national and regional picture, with proportionately *more* people in the 45-64 and 65+ age ranges (26.6% and 18.1% respectively in Essex, compared with 25.3% and 16.5% in England), balanced by *less* in the 15-34 age range (23.7% in Essex; 26.4% in England).
- 3.28. The balance of people of working age to older people is predicted to become more pronounced across Essex over the next 20 years or so. For every person over 65 there will only be 2.4 of working age by 2033, compared with 3.7 now, although more people are likely to be working beyond 65 because they cannot afford to retire. For Tendring,

Castle Point and Maldon the position is forecast to be far worse with less than two people of working age for every one over 65.¹⁵

- 3.29. In common with the rest of the UK, significant barriers are hindering efforts to proceed with new commercial, industrial and residential markets. In particular, changes in **bank lending practices** (arising from the global financial crisis) mean that developers find it extremely difficult to raise development finance for their projects. Lenders are extremely risk averse and likely to remain so. In addition, households seeking residential mortgages must raise larger deposits and face lower income multipliers as lenders determine the size of loan offered.

Potential Growth Sectors

- 3.30. Business growth in Essex over the decade up to 2008 was predominantly in financial services, construction and the public sector, with a marked increase in the financial services sector relative to others. Over the same period, Essex continued to lose manufacturing jobs.
- 3.31. Looking forward, the weakening UK financial services sector as a whole means that there will not be a significant increase in employment in this sector. There will be further reductions in public sector employment over the next several years.
- 3.32. Yet, we do see opportunities for economic growth. **Construction** employment may increase when the UK economy starts to expand again. With our excellent air, sea, road and rail transport links, and proximity to London, the Greater South East and Europe, Essex is well placed to share in the overall growth of Europe's economy. We have identified those sectors with higher than average growth potential and/or build from our extant industrial strengths. The sectors that we consider offer the **greatest potential for growth in Essex** are:
- Advanced Manufacturing and Technology;
 - Transport, Ports and Logistics;
 - Renewable Energy/Low Carbon Technologies; and
 - Health and Care Economy.
- 3.33. Our views on each are as follows and we plan to **sharpen our focus** on how we attract investment from companies in these sectors – both those already in Essex and those new to Essex.
- 3.34. **Advanced Manufacturing and Technology (AMT)**¹⁶ – knowledge intensive engineering, engineering, automotive, aerospace, electronics, defence and ICT, which tend to result in high value products which contribute to growth and increased competitiveness. This also includes medical technologies.

¹⁵ Essex JSNA Geography and Demographics Chapter, Essex Insight (September 2010)

¹⁶ Government has made AMT and Life Sciences key priority areas in the 2011 'Plan for Growth'

- 3.35. The AMT sector has an estimated 710 companies across Essex, with a combined annual turnover of £13.575bn, and employs 24,000 people (4% of the jobs in Essex, which is a higher proportion than the national average). Two thirds of existing firms in the sector have been located in Essex for over 10 years, and have no plans to leave. Particular strengths are machinery, ICT and motor vehicles, with these sectors accounting for over 60% of the advanced manufacturing firms in Essex. There are established clusters of advanced manufacturing businesses in Basildon, Harlow and Brentwood, with leading names such as Ford and Raytheon Ltd. Harlow's Enterprise Zone will support the growth of high-tech and medical technology companies¹⁷.
- 3.36. There are just under 300 firms in Life Sciences (pharmaceutical, medical biotech and medical technology companies) in Essex employing just under 5,000 people with an annual turnover of almost £1.9bn. Strengths are in scientific research and development, manufacture of medical and dental equipment, pharmaceutical and optical products. There are clusters of Life Science companies in Harlow (the Med Tech Campus), Southend, Uttlesford (the proximity to Cambridge) and Brentwood¹⁸.
- 3.37. **Transport, Ports and Logistics**¹⁹ – building on Essex's seaport and airport strengths, access to South East markets and Europe, this sector includes cargo handling, sea, road and rail freight and warehousing and storage. Ports and logistics include currently just over 1,000 firms, employing around 14,500 people with an annual turnover of around £2.8bn. Businesses in the sector were more likely than other sectors to have plans to enter new product/service areas/markets and to expand, and more likely to have made capital investment in their Essex sites over the past 12 months.²⁰
- 3.38. Essex is the site of the largest combined deep sea container port and logistics park project in Europe (DP World/London Gateway) and the UK's second largest airport for freight and third largest for passenger travel (Stansted). Key locations are Thurrock, Southend, Stansted and Harwich. Ports and logistics account for more than 1 in 10 jobs in Thurrock and Uttlesford.
- 3.39. Our ports and airports are significant employers making a direct contribution to the Essex economy; for example, Stansted Airport currently employs 10,900 workers with 59% of the airport's employees living in Essex. As our ports and airports grow, the opportunity to promote related employment will also grow. The London Gateway development in Thurrock includes the creation of Europe's largest logistics park, predicted to create 12,000 new jobs. Planning approval has been given to enable Stansted Airport to handle up to 35 million passengers per year using the single existing runway.
- 3.40. **Renewable energy/low carbon**²¹ – includes technologies and services that control and prevent environmental damage, including reducing carbon emissions, renewable energy and materials collection and treatment. There is demand for low carbon and environmental goods and services to meet the UK's carbon reduction target of 80% by

¹⁷ Essex Sector Propositions: Advanced Manufacturing, M.E.L Research (*date*)

¹⁸ Essex Sector Propositions: Life Sciences, M.E.L Research (*date*)

¹⁹ UKTI describe the sector as 'a thriving and highly competitive industry which is developing world class facilities using leading edge technology'.

²⁰ Essex Sector Propositions: Ports and Logistics, M.E.L Research (*date*)

²¹ Environmental Technologies is one of Government's key priority areas in the 2011 'Plan for Growth'

2050. The environmental technologies sector includes some 650 firms, employing about 8,500 people and an annual turnover of £494.m.²² Key locations are the whole of the East of England Energy Coast (comprising Essex, Suffolk and Norfolk), with particular centres of excellence at Ford Dunton (green automotive technologies), Writtle College (land based sciences). Other activities and expertise are in Chelmsford, Colchester and Basildon. Indeed, when Essex, Suffolk and Norfolk are looked at together, the renewable energy sector is genuinely distinctive and competitive, offering potential investors a large supply chain of energy sector businesses, many with very advanced engineering skills and many decades of experience serving the oil, gas and nuclear industries, and looking to adapt their products and services to meet the needs of the renewable energy sector. The synergies between the three counties are particularly strong in the offshore wind sector with collaborative work including a joint skills initiative to deliver the workforce that this fast-growing sector requires, and an inward investment programme to promote opportunities in the East of England to offshore wind companies in China using ECC's strong links in Jiangsu Province.

- 3.41. **Health and care economy** – We see significant opportunities in this sector; we intend to formulate a new development programme taking account of the NHS innovation agenda, the increasing role of private providers, and the growing use of technology in assisted living. There is no doubt that the social care and health economy will grow, driven by the increase in the proportion of older people in the population. There are clearly synergies with the Advanced Manufacturing and Technology sector, for example developing mutual benefit from partnering with medical technologies and ICT industries.

²² Essex Sector Propositions: Environmental Technologies, M.E.L Research (*date*)

4. OUR APPROACH TO ECONOMIC GROWTH

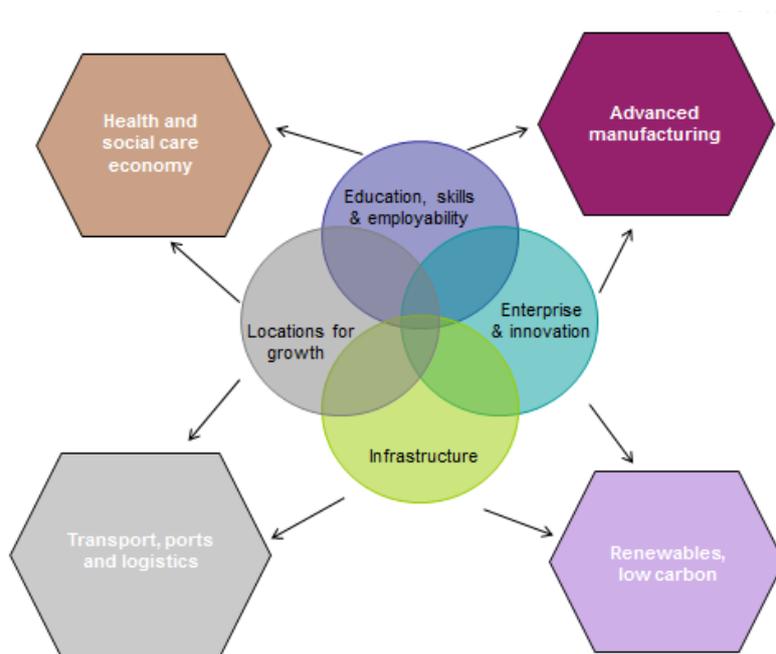
4.1. Our approach to promoting economic growth in Essex features two principles:

- to **join up** what we already do better across the Council and with partners, and to **sharpen our focus** in pursuit of our vision for economic growth; and
- to explore how best to **maximise private investment** and other public expenditure in Essex to achieve growth and to **improve delivery**

4.2. In implementing these principles, we will lead efforts across Essex to promote growth; and we will act as partners, sponsors and customers.

Joining Up and Sharpening Our Focus

4.3. We see a strong need for the County Council – and key public sector partners - to join up currently disparate activities and focus these on promoting economic growth:



4.4. The four building blocks of our *EGS* complement each other to promote growth across Essex:

- **Enterprise and Innovation:** our efforts to attract new investment into Essex; support existing businesses to grow, through helping them innovate and trade globally, and the support that we offer for new businesses.
- **Education, Skills and Employability:** our work with employers to understand and respond to the skills gap in Essex, now and in the future; our efforts with schools and further education providers to improve attainments and ensure that education and training on offer meets the needs of both employers and learners; and creating

training and sustainable employment opportunities, including incentivised Apprenticeship schemes.

- **Locations for Growth:** our development of the *Integrated County Strategy (ICS)* with our partners in the districts, borough, city and unitary authorities sets the framework and priorities for the places in which we wish to invest²³ to maximise growth.
- **Infrastructure:** our efforts to enable the efficient transport of people and goods across Essex through the development and maintenance of the road network; enabling access to public transport particularly for those living in rural areas; ensuring that high speed broadband services, water and energy supplies are available throughout the County and promoting the development of renewable energy sources.

4.5. We set out our proposals for each of these blocks in the next four sections below.

Maximising Private Investment and Other Public Expenditure

4.6. In delivering this *Economic Growth Strategy* we will:

- maximise private investment and other public sector funding to support delivery including, for example, the Growing Places Fund, European Structural Funds, initiatives being promoted by the Technology Strategy Board, and new financial instruments such as the Green Investment Bank; and
- Ensure that current programmes of work and associated funding, for example the Council’s capital programme activity, are re-prioritised against the potential of schemes to support delivery of this *Strategy* (including realignment of the *Integrated County Strategy*)

4.7. Through the on-going development of the *Integrated County Strategy* (see Section 7: Locations for Growth below) we will align County Council investment priorities with those of other bodies including district, borough and city councils, the unitary authorities, statutory undertakers, and colleges and universities.

²³ The focus of the *Integrated County Strategy* is Thames Gateway South Essex, key towns (Southend, Thurrock, Basildon, Harlow, Chelmsford and Colchester) and the low carbon/renewables sector. An ICS Investment Plan identifies 51 projects considered vital to unlock the transformation of the Essex economy.

5. ENTERPRISE AND INNOVATION

- 5.1. The growth of the Essex economy requires: more companies investing in Essex; established Essex businesses becoming more competitive and expanding their markets beyond our borders; and on creating new companies which have high growth potential. To enable this growth, we will focus on activities that will create new sustainable jobs as well as the retention of existing jobs.
- 5.2. We see opportunities to enable this growth in every sector of the Essex economy. As set out in Section 4, we see particular opportunities in four priority growth sectors:
- **advanced manufacturing and technology** including information and communications technology, automotive, defence, and health technologies;
 - **transport, ports and logistics** and companies that benefit from ready access to international airports and seaports.
 - **renewable energy/low carbon**, and
 - **health and care**.
- 5.3. Our *Strategy* will result in:
- further **investment** by companies already in Essex and attracting more companies to invest in Essex;
 - Essex companies improving their **productivity** through **innovation** ;
 - Essex companies **increasing their exports** to the rest of Europe, and the rest of the world; and
 - accelerating new business **start-ups** and ensuring their survival.

We will achieve this as follows:

Invest in Essex: Open for Business

- 5.4. Essex already offers considerable competitive advantages to companies seeking to expand. Our key assets include international transport gateways, our workforce, our proximity to London, our quality of life, and our strengths in our priority growth sectors. We know that to capture inward investment, we need to continue to research and target lead generation to companies in sectors and international markets where we offer genuine competitive advantage.
- 5.5. We will **promote** Essex as an outstanding business destination and help existing and potential investors make the most of our strategic location, thriving business environment, and quality of life. We will provide assurance that Essex is 'open for business' with a co-ordinated offer in terms of location, skilled workforce, supply chains and knowledge base.
- 5.6. We will provide excellent support at all points of the 'customer journey' – including a '**whatever it takes**' approach to influencing key decision-makers with compelling

information and practical support. To do this, we must be prepared to travel particularly to visit head offices of key target companies in selected international markets. In addition to our own efforts we will use appropriate political and business leaders as influencers and ambassadors.

- 5.7. A significant proportion of our activities will focus on attracting further **investment in businesses already in Essex** (both UK and internationally owned), particularly in sectors where Essex has, or has the potential to achieve, global competitiveness. We will ensure that the full powers of central and local government are harnessed to overcome any barriers to investment.
- 5.8. To do this, we will establish a comprehensive **Key Account Management** programme with our 'Top 100' companies establishing close relationships with senior executives so that we can anticipate challenges affecting businesses' competitiveness and plans for growth, and develop and deliver specific and generic solutions. (This will cover around 30% of the private sector employment excluding retail.) Part of this will be to work with these companies to strengthen their **supply chains** by attracting companies from elsewhere to Essex.

Competitive Essex: Improving Productivity through Innovation:

- 5.9. Essex will prosper if small and medium sized enterprises (SMEs) across Essex become more productive. However, over the past decade or so, most government programmes have not effectively targeted and then supported those companies with high growth potential.
- 5.10. We will make the **Essex Growth Offer** to up to 500 SMEs with considerable expansion potential, targeting companies in our four priority growth sectors along with selected others. This Growth Offer will comprise:
- world class **innovation support** building on our successful Essex Innovation programme, and the Essex Manufacturing Innovation & Growth (EMIG) programme. This will focus first on the strategic development of businesses in our target sectors.
 - key **sector network support**, as these are proven vehicles for sharing best practice and promoting commercially valuable collaboration. We will focus on development of key and emerging higher value industry sectors, such as automotive, aerospace, advanced manufacturing, and offshore wind energy.
 - **routes to sources of finance** to enable business growth, including venture capital, cash flow funding, loan guarantee schemes and grants for technology investment. This will include ensuring companies gain access to all central government funded support schemes such as those from the Technology Strategy Board and how best to ensure that the growth of Essex companies is not hampered by more risk averse clearing bank lending practices. We will assess the feasibility of an "Essex Venture Fund" modelled on successful schemes elsewhere in the UK.
 - more and better **business/higher education collaboration**. This will include facilitating many more Knowledge Transfer Partnerships between Essex companies and universities. This will also focus on exploring **commercialisation** opportunities arising from the major research and innovation projects in universities in Essex and nearby.

- support for the **tourism and leisure** sector, which contributes more than £2.5bn to the Essex economy and employs about 7% of the workforce by “promoting Essex as a place to visit, live and do business.” This is achieved via Visit Essex, our business-led public-private partnership for which ECC is a major sponsor and host of the delivery team.
- a ready supply of suitable **premises for expansion**. This is set out in Locations for Growth, Section 7 below.
- new “**Essex Enterprise Areas**”: Developing local enterprise packages to support business growth, including help to reverse the decline of town centres.
- modified Essex County Council and other public sector **procurement policies** to ensure that the economic benefits that arise when Essex companies win supply contracts are fully taken into consideration (alongside compliance with relevant UK and EU statutory requirements, of course) and to encourage local businesses to develop innovative solutions to public sector service challenges and achieving low carbon outcomes.

Essex International: Increasing Exports

- 5.11. Essex is already home to many companies exporting to global markets. Two international airports, seaports which accommodate a significant proportion of the UK’s sea freight traffic, and excellent motorway and rail links provide Essex companies with substantial competitive advantage. However the actual number of businesses exporting is relatively small. We will:
- assist Essex companies and major institutions to **enter and expand in international** markets, via specialist support and business development programmes;
 - build from our experience in creating valuable commercial relationships with **China**, by exploring how best to build similar capacity with other **emerging markets, especially India**, and working with partners to promote and enable export opportunities to established economies such as **EU** and the **US**.

Enterprising Essex: Accelerating Start-ups

- 5.12. There is a strong entrepreneurial spirit in Essex. Start-ups are a major factor in achieving the growth, so we will do all we can to support them.
- 5.13. Businesses are more likely to survive after three years if they have access to good business advice. We also know that young businesses are still finding it difficult to access proper finance. As well as provision of advice and support, there is a high demand and shortage of supply of good quality flexible-access premises for early-stage and growing businesses.
- 5.14. In response, we are making a new offer to potential Essex entrepreneurs. Our **Start-up in Essex** programme comprises:

- establishing a network of up to ten **Enterprise Hubs** building from the three successful schemes in Clacton, Basildon and Ongar and providing a full incubator service; we envisage that many of the new Hubs will use surplus Essex County Council premises;
- ensuring that every potential entrepreneur is offered access to **advisory support** to prepare their first business plan, gain access to finance, and to overcome other barriers to starting up, and helping entrepreneurs navigate through the critical initial stages of commercialisation of new ideas;
- providing routes to sources of **finance** that are essential to enable business growth, including, venture investment, cash-flow facilities, investment and R&D grants; and
- working with private developers to ensure that there is readily available supply of **“grow on”** accommodation.

Enterprise and Innovation: Next Steps

Our Implementation Plan (available separately) sets out our overall approach to delivering the Essex EGS. Our immediate **priorities for action** are:

INVEST IN ESSEX

- sharpen our approach to targeting **inward investment** opportunities to companies where we can offer genuine competitive advantage, influencing key decision-makers with compelling information and practical support;
- establish a comprehensive **Key Account Management** programme with our top 100 companies, maximising **retention and growth** of our existing businesses;

COMPETITIVE ESSEX

- to work with HEI partners to enable **business, higher education and local authority collaboration** in support of target sectors including support for **knowledge exchange, the commercialisation of research** and innovation within supply chains,
- relaunch our successful programme of world class **innovation support** especially to support strategic development of businesses in our target sectors;
- develop effective routes to **sources of finance** to enable business growth, including venture capital, cash flow funding, grants for technology investment;

ESSEX INTERNATIONAL

- support SMEs with the capacity to expand into **new markets**, and provide specialist support and business development programmes to ensure they fulfil their potential domestically and internationally;

ENTERPRISING ESSEX

- ensure that every potential entrepreneur is offered access to **advisory support** to prepare their first business plan, gain access to finance, and to overcome other barriers to starting up;
- modifying ECC and other public sector **procurement policies** to ensure that the economic benefits that arise when Essex companies win supply contracts are fully taken into consideration and to encourage local businesses to develop innovative solutions to public sector service challenges and to achieve low carbon outcomes.

6. EDUCATION, SKILLS AND EMPLOYABILITY

- 6.1. Our workforce – those already in jobs and those seeking to enter the labour market – is our most important economic asset. A well-educated and skilled workforce is the key to improving the productivity of existing Essex companies and attracting new companies.
- 6.2. While we have seen significant improvements in educational achievement we do believe that much more needs to be done to bring Essex results in line with our young peoples' potential.
- 6.3. We know there is a need for more science, technology, engineering and mathematics (STEM) provision -- both academic and vocationally based. Companies in energy, ports, manufacturing, aerospace, aviation, construction and defence sectors all see this need. (For example, across the East of England as a whole, there is a need for 13,500 new recruits in the engineering sector, just to replace those retiring.)
- 6.4. Essex has had a vision of an education system which encourages inter-generational and lifelong learning, bringing businesses, education providers and local leaders together to jointly take responsibility for providing a skilled and flexible workforce tailored to the county's economic needs. While we currently have all of the required elements of education provision, ranging from early years through to adult community learning, this provision is not joined up and does not holistically tackle the needs of the community.
- 6.5. Our efforts will meet the needs of four main groups:
- young people at school or full time in colleges;
 - young people leaving full time education;
 - the employed workforce;
 - adults seeking to enter the workforce.

Our approach to each of these groups is set out below.

Employer Led: Whole Essex Community Budget Pilot

- 6.6. As part of the Whole Essex Community Budget Pilot, we are preparing plans for the reform of skills provision in Essex. These changes are designed to enable local young people to secure high value jobs in sectors that drive economic growth rather than necessitate employers recruiting skilled staff from outside the local area. These sectors include, but are not restricted to the EGS growth sectors, and the needs of companies in these sectors will change over time.
- 6.7. Targeted employment support, helping people through a clear pathway, will be provided for those not ready or able to take up opportunities. It will be planned and delivered as part of the single commissioning model, to bring individuals to the point of entering employment and/or training.
- 6.8. The objective is to ensure that the skills and employment system is responsive to the needs of employers, coherent, based on economic intelligence, and develops skills needed for our higher value and growth sectors. These changes will increase **employer participation in training**, particularly SMEs and specifically through Apprenticeships. Employers will direct employment and skills provision through an Employment and Skills Board. These changes will directly lead to an increased number and proportion of

resident **young people in high growth jobs**. This will be a strategic framework and single budget for employment and skills. Our overall Community Budget Pilot proposals will be submitted to Government in October 2012.

- 6.9. Our current efforts to deliver some of these changes are set out in the text box below. These feature plans to **significantly expand Apprenticeship numbers** in the county, building upon the successful Essex Apprenticeship Programme. This is focusing on growth sectors, but also more generally working with employers to stimulate additional numbers.

Up-skilling the Employed Workforce

- 6.10. Most of those who will be in the Essex workforce over the next three decades are already in the workforce. We see massive opportunities to work with Essex employers to encourage them to invest more in up-skilling their existing employees. In part the changes in training provision arising from the Whole Community Budget Pilot will improve the quality of training available locally. We intend to roll out an industry backed programme to support the acquisition of much needed Level 3 and Level 4 skills in the existing workforce in key industry sectors.

Technical Skills Training for the Unemployed

- 6.11. Finally, we see the need to divert a proportion of skills funding into providing unemployed adults in parts of the County with technical training opportunities in skills required by industry. These proposals will be developed in partnership with JobCentre plus and key companies. This will be supported by a review of how our Adult Learning budget can be used on a more significant scale, in order to support larger numbers of people currently out of work to gain employment and to up-skill more of those currently in work in order to improve their career prospects.

Education, Skills and Employability: Next Steps

Our Implementation Plan (available separately) sets out our overall approach to delivering the Essex EGS. Our immediate **priorities for action** are:

- Develop a **skills system for Essex** which allows genuine employer led provision, matching skills provision to the local economy and achieving a single local commissioning system, through the Whole Essex Community Budget pilot (2012)
- Increase the numbers starting **Apprenticeships** by 25% for 16-18 year olds and 33% for 19-24 year olds within two years, leading to an additional 3,096 people starting new jobs and/or acquiring new skills over that period - a higher proportion than usual will be within more technically related disciplines.
- Extend the pilot Essex **paid work experience** programme for 16-17 year olds who are not ready for an Apprenticeship.
- Create **employer led initiatives** such as those delivered through group Training Associations which enable employers to commission the delivery of skills provision
- Continue the **focussed Essex Apprentice Programme for STEM related industries**, supporting engineering and manufacturing, energy and ports/logistics
- Create an **exciting image** of these industries to entice young people through better informed advice and guidance, media work, business mentoring and industry visits.
- Develop a schools programme to **promote STEM subjects in clusters of schools** adjacent to key sector locations.
- Establish stronger links with **higher education institutions** in Essex to develop higher level jobs.
- Roll out an industry backed programme to support the acquisition of much needed **level 3 and 4 skills in the existing workforce** in the key industry sectors.
- Create **employer led** initiatives such as those delivered by Group Training Associations which enable employers to commission skills provision.
- Create new or expanded **vocational training facilities** in Essex that service the needs of our key industry sectors, e.g., University Technical College for medical technologies in Harlow.
- Divert skills funding into **training the unemployed** in the technical skills required by the growth industries, e.g., renewables

7. LOCATIONS FOR GROWTH

- 7.1. Essex offers a diverse, strong mix of vibrant towns and cities and is well served by two international airports, the UK's most important seaport, and the national motorway, trunk road and rail network. It also benefits from its close proximity to London. Investing in the best locations for growth to build on these strengths is key to ensuring that Essex best performs in the intense global competition for investment.

Integrated County Strategy and Investment Fund

- 7.2. In recent years, Essex Council has been working closely with the district, borough, city and unitary councils to agree on where growth should take place in future. The results of this cooperation are summarised in the Integrated County Strategy (ICS) for Greater Essex first published in December 2010. The ICS strategic focus is;

- **Thames Gateway South Essex (TGSE):** Achieve transformational development and change throughout TGSE to significantly improve the local economy, quality of life of residents, and natural and built environment,
- **Key Towns:** Promote opportunities for economic growth, redevelopment, and regeneration in the key urban centres of Southend, Thurrock, Basildon, Harlow, Chelmsford, and Colchester, and
- **Low Carbon Energy Support:** the growth of renewable and low carbon energy as a key sector and promote the growth and location of associated industries in Greater Essex. Since then, we have continued to work with the district, borough, city and unitary councils to further develop the Strategy into an investment plan.

- 7.3. The *ICS* shows how we can use our prime assets to make Greater Essex an even more attractive location for businesses; it builds on strengths to realise potential. The *ICS* identifies the key strategic projects that will underpin the future prosperity of Greater Essex. It identifies the public expenditure needed to attract private investment accelerate economic growth.

- 7.4. To this end, Essex County Council has established an **ICS Investment Fund** to facilitate the early delivery of some of these schemes in partnership with district councils and the private sector.

- 7.5. The priority locations for growth are identified in the map below and the text box at the end of this section. This strategic rolling fund will form a foundation for our efforts to promote these locations for growth but most projects will be funded from other sources. The County is now working with partners to identify where to best use the ICS Investment Fund.

Map showing the ICS investment projects



Enterprise Areas

- 1. Enterprise West Essex at Harlow:** Partnering with Anglia Ruskin University to take forward proposals for a Med Tech campus.
- 2. Braintree developing enterprise units and business support:** Extension of existing enterprise centre at Springwood Industrial Estate.
- 3. Colchester enabling job creation:** Unlocking a number of employment sites in Borough’s North Colchester and University Gateway growth areas.
- 4. Chelmsford Innovation Centre:** Creation of a Centre of Excellence for low carbon in Chelmsford, meeting needs and delivering open innovation activities to promote the commercial exploitation of the region’s strengths in the sector.
- 5. Nethermayne Gateway, Basildon:** The future expansion of the hospital and re-use of the existing college site for a town centre campus.
- 6. Thurrock Learning Campus:** The Thurrock Learning Campus is intended to be a further and higher education facility that is being developed in a partnership of South Essex College and Thurrock Council.
- 7. Chelmsford Rail Station and Days Yard:** Provision of new access to the station to facilitate development of commercial and residential sites.
- 8. Northwick Road Enterprise Centre:** Development and operation of a new centre.
- 9. Basildon Railway Station:** Modernisation of the existing station and environs.

Key Essex Gateway Locations

10. Harwich Incubation, Skills and Training Centre: Build on the high-growth in the renewable energy sector/offshore wind generation sector centred in Harwich.

11. Pond Hall Farm: Securing vehicular access to the site via a purpose built junction onto the A120. This development is a key element in delivering the regionally important windport

12. London Gateway Port and Logistics Park: Development of the logistics park will provide opportunities for new and existing businesses in Thurrock and the wider region.

13. London Southend Airport and Environs Joint Area Action Plan and MedTec Campus: The plan integrates land use, transport, environment and regeneration proposals with clear mechanisms for delivery. **Essex Town Centres**

14. Colchester's 'Better Town Centre' programme: Nine workstreams focussed on improving the quality and performance of this key urban centre upon which the economy of Colchester and the surrounding area depends.

15. Chelmsford Town Centre Public Realm Improvements: A series of significant public realm improvements in Chelmsford linked to major redevelopment sites.

16. Chelmer Waterside Regeneration: Expansion of the town centre with complementary commercial and residential development.

17. Stone Cross redevelopment at Harlow Town Centre and remodelling of Harlow Central Library: Redevelopment of the northern part of the town centre to improve the retail offer.

18. Basildon Town Centre Package: The regeneration will focus on delivering a package of commercial, residential, education and infrastructure outputs.

19. Regeneration of Southend Town Centre: Priority projects for Southend town centre

20. Lakeside Redevelopment: The project involves creating a regional centre focused on the existing retail centre and adding homes and further employment

Working with Partners to Enable Growth

- 7.6. More generally, the proposals in the *ICS* and the ICS Investment Fund are completely aligned with priorities of the **South East Local Enterprise Partnership (SELEP)**. Through SELEP, we are working with our partners in Southend, Thurrock, Kent, Medway and East Sussex to demonstrate to Government how best to accelerate growth in our area.
- 7.7. Ensuring consistent and meaningful strategic alignment with SELEP is a vitally important facet of our work. As SELEP remains strategic, and only intervenes where it can add value to work being undertaken locally, it is, in its own words ‘respecting the principle of subsidiarity’. In SELEP terms, everything in the Essex *EGS* bears relevance. Specifically, though, we have a role in developing Essex projects in receipt of SELEP channelled funding (such as Growing Places Fund); and in helping our Enterprise Zones flourish – in Harlow and potentially elsewhere.
- 7.8. In ‘adding value’ for us, SELEP has a clear role in trumpeting our cause to Government – in influencing ministers around removing the barriers to growth and in lobbying for investment in economically transformative infrastructure improvements. SELEP’s overriding objective is one of encouraging growth and enterprise.
- 7.9. The district, borough and city councils and the two unitary authorities are, of course, the local planning authorities. Thus, alongside the key locations for growth, the County Council will continue to work with the districts and boroughs, the Environment Agency, the Highways Agency and other statutory bodies to **bring forward land suitable for employment growth**. These bodies share a duty to ensure that the right mix of employment land is available. Allocations need to respond to market demand and take advantage where possible of “unused” capacity on road and rail networks.
- 7.10. We shall be encouraging the local planning authorities to offer **flexibility in ‘use class’** designation and to work with owners/developers to **market** these sites very actively. We will work with our partners to support efforts to link Section 106 and Community Infrastructure Levy financial contributions to actual “end user” site occupations to encourage **speculative** developments. We will link these efforts to a wider co-ordinated offer around the availability of skilled workers and proximity to supply chains.
- 7.11. As the County Council we continually review our **property asset management** strategy to identify how best to use our operational and our surplus properties to meet our corporate objectives, one of which is to promote economic development. We will encourage other public agencies to do the same. This will include the opportunity to develop shared services centres. We will explore whether there is potential to combine these with incubator units, and increase the supply of “easy in/out” accommodation and “grow-on” space.
- 7.12. More generally, we know that to be competitive, Greater Essex must offer a portfolio of **readily available** property for employment uses: incubator units, offices, industrial and warehouse units in all sizes. We must also offer have a portfolio of **‘shovel-ready’, designed and consented schemes** in key locations, so that they can be implemented ‘on-demand’. (A 15-month build period would be a reasonable response to many large investor enquires.) We will be continuously monitoring the supply in each segment of the property market and highlighting shortfalls as they emerge.

- 7.13. The County Council will also consider whether we can allocate the funds to **co-invest with private developers** in speculative business premises of all sizes ourselves. At the least, we will seek to share the risk with partners on the delivery of key development projects where they promote economic growth including additional specialist incubation facilities and grow-on space.
- 7.14. Generally, if the County Council invests in projects, they will be in priority locations. In particular, we will consider partnerships with district councils to enhance the vitality of our **town centres**. We know that as transport interchanges, our town centres are excellent locations for employment growth. As well as shopping locations, they are cultural and recreational centres and the focus of civic life. With many high street shops at risk, it is vital that we find a way of preserving vitality and use of these areas. The Portas report makes a number of recommendations regarding the future of our town centres; we will work with our district council partners to implement their plans.

Housing

- 7.15. Our future economic prosperity depends on ensuring that a ready supply of housing for sale and for rent, in all price ranges is available. Those who work in the County, as well as those who commute to work elsewhere, need this supply. Shortages of any type of housing – for senior executives, for families, for key workers, or for low and moderate income households – hamper economic growth. Moreover, as the majority of domestic spend takes place in the communities where people live, or nearby, a ready supply of good housing boosts local employment.
- 7.16. As local planning authorities, the district, borough, city and unitary councils recognise the importance of housing in economic growth. Moving forward, the County Council will seek to work with these partners to ensure that Local Development Frameworks provide a ready supply of sites for market and affordable housing to serve the demand arising from the locations for economic growth across Essex. Promoting higher quality housing is also key to the regeneration of deprived communities, particularly coastal communities.
- 7.17. More generally, the County will work with the local planning authorities and the Homes and Communities Agency to accelerate housing starts and completions across Greater Essex. This will provide an essential boost to the construction industry, traditionally one of the key economic sectors in Essex.

Locations for Growth: Next Steps

Overall, the County Council will continue to work with partners to deliver the *Integrated County Strategy*. This features establishing the ICS Investment Fund. Our Implementation Plan (available separately) sets out our overall approach to delivering the Essex *EGS*. Our immediate emphasis is on²⁴:

ENTERPRISE AREAS

- **Enterprise West Essex at Harlow:** Partnering with Anglia Ruskin University to take forward proposals for a Med Tech campus, Harlow's Enterprise Zone will comprise two linked sites, both located on the eastern side of Harlow, namely Templefields North East (TNE) and London Road. Both sites are close to the A414 providing easy access to the M11 and M25 and Stansted Airport.
- **Braintree developing enterprise units and business support:** Extension of existing enterprise centre at Springwood Industrial Estate, Braintree together with the Development of new enterprise units on site in Maltings Lane, Witham, and flexible work space site in Sible Hedingham
- **Colchester enabling job creation:** Unlocking a number of employment sites in Borough's North Colchester and University Gateway growth areas.
- **Chelmsford Innovation Centre:** Creation of a Centre of Excellence for low carbon in Chelmsford, meeting needs and delivering open innovation activities to promote the commercial exploitation of the region's strengths in the sector.
- **Nethermayne Gateway, Basildon:** The future expansion of the hospital and re-use of the existing college site for a town centre campus.
- **Thurrock Learning Campus:** The Thurrock Learning Campus is intended to be a further and higher education facility that is being developed in a partnership of South Essex College and Thurrock Council.
- **Chelmsford Rail Station and Days Yard:** Provision of new access to the station to facilitate development of commercial and residential sites.
- **Northwick Road Enterprise Centre:** Development and operation of a new centre.
- **Basildon Railway Station:** Modernisation of the existing station and environs.

List derived from the place based aspects of the ICS sub-regional investment pipeline Strategic Level Projects list and enterprise locations.

KEY ESSEX GATEWAY LOCATIONS:

- **Harwich Incubation, Skills and Training Centre:** Build on the high-growth in the renewable energy sector/offshore wind generation sector centred in Harwich, and increase the amount of local qualified workforce, by providing a skills and training centre.
- **Pond Hall Farm:** Securing vehicular access to the site via a purpose built junction onto the A120. This development is a key element in delivering the regionally important windport
- **London Gateway Port and Logistics Park:** In support of the Port development, a logistics academy together with the development of the logistics park will provide opportunities for new and existing businesses in Thurrock and the wider region.
- **London Southend Airport and Environs Joint Area Action Plan and MedTec Campus:** Final submission version of the JAAP is currently being prepared jointly by Southend BC and Rochford DC. It is a response to the challenges / opportunities offered by London Southend Airport & airport related employment cluster. The plan integrates land use, transport, environment and regeneration proposals with clear mechanisms for delivery.

ESSEX TOWN CENTRES:

- **Colchester's 'Better Town Centre' programme:** Nine workstreams focussed on improving the quality and performance of this key urban centre upon which the economy of Colchester and the surrounding area depends.
- **Chelmsford Town Centre Public Realm Improvements:** A series of significant public realm improvements in Chelmsford linked to major redevelopment sites.
- **Chelmer Waterside Regeneration:** Expansion of the town centre with complementary commercial and residential development.
- **Stone Cross redevelopment at Harlow Town Centre and remodelling of Harlow Central Library:** Redevelopment of the northern part of the town centre to improve the retail offer, address under performance, public realm, evening economy, and the market and to improve retail circuit by remodelling of the existing library.
- **Basildon Town Centre Package:** To address problems associated with Basildon's New Town Heritage, a comprehensive regeneration is now required to facilitate economic growth and investment. The regeneration will focus on delivering a package of commercial, residential, education and infrastructure outputs.
- **Regeneration of Southend Town Centre:** Priority projects for Southend town centre include; enabling strategic sites, provision of a 600 space public car park, and the release of land for development of Alexandra and Clarence; Warrior Square and Tylers Avenue, Elmer Square, cultural / creative space as part of the development of Elmer Square, City Beach Phase Two, continuation of phase 1 through to Esplanade House
- **Lakeside Redevelopment:** The project involves creating a regional centre focused on the existing retail centre and adding homes and further employment.

FURTHER PARTNERSHIP INITIATIVES

We will also work with the district council partners to:

- seek relief to the ‘**airport related businesses only**’ rule at Stansted and surrounding area to promote wider economic development in the area;
- develop **Local Enterprise Areas** packages to support business growth, and investment with a focus on the priority sectors. We will also seek reverse the decline of town centres and consider related housing opportunities.
- seek to **fast-track planning applications** for employment land development, changes in use class that have economic benefit and premises expansion, together with revising our requirements for s106/CIL, phasing payments linked to site occupancy levels;
- promote suitable planning policies to stimulate the development of “**the Essex low carbon energy coast**” including support for key wind energy activity in Harwich related to job growth

8. INFRASTRUCTURE

- 8.1. To grow, the Essex economy depends on the:
- efficient movement of people, goods and information, via effective and reliable transport and communications networks at competitive prices, to provide access to markets and suppliers; and
 - readily available water, electricity and gas supplies again at competitive prices.
- 8.2. The *Essex Business Survey* (2010) highlighted the need for infrastructure improvements. According to Essex businesses, the top three investment priorities were: information and communications technology particularly high spend broadband networks, more reliable and cheaper transport services; and the road/transport network. Over one third (35%) of businesses are concerned about local traffic congestion, especially large and medium companies.

Whole Essex Community Budgets

- 8.3. Whilst this strategy identifies the key infrastructure priorities to support economic growth, it is unlikely that public sector funds will be available to construct these projects. There is a need to attract significant private sector investment and Essex will need to do all it can to demonstrate that it is 'open for business'.
- 8.4. The whole Essex community budget pilot is therefore looking at how it can deliver the conditions that make it attractive for the private sector to invest in Essex. It is looking at how to provide opportunities that are unique to Essex through a strategic approach to Essex infrastructure, including transport, utilities, and broadband.
- 8.5. It is important that we make the most efficient delivery decisions and make the most of limited public sector capital funding to realise opportunities presented by the private sector. Essex County Council will work across the public and private sectors to jointly assess the need for infrastructure investment, develop effective solutions, identify funding opportunities and deliver new projects “
- 8.6. Our aim is to create an infrastructure gateway that will co-ordinate infrastructure planning and the delivery of new infrastructure across Essex.

Essex Superfast Broadband

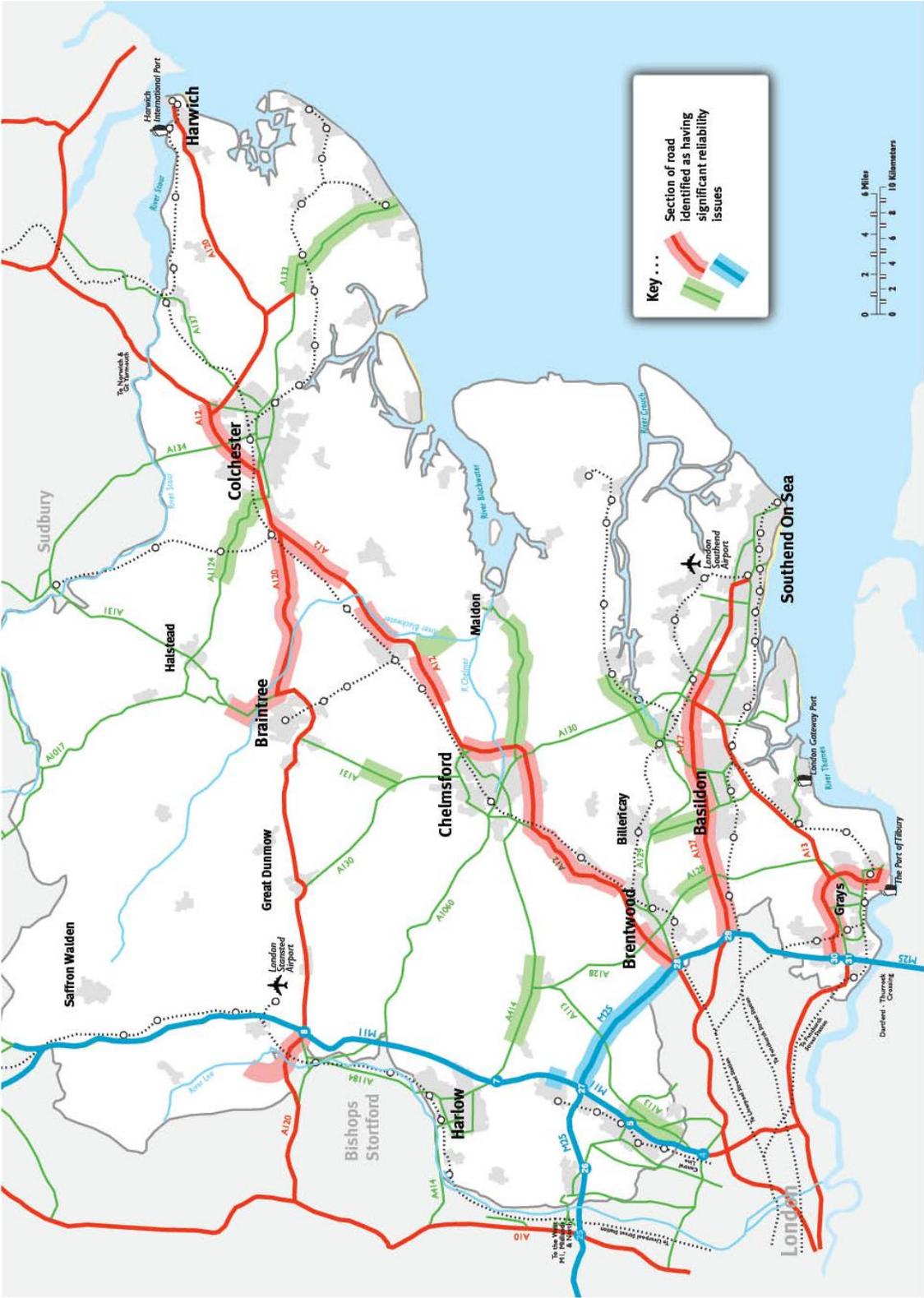
- 8.7. The County Council intends to ensure that a superfast broadband service is available to at least 90% of all business premises, and a 2Mbps service to the remainder, by the end of 2015; and that all premises will have access to an 8Mbps service by 2020. To achieve this we have established the **Superfast Essex Broadband Board** to enter into a partnership with a lead international telecommunications company. Detailed plans are now being prepared.
- 8.8. The economic imperative for doing so is clear. In itself, this will make it easier for businesses to use the internet to develop, market and sell products – to domestic and

global markets. This will also facilitate productivity improvements across a wide range of sectors and enable further use of telecare and other public services.

An Integrated Transport Network for Essex

- 8.9. The County Council is responsible for managing and maintaining the transport network within its boundaries and for identifying essential improvements. How Essex County Council will do this is set out in detail in the Local Transport Plan (<http://www.essexhighways.org/local-transport-plan-ltp.aspx>). With funding now severely constrained, and likely to be so for several years, we are applying an incremental approach to ensuring that our transport network is fit for purpose and enables economic growth. This entails:
- prioritising the **maintenance and smarter use** of our existing transport network;
 - making targeted investments to **address local network stress** points and local network development; and
 - promoting **larger scale projects** where these are required to most effectively address the transport challenges facing Essex.
- 8.10. Our highway network is managed through a new long term partnership – Essex Highways – who are responsible for the maintenance of the network and ensuring that our roads function efficiently.
- 8.11. We also promote the smarter use of our transport networks. We seek to integrate different modes of travel to enable people and goods to use the most appropriate form of transport to reduce congestion and make the most effective use of the networks.

Map showing transport congestion 'pinch points' on major roads in Essex



- 8.12. Future improvements in our transport network will be assessed to ensure that all schemes will represent good value for money based upon the whole life cost of the scheme. Investment will be focused on:
- principal **urban areas** – Basildon, Chelmsford, Colchester, Harlow, Southend and Thurrock – as these are the main locations for growth; and the
 - key **interurban corridors** serving the principal towns, airports and seaports in Essex – the A12, the A120, the A127 / A13, our three rail lines, and the M-11 in due course. Our approach to each of these is set out below:

An Integrated Transport Network for Essex

- 8.13. As highlighted in Section 6: Locations for Growth, our principal cities and towns are best placed to locate many new employment opportunities. They are the County's principal transport hubs providing interchange opportunities between different modes of travel and provide ready access to wide labour force catchments.
- 8.14. We will apply a **Transport Development Area** approach to the development of key sites and town centres based on community involvement in the close integration of land-use and transportation planning, urban design and operation of the transport network. This will concentrate development around existing and, where necessary, new transport nodes, providing sustainable transport choices to enable development to proceed in a way that benefits the local economy and places minimal additional demands upon our transport networks. A range of transport options will offer alternatives to car travel (e.g. walking, cycling, bus, rail etc) and alternative ways of working that are less dependent upon use of the transport network at peak times (e.g. flexible working hours, working from home).
- 8.15. Our urban centres all have good links to London and are ideal locations for businesses requiring a location close to London but wishing to benefit from lower operating costs and a more pleasant environment. We will promote our urban centres as a viable alternative to London by ensuring that the quality of our transport links to London is maintained and improved.
- 8.16. **Basildon** is the largest centre in the Thames Gateway and is home to the Basildon Enterprise Corridor, the largest concentration of employment in Essex. Basildon has been identified as a location for job and housing growth. Basildon also has ambitious plans to re-develop the town centre including the railway station. These developments will be of great benefit to the town, but also poses challenges for the transport network. Transport investment will be focussed on addressing these issues. Only a quarter of those who live within 3 miles (5km) of their workplace either walk or cycle to work which is below the national average, despite there being a good network of cycle ways in Basildon. A reliable bus network is also extremely important, with nearly a quarter of households without a car. The bus network is also an important way of providing access to education and training. Congestion is common on several key routes including, the A1235 and A132 around the Basildon Enterprise Corridor, the A176 between Five Bells and Basildon Hospital and the A132 / A13 junction in Pitsea.
- 8.17. **Chelmsford** is the focus for growth in the County with the planned construction of 16,000 new homes by 2025. Over the same period, growth initiatives and new business developments aim to achieve the creation of an estimated 20,000 new jobs. Many of

these new homes and jobs will be located in the city centre and an urban extension to the north of Chelmsford. To support these developments and to ensure that Chelmsford remains an attractive location for its residents and businesses, innovative transport measures are required. Many of the key corridors into Chelmsford city centre are congested, especially during the peak periods, with specific problems at junctions. Although the bus and cycling networks are extensive and serve the city well there are a number of key improvements required. The railway station is also at capacity at peak times and in need of environmental improvements.

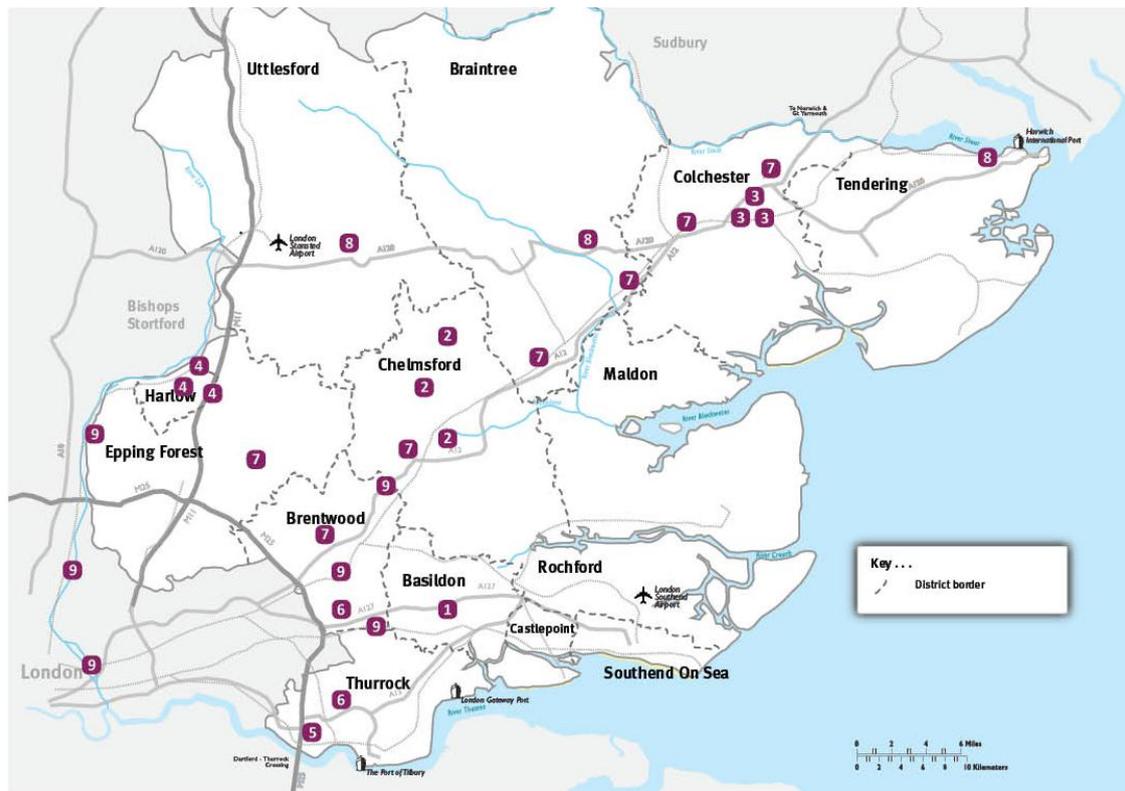
- 8.18. **Colchester** will accommodate the majority of the future growth in the Essex Haven Gateway with significant development in the town centre and to the north of Colchester. Key corridors into and around Colchester town centre suffer congestion, especially during the peak periods, with specific problems at some junctions along these routes. This can result in a reduction in air quality and poor public transport journey time reliability. Innovative transport measures will be required to support economic growth in Colchester.

Harlow is a primary focus for growth, with 16,000 new homes and 12,000 new jobs planned over the next 15 years. Harlow is ideally placed, being close to the M11 and M25, on the West Anglia mainline and close to Stansted airport. Access to Harlow is, however, somewhat restricted with only one link to the strategic road network and two railway stations located on the edge of the town. The primary road access to the town, the A414, also serves as an important through route; congestion is common with its impacts often felt across the town's wider road network. Harlow is the location of Enterprise West Essex@Harlow, one of only two enterprise zones in the South East LEP area. This will accommodate up to 5,000 jobs, especially in the medical technology industries, advanced manufacturing and ICT sectors. There are also ambitious plans to redevelop Harlow town centre.

Southend is the largest urban area in Thames Gateway and the location of significant growth at London Southend Airport and Med Tech Campus. A Joint Area Action Plan is currently being prepared jointly by Southend Borough Council and Rochford District Council in response to the opportunities and challenges offered by London Southend Airport and the related employment cluster. The plan integrates land use, transport, environment and economic growth proposals with clear mechanisms for delivery.

Thurrock is the location of the largest new port development in the UK; **London Gateway Port** and the supporting logistics park. The new port together with the development of the logistics park will provide opportunities for new and existing businesses in Thurrock and the wider region. The **Lakeside Redevelopment** involves the creation of a regional centre focused on the existing retail centre and adding homes and further diversified employment. These development are both dependent upon improvements to the linked junctions 30 and 31 on the M25.

Map showing prioritised transport investment



Key

1. Basildon· Sustainable access to employment opportunities on the Basildon Enterprise Corridor to reduce congestion and provide access by bus. · Improvements to Nethermayne, Basildon, to provide more reliable access to support the future expansion of the hospital and re-use of the existing college site for a town centre campus. · Transport improvements necessary for the delivery of the Basildon Town Centre Package to facilitate economic growth and investment. The regeneration will focus on delivering a package of commercial, residential, education and infrastructure outputs.

2. Chelmsford· Journey reliability impotents at the Army and Navy roundabout to address congestion at this key junction.· A north Chelmsford package to support major business park and housing development to the north of Chelmsford.· Chelmsford Town Centre Public Realm Improvements: A series of significant public realm improvements in Chelmsford linked to major redevelopment sites including improved access to the railway station.

3. Colchester· Northern Approaches Corridor, Colchester. A package of transport improvements including completion of the Northern Approaches Road, Bus priority measures and a new park and ride to support development in north Colchester.· Colchester's 'Better Town Centre' programme: Nine work streams focussed on improving the quality and performance of this key urban centre upon which the economy of Colchester and the surrounding area depends.

4. Harlow· The provision of access and more reliable transport links to Enterprise West Essex at Harlow.· Transport improvements necessary for the delivery of the redevelopment of the town centre.· Construction of a new M11 J7a giving direct access

from the strategic road network to development opportunities in north Harlow.

Inter Urban Corridors

5. Improvements to M25 J30/31 to provide reliable journey times to the Lakeside, London Gateway and associated business park developments.

6. Journey time reliability improvements along the A13 / A127 corridor to provide reliable access to the Lakeside, London Gateway and associated business park developments, the Basildon Enterprise Corridor, and Southend Airport and associated developments.

7. The introduction of technology to manage traffic flow and local improvements at pinch points along the A12.

8. Investment in the A120 to provide access to growth opportunities at Harwich Port and Stansted Airport.

9. Improvements' on our three rail lines to reduce overcrowding, improve journey times and reliability and attract both passengers and freight from road to rail including track capacity enhancements at Bow junction (Stratford), north of Chelmsford, at Tottenham Hale and along the Lea Valley.

Inter-urban Transport Corridors

- 8.19. The inter-urban transport corridors across Essex, both road and rail, have a key role to play supporting the success of our urban centres and essential routes to and from our **seaports** (The Haven Ports and London Gateway), **airports** (Stansted and London Southend Airport), and **London**. These four road corridors and our three rail lines are of significant economic value to the UK as a whole
- the A12;
 - the A120;
 - A127 / A13; and the
 - the M11.
- 8.20. Connections between the main towns are good, and much of the local road network is operating within its capacity. However, some parts of the network experience significant congestion, including the A127 and A13 in south Essex, the A12, A120 and the A414 in central Essex, and connections from north and west Harlow to the M11,
- 8.21. Transport related priorities will be focused on routes where improvements will give the greatest benefit to the economy of Essex such as those that allow access to current and future major employment areas; give access to the main urban areas; provide access to the international ports and airports, and promote the transfer of freight from road to rail. In particular growth opportunities include:
- the substantial expansion of employment around the London Gateway container port development;
 - the very considerable potential for employment growth along the M11 / West Anglia rail line for businesses requiring the international links offered by Stansted Airport;
 - growth around Harwich arising both the construction of the Bathside Bay Container Terminal at Harwich, and the potential development of renewable energy industries; and
 - growth generated by the expansion of scheduled services at Southend Airport.
- 8.22. The growth in travel demand created by port and airport development will have significant impact on the transport networks across Essex. This must be carefully managed to ensure that access to the airports and ports remains reliable with minimal impacts on the surrounding transport network.
- 8.23. We will manage the efficient movement of freight within the county by working with operators to ensure that heavy goods vehicles use identified routes and that other freight traffic uses the most appropriate routes. We will also work with local businesses to promote and support the sustainable distribution of goods within Essex. In addition, we will work in partnership with the Highways Agency and neighbouring authorities to provide live travel information to freight operators; and encouraging a shift of freight from road to rail.

- 8.24. In terms of the four principal road corridors, we will be prioritising investments initially in three:
- the A120 corridor to improve east-west connectivity and access to the port of Harwich access and Stansted Airport;
 - the A12 corridor providing freight access to Haven Ports and journey reliability on this artery connecting key towns;
 - the A127 / A13 corridor, key corridor connecting South Essex to London, access to London Gateway, access to Southend Airport and adjacent growth.
- 8.25. In addition to these road corridor improvements we will be continuing to press Government to upgrade **Junctions 30/31** on the M25. This will ensure that the full economic benefit of London Gateway is realised and enable the growth of Lakeside. We will also continue to press Government to enable free flow charging on the Dartford Crossing and to bring forward proposals for an additional Lower Thames crossing in due course.
- 8.26. In highlighting the need for these investments in the trunk road network serving Essex, we also see the importance of the **three rail lines** radiating from London through Essex. These are of considerable economic importance to Essex, as well as to London as a whole. At peak periods, congestion on these lines is severe as services approach London and must be addressed. Investment to provide additional capacity and line speed improvements on the services to our main towns and Stansted Airport is essential to support economic growth. Investment in rail freight is also required to maximise the economic benefits from the ports.
- Track capacity enhancements at Bow junction (Stratford)
 - Track capacity enhancements north of Chelmsford
 - Track capacity enhancements at Tottenham Hale and along the Lea Valley
- 8.27. Transport and communications infrastructure provision is essential if the economy of our historic **rural towns and villages, extensive coastline and varied countryside** is to thrive. We will ensure that people in rural areas are able to access important services, such as has been enabled through our investment in broadband, without needing to travel long distances and minimise the impact transport has on the character of our rural areas.

Water and Energy Supplies

- 8.28. In the Essex Business Survey, almost half (49%) of businesses are concerned about **high energy costs**. Small businesses are particularly concerned. Essex is the driest county in the UK placing constraints on our **water supplies**. Essex and Suffolk Water is currently investing £150m to complete a scheme which will help to secure the water supply over the next 25 years, but parts of Essex affected by drought order pending completion.
- 8.29. Moving forward, we intend to undertake a full assessment of the extent to which County investments in the development of sources of **renewable energy**, and **energy conservation** would stimulate private investment and/or reduce energy costs for Essex

companies. The County will also undertake a comprehensive assessment of whether **water shortages** will limit growth in Essex and how best to overcome potential shortages.

Infrastructure: Next Steps

Fundamental change is underway in relation to the identification of a pipeline of schemes and how we as an authority progress them. A much greater emphasis is required on reducing risk associated with the delivery of these schemes and the identification of barriers to delivery. This will see the redirection of resources from scheme delivery into planning infrastructure needs, managing relationships with partners, assessing feasibility, examining options and progressing designs through the planning system, to develop 'shovel ready' projects that can attract private sector investment. Infrastructure planning will be co-ordinated within multi-disciplinary teams to project manage priority projects and identify appropriate delivery mechanisms.

The following is an indicative list of transport projects that support the economic development identified in Section 6: Locations for Growth and that address wider transport needs across Essex. Detailed solutions will be subject to an assessment of economic impact, whole life costs and value for money. Scheme delivery is subject to the availability of funds and resources necessary to support scheme development and the identification of an appropriate funding route for implementation.

Our Implementation Plan (available separately) sets out our overall approach to delivering the Essex EGS. Our immediate **priorities for action** are:

SUPERFAST BROADBAND

- Secure a private partner to deliver the broadband upgrade programme under the auspices of the Essex Superfast Broadband Board.

INTEGRATED TRANSPORT NETWORK

Basildon

- Sustainable access to employment opportunities on the **Basildon Enterprise Corridor** to reduce congestion and provide access by bus.
- Improvements to **Nethermayne**, Basildon, to provide more reliable access to support the future expansion of the hospital and re-use of the existing college site for a town centre campus
- Transport improvements necessary for the delivery of the **Basildon Town Centre Package** including the redevelopment of the railway station to facilitate economic growth and investment. The regeneration will focus on delivering a package of commercial, residential, education and infrastructure outputs.

Chelmsford

- Journey reliability improvements at the **Army and Navy** roundabout to address congestion at this key junction. and to improve access to the city centre and Chelmer Waterside.
- A north Chelmsford package to support major business park and housing development to the north of Chelmsford.
- **Chelmsford Town Centre Public Realm Improvements:** A series of significant public realm improvements in Chelmsford linked to major redevelopment sites including improved access to the railway station.

Colchester

- **Northern Approaches Corridor, Colchester.** A package of transport improvements including completion of the Northern Approaches Road, Bus priority measures and a new park and ride to support development in north Colchester.
- **Colchester’s ‘Better Town Centre’ programme:** Nine workstreams focussed on improving the quality and performance of this key urban centre upon which the economy of Colchester and the surrounding area depends.

Harlow

- The provision of access and more reliable transport links to **Enterprise West Essex at Harlow.**
- Transport improvements necessary for the delivery of the **redevelopment of the town centre.**
- Construction of a new **M11 J7a** giving direct access from the strategic road network to development opportunities in north Harlow.

INTER-URBAN CORRIDORS

- Improvements to **M25 J30/31** to provide reliable journey times to the Lakeside, London Gateway and associated business park developments.
- Journey time reliability improvements along the **A13 / A127 corridor** to provide reliable access to the Lakeside, London Gateway and associated business park developments, the Basildon Enterprise Corridor, and Southend Airport and associated developments.
- The introduction of technology to manage traffic flow and local improvements at pinch points along the **A12.**
- Investment in the **A120** to provide access to growth opportunities at Harwich Port and Stansted Airport.
- Improvements on our three **rail lines** to reduce overcrowding, improve journey times and reliability and attract both passengers and freight from road to rail and the promotion of Essex as a location for business easily reachable from London.

- Track capacity enhancements at Bow junction (Stratford)
- Track capacity enhancements north of Chelmsford
- Track capacity enhancements at Tottenham Hale and along the Lea Valley

WATER AND ENERGY

- Comprehensive assessment of whether **water shortages** will limit growth and how best to address any potential shortages.
- Assessment of whether the County should invest in the development of **renewable energy sources** and energy conservation to stimulate private investment and reduce energy costs.

9. DELIVERY

- 9.1. This *Essex Economic Growth Strategy* sets out our economic vision for Essex, our objectives, and four main sets of proposals to achieve these objectives. In Section 3 above, we identify the principles which will guide implementation. We also emphasize that we will provide statutory and discretionary services in ways which promote local economic growth, and we will operate as a business as a purchaser to provide benefits to the local economy. As a thought leader we will work with our partners to drive efforts to promote growth.
- 9.2. The *Essex EGS* will be supported by the:
- *EGS Implementation Plan; and the*
 - *EGS Performance Framework.*

An EGS Evidence Base sits behind the strategy.

EGS Implementation Plan

- 9.3. For each of the proposed actions the *EGS Implementation Plan* will articulate:
- the rationale for the actions;
 - measures of success and the period over which they will be realised;
 - responsibility for delivery and key partners we will work with; and
 - estimated investment needed (revenue, capital and external funding) and whether the actions are within current budgets.
- 9.4. This *Implementation Plan* will be reviewed every six months

EGS Performance Framework

- 9.5. The *EGS Performance Framework* will show how the elements of the *EGS* fit in terms of objectives, outcomes, activities and measures of success. It will set out measurable targets taking account of the time lags between an intervention leading to “action on the ground,” and economic impact.
- 9.6. Performance will be reviewed via regular discussions of progress, perhaps via peer reviews, in delivering the implementation plan, *supported* by data measuring progress towards agreed targets. Brief six monthly ‘tracking’ reports will be prepared, showing progress in delivery of the implementation plan, emerging risks and mitigation measures.
- 9.7. The Economic Growth Strategy is cognisant of areas that may have equality implications when it is implemented, including; possible tensions between access by people living in certain locations to economic growth potential and regeneration and a focus on economic growth; and education, employability and skills, where particular skills sets are

focused on ensuring equitable. In recognition of this the *EGS Implementation Plan* will undertake Equality Impact Assessments before it is put in practice.

- 9.8. A “light touch” Sustainability Impact Assessment may also be prepared.

EGS Evidence Base

- 9.9. The accompanying *EGS Evidence Base* summarises the key data which we have used to inform the *EGS*. We see a strong need to improve our intelligence about the strengths and challenges facing companies across Essex in order to inform further iterations of the *EGS* and the implementation proposals. For example, for our work on education, employability and skills we need to understand the sources of investment in the training provision that is commissioned, in the facilities and other mechanisms that are developed, and in the information, advice and guidance that is used to guide career choices. Our Key Account Management work with business is the key to developing this intelligence.
- 9.10. The Essex Local Economic Assessment will take on board the evidence gathered in the preparation of *EGS* to ensure it remains fit for purpose. The potential of EssexInsight to develop and maintain the evidence base will be reviewed.
- 9.11. **Together these three documents will underpin the delivery of the *Essex Economic Growth Strategy*.**

This information is issued by
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