

## **HAMBLETON DISTRICT COUNCIL**

**Report To:** Cabinet  
4 November 2014

**Subject:** DRAFT HAMBLETON ECONOMIC STRATEGY 2014-2024

**All Wards**  
**Portfolio Holder for Economic Development and Finance: Councillor P Wilkinson**

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### **1.0 PURPOSE AND BACKGROUND:**

- 1.1 To present to members the Draft Hambleton Economic Strategy and Investment Plan 2014 - 2024, attached as Annex A to the report, and seek approval for external consultation with key stakeholders, business and community representatives. The final version of the Strategy and Investment Plan will be presented to Cabinet for approval in December 2014.
- 1.2 In July 2013 Cabinet agreed investment of £100,000 to conduct an Economic Study of the district to inform the development of an Economic Development Strategy. This work was concluded and final reports published in April 2014.
- 1.3 The key findings from the Study, together with Member priorities, Community Infrastructure Levy priorities and previous Renaissance Market Town Plan priorities have informed the development of the Draft Economic Strategy and 10 Year Investment Plan.
- 1.4 To ensure alignment of the Investment Plan 2014 – 2024 with other service strategies and policies within the Council, internal consultation took place with all directorates. Informal soundings have also taken place with the Local Enterprise Partnership and the Federation of Small Businesses. These comments will be picked up as part of the final report to be presented to Cabinet in December 14.
- 1.5 The resulting Strategy aims to support the sustained growth of Hambleton's Economy and ensure businesses are resilient, it identifies 5 priority areas of activity: Business Support, Inward Investment, Driving Growth, Vibrant Market Towns and Supporting Activity. The supporting Investment Plan outlines a more detailed programme of projects to be delivered under each one.

### **2.0 LINK TO COUNCIL PRIORITIES:**

- 2.1 The Strategy will support the delivery of the Council's objective to support local economic growth, through the identification and alignment of a programme of projects and investment against the 5 priority areas identified in the Strategy.

### **3.0 RISK ASSESSMENT:**

3.1

<b>Risk</b>	<b>Implication</b>	<b>Prob*</b>	<b>Imp*</b>	<b>Total</b>	<b>Preventative action</b>
Economic development work undertaken is not based on a coherent strategic approach	Future action and investment by the Council has limited impact	3	4	12	Develop and adopt Economic Strategy and Investment Plan

- 3.2 The key risk in not approving the recommendation is that the Council could have economic development work being undertaken in a non-strategic, incoherent manner.
- 3.3 There are no significant risks associated with approving the recommendation.

3.4 The Council has identified economic growth as one of its key priorities and to date has invested time and financial resource to ensure that future work delivered by the Council and its partners in this area, meets an identified need, is cost effective and delivers maximum benefit. It is therefore essential that a range of partners, particularly the private sector are given the opportunity to contribute to the development of the Strategy and that the final Strategy is comprehensive, relevant and robust.

#### **4.0 FINANCIAL IMPLICATIONS:**

4.1 Significant investment will be required to deliver the Economic Strategy. In anticipation of this, in June 2014 Cabinet agreed to establish a £5,000,000 Economic Development Fund to support its delivery.

4.2 The successful delivery of the Strategy will also rely upon the Council's ability to lever in match funding from a wide range of public and private sector sources, including European, National and Local Enterprise Partnership funding programmes. In order to maximise external investment, as part of 'Supporting Activity', the Council will develop internal knowledge and expertise in identifying and securing funding.

4.3 Detailed revenue and capital implications for the Council will be identified in the final version of the Economic Strategy and Investment Plan to be considered by Cabinet in December. An indicative summary of financial allocations is shown in the table below:-

<b>Theme</b>	<b>HDC Investment £ Million</b>	<b>Potential External Investment £ Million</b>	<b>Potential Investment Total £ Million</b>
<b>Business Support</b>	0.43	0.44	0.87
<b>Inward Investment</b>	0.07	0.01	0.08
<b>Drive Growth</b>	3.90	22.4	26.3
<b>Vibrant Market Towns</b>	0.60	1.26	1.86
<b>TOTAL</b>	<b>5</b>	<b>24</b>	<b>29</b>

#### **5.0 EQUALITY/DIVERSITY ISSUES**

5.1 Consultation on the Draft Strategy and Investment Plan will be designed to ensure ease of access for key stakeholders, business and representatives of the community enabling them to contribute effectively.

#### **6.0 RECOMMENDATIONS:**

6.1 It is recommended that:-

- (1) Cabinet approves the draft Economic Strategy and Investment Plan 2014-2024; and
- (2) the final version of the Economic Strategy and Investment Plan 2014 – 2024, including the results of the consultation, is re-presented to Cabinet in December 2014.

DAVE GOODWIN

**Background papers:** Hambleton A Place to Grow – Economic Strategy and Investment Plan 2014 - 2024  
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**Hambleton District Council**  
**Economic Strategy 2014 -2024**  
**Summary**

## **Hambleton – a Place to Grow**

Hambleton is a great place to live, work and do business and here at Hambleton District Council we want to have the right support mechanisms in place to help businesses set up and grow here. Over the last 12 months we have introduced a number of measures to give the authority a 'Business Friendly' approach. We have also invested in a study of the area to establish what is needed to support its economic future.

Despite these tough times investing in economic growth and regeneration is a key priority for the district council – proven by our commitment to inject £5million into it over the next 10 years. We will look to support the growth of existing businesses, establish and attract new businesses and evolve the market towns - by investing in the infrastructure needed to make this happen.

But to ensure Hambleton thrives in the 21<sup>st</sup> century we must be open to new ideas – and to new business and industry opportunities – so we will be taking on board your comments and ideas wherever possible. We intend to continue to work closely with the business community and our partners so we can deliver the changes needed to see our businesses, market towns and rural areas thrive.

This is an exciting period for us – and for the Hambleton economy. We hope you will embrace it with us and look forward to seeing exciting improvements developing over the coming months and years.

**Councillor Mark Robson**

**Leader, Hambleton District Council**

## Introduction

Hambleton is a diverse district with its small hamlets and large market towns, varied landscape and broad range of businesses. This is one of its strengths, which in the future will ensure the economy will be as diverse and as strong as the places that make it up.

Although the economic position remains challenging, Hambleton District Council has set economic growth as **the** key priority for the authority. Responding to these challenges on an ad hoc and individual basis would have been easy, but an ultimately, flawed response. So consultants GVA - with Rural Solutions - was commissioned to undertake an Economic Study of the area. The September 2013 study is an update to our 2005 study and provides a basis for future work to strengthen the local economy.

The Economic Study was produced following extensive consultation with stakeholders - including local businesses, officers and Members of Hambleton District Council, the York, North Yorkshire and East Riding Local Enterprise Partnership (LEP), the Federation of Small Businesses (FSB) and local community groups.

It takes account of a suite of supporting documents prepared to inform the study's findings - the Baseline Report, Retail Study and Employment Land Review.

### Hambleton's Strengths

Hambleton is nestled in the heart of North Yorkshire between the escarpments of the Moors and the Dales. It offers a high quality environment, with excellent transport links on the East Coast Main Line, A1 and A19.

The district plays host to a wide range of businesses of all sizes. The Hambleton economy is valued at £1.54bn, made up of some 3,650 enterprises with its diverse economic base covering 31 different employment sectors. This serves the district well and has helped it to be resilient to the effects of recession.

There is sufficient employment land to meet demand and significant expansion potential at key sites for future development.

Key strengths lie in Agriculture, Food Manufacture, Professional Services, Manufacturing, Distribution and Retail backed by a highly skilled labour force. Businesses in Hambleton are loyal to the area - once they are established here they stay here. Many use local supply chains, yet their goods and services reach around the globe.

Hambleton District Council's ambition is to build on this strong position, to grow local businesses and employment and equip our workforce to be ready for future challenges and to exploit emerging sectors. We will make sure our market towns remain vibrant and are able to evolve to meet the challenges of changing shopping and leisure habits.

Using Hambleton's unique selling points we intend to encourage more businesses to locate and grow.

## **Our Shared Vision:**

***To achieve sustained growth of Hambleton's economy and make sure our businesses are resilient.***

## **How will we realise this?**

The Economic Strategy is about achieving sustained growth of the economy by building on the foundations for prosperity. We will create more jobs, develop great places to live and improve the quality of life for residents, businesses and visitors.

We intend to help local people develop the skills needed to secure the jobs we hope will be created. We will achieve this by increasing the range of employment opportunities locally, strengthening business networks and improving connections between business and education to make sure our workforce is equipped for the future. We will promote the unique selling points of Hambleton as a place to locate and grow businesses.

- **People in Hambleton will have access to employment locally**
- **Our local workforce will possess the skills and knowledge they require, and access training that match the needs of the employer**
- **Hambleton will be recognised widely as a place to live, work and grow business**

## **What will we deliver?**

We have chosen to focus on four key priority areas which we believe are critical to achieve our vision:

- **Business Support**
- **Inward Investment**
- **Drive Growth**
- **Vibrant Market Towns**

Taking account of the economic performance of the district and the challenges and opportunities which exist, we have identified the principal areas of activity to develop and deliver over the next 10 years under the four key priority areas:

### **Business Support**

To support business we will:

- strengthen our web offer as a first point of contact, providing key information and signposting people to the support available to them
- continue our programme of engagement with key businesses
- review our workspace portfolio to ensure it meets tenants needs
- enhance our programme of events, networking opportunities and promotion
- facilitate delivery of affordable housing to provide growth in the available workforce
- seek to strengthen local supply chains
- support local business networks
- ensure the Councils procurement processes are easy for local businesses to access

## **Inward Investment**

To secure inward investment we will:

- develop the 'Hambleton – a place to grow' brand
- develop comprehensive investor information packs
- promote the district and its many unique selling points
- undertake targeted investor approaches in key sectors
- establish a business leader programme – using key business people as ambassadors for Hambleton

## **Drive Growth**

To drive growth we will:

- improve key infrastructure in our towns and key industrial sites to un-lock our growth potential
- develop start up business, enterprise in education and skills development programmes
- deliver apprenticeship and graduate support programmes
- enable better access to training through stronger links with Universities
- provide support for existing and emerging key sectors
- undertake reviews and potential improvements to our industrial parks to enable occupiers to reach their growth potential
- look beyond our boundaries and realise opportunities offered in growth sectors in neighbouring areas
- work with North Yorkshire County Council to ensure future generations are equipped for business by developing a culture of enterprise in schools

## **Vibrant Market Towns**

To ensure our towns stay vibrant and evolve to meet future challenges we will:

- deliver Bedale Gateway Car Park
- install free wi-fi in all our high streets
- devise and deliver bespoke investment plans for each town
- ensure parking meets the needs of coaches, lorries and cars
- explore the potential of Business Improvement Districts to help deliver strong towns

## **How will we deliver the strategy?**

Delivery of the Economic Strategy will be achieved by re-aligning and focusing our resources in pursuit of our shared vision and priorities to ensure lasting growth for Hambleton.

The success to delivery of the strategy will rely on:

- balancing the Council's role between 'Direct Delivery', enabling and facilitating
- re-aligning priorities and resources within the authority to deliver the Economic Strategy
- a planning policy framework which is both robust and facilitates the growth of the economy of Hambleton
- prioritising investment in key infrastructure to unlock growth – Dalton Bridge, Central Northallerton and North Northallerton Link Road and Bridge
- focusing on areas of activity that will maximise the impact of the Council's resources as well as maximise leverage from the private sector and our funding partners
- the establishment of appropriate partnership vehicles and securing partners with a track record of delivery to work alongside the council

- a phased development programme, which remains sufficiently flexible to take advantage of changing policy, market conditions and opportunities
- ensuring we have the flexibility to respond and react to business investment enquiries and opportunities

## How we will pay for it?

Substantial resources are required to take forward the Economic Strategy. To achieve this Hambleton District Council has allocated £5million over the next 10 years to boost the economy –and will work to secure other public sector investment. In the long term however, the majority of investment will come from the private sector itself.

We anticipate accessing funding from:

Investors and Funders	
Hambleton District Council	Private Sector
European regional Development Fund (ERDF)	European Social Fund (ESF)
Local Growth Deal	Regional Growth Fund
Leader Funding	Big Lottery
Heritage Lottery	Charitable Trusts
Homes and Community Agency (HCA)	

## How will we define our success and monitor performance?

Measuring progress is a crucial component of effective programme management and we will regularly review our progress against the plan.

We anticipate achieving the following key outcomes over the next 10 years:

- Employment land developed (Ha) - 25
- Total jobs created (nr) - 3000
- Businesses supported (nr) - 1000
- Direct public investment by Hambleton District Council - £5m
- Direct/Indirect private sector investment levered - £200m
- Direct public sector investment levered - £10m
- Apprentices and / or graduates supported (nr) - 200

The authority will utilise current baseline information to measure progress against these key outcomes and will report on our progress towards these targets on a quarterly basis to the authority's Customer and Economy Board. An annual review and update of the Economic Strategy Delivery Plan will also take place.

## What are the next steps?

We will continue to prepare the Investment and Delivery Plan. This will list out targets and objectives, explain the actions that we will take to achieve them, and set out the proposed timetable and funding requirements. We anticipate that the delivery plan will span the first three years - from 2014 – 2017 - and will be updated on an annual basis.

We will continue to work closely with delivery partners and with local businesses to make sure we build a plan which will deliver real growth and jobs in Hambleton, whilst creating a great place to live.

**DELIVERY PLAN**

DRAFT



