

HAMBLETON DISTRICT COUNCIL

Report To: Cabinet
2 December 2014

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

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

1.0 PURPOSE AND BACKGROUND:

- 1.1 To seek approval for the final version of the Hambleton Economic Strategy and Investment Plan 2014-2024, attached as Annex A to the report.
- 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, the Federation of Small Businesses.
- 1.5 An external consultation resulted in 56 responses representing 56% from the business sector and 40% community sector. A third of the consultees indicated a willingness to be involved in the delivery of the priority themes, with Business Support and Vibrant Market Towns being seen as a priority for funding followed by Driving Growth. The Key outcomes ranked as the most important were supporting new and existing business, the economic vitality of market towns and creating employment opportunities for young people which reflect the interests of the sectors who responded to the survey. Further detail on the consultation results can be found in Annex B.
- 1.6 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 Councils 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

Risk	Implication	Prob*	Imp*	Total	Preventative action
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 Councils 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 securing funding. Potential external investment is shown in the table below:-

Theme	HDC Investment £ Million	Potential External Investment £ Million	Potential Investment Total £ Million
Business Support	0.43	0.44	0.87
Inward Investment	0.07	0.01	0.08
Drive Growth	3.90	22.4	26.3
Vibrant Market Towns	0.30	1.26	1.86
Supporting Activity	0.30	0	0
TOTAL	5	24	29

- 4.3 Detailed revenue and capital implications for the Council are identified by theme in the table below:-

Theme	Revenue	Capital	Total	% Of Total Revenue	% Of Total Capital
Business Support	£372,600.00	£60,000.00	£432,600.00	86.1	13.9
Inward Investment	£66,000.00	£0.00	£66,000.00	100.0	0.0
Drive Growth	£60,000.00	£3,842,000.00	£3,902,000.00	1.5	98.5
Vibrant Market Towns	£30,000.00	£265,000.00	£295,000.00	10.2	89.8
Supporting Activity	£304,000.00	£0.00	£304,000.00	100.0	0.0
TOTAL	£832,600.00	£4,167,000.00	£4,999,600.00	16.7	83.3

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 RECOMMENDATION:

6.1 It is recommended that Cabinet approves and recommends to Council the Economic Strategy and Investment Plan 2014-2024 for adoption.

DAVE GOODWIN

Background papers: Hambleton A Place to Grow – Economic Strategy and Investment Plan 2014 – 2024

Author ref: SJS/NP

Contact: Sam Swinbank/Nicole Patterson - Business & Economy Manager
Direct Line No: 01609 767233

OBJECTIVE: BUSINESS SUPPORT

Projects	years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Project Delivery Plan & HDC investment profile										
HDC Lead										
BS1 Support small business										
a										
b										
c										
d										
e										
BS2 Business Engagement and Support										
a										
b										
BS3 Review of Council Owned Workspaces - Capacity to Meet Demand										
a										
b										
c										
BS4 Procurement review - make HDC process local business freindly										
a										
b										
BS5 Networking, Events & Promotion										
a										
b										
c										
d										
e										
f										
HDC Enable										
BS6 Develop potential of Wensleydale Railway										
BS7 Facilitate delivery of appropriate housing to meet workforce growth needs										
BS8 Transport to work projects										
a										
BS9 Federation of Small Business Subscriptions & North East Chamber of Commerce - Support for small businesses										
HDC Co-ordinating										
BS10 Support and mentoring for startup and pre startup businesses										

KEY

Feasibility
 Preparation - e.g. Planning, securing investment etc.
 Delivery
 Potential Prep
 Potential Delivery

OBJECTIVE: INWARD INVESTMENT

Projects	years										
	1 2014/15	2 2015/16	3 2016/17	4 2017/18	5 2018/19	6 2019/20	7 2020/21	8 2021/22	9 2022/23	10 2023/24	
HDC Lead											
I1	Develop 'Hambleton - a place to grow' brand										
I2	Develop investor information										
a	High quality website										
b	Detailed sites and premises information										
c	Investor packs & site marketing										
I3	Promote District and its unique selling points										
a	Targeted marketing in key sectors										
I4	Business Leaders Programme - creating District ambassadors										
HDC Enable											
HDC Co-ordinating											

KEY

Feasibility

Preparation - e.g. Planning, securing investment etc.

Delivery

Potential Prep

Potential Delivery

OBJECTIVE: DRIVE GROWTH

Projects	Years										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Project Delivery Plan & HDC investment profile											
HDC lead											
G1 Improve infrastructure (incl. Transport)											
a Dalton Bridge	Feasibility	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
b Central Northallerton	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
c North Northallerton Road & Bridge	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
d Broadband / 4G	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
G2 Improve access to training											
a Engage with Uni. of Teesside, Sunderland and Yorkshire Universities	Feasibility	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
G3 Sector support											
a Sectors of competitive advantage	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
b Important sectors facing challenges	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
c High Growth Sectors	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
G4 Industrial Park reviews - Ensuring forecast growth requirements are met											
a Leeming	Feasibility	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
b Dalton	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
c Stokesley	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
d Thirsk	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
e Northallerton	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
HDC Enable											
G5 Exploit regional & extra regional opportunities											
a Biovale	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
b Food & Environment Research Agency	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
c Offshore & Engineering	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
G6 Enterprise in Education - develop a culture of enterprise	Feasibility	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation
HDC Co-ordinating											
G7 Skills Development - workforce equipped with right skills	Feasibility	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation	Preparation

KEY

Feasibility

Preparation

e.g. Planning, securing investment etc.

Delivery

Potential Prep

Potential Growth

OBJECTIVE: VIBRANT MARKET TOWNS

Projects	Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
HDC Lead	Project Delivery Plan & HDC investment profile									
MT1										
MT2										
a										
MT3										
MT4										
a										
b										
c										
d										
e										
MT5										
a										
b										
c										
d										
HDC Enable										
MT6										
MT7										
a										
b										
c										
d										
HDC Co-ordinating										

To be accommodated with the Market Town Investment plans

KEY

Feasibility

Delivery

Preparation - e.g. Planning, securing investment etc.

Potential Prep

Potential Delivery



SUPPORTING ACTIVITY											
Projects	years	1	2	3	4	5	6	7	8	9	10
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Project Delivery Plan & HDC investment profile											
HDC Lead											
SA1	Identifying and Securing Additional Grant and Investment										
a	Horizon Scanning										
b	Preparation of funding bids & Business Plans										
c	Support LEADER programme activity										
d	Support Community Led Local Development (CLLD) programme										
SA2	Develop and Implement Communications & PR Plan										
a	Develop & Update Economic Development section of HDC website										
b	Develop & Manage Social Media Presence										
c	Co-ordinate PR activity										
d	Promotional plans for market towns										
SA3	Invest In Community Infrastructure Levy & Section 106 projects										
a	Invest In Community Infrastructure Levy										
b	Section 106 projects										
SA4	Update baseline report										
SA5	Delivery Vehicle / Development Company										
SA6	Specialist Consultancy Support										
SA7	Develop Internal Systems For										
a	- Key Account Management										
b	- Alignment of resources and policies to support Economic Growth										
c	- Economic Strategy Performance Management of Delivery										
HDC Enable											
HDC Co-ordinating											

KEY

Feasibility

Preparation - e.g. Planning, securing investment etc.

Delivery

Potential Prep

Potential Delivery

ECONOMIC STRATEGY CONSULTATION
 October 2014

 25 September-3 November 2014
 56 online responses received

YOUR CONTACT DETAILS

Organisation name:	56 responses received
Address:	55 responses received
Telephone:	53 responses received
Email address:	56 responses received
Your name:	55 responses received
Please tick which of the following sector(s) you represent:	
35 (56.5%)	Business
2 (3.2%)	Stakeholder
25 (40.3%)	Community

Q1	Would you be interested in becoming involved in the delivery of the Strategy? Please indicate below if you would be willing to get involved in any of the following:	Yes	No	No reply
	Activity to attract Inward Investment	16 (28.6%)	30 (53.6%)	10 (17.9%)
	Business Support	19 (33.9%)	28 (50.0%)	9 (16.1%)
	Development of Market Town Investment Plans	21 (37.5%)	27 (48.2%)	8 (14.3%)
	Driving Growth	12 (21.4%)	33 (58.9%)	11 (19.6%)
	Enterprise in education	15 (26.8%)	33 (58.9%)	8 (14.3%)
	Support to other businesses in the area	19 (33.9%)	27 (48.2%)	10 (17.9%)

Is there anything else you would be willing to get involved in to support the delivery of the Strategy?	
	<p>1) The only way, in my opinion, to answer the fundamental statements you put forward is on a face to face with business`s like ours. The infrastructure in this area and specifically Leeming Bar Industrial Estate is very poor. The utilities are only interested in change if the cost is paid for by business. We are a very independent company so do not seek help other than support for our planning applications!</p> <p>2) WE HAVE A KEEN INTEREST IN TRYING TO ATTRACT VISITORS TO THE AREA AND ANY HELP WE CAN OFFER WE WOULD.</p> <p>3) The voluntary sector is part of the overall economy and NDVSA as the Local Development and Support Organisation is very happy to be involved in a representative role as appropriate.</p> <p>4) I am short on time but if I am able to help I will. At this very moment I could do with some guidance from the Council myself on a development issue but as things stand I understand that I need to make an appointment to discuss, lead time approx.. 2 weeks and also need to pay £250.00 These are both two barriers to progress.</p> <p>5) Our business already helps community events as much as is possible for a small business. In fact more commitment than is prudent, given our resources. I could not sign up to a public project without adequate reimbursement for the time and effort involved; just as the Consultants, Officers and Councillors are paid for their time and expenses.</p> <p>6) Charities and businesses working together.</p> <p>7) We could provide a consulted I.T support function to help small businesses who aren't using I.T systems become more efficient. Perhaps provide services to install networks, PC's, servers, websites, social media marketing and reducing telephone/internet utility costs.</p> <p>8) The company is winding down towards retirement.</p> <p>9) Council schemes which attract and support business growth in the insulation and renewable energy sector, both of which would bring real benefits to Hambleton communities, particularly those homes who do not benefit from mains gas. This will also drive growth by releasing resident's spending power as their utility bills are reduced as a result of improvements. Work with the estate agency / lettings sector to improve the energy efficiency of homes, hence adding to their value and supporting this sector.</p> <p>10) The Council could publicise this in its Annual Newsletter that is distributed to all households in Brompton Parish - approximately 1,100 properties</p> <p>11) Why, as Northallerton is the "County Town" of North Yorkshire, are such things as Local Parks for Residents and adequate Toilet Facilities in the town for residents and visitors alike, ignored in such surveys? Even small villages in the county have such basic facilities for visitors but there are none in the "County Town" to its shame.</p>

Q2 Funding to deliver our priorities is limited. Please rank the four themes below in order of importance to you (1=most important and 4=least important)						
		1	2	3	4	No reply
	Business Support	19 (33.9%)	16 (28.6%)	10 (17.9%)	8 (14.3%)	3 (5.4%)
	Driving Growth	5 (8.9%)	15 (26.8%)	11 (19.6%)	22 (39.3%)	3 (5.4%)
	Inward Investment	5 (8.9%)	12 (21.4%)	23 (41.1%)	13 (23.2%)	3 (5.4%)
	Vibrant Market Towns	25 (44.6%)	10 (17.9%)	8 (14.3%)	11 (19.6%)	2 (3.6%)

Q3 If you had to prioritise funding and resources to deliver the following key outcomes, in what order of importance would you rank them? (1=most important and 6=least important)								
		1	2	3	4	5	6	No reply
	Creating employment land for development	3 (5.4%)	2 (3.6%)	5 (8.9%)	5 (8.9%)	5 (8.9%)	34 (60.7%)	2 (3.6%)
	Creating employment opportunities for young people	7 (12.5%)	13 (23.2%)	9 (16.1%)	12 (21.4%)	9 (16.1%)	3 (5.4%)	3 (5.4%)
	Economic vitality of market towns	19 (33.9%)	8 (14.3%)	8 (14.3%)	6 (10.7%)	8 (14.3%)	3 (5.4%)	4 (7.1%)
	Jobs created	5 (8.9%)	11 (19.6%)	10 (17.9%)	10 (17.9%)	13 (23.2%)	5 (8.9%)	2 (3.6%)
	New and existing businesses supported	17 (30.4%)	9 (16.1%)	8 (14.3%)	9 (16.1%)	6 (10.7%)	5 (8.9%)	2 (3.6%)
	Securing investment to support economic growth	3 (5.4%)	11 (19.6%)	14 (25.0%)	12 (21.4%)	12 (21.4%)	4 (7.1%)	0 (0.0%)

Q4 Is there anything additional we could do or any innovations associated with the delivery of the Strategy that you would like to highlight?	
	35 responses received

Please tick as appropriate below:	
11 responses received	Please do not contact me in the future about initiatives to grow the Hambleton economy.