

HAMBLETON
A place to grow



Inward Investment Strategy and Action Plan

2017 - 2022

Vision:

Hambleton will be recognised nationally as a place for business to invest

Introduction

This document outlines Hambleton District Council's rationale for inward investment, what we are looking to achieve through this work and how we can deliver the Council's ambition for a District with a strong local economy which is recognised nationally as a place for business to invest, through the Action Plan attached at Annex A.

Rationale

The implementation of the Council's Economic Strategy has to date focussed on supporting indigenous businesses, both large and small, located across the District on industrial estates and within the market towns, through a wide range of business support activities and large scale infrastructure projects. This has in turn led to job creation, higher levels of both public and private sector investment, more opportunities for young people to work in the District, increased business resilience, greater collaboration as well as positive engagement with the Council.

In order to sustain the growth of the local economy, it is important that we take a broader view and look at opportunities to attract new investors into the District in order to realise further benefits to the economy, the existing business base and our local population.

To date the approach to Inward Investment has been reactive and unfocused, a more proactive and sector focused approach to Inward Investment will assist us in

- Creating better paid and high quality jobs
- Increase the range of employment opportunities locally
- Increase access to skilled employment locally
- Increase the opportunities for young people to enable them to stay in the District
- Provide more opportunities for graduates to work in the District
- Increasing the skills and knowledge of the workforce
- Develop supply chain linkages with indigenous businesses
- Strengthen existing business clusters and develop new ones
- Improve productivity
- Further support the establishment of small businesses and self-employment

Strategic Context

Inward investment happens at many levels with many players seeking to attract businesses to locate in various parts of the country. Our approach to Inward Investment will also take account of other relevant strategies. The lead organisation for inward investment in the UK is the Department for International Trade (DIT). DIT has recently established a Northern Powerhouse team to look at bringing more investment to the north. This group will be focusing on sectors of strength that have been identified for the north including Energy, Financial Services, Life Sciences, Advanced Engineering and Digital.

For the York North Yorkshire and East Riding Local Enterprise Partnership (LEP) Area DIT figures show that there are around 12-15 investments in the LEP area per annum which

results in an average of 300 new jobs per annum. Investments range from new investors setting up in the area to existing investors expanding and firms being acquired. The LEP focus is bio-renewables and agri-tech.

Local Context

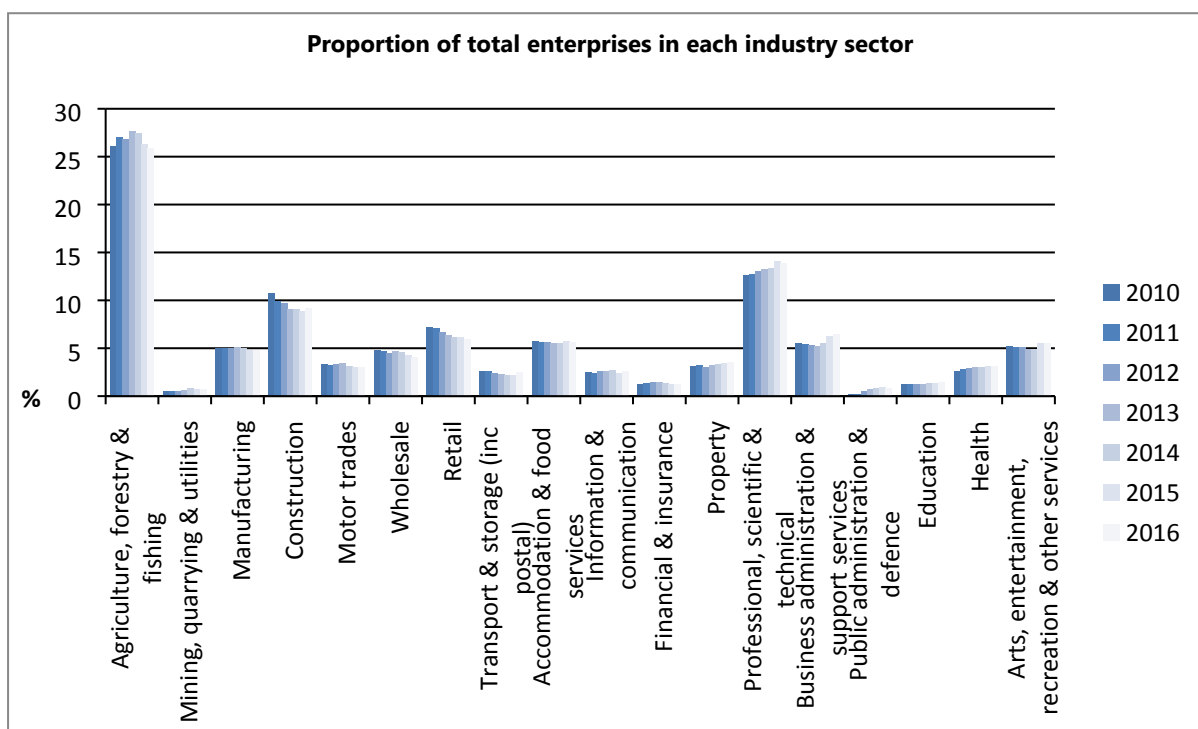
The Hambleton economy has a number of strengths summarised in the Economic portrait below. These factors have underpinned our economic performance and form some of the 'Unique Selling Points' of our local economy.

Economic portrait of Hambleton

Business base covering 31 different employment sectors	3,650 enterprises	'One year effect' recession (2009)
Low unemployment (5%)	Strong micro-business base	Working age population: 54,800 (84%)
Strong self-employment trend	Major employers in manufacturing and distribution sectors	Economy worth £1.54bn
Highly skilled labour force	Strengths in agriculture, professional services, retail & manufacturing	Loyal business base

Economy of Hambleton

	Hambleton	Yorkshire & Humber	U.K.
	%	%	%
Economically Active	84	77	77
Unemployment Rate (2013)	5.5	9.5	8
No Qualifications	26	32	28
High Level Qualifications	43	29	34
Self Employment Rate	14	8	10
Growth in Businesses with less than 10 employees	12	6 (York)	-



Source: GVA 2014 Hambleton Economic Study

In addition to this, Hambleton as a location has a lot to offer potential investors:

- Connectivity to key economic centres with junctions on the A1 (M), the A19, and two stops on the East Coast Mainline linking Hambleton with strategically important centres including London, Newcastle, York, and Tees Valley
- The presence of regionally significant clusters including the manufacture of food and drink and advanced engineering within a diverse economy well represented across a variety of sectors.
- Supply of employment land with significant expansion potential at strategic locations which are Dalton Industrial Estate and Leeming Bar, both existing 'brands' as employment locations, and future development potential at Sowerby Gateway, identified as key sites for investment in the future
- The Hambleton economy boasts national and global brands alongside a growing small business base and a strong entrepreneurial culture
- Hambleton offers a highly attractive living, working and visitor environment
- All of the market towns across Hambleton are viable and vital, provide a local service function and good educational facilities

Key sectors for Hambleton

We understand that it is important to concentrate on those sectors in which Hambleton has a competitive advantage or the sectors for which growth is anticipated, as identified in the table below – the focus for Inward Investment will be in future growth sectors and emerging industries

Core Sectors with high levels of productivity	Service industries with higher average number of jobs	Future growth sectors in emerging industries
<ul style="list-style-type: none"> • high value manufacturing • food manufacturing • distribution and logistics • visitor economy 	<ul style="list-style-type: none"> • business services • financial services • food and accommodation • visitor economy 	<ul style="list-style-type: none"> • creative, digital and media industries • financial technology • agri-tech and bio-renewables

Within our work it will be important to ensure the following:

- New investment is attracted
- Existing investors are retained and are encouraged to invest further and grow within the District
- Strong levels of business start-ups are continued with support for growth

What we want to do

The attached Inward Investment Action Plan sets out the key actions we will take forward in the next 12-18 months to support the increase of new business investors into the district.

The key objectives of the Action Plan are to:

- detail what we have to offer investors – land / people / support / opportunities / unique selling points
- ensure sufficient supply of good quality employment sites, particularly in strategic locations
- equip the Council to assist investors to locate and grow in the District
- adopt a targeted approach to attracting businesses to locate in the district
- attract high quality jobs that benefit local people, particularly graduates and apprentices
- facilitate linkages between indigenous businesses and potential new businesses to the area
- encourage collaboration, clusters and centres of excellence in high growth sectors
- align to other partners strategies including DIT, LEP, NYCC to enable a partnership approach

Resources

To ensure effective delivery we need to:

- embed this approach at the heart of what we do across the authority
- include inward investment support specifically within the work of the Business and Economy Team
- Promote the support provided by other wider professional and partner services
- Collect economic data quarterly to ensure our Inward Investment approach is making a difference
- Undertake regular reviews of implementation and respond to changes in the economy or new opportunities
- Understand the challenges of this approach in the context of what other authorities have to offer

In conclusion

We will continue to work closely with delivery partners and with local businesses to support the delivery of real inward investment creating new jobs, take up of land, and improve infrastructure and growth of existing investors, whilst retaining Hambleton as a great place to live.

Inward Investment Action Plan 2017-2019

This outlines the principal activities that will be undertaken during 2017/18 and 18/19 for each objective categorised as short (0-6 months), medium (6-12 months) and long term (12-24 months), resources required from within the Council externally where appropriate.

Objective	Action	When	Resources	Notes
Detail what we have to offer investors	<ul style="list-style-type: none"> • Establish 'Hambleton a place to grow' Website: <ul style="list-style-type: none"> ○ Establish scope and structure of the website – purpose to provide a useful source of information and key contacts for potential investors ○ Collate key information required in relation to available sites: services/utilities/access/constraints ○ Establish strategy for marketing & promotion include resource for imagery (photographs), updating etc. ○ Secure URL's for brand ○ Develop key messages to promote the area to include generic information along with sector and location specific information (relevant for brochure as well) ○ Collate all the figures and data required to back up the website detailed profile of the district and neighbouring areas ○ Include a short video which promotes the area – building on the success of the Hambleton Economic Strategy Film ○ Information on any other requirements investors might have – planning constraints, transport access, waste management, local labour, market/skills , housing availability, education provision, the local retail and leisure offer, links with universities ○ Include case studies of investors 	Short term	Business & Economy Team IT Team Communications Team External resource to source high quality images/ video production External resource to source gaps in required data	<ul style="list-style-type: none"> • Align our offer to key inward investment sectors • Growing and emerging sectors , sectoral strengths and niches • Need to ensure we address business needs – use DIT • Image building is important here and branding “Invest in Hambleton” could be the approach with separate email address etc. • Needs relevant links to other organisations and back to HDC website, where appropriate • Identify any activities which will need to be outsourced e.g. images

Ensure sufficient supply of good quality employment sites	<ul style="list-style-type: none"> • Consider options for delivering additional employment land in key strategic locations – Leeming Bar /Dalton / Sowerby Gateway and decide on priorities • Consider what infrastructure improvements are needed in these locations • Prepare detailed site viability and cost benefit analysis plans • Commission feasibility work on the options • Consider the Councils role in bringing land forward – including purchasing and developing site/s for investment 	Short Term	<p>Business & Economy Team together with the Planning Policy Team</p> <p>External support for detailed feasibility work</p>	<ul style="list-style-type: none"> • Explore a range of delivery models including public/private sector partnerships
Encourage collaboration, clusters and centres of excellence in high growth sectors	<ul style="list-style-type: none"> • Promote existing centres of excellence and clusters at Stokesley, Leeming Bar • Support the establishment of the Centre for Digital Innovation (C4Di) in Northallerton as an opportunity to attract inward investors • Investigate the role of the Council in C4Di going forward and potential linkages to Evolution and Springboard Business Centres 	Medium Term	Business & Economy Team	
Detail what we have to offer investors	<ul style="list-style-type: none"> • Develop site and premises database as part of the website • Investigate the best way to advertise comprehensive up to date information on key development sites • Define the “Place to Grow Locations” for which information will be provided • Investigate the best way to advertise premises including encouraging others to post information 	Medium Term	<p>Business & Economy Team</p> <p>IT Team</p> <p>Communications Team</p>	<ul style="list-style-type: none"> • Need to ensure this links to other databases promoting sites including agents • Could include an interactive map • We only list ours and others we are aware of. We need to ensure this is up to date and linked to other sites at this time
Detail what we have to offer investors	<ul style="list-style-type: none"> • Promote our unique selling points to businesses outside the area by developing a compelling prospectus backed up 	Medium term	Business & Economy Team	<ul style="list-style-type: none"> • Possible external support in terms of branding

	<p>with consistent, high quality, responsive support</p> <ul style="list-style-type: none"> • On line fact sheets, proposition development, targeted at key growth sectors setting out our approach. • Undertake further research on the key sectors, functions and geographies • Collate data and intelligence on business performance, economic prospects, inward investment and international trade, the visitor economy etc • Include details of the support available – business friendly Council, advice, financial incentives, funding, apprenticeships, graduates, plus some of our successes, Let's Grow, links with other agencies LEP, DIT. • On-going client support 		Communications Team	<ul style="list-style-type: none"> • Needs to be professional. • It needs to be very clear what we offer under certain standardised headings that investors will expect to see. • Assistance to navigate through planning, environmental and other consents
Encourage collaboration, clusters and centres of excellence in high growth sectors	<ul style="list-style-type: none"> • Further develop our link to Education & Skills • Opportunity for University to offer specific sector training in clusters e.g. food technology at Leeming, Centre for Digital Innovation in Northallerton • Broaden our involvement with other universities and colleges 	Medium Term	Business & Economy Team	<ul style="list-style-type: none"> • York, Sheffield Hallam, Durham, Teesside, Hull and Darlington
Align to other partners strategies to enable a partnership approach	<ul style="list-style-type: none"> • Improving Infrastructure, particularly in strategic employment locations – identifying the role of the Council and other key partners in addressing key infrastructure issues within the district – including public transport, superfast broadband, mobile phone coverage • Improve the look and feel of our existing industrial estates • Working in partnership to address key areas of concern raised by businesses 	Medium Term	Business & Economy Team Planning Policy Team	<ul style="list-style-type: none"> • Work on highways infrastructure of Leeming Bar is required • Need to include where we and other key partners are improving infrastructure • Need to investigate where we can improve other transport • Issues with mobile infrastructure
Equip the Council to assist investors to locate and grow in the District	<ul style="list-style-type: none"> • Define Investor Servicing Responsibilities within the Business & Economy team • Examine whether we have all the right skills and partnership in place to facilitate this and address any gaps 	Medium Term	Business & Economy Team Development	<ul style="list-style-type: none"> • Investor servicing needs specific skill set to deliver. • First point of contact for Economic Development

	<ul style="list-style-type: none"> • Development of a tracking system required • Structure to ensure customer needs are met and fosters collaborative working across the professions “whole council approach to Economic Development • Develop a Communications Strategy to support all aspects of the Inward Investment approach 		<p>Management Team</p> <p>Communications Team</p> <p>Others service areas as and when required</p>	<p>offer</p> <ul style="list-style-type: none"> • Response must be quick, accurate and constructive • Needs all other elements to be in place prior to any external communication
Adopt a targeted approach to attracting businesses to locate in the district	<ul style="list-style-type: none"> • Develop a Business Ambassadors Programme for Hambleton • Engage key contacts who are in a position to carry out this role • Establish protocols with business leaders • Facilitate business to business contact 	Long Term	Business & Economy Team	<ul style="list-style-type: none"> • Business leaders need to be identified that have the time and those who travel for business to other areas
Facilitate linkages between indigenous businesses and potential new businesses to the area	<ul style="list-style-type: none"> • Support and grow local supply chains • Identify existing good practice and where they exist in our area use examples on the website • Identify new opportunities and future potential 	Long Term	Business & Economy Team	<ul style="list-style-type: none"> • Consider links across to Tees Valley / York and other neighbouring areas
Equip the Council to assist investors to locate and grow in the District	<ul style="list-style-type: none"> • Develop new Local Plan policies, proposals and allocations to support inward investment • Fast track responsive planning system • Possible instrument of consent at some of the industrial estates 	Long Term	<p>Planning Policy Team</p> <p>Development Management Team</p>	<ul style="list-style-type: none"> • New Local Plan currently being prepared for adoption in 2018 • Industrial Estate Review conducted by the Business & Economy Team informs this and further discussions required as process moves forward
Attract high quality jobs for local people, particularly graduates and apprentices	<ul style="list-style-type: none"> • Consider broader quality of life issues and how these can be addressed by the Council and key partners – these include: <ul style="list-style-type: none"> ○ Provide adequate housing – a mix of size, type and tenure to meet the needs of businesses and their employees, including affordable housing for young 	Long Term		<ul style="list-style-type: none"> • Links between housing and economy are important to allow access to workforce • Need to ensure that this plan links into Market Town

	<p>people</p> <ul style="list-style-type: none"> ○ Plan for new leisure and tourism offer across towns - develop a programme across the towns linking to LEP priorities and niche events pertinent to the town 			Investment Plans
Equip the Council to assist investors to locate and grow in the District	<ul style="list-style-type: none"> ● Identifying and securing funding - continue to monitor external funding and investment opportunities – grants and loans ● Changes to the retention of business rates – consider if there any opportunities to us which are associated with this ● Examine various models for delivery: <ul style="list-style-type: none"> ○ In terms of public / private partnerships and funding models to raise the funding; ○ Exploring how best to use the Economic Development Fund as match to maximise external funding; ○ development of Business Improvement Districts; ○ establishing HDC loan or grant schemes for example utilisation of growth in business rates to offer secured loans via a recyclable fund; 	Long Term	<p>Business & Economy Team</p> <p>Finance & Legal Team</p>	<ul style="list-style-type: none"> ● LEP / LET's Grow