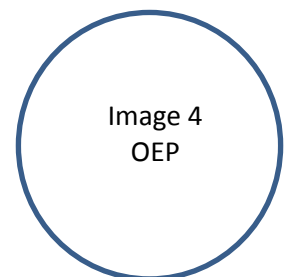
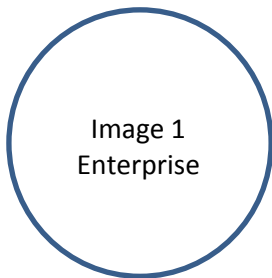


Economic Growth Strategy

2014-2021

[Version Control: Draft Economic Growth Strategy v.01 Last Updated 01.10.2014]



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1. Foreword



Terry King Deputy Leader
Rutland County Council

Our Vision is that by 2021 Rutland has a sustainable, prosperous, vibrant [and diverse ?] economy.

The Economic Growth Strategy sets out our ambitions for growth in Rutland, our priorities, objectives, actions and expected outcomes over this period.

Rutland is already a great place to live, learn, work, play and visit.

However it is vital that we have a growing economy in which all our businesses can flourish and through which we can provide new and better opportunities for all our residents.

We will share our plans for growth with our partners, residents and business community to ensure that these are the right for Rutland.

This will only be achieved by local people, private sector business, the Council and other partners working together, focussed on delivering agreed priorities to deliver the best outcomes for the County and for our local communities.

The strategy provides a basis for collaboration to deliver a number of key actions that meet real economic need. We will seek the views of local stakeholders to finalise the Economic Growth Strategy and develop a detailed delivery plan over the next few months.

2. Executive Summary

This strategy outlines the vision for Economic Growth for Rutland by 2021; reviews the current position and achievements over the past 3 years; sets out the policy context for investment in growth; and defines an outline delivery plan for actions over the short and medium term.

We are focussed on driving forward sustainable economic growth for Rutland and we will work with all our partners and key stakeholders to make this happen. Our strategy builds from an analysis of the key challenges and barriers to growth to set out what we believe are the key priorities and actions for Rutland. This takes account of national, sub-regional and local policy context.

Our strategy focusses on four strategic themes; enterprise and innovation; education, employment and skills; land, development and infrastructure; and inward investment.

We need to boost start up rates in order to create new SME and employment growth, help retain our existing businesses and continue to develop key sectors such as manufacturing, tourism and services. Knowledge and innovation are future drivers of our economy. Signposting and connecting businesses to where they can get support for the commercialisation of ideas will be critical for our business base to remain competitive grow.

Skills development needs to be prioritised where there are genuine skills barriers to growth and our young people need to be sufficiently prepared for work and have greater awareness and access to apprenticeships. A greater breadth of employment in line with our high resident skills base is essential if we are to address the current unsustainable levels of out-commuting.

It is critical that business growth is not constrained by poor infrastructure, that housing and business development is appropriately located and there is greater access to affordable housing. We will need to improve transport infrastructure and services to support the economy of Rutland and additionally supporting housing growth and regeneration. Schemes will need to address barriers to employment and housing developments by creating the capacity for growth through improved transport links. Our area has a unique and diverse geography and an array of rich cultural, heritage assets upon which to build. An overall goal is to enhance our economy whilst maintaining the quality of life.

Finally we cannot achieve growth on our own nor address the challenges without the support of a range of local stakeholders. We will continue to work with the Greater Cambridge and Greater Peterborough Local Enterprise Partnership and with our neighbouring authorities and with other inward investors to provide new opportunities for the County and a better future for all.

Our indicative growth targets are ambitious but realistic. Some will be dependent on achieving external funding and others will arise through improved co-ordination and collaboration. We believe that these are targets are ambitious but realistic.

3. Rutland's Economy Today

Economic Linkages



Rutland is England's smallest county covering an area of approximately 390 km². It is ideally located close to the East Midlands cities of Nottingham and Leicester and East of England cities of Peterborough and Cambridge

Connectivity

The A1 passes through the eastern part of Rutland providing excellent north-south road links.

The County is well served by the main rail link from Oakham to Birmingham, Leicester, Peterborough and Cambridge and Stansted Airport. The cities of Nottingham, Leicester, Peterborough and Cambridge are within an hour's drive time and a direct once daily rail link operates to London.



Population

Rutland's population is forecast to grow to 39,000 in 2026 and 40,000 by 2031. Much of this growth will be accommodated in the Oakham Urban Extension and in other smaller developments around the County. Some 175 new houses per year are expected to be built over a ten year period.

Demographics

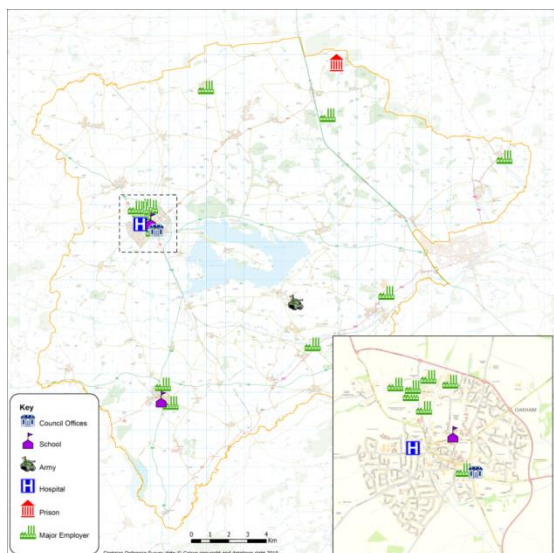
However we will also see a significant increase in our over 65 population (between 2014 and 2030 an increase of 8.5% as a proportion of the total population is forecast)¹ with a decreasing supply of those in younger working age groups adding pressure to an already tight labour supply. Furthermore there is a forecast increase of 3.28% in those aged 85 and over with increasing demand for health and social care services.

Major Employment Sectors

Rutland has retained its major manufacturing employers over the last 20 years and has successfully diversified into a home for many service based SMEs. Key sectors in terms of work based employment are education, manufacturing, accommodation and food services, minerals, wholesale and retail and public administration.

¹ Source:www.poppi.org.uk based on ONS, subnational population projections, May 2014

Map 1: Major Employment Locations in Rutland



Business Corridors

Oakham: The principle business corridor is Oakham North West, home to a number of our larger businesses including Lands' End, Meccalte, Rutland Electric Fencing and Education City. There is a significant polymer cluster comprising Rutland Plastic Containers Ltd, Rutland Plastics in Oakham and Linecross at South Luffenham.



Uppingham: Uppingham Gate is main office park for knowledge based businesses such as MMI Ltd (software developer) and Resolvi Ltd (computer service provider).



Station Yard Industrial Estate is the principal location for the town's manufacturing businesses including Arnold Wills Group (manufacturer of fashion accessories) and Michael John Designs (point of sales displays). Improved access is highlighted as a need within the Uppingham Neighbourhood Plan.

Other key employment sites in the County include Essendine, Greetham, Market Overton, Ryhall and Ketton (home to Hanson Heidleberg Cement Works providing 1/5th of the cement requirements in the UK).

Business Profile

A high proportion of firms in Rutland are very small and we have a significantly higher than average share of our business population employing 0-4 employees. Compared to the UK average Rutland has a higher proportion of enterprises with a turnover between £0-49,000

and a slightly above average proportion in the mid-range £250,000-£999,000. In 2013 135 firms based in Rutland had a turnover of over £1m (30 of these had a turnover of over £5m).

New firms are an important component of a successful and dynamic economy (increased jobs, income and GVA). Those areas with high business birth rates experience more rapid employment growth. However the business birth rate in Rutland has been below the UK rate throughout 2004-12. In 2012 the business birth rate in Rutland recovered to 9.1% from a low point of 8.0% in 2010. Although a little more volatile business birth rate has been similar to that of the wider GCGP EP area.

In 2013 there were 1705 active businesses in Rutland down slightly from a peak of 1760 in 2009. In the Greater Cambridge and Peterborough LEP area the active business stock also peaked in 2009. However unlike Rutland the active business stock has increased by 6.35% between 2004 and 2012.

Official statistics for the UK overall suggest that the recent recession starting in 2008 has been amongst the deepest on record. The extent of output lost (Gross Domestic Product has been comparable to that experienced in the Great Depression. Although recent evidence points to a strengthening recovery, the UK is still yet to return to the level of output achieved prior to the onset of the recession. The Rutland economy by comparison has been reasonably resilient providing a sound platform for future growth.

The business population of Rutland has been affected by the recession but not in a markedly different way from the wider GCGP EP area or the UK. What is different about Rutland is that on the whole a business once started is more likely to survive than elsewhere.

The role of agriculture in the wider area

Across the wider Rural Peterborough and Rutland area farm labour has fallen by just over 3% since 2007 compared to a national decrease of 5%, the number of principal farmers has increased by 8% against a national decrease of 8% whilst the number of salaried and farm workers has fallen by 6% over the same period. Agriculture comprising a mix of arable and livestock, accounts for 10.5% of all businesses. Since 2007 farmed land has decreased by 6% with grassland farms having declined by 12 % significantly higher than the English average of 4%.

A key driver to this change is the increased demand for dwellings and the take up of land on the periphery of villages and towns. In 2010 29% of all farms in the Rural Peterborough and Rutland area were over 100ha in size (significantly higher than the 2009 figure of 19% and higher than the current national average). The area has a large and growing food and drink sector based on both established and new companies. National statistics show that for every £1 of GVA generated in agriculture a further £3 is generated by food processing, £1 by food wholesaling and £5 by food retail and catering.²

² DEFRA (2013) Agriculture in the UK 2012

Levels of Entrepreneurship

Rutland's population is entrepreneurial with a high level of self-employment. Supporting farm diversification and micro-businesses within our more rural areas will help tap into new forms of entrepreneurship. In addition the socio-economic profile provides latent capacity for entrepreneurship and business start-up potential.

Innovation and Productivity

Data on innovation at the local authority level is unavailable. However we recognise that innovation is essential for raising productivity and increasing market share. On the first measure education and qualifications Rutland performs well. However there is a limited R&D base in the surrounding area with which Rutland businesses can engage.

The profile of businesses by size also limits this. Encouraging links to the wider geography of the GCGP EP area (Alconbury Enterprise Zone, Cambridge Science Park, Anglia Ruskin, St John's Centre) will provide some of the critical mass and visibility currently lacking.

Productivity values in Rutland average £34,000 and below the East of England average of £39,200 suggesting that this needs to be an area of focus. Productivity is also a clear driver in raising average wages.

Skills Base

Education, skills and training are recognised as major contributors to future economic growth and success of an area. Developing a robust and sustainable economy depends on a workforce that is able to accommodate changing environmental and advancing technology and also having the most current qualifications required in a specific sector. Nationally 80% of the people who will be in the workforce in 2020 have already left compulsory education.

Rutland has a higher proportion of residents qualified to an equivalent of a first degree than the national and East Midlands averages, the GCGP EP, Lincolnshire, Leicestershire and Northamptonshire areas. Compared to the profile of skills supply, the occupational structure of employment (the kind of jobs individuals do and the level of skills required to do them) suggests a level of under- utilisation in the County.

The rapid pace of technology and polarisation of skill needs in the future presents particular challenges for the 17% of our working age population that has below or no level 2 qualification. Forecasts predict that those without this level of qualification will be edged out of the labour market in the future.

Participation in Education

There are relatively high rates of participation and attainment in education with a significantly higher proportion of 16 and 17 year olds participating in some form of education or work based learning compared to England overall. Our two independent schools account for a significant share of this (more than half of 16 to 17 year olds estimated to be resident in the County). However our performance at A-level is below the national

average. Given our above average socio-economic profile this under-performance is also below expectations.

Quality of Life

Rutland is a relatively affluent area with very low levels of deprivation. The County has one of the highest living standards of rural counties in the UK, ranked 11th in the Halifax Rural Areas Quality of Life Survey, March 2013. There are low levels of long term unemployment, low levels of crime and the lowest levels of premature death (under the age of 75) in the East Midlands. The County has the 4th highest rating of resident's feelings of life satisfaction of all 83 English Unitary authorities and the 2nd highest rating of life being worthwhile.

Unemployment and Employment

Unemployment in Rutland is significantly lower than neighbouring local authorities and the GCGP EP area at 4.2%. The number of Job Seeker claimants has also returned to pre-recession levels from a peak of 400 to under 200 and Rutland has also seen a marked fall in the number of 18-24 year olds claiming benefits. However those who are unemployed and those on incapacity benefit have relatively low incomes and their economic and social potential has yet to be realised in comparison to those who are employed.

Earnings

Median earnings based in individuals living in Rutland (£480 per week) are significantly higher than for individuals working in Rutland (£425 per week) suggesting that significant proportions of our more highly skilled people work elsewhere.

Travel to Work Areas

The latest estimates of travel to work flows suggest that Rutland experiences net out-commuting with a higher proportion of individuals resident in Rutland working elsewhere compared to a lower proportion of individuals working in Rutland who live in other areas. The main destinations for out-commuters from Rutland are Peterborough (7% of out-commuters), South Kesteven including Stamford (5%), Leicester (5%) and Corby (4%). Other commuter journeys include London with a direct rail link to London once per day and main line connections to the City via Peterborough and Leicester.

Transport

Rutland is a sparsely populated, rural County where transport issues will present a number of very specific challenges over the course of LTP3. We need to maintain and develop good transport links to ensure our towns are rooted into the wider community. There is often limited access by bus to our most rural communities. In addition core routes will never be commercially viable and therefore will always be dependent on subsidy funding. During the lifetime of the LTP3 continued subsidy funding will become more challenging in the face of public sector cuts.

A greater proportion of the population will lose their ability or desire to drive and become more dependent on public transport Challenge. We will continue to look at how services can be better provided to the public and whether this could be most effectively achieved by getting

residents to services or alternatively by taking services to residents. Where resources are located, how they are used and where they can be better deployed will indicate where resources could be targeted in the future.

Transport in all forms, whether public services, statutory services (i.e. home to school and post 16 transport), or community transport initiatives, contributes toward a common strategic objective - delivering transport solutions and supporting economic growth and access to services. We will need to improve transport infrastructure and service to support the economy and additionally supporting housing growth and regeneration.

Housing Market and Employment Growth

Rutland is part of the SHMA covering Peterborough, South Kesteven and South Holland. Over the period Peterborough is forecast the strongest growth in employment relative to employment growth of 6% for East Midlands and 8% nationally the growth forecast for South Kesteven and South Holland is 12%. By comparison the SHMA forecasts lower level of employment growth for Rutland at 5%.

The strategic housing market assessment, based on past trends and assuming no new initiatives assumes a growth of 1,500 jobs in 2011-31 based on Experian projections. An aspirational target and assuming new successful initiatives, this could be increased by 20% to 1,800 jobs.

Housing Affordability

House prices in Rutland have been consistently above the national average since 1996. The ratio of house prices to earnings is also significantly higher than the national average. Median house prices are nine times that of the median annual salary for residents in the County. Private rented accommodation is also significantly less affordable.

Vitality and Visibility of our Market Towns

Our two historic market towns, Oakham with a population of circa 10,000 and Uppingham with a population of circa 4500 act as important shopping, service hubs and employment centres to Rutland's 52 villages and hamlets.

The principle areas of retail activity in Oakham are centred on High Street and Mill Street with secondary areas located at the Western end of the High Street , Dean Street, Church Street and South Street.



Uppingham's retail activity is principally centred in the market square and high street. There is above average representation in arts and antiques shops. Rutland's two public schools (Oakham and Uppingham) each have a significant presence within the town centres. Both towns offer a range of quality hotels, pubs and restaurants and an array of independent shops.



Vacancy rates in both towns have increased in recent years but remain well below the national average. In Oakham some churn is fuelled by businesses relocating to larger premises within the town. A number of prime retail units within Oakham are now occupied by food and drink establishments.

The presence of national retailers in both towns is somewhat constrained by the absence of efficient floor space within the town centres and our proximity to larger urban centres. As a consequence the leakage out of county is particularly high for comparison goods.

Nationally there has been a growth of on-line retail impacting significantly on town centres. By 2020 this expected to account for 20% of all retail activity. Two thirds of this growth is predicted to come from shoppers aged over 55. Rutland will see a significant increase in this age group over the same period and businesses will need to respond to the challenges ahead.

Cultural, Heritage and Leisure offer

In addition to the retail offering, Oakham is also home to Oakham Castle, one of the best examples of domestic Norman architecture in England. Heritage Lottery Funding secured in July 2014 will improve the castle and castle grounds and ensuring it remains a desirable place to visit for future generations. Within the wider area visitors can enjoy a wealth of heritage, cultural and leisure assets including nearby Burleigh House and Rutland Water, one of the Largest man- made lakes in Europe providing a wide range of leisure activities.



Importance of Tourism

The tourism industry contributes £97bn to the UK economy. The number of jobs is forecast to grow by 250,000 between 2010 and 2020 well ahead of the 2.9% forecast for the economy as a whole. Tourism also makes a major contribution towards economic well-being and quality of life across Rutland generating £95.6m revenue in 2013 from 1.6million day and overnight visitors and accounting for circa 1,500 jobs. Section 106 secured from Anglian Water over the five year period to 2012 has helped to develop a strong visitor destination brand under Discover Rutland.

Rutland is an appealing visitor destination because of our market towns, our Villages, our attractive countryside, Rutland Water and a strong, food and drink offer. However conversion of day visitors to overnight stays and linking more visitors to our two towns centres will provide greater economic benefit.



Significance of Public Sector (MOD and MOJ)

Rutland has suffered significant challenges from the closure of two large public service employers. HMP Ashwell, a Category C Prison, closed in March 2011, resulting in the loss of the 212 staff. This coincided with the final stage of the phased closure of RAF Cottesmore with an estimated combined negative impact of the two closures to be £60 million³ per annum in GVA and 3,000 jobs.⁴ These estimates were based on both the direct loss of employment, and thus reduced consumption of goods and services in the local area, and also the indirect impacts on local companies supplying or working with the prison and RAF base. It was subsequently confirmed that Army personnel would be relocated to the Cottesmore site in significant numbers by the end of 2013 (1,150 troops, 450 of which would be bringing their families, leading to an estimated total of 1,900 individuals)⁵, reducing the extent of the estimated impacts considerably.

The armed forces at St. George's and Kendrew Barracks are a vital part of the Rutland Community and the Council has worked hard to welcome back regiments from Germany and Cyprus. This work continues with the 1st Military working dogs regiment and the 2nd Medical Regiment due to move to St. George's Barracks in 2015.

Freight Services

Network Rail's policy is to divert as much freight traffic as possible away from London, as a way of easing congestion and to facilitate the increase in service frequencies that Transport for London require on the North London line. A key freight flow is for intermodal traffic (i.e. containers) between the East Coast ports and the Midlands and the North (and it is anticipated this market may well expand).

This would route a large proportion via Peterborough, then either via Lincoln and Doncaster towards Yorkshire and the North East or via Oakham and Leicester to Nuneaton to the West Midlands and the North West. Layout changes at Ipswich and Nuneaton will also be needed with work due to completed by 2014. It is feasible that this route once completed could be handling up to 45 trains per day, on a 24 hour basis by 2028.

This will have significant effect on the amount of times the level crossings in Oakham will be down in a 24 hour period. A more detailed analysis is needed to determine the impact of a combination of additional traffic, the anticipated increases in barrier closures and the future operation of the nearby junctions/ traffic flows prior to public consultation on potential options.

³ £41 million per annum would be related to the closure of RAF Cottesmore alone, based on: SQW Consulting, on behalf of *emda* and Rutland County Council, April 2010. *Economic Impact of Closing RAF Cottesmore*.

⁴ Rutland County Council, June 2011. *Rutland – A Strategy for Growth*.

⁵ Rutland County Council and the Economic Strategy Research Bureau (ESRB), Nottingham Business School, February 2012. *Travel4Rutland: Small project application, Tranche 2 Bid for the Local Sustainable Transport Fund*.

4. Policy Context

Government

The Government's economic policy objective is to achieve strong, sustainable and balanced growth that is more evenly shared across the country and between industries. This is reflected in a number of government policies:

- Skills for Sustainable Growth (BIS and DoE, 2010)
- The Localism Bill (CLG 2010)
- The Plan for Growth (BIS and DoE 2011)
- The Heseltine Review “ No Stone Unturned” (BIS 2012)
- The National Planning Policy Framework (CLG, 2012);
- Rigour and Responsiveness in Skills (BIS and DoE, 2013).

Sub-Regional Policy

At a sub-regional level Government approved the formation of 39 Local Enterprise Partnerships (LEPs) in 2010 to strategically influence and deliver growth in their areas. LEPs now have a rapidly expanding role in driving the local economic growth agenda. From 2014 this will include developing investment strategies for European Structural Funds, investment in business growth, skills, inclusion and rural development.

The LEP area covers Cambridgeshire, Peterborough, Rutland, Cambridge, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire Districts but beyond these administrative boundaries, the real economic geography extends to parts of North Hertfordshire, Uttlesford, St Edmundsbury and Forest Heath; South Holland and King's Lynn & West Norfolk.

In total, the area boasts a population of 1.3 million, around 700,000 jobs and 60,000 enterprises. The GCGP LEP goal is to develop an internationally competitive, nationally significant economy bringing together the diverse strengths of the area.

Initial priorities for growth across the LEP area and the whole of its economy were set out in the GCGP LEP's Growth Prospectus (2012). An **Operational Plan** guided work in 2013 and 2014 followed by development of a **Strategic Economic Plan (SEP)**⁶ in 2014 and submission to government. The SEP aims to release the area's significant potential for continued growth through a range of targeted interventions. The SEP priority intervention areas are outlined in Table 1 below:

⁶ <http://www.gcgp.co.uk/local-growth-strategy>

Table 1 SEP priority interventions

Priority Interventions for Local Growth Fund Bid 1	2015/16(£119m)	2015-2021(£518.1m)
Digital Connectivity and Exploitation	£5.5m	£59.6m
Transport (plus £14m agreed)	£61.9m	£260.6m
Skills	£12.2m	£64.3m
Innovation & Incubator	£28.2m	£76.4m
Business Growth	£11.2m	£57.2m

The **SEP** seeks to gain the maximum leverage of private and public sector spend across the GCGP EP area and makes the case for investment from the Government's Local Growth Fund. Funding of £21.1m was secured through Local Growth Deal Round 1 to deliver a number of infrastructure and growth hub projects from 2015 onwards and further Growth Deal bidding rounds will follow. However the original aspirations are likely to be modified.

The GCGP LEP's **European Structural Investment Strategy (ESIS) 2014-2020**⁷ will access European funding for economic development and social issues has been submitted to Government. The ESIS links to the SEP's emerging economic priorities and skills needs. Table 2 shows the % breakdown within the **ESIS** nominal allocation (of £71.895m).

Table 2: GCGP ESIS investment allocations

Funding Source and Thematic objective	%	£m	€
ERDF			
Innovation	40	12.9	15.1
ICT	10	3.2	3.77
SME Competitiveness	25	8.1	9.44
Low Carbon	25	8.1	9.44
ESF			
Employment	40	12.9	15.1
Social Inclusion	20	6.4	7.55
Skills	40	12.9	15.1
EAFRD			
Innovation - building knowledge transfer in rural areas	40	3	
ICT - supporting small scale business investment in broadband to exploit digital opportunities	10	3	
Skills- Addressing deficits in rural tourism skills	25	1	
MAS, Growth Accelerator, UKTI services + EAFRD	25	0.395	
SME - supporting the development of new and existing non-agricultural, micro, small and medium sized businesses			
Total			84.74

⁷ <http://www.gcgp.co.uk/wp-content/uploads/2013/09/GCGP-European-Structural-and-Investment-Funds-Strategy-January-Final-310114-PDF.pdf>

Local Strategies

Rutland Together (Sustainable Communities Strategy 2014-2017) sets out a vision and overall strategy for Rutland and the surrounding villages and rural areas. It reflects both the agenda for growth and a clear desire to ensure that Rutland grows the right way so that economic and population growth leads to genuine improvement in key areas, particularly those where Rutland currently has specific problems or issues.

Rutland Local Plan (adopted 2011) includes the Core Strategy Development Plan, Mineral Core Strategy, Site allocations and Policies and Supplementary Planning Documents

Rutland Local Transport Plan (LTP3, 2011-2026) identifies how good transport contributes to, amongst other things, creating sustainable local communities, equality and social inclusion, environmental objectives and a better local economy. Increasingly this will look to support economic growth objectives.

Peterborough Sub-Regional Strategic Housing Market Assessment (2014) provides an understanding of the current housing market in the sub-region and, in particular, focusses on quantifying housing needs and market demand up to 2036.

RCC Corporate Aims and Objectives: Maintaining high levels employment and a thriving economy; Improving access to services; Creating a safer community; Protecting the rural environment; Promoting good health and wellbeing; Increasing our cultural, sport and recreational offer; Creating a brighter future for all.

Better Care Act 2014, People First Review (2014) focussing on the significant implications for the integrated delivery of health and social care and the new responsibilities for the Council. The growth in population and growth in businesses requires increased capacity in services; however the additional income does not equate to the additional costs of providing services requiring review of service delivery.

Emerging Neighbourhood Plans which will play a significant role in economic and community development going forward.

Rutland Tourism Vision (2012-2015) objectives are to recognise and enhance the Rutland offer, identify, attract and satisfy Rutland's key audiences and to ensure a Sustainable future for Tourism in Rutland.

Rutland Culture and Leisure Strategy (2013-16) providing a shared vision to make Rutland an attractive place for tourists, visitors and residents- where all can take part in sports, cultural and recreational activities and be inspired by our cultural and natural heritage, thereby enjoying a better quality of life. Key elements focus on events, venues, participation, publicity and co-ordination.

A Rural Peterborough and Rutland LEADER Local Development Strategy 2014-2020 has been submitted to DEFRA. If successful in the bidding process this could leverage circa £1.3-£1.5m of European Agricultural Fund for Rural Development (EAFRD) matched by private sector investment. The principal focus of the LEADER programme is on supporting growth through increased farm productivity, micro and small enterprises and farm diversification, rural tourism, culture and heritage activities, rural services and increased forestry productivity. A local action group (LAG) will be formed to take the programme forward.

5. Growth Strategy 2011-2014 Achievements



Digital Rutland

Public sector funding (£2.32m) has been invested into the Digital Rutland project to enable Rutland to become the first Superfast enabled County.

For local businesses, the fibre broadband network will underpin the introduction of many new services and applications making them more able to compete for new markets and improve productivity. The infrastructure is a key enabler in attracting new businesses and to support improvements in innovation and productivity. Roll out continues into 2014/15 targeting more of our hard to reach communities. Additional BDUK funding matched by further RCC funding will address edge of commercial sub-24mbps subject to open market review, public consultation and state aid approvals.

European funding has provided business workshops during 2013 and 2014 helping our SMEs understand how the new technology can be exploited.



In addition Rutland Telecom has installed a 1Gb fibre network (into Hambleton and parts of Uppingham), and sub-loop unbundling in Lyddington and Essendine.

[Add County Coverage details following OMR reviews].

Community benefits will include accessing education through e-technology, flexible home/office working and access to new models of care and social interaction.

Supporting Key Sectors: The Visitor Economy

Our visitor economy attracts over 1.6 million visitors worth around £92.7 million and directly supporting over 1,500 jobs (STEAM data, 2012). We have continuously achieved national and international coverage for Rutland and more recently increased our engagement with Visit England through the recent Regional Growth thematic campaigns.



The Rutland Tourism Vision 2012-2015 sets out our three primary objectives to support the sustainability of our tourism offer going forward and builds on earlier successes in the Rutland Tourism Strategy. The tri-partite working arrangement with an established Tourism Committee and wider industry engagement has been hailed as an exemplar for other areas.

Improved Transport Links

Transport has an important role in helping to achieve the strategic objective of maintaining high employment and a thriving economy. A bid for £4.106m of Department of Transport funding has helped deliver improved transport infrastructure and transport links in the County.

Many of our large employers already draw employees from Melton Mowbray and Stamford. The employer shuttle service has helped our businesses address recruitment difficulties and removed barriers for local residents. The result has been a widening of the labour pool available to local employers giving them the confidence that they can continue to invest in growth.



Oakham Bus Station

Up to date waiting facilities for residents and visitors have been provided within the new Oakham Bus Station which opened April 2014. Information via real time screens is now provided. Bus parking spaces have been improved and a secure cycle parking facility is available. Within close proximity to the Oakham Rail station there is now greater connectivity between all modes of transport. Pictured is the Shorelink bus connecting visitors to Oakham, Uppingham and Rutland Water.



Town Centre Improvements

Circa £1.367m of Section 106 funding contributions have been secured over the next five to ten years. In Oakham this will assist with improvements to road junctions, traffic flows and help mitigate some of the impacts from the out of town developments and freight train closures as well as supporting town centre management and viability.

Oakham Enterprise Park

The former HMP Ashwell prison located on a 23 acre site on the edge of Oakham has been transformed successfully into Oakham Enterprise Park.



The redevelopment of the Ashwell site was supported by an interest free loan from the Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP EP), following a successful bid for Growing Places funding demonstrating fit with the LEPs growth objectives.



The more badly damaged prison cell blocks have been demolished and the aim is for these to be replaced with new hybrid business units.

Take up has been excellent with 63% of available remediated floor space leased and firm interest in a further 28%. Chart 1 shows current ratio of Rutland based business to inward investors and Chart 2 the tenant mix.

Chart 1

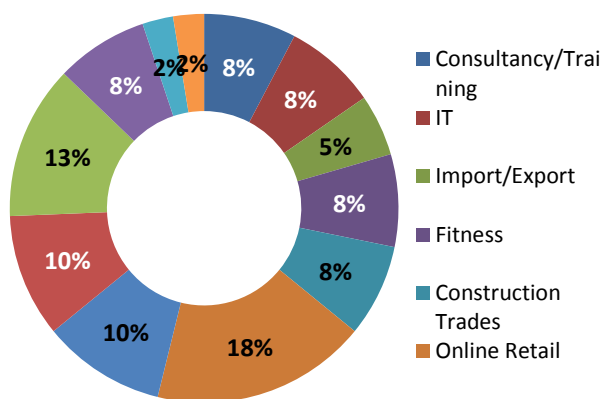
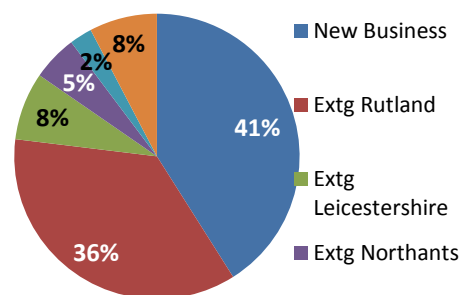


Chart 2



The enterprise park has been used as a film location by the BBC and now boasts an on-site nursery. The former sports hall has benefited from £260K of Section 106 funding (now called the Active Rutland Hub) and a £500k Sports England grant will realise further environmental improvements.

Access to Vocational Training and Skills

Oakham Enterprise Park is also home to Rutland County College's new vocational engineering and construction facility and from September 2014 will house the Rutland Adult Skills Service. This will help deliver a broad range of learning opportunities and courses including apprenticeships, non-apprenticeships, workplace learning, and classroom based skills development (16-18 and 19+ provisions) and adult basic skills.

6. Key Challenges to Future Growth

Rutland has remained relatively resilient during the recession and there are considerable strengths and opportunities to build on. However we are not complacent and recognise that if we are to succeed in retaining, growing and attracting new businesses, creating new jobs and securing inward investment we need to address a number of challenges and threats.

Enterprise and Innovation

- Growing and retaining our business stock
- Lower than average business start-up rates
- Low representation in knowledge based sector
- Access to finance
- Access to business support
- Access to R&D, knowledge transfer networks
- Readiness and capacity of businesses to innovate and exploit technology
- Improving productivity
- Labour supply/demand issues

Employment, Education and Skills

- Under-employment of skills base
- High levels of out-commuting
- 17% of our population without Level 2 qualification
- Below average wages compared to English average
- Employers demand for skills and access to training
- Attainment levels compared to socio-economic profile
- Valuing apprenticeships
- Ensuring employability and work readiness of our young people

Land, Development and Infrastructure

- Housing affordability
- Availability of employment land
- Suitability and affordability of business premises
- Access issues to key employment sites
- Poor mobile broadband provision
- Access to transport to support employment and housing growth
- Competition and shifts in consumer behaviour impacting on town centres
- Broadening the retail offer
- Impact of increased freight traffic

Inward Investment

- Securing further inward investment
- Supporting SME, Community and Social Enterprises to set up
- Awareness of Rutland as a place to visit, invest and do business
- Broadening the retail offer
- Building the tourism offer ,improving connectivity with our market towns

7. Going Forward: Our Economic Growth Strategy 2014-2020

Our Vision is that:

“By 2021 Rutland has a vibrant, prosperous and sustainable [and diverse ?] economy”.

A Partnership Approach

Economic Growth will only be achieved by all relevant partners working together. We will build on existing mainstream activities which organisations already undertake. It will be important to co-ordinate, support and strengthen these activities where necessary and possible. We will also look for opportunities for co-operation and strategic alliances to build further capacity and visibility.

Partners with whom we have engaged /will consult further include:

Local Strategic Partnerships Infrastructure Group

Emerging LEADER action groups

Town and Business Partnerships, Town Councils, Parish Councils

Neighbouring Authorities

Education and Training Providers

Chambers of Commerce

Federation of Small Business

National Farmers Union

Country Land and Business Association

Job Centre Plus

Voluntary, Community and Faith Groups

Private Sector Businesses

Priorities

We need to boost start up rates in order to create new SME and employment growth, help retain our existing businesses and continue to develop key sectors such as manufacturing, tourism and services. Knowledge and innovation are future drivers of our economy. Signposting and connecting businesses to where they can get support for the commercialisation of ideas will be critical for our business base to remain competitive grow.

Skills development needs to be prioritised where there are genuine skills barriers to growth and our young people need to be sufficiently prepared for work and have greater awareness and access to apprenticeships. A greater breadth of employment in line with our high resident skills base is essential if we are to address the current unsustainable levels of out-commuting.

It is critical that business growth is not constrained by poor infrastructure, that housing and business development is appropriately located and there is greater access to affordable housing. We will need to improve transport infrastructure and services to support the

economy of Rutland .Schemes will need to address barriers to employment and housing developments by creating the capacity for growth through improved transport links.

Our area has a unique and diverse geography and a rich cultural, heritage assets upon which to build. An overall goal is to enhance our economy whilst maintaining the quality of life.

Finally we cannot achieve growth on our own nor address the challenges without the support of a range of local stakeholders. We will continue to work with the Greater Cambridge and Greater Peterborough Local Enterprise Partnership and with our neighbouring authorities and with other inward investors to provide new opportunities for the County and a better future for all.

The priority actions have developed in response to the key challenges outlined above and takes account of the policy context at a national, sub-regional and local level. It is important that our actions are further informed by the needs and aspirations of local businesses, residents and key stakeholders.

Where our growth priorities align with those of our key partners we will seek to secure funding and/or enable delivery through private sector investment and emerging GCGP EP Growth Deals and European programmes to help drive forward growth.

Our Approach to Growth

Is based on four strategic principles:

Principle 1	To Play to the Strengths of the County building on the area’s wealth of natural , cultural, leisure and heritage assets
Principle 2:	To maximise public and private investment in the County
Principle 3 :	To encourage sustainable growth whilst still retaining the unique characteristics of the County and quality of life
Principle 4 :	To recognise and support actions for sustainable growth at a community level

Is set out under four strategic themes and key objectives:

Strategic Theme	Key Objective
1.Enterprise and Innovation	To retain, attract and grow successful businesses
2.Education, Employment and Skills	To maximise prosperity for all
3.Land , Development and Infrastructure	To provide the right physical environment for sustainable growth
4. Inward investment	To have raised the profile of Rutland as a place to visit and do business

Strategic Theme 1: Enterprise and Innovation

By 2021 we will have achieved the following outcomes for Rutland: Business start-up rates will have matched or exceeded the UK average. The SME business base will have been strengthened and there will be greater numbers of businesses in the knowledge sector. We will have grown our business base by 6.5% to match the GCGP EP area. There will be evidence of greater collaboration between knowledge partnerships and businesses and those SMEs engaged in programmes will be seeing tangible benefits. Our business will be reporting improved business performance (productivity, turnover, employees, GDP). Productivity will have increased by £5,200 to the GCGP EP average. Business participating in growth support programmes will be seeing above average business growth and more of our young people will have entrepreneurial skills and aspirations.

Key Objective : To retain, attract and grow successful businesses					
Challenges	Priority Actions to address	Indicative Outputs	Indicative Timescale	Key Partners	Potential Funding Source
Growing and retaining our business stock	1.Support SMEs to access export advice 2.Link SMEs into Growth Accelerator 3.Support for micro and SMEs and farm diversification	5 SMEs per annum linked to UKTI <u>Across LAG area</u> 20 projects, 10 holdings, 40 businesses supported , 80 individuals benefitting, 33.7 jobs created, 67 jobs safeguarded		UKTI mainstream service MAS Mainstream service LAG Group	N/A EAFRD (LEADER)
Lower than average business start- up rates	1.Seek funding support for business start-up space at OEP focussing on technology and innovation businesses 2.Build on high levels of self-employment	39 Jobs Created, 7 businesses supported, £900K of grant/loan leveraged.	2016/17	GCGP EP Job Centre Plus	Growing Places Fund, Growth Deal 2
Low representation in knowledge sector	1.Promote suitable business space 2.Support start up		2015/16 onwards	Estate Agents, Developers	
Access to Finance	1.Promote existing grant schemes(2.Collaborate on grant/loan funding support programmes 3.Raise awareness of funding programmes via Grant Finder	2 Rutland SMEs accessing agri-tech funding support per annum 5 Rutland SMEs accessing funding support per annum	2014 - 2016	Cambridge CC	RGF (in operation)
			2016/17	GCGP EP partners	Growing Places Fund/ ERDF RCC (in operation)
Access to Business Support	1.Work with partners to provide support workshops 2. Link SMEs into emerging GCGP EP Growth Hub for business support 3. Develop RCC Business Mentoring scheme	20 Rutland SMEs supported through workshops 8 Rutland SMEs with 1-2-1 support	2014/15	FSB, Chambers Lincs County Council, Chamber of Commerce	FSB in kind(in operation) RCC in kind ERDF (in operation)
			2013- 2016	GCGP EP Volunteer mentors	Growth Deal 1 (in planning) RCC in kind
Access to R&D, knowledge transfer networks	1.Link SMEs into potential LEP wide knowledge support programmes	15 Rutland SMEs engaged in LEP wide support programmes per	2016 - 2020	GCGPEP/ LEP partners HE sector	ERDF bid

		annum			
Readiness and Capacity of SMEs to innovate and exploit technology	1.Connect Rutland SMEs to other LEP enterprise hubs 2.Link SMEs into potential LEP wide innovation support programmes	15 businesses connected 15 Rutland SMEs engaged in LEP wide support programmes per annum	2014-2016 2016-2020	GCGPEP, Enterprise Managers GCGPEP/LEP partners HE sector	ERDF bid
Improving productivity	1.Link SMEs into improving productivity potential LEP wide programmes* 2.Link SMEs into Manufacturing Advisory Service 3.Support for improving forestry productivity 4.Support for improving farm productivity	15 Rutland SMEs engaged in LEP wide support programmes per annum <u>Across LAG area</u> 3 projects supported, 5 forestry holdings benefitting, 2 Businesses Benefitting, 0.75 jobs created <u>Across LAG area</u> 8 projects , 11 holdings benefitting, 15 businesses benefitting, 23 individuals benefitting 3.8 jobs created, 7.5 jobs safeguarded	2016 – 2020 2014-2020	GCGP EP/LEP partners DEFRA, Opportunity Peterborough, LAG Group	ERDF bid MAS (Government funded) EAFRD (LEADER)
Labour supply/demand issues	1.Work with MOD families to support transition into employment 2.Identify barriers to labour market for young people, promote wheels to work, identify barriers to work 3.Work with local employers to identify skills/ recruitment needs- Cross links to Strategic Theme 2	20 civilian partners supported into employment through indirect support 5 JSA 18-28 age Claimants supported per annum 20 Rutland employers engaged per annum	2014 onwards	MOD, Job Centre Plus, Local Employers Job Centre Plus, RALS ESF, GCGP EP skills service team	GCGP EP funding (in operation)

Strategic Theme 2: Employment, Education and Skills

By 2021 we will have achieved the following outcomes: A-Level results will exceed the national average. The proportion of higher value jobs in the economy will have increased. The gap between average wages will be reduced to the national average. More of our young people will be taking up apprentices. Employers will be reporting greater work readiness in young people. There will be greater levels of business engagement in our schools. SMEs will be reporting fewer recruitment and skills gaps.

Key Objective : To maximise economic prosperity for all					
Challenges	Actions to address	Indicative Outputs	Indicative Timescale	Lead / Key Partners	Potential Funding Source
Under employment of skills base	1.Attract employers offering higher value employment- cross-linked to Strategic Theme 3 and 4	Improved national statistics SMEs demanding higher qualifications to fill vacancies	By 2021	RCC/ Developers/ Estate Agents	RCC, Private
High levels of out-commuting	1. Attract higher value jobs 2. Promote self-employment and enterprise options through LEP wide programme and Growth Hub	Reduction in out of county commuting , Increase in self-employment numbers	By 2036	RCC/GCGP EP	GCGP EP Growth Hub (in development phase) SEP Growth Deal Funding
17% of population without Level 2 qualification	1.Adult Skills Service programmes 2.LEP wide or sub-regional support programmes *	TBC No of adults on Basic Skills Pathways, TBC No of adults on learning pathways gaining Level 2 qualification per annum through ESF programmes	2014 onwards 2016 -2020	PCC , RALS (in operation) Job Centre Plus	SFA ESF/DWP
Below average wages compared to English average	1.Support improvements in prod 2. Attract higher value local jobs. Cross – linked to Strategic Theme 1	Gap between work place - based earnings and English average has narrowed	By 2021		
Raise demand for skills and improve access to training	1.Link employers to GCGP EP Skills Service 2.Work with SSCs to identify and broker training 3.Link to potential LEP wide programmes	Employers reporting investment in skills and training plans	By 2018	Skills Service GCGP EP/LEP Partners	GCGP EP (in operation) ESF
Attainment levels compared to socio-economic profile	1.Support actions by Free Schools, Academies, Rutland County College targeting improvements	A-level performance exceeds national average , 5% increase in GCSE A-C s attainment	By 2016	Schools, Colleges, RALS, Parents	Department of Education mainstream
Valuing apprenticeships Ensuring employability and work readiness of our young people	1.Raise awareness of apprenticeships and opportunities 2. Engage young people in Careers Fair. Employer /Schools Engagement. Work experience	TBC Increase in number of new starts/ completions, number of Level 3 apprenticeships , Improved apprenticeship gateways Increased employer /schools engagement	TBC 2014 onwards	PCC, RALS, Schools , Colleges, Employers, JCP Skills Service (in operation)	NAS, SFA Private Sector GCGP EP funded

Strategic Theme 3: Land, Development and Infrastructure

By 2021 we will have achieved the following outcomes: Continued to retain our larger employer base, performance of businesses on key employment sites has improved. Access to affordable housing has improved. Our market towns are vibrant and viable and continuing to act as key economic hubs. Private sector investment in plant, buildings, equipment and machinery has been high and delivering key growth outcomes. Mobile and fixed broadband is being used seamlessly.

Key Objective : To provide the right physical environment for sustainable growth					
Challenges	Actions to address	Indicative Outputs	Timescale	Lead/ Key partners	Potential Funding Source
Housing Affordability	1. Ensure provision of affordable homes is identified in development plans. 2. Work with landlords to identify schemes	40 Affordable Homes per annum	2016- 2026	RCC,Private sector , RSLs	Private Sector, SSA
Availability of employment land	1. Planning Policy, Neighbourhood Plans identify employment land allocations in suitable locations.	Employment Land Allocations	2014-2026	RCC, Partnerships and local communities	Policy process
Suitability and affordability of business premises	1. Explore the need for affordable business incubation space, move on space. 2. Identify funding to redevelop land at Oakham Enterprise Park(Phase 1 and Phase 2)	Monitoring report demand and supply Phase 1 39 Jobs created, 7 business supported , remediated land	2016 2016/17	RCC RCC/GCGP EP	GCGP EP Growth Deal 2 , ERDF
Access Issues to key employment sites	1.Support funding bids to undertake feasibility studies to improve access issues (Station Road Industrial Estate) 2. Develop scheme and seek funding	Feasibility Study funded	2016 2017/18	Town Partnerships/Town Council/ Neighbourhood Forum	Growth Deal 2
Poor mobile broadband provision	1.Support Initiatives in Uppingham and Oakham 2.Identify improvements elsewhere and projects required	Free wi-fi network in Uppingham Wireless mast proposal to support mobile broadband delivery.	2014 TBC 2015/16	Uppingham Town Partnerships, Rutland Telecom/Gigaclear RCC	Private sector RDPE BDUK pilot, Private sector
Access to transport to support employment	1.Identify schemes to support growth 2.Promote car sharing schemes, employee shuttle bus 3. Promote wheels to work schemes for young people.		2014/15 2015 onwards	RCC/ Bus contractors, private sector Wheels to Work Co-ordinator,	DoT/ Private sector
Impact of increased freight traffic	1. Develop Impact Assessment Study. 2.Seek funding to implement schemes		By 2016 By 2017	RCC/ Network Rail GCGP EP	Growing Places Fund Future Growth deal bid Network Rail

Strategic Theme 4: Inward Investment

By 2020 inward investment has increased and investors are achieving above average returns on their investments. There is a vibrant social and community sector supporting service delivery within the heart of our local communities. The county is recognised as a place to do business and continues to have a high profile as a visitor destination featuring on specialist short break destinations that exploit our wealth of natural, cultural and built assets. Visitor numbers, duration and spend has increased year on year. The retail offering has broadened and leakage is reduced.

Key Objective : To raise the profile of Rutland as a place to visit, invest and do business					
Challenges	Actions to address	Indicative Outputs	Timescale	Lead/Key Partners	Potential Funding Source
Increase inward investment	1.Raise awareness of benefits of County 2. Leverage external funding to take forward projects	20% increase in media coverage, promotional material	2014 onwards	RCC/Town Centre Partners	Grantfinder sources
Supporting SME, Community and Social Enterprises to set up	1.Raise awareness of external grant funding 2. Integrate into business support	5 new enterprises per annum	From 2015 onwards		EAFRD
Promoting Rutland as a place to visit, invest and do business over competitors	1.Utilise LEADER programme to support tourism promotion/development 2. Promotion of County via 1-2-1 engagement, virtual tours 3. Continue with tourism promotion	Across LAG area: 7 projects, 7 jobs created, 14 existing tourism activities supported, potential overnight stays 10,857 Exponential growth in visitor numbers	2014-2021	RCC/Town centre partnerships/ landlords/developers EAFRD(Leader), private sector match	Section 106 LAG group
Broadening the retail offer	1.National Retailers Pack 2. 1-2-1 engagement. 3. Monitor demand	Increase in national retail presence. Reduction in comparison good leakage by 10%	2016/17 onwards By 2020	RCC/Town partnerships	Section 106
Building the tourism offer , improving connectivity with our market towns	1.Utilise LEADER programme 2. Work with Town partnerships to promote events. 3.Investigate funding for virtual tour	Higher footfall, visitor spend against 2015 baseline survey			

9. Implementation Plan and Monitoring Success

Implementation Plan and Monitoring Success	Timelines	Whom
Economic Growth Strategy signed off	January/Feb 2015	Council
Detailed action plan and targets	March 2015	Develop, Internal Review ,Publication
Analysis to establish baseline	March 2015	Internal Review
Monitoring progress of actions within each thematic area and achievement of key objectives	On-going quarterly to 2022	Review internally
Updates to Delivery Plan	Annually to 2021	Review internally and consult with key stakeholders
Engagement with key stakeholders and partners to review the actions and outcomes and progress towards achieving the vision	Bi-annually Annually	Local Strategic Partnership group, Town and Business Partnerships , Town Councils , Growth Summit , GCGP EP , Liaison with other Agencies

10. Glossary of Terms

BIS	Department for Business , Education and Skills
CLG	Communities and Local Government
DoE	Department of Education
DEFRA	Department for Environment, Farming and Rural Affairs
DoT	Department of Transport
DWP	Department of Work and Pensions
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
EU	European Union
ESIS	European Investment Strategy
FSB	Federation of Small Business
GCGP EP	Greater Cambridge, Greater Peterborough Local Enterprise Partnership
GVA	Gross Value Added
GDP	Gross Domestic Product
HMP	Her Majesty Prison
JCP	Job Centre Plus
KTP	Knowledge Transfer Partnership
LAG	Local Action Group(LEADER programme)
LEP	Local Enterprise Partnership
LEADER	French: European Union Initiative for Rural Development
LDS	Local Development Strategy(LEADER programme)
LTP3	Local Transport Plan 3
OMR	Open Market Review
MAS	Manufacturing Advisory Service
MOD	Ministry of Defence
MOJ	Ministry of Justice
NAS	National Apprenticeship Service
PCC	Peterborough Regional College
RALS	Rutland Adult Learning Service
R&D	Research and Development
RGF	Regional Growth Fund
RSL	Registered Social Landlord
SEP	Strategic Economic Plan
SHMA	Sub-Regional Housing Market Assessment
SFA	Skills Funding Agency
UKTI	United Kingdom Trade and Investment

If you would like further information

or to be part of achieving our 2021 vision

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Rutland
County Council

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