
Multum in Parvo

**Rutland's Economic Strategy
2023 - 2040**

Version & Policy Number	Version 2.0 Policy COMM/1234
Guardian	Penny Sharp Director of Place
Date Produced	March 2024
Next Review Date	March 2027

Approved by Scrutiny	
Approved by Cabinet	
Approved by Full Council	

Summary of document

Rutland's economic strategy – Multum in Parvo - sets out an aspirational and credible strategy for delivering a successful future for Rutland's economy.

This strategy is built on extensive evidence which highlights the economic opportunities and challenges we in Rutland face. The strategy establishes a framework with long-term objectives and priorities and offers an economic rationale to 2040.



Contents

	Section	Page
1.0	FOREWORD	04
2.0	EXECUTIVE SUMMARY	05
3.0	RUTLAND TODAY	09
4.0	RUTLAND'S FUTURE ECONOMY	15
5.0	OUR ECONOMIC OBJECTIVES	16
6.0	DELIVERING THE STRATEGY	29

1.0 FOREWORD

As Rutlanders, we have much to be proud about - our landscape is amongst the most peaceful and picturesque in the UK, our communities are amongst the safest and our residents are amongst the happiest and healthiest.

However, like much of the UK, global events in recent years have had a direct impact on our local economy while our aspirations of being a pioneering County for achieving carbon neutrality is challenging us to re-evaluate conventional practices and approaches at all levels. In response, RCC has committed to placing sustainability at the core of everything that we do – socially, environmentally and economically; our Corporate Strategy set out overarching objectives and parameters to achieve this.

This document has been prepared to guide our economic strategy over the period of our Local Plan; it considers current trends and constraints and identifies four priority areas that are particular to our local context and character. It also presents a collaborative approach for achieving sustainable growth, led by RCC with input from multiple stakeholders at a regional and local level.

We are already seeing a positive impact and return from this approach, particularly the recently secured Levelling Up Fund and UK Shared prosperity Fund bids. Through

the proposed strategy and a collective effort, it is hoped that we will continue this success and harness the immense value of what makes Rutland special to underpin a successful, sustainable and modern rural economy.



Councillor Gale Waller
Leader of the Council

2.0 EXECUTIVE SUMMARY

Rutland's economic strategy - *Multum in Parvo* (*Much in Little*) - sets out an aspirational and credible strategy for delivering a shared vision of a successful future for Rutland's economy.

Led by Rutland County Council, our strategy is built on extensive evidence and local engagement which highlights the economic opportunities and challenges we in Rutland face. The strategy establishes a framework with long-term objectives and priorities and offers an economic rationale to underpin future investment and delivery from now till 2040.

It identifies early actions which the Council will take in pursuit of shared goals. As set out in the next steps, these will be supplemented through commitments and actions developed with partners over the next year. It puts in place the basis for proactive and purposeful partnerships between businesses, political leaders and other stakeholders in order to drive the change we want, starting with establishing a new Business Summit to bring together partners on an annual basis.

Taken together, the framework and partnership in our economic strategy lays out a roadmap leading to a bright future for Rutland's economy, supporting and growing the business base, enabling residents to access jobs and nurturing our towns, villages and rural areas.

Rutland today

Rutland is a small, historically successful rural county which offers most of our 41,000 residents a high quality of life. Our beautiful environment and characterful towns are hallmarks of life here. Overall, deprivation is low and the County's high quality of life is reflected in the healthy life expectancy of our residents, which exceeds national averages. Our 2,000 businesses tend to be small but resilient, and our highly skilled residents are a key asset, with a high proportion employed in senior roles.

Economic success and future prosperity cannot be taken for granted, though. Our economy shrunk by 8.2% from 2010-19 and Covid-19 caused additional stresses for local employers and residents. Retaining Rutland's high quality of life means reversing this trend, balancing prosperity and productivity as long-term economic goals, ensuring that this is an excellent place to live, visit and work.

The County will continue to evolve. The transition to net zero means changing the way we live. Technological developments will continue to influence how we communicate, work and socialise. Like the rest of the UK our population is ageing. In 20 years a third of our population are expected to be over 65 which will impact both on the services the Council and partners provide as well as demands of the private sector. However, skilled

workers will still be required by our businesses. These are just some of the trends which accentuate the need for us to take a new approach to sustainable, inclusive economic growth.

The moment of opportunity

The economic outlook is very different to when we last prepared an economic strategy in 2014: Brexit, Covid-19, Russia's war in Ukraine and the UK's commitment to net zero by 2050 have all impacted on the Nation's, and Rutland's economy. Locally we have new levers to deliver our strategic vision, such as the concurrent development of our Local Plan and a refresh of our Corporate Strategy.

As the UK's smallest County we can be nimble and strategic, supporting the existing business base to thrive, whilst also attracting and growing new businesses, linked to our strong skill base, and creating new clusters linked to some of our existing major businesses and sectors. We also have new funding to invest in local priorities through the Levelling Up Fund, UK Shared Prosperity Fund and Rural England Prosperity Fund.

We will balance the imperative to change and adapt our economy with the desire to retain our distinctive way of life and environment focusing on prosperity and productivity for residents and businesses. This means

taking actions which help us achieve our long-term vision and ambition without losing what makes Rutland special, creating the modern rural economy and an economic blueprint for other rural areas to follow.

Our vision, objectives and priorities

The central vision of our economic strategy is that we will harness the characteristics of the County to build the modern rural economy, with a productive, sustainable, and diverse business base. This is a prosperous County. People are attracted here to work, live and visit, drawn by the great quality of life, higher value jobs and excellent connectivity.

To achieve this vision we have set four objectives which are the basis of our strategy:

- 1. New technologies and market industries.**
- 2. Productive local businesses.**
- 3. Skilled workers in quality local jobs.**
- 4. Thriving places and communities.**

Under each objective we have defined a number of priorities and a set of outcomes that we will pursue as part of delivering our economic vision.

We have chosen a timeline for the strategy which aligns with Local Plan cycles, ensuring delivery is joined-up across the County. Our vision will be delivered through

actions the Council and partners can take now and in the future, which we will set out in a rolling three year action plan. We have defined a set of outcomes and progress metrics which will help us inform actions, chart our trajectory, and measure success.

Delivering on Rutland's economic potential requires all partners – local government, businesses, organisations and people – working together to shape our economy in pursuit of our vision.

Our objectives and priorities

New technologies and market opportunities	Productive local businesses	Skilled workers in quality local jobs	Thriving places and communities
<p><i>Clusters of technology-driven service sectors, green industry & agriculture, creating high value jobs</i></p> <ul style="list-style-type: none"> • Develop existing assets as innovation & enterprise hubs to attract new technologies, entrepreneurs, and investment • Develop Rutland's offer to new businesses – space, skills, business support, finance • Take a new approach to inward investment and place marketing that accentuates the benefits of living, working and investing in Rutland • Embed Rutland in the regional innovation ecosystem, building links to universities 	<p><i>Resilient businesses growing across the county, benefiting from regional supply chains and collaboration, offering good quality local work</i></p> <ul style="list-style-type: none"> • Curate spatial corridors & employment clusters where it makes sense, including start up space, small units and grow on space • Support innovation and growth in our existing SME base, creating the business support offer they need, including around net zero • Strengthen local business networks, with more business engagement between the County Council and businesses • Promote a year-round visitor economy 	<p><i>A highly skilled workforce to meet current and future employer needs</i></p> <ul style="list-style-type: none"> • Grow lifelong learning, reskilling & apprenticeship opportunities, especially around future tech and green skills • Strengthen links to local universities, graduates to local businesses • Raise awareness of job opportunities and apprenticeships in the county • Reduce barriers to economic activity and improve social mobility • Deliver high quality, energy efficient, mixed tenure and sized housing 	<p><i>Diverse towns power our local economy with successful high streets, employment centres and rural areas</i></p> <ul style="list-style-type: none"> • Maintain a proactive plan for employment land, housing and natural capital • Support vibrant town & local centres • Ensure high quality digital connectivity for all • Support the shift to a more sustainable transport network • Protect, restore and enhance our nature, environment and habitats

The outcomes we will pursue

Headline metrics – the key information we will monitor as part of delivering our economic strategy

Increase in total size of the economy	Rising workplace wages	Reduction in Co2 emissions in line with net zero path
Key outcomes to pursue linked to each objective		
<p>Increase in concentration of businesses and employment in knowledge-intensive sectors</p>	<p>Improvement in business productivity (GVA per hour worked)</p>	<p>Increase in economically active working age population, with more people working locally</p>
<p>Increase in town centre footfall, business density and community satisfaction with amenities</p>		

3.0 RUTLAND TODAY

Rutland is home to 41,400 residents, 1,975 businesses and 16,000 jobs. Our businesses tend to be small but resilient: 90% of them have fewer than 10 employees and they have high survival rates. This level of success does mask some inequity. Business births are falling and overall business growth has been at around a third of the national growth rate. The value of Rutland's economy was £706m in 2020. The value of Rutland's economy fell by 8.8% between 2015 and 2020 compared to a 2.2% fall nationally.

There are opportunities to improve productivity; GVA per hour – the data point used to measure productivity - in 2020 was £30.35 vs £38.29 nationally Average wages for jobs based in Rutland are £1,600 p.a. lower than the national average although the average wage of Rutland residents is higher due to out-communiting. More positively the average wage in Rutland has been rising by almost 20% in the past 5 years.

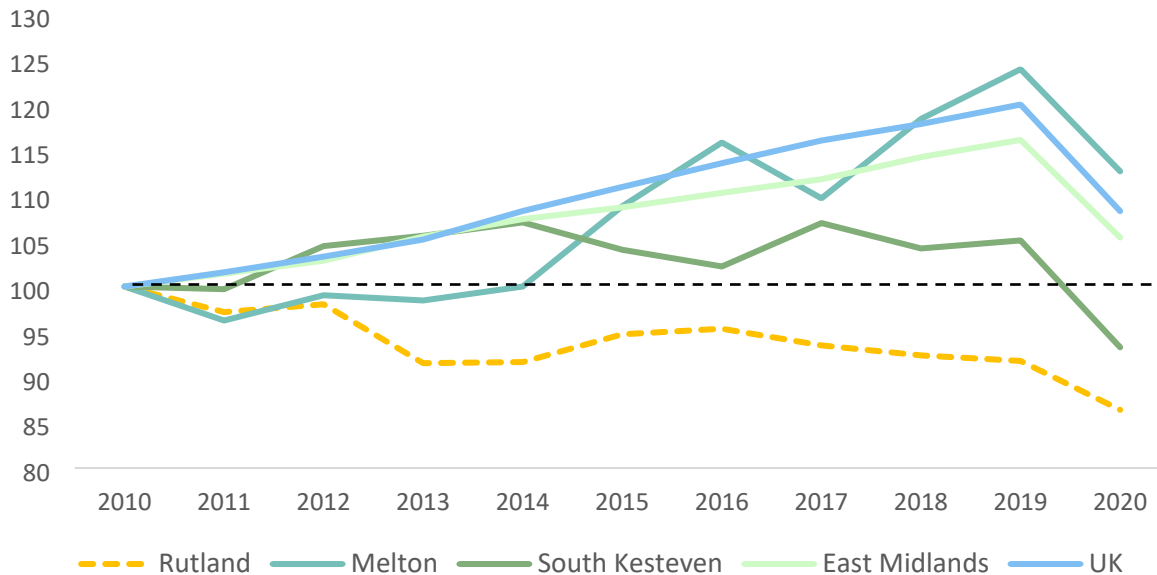
Balancing economic growth and prosperity

Whilst economic growth and productivity are important measures to consider, they do not tell the whole story about the prosperity of the County and the life Rutland provides for residents, especially given the interconnected nature of the economy with surrounding

areas. Healthy life expectancy measures the number of years people live in decent health. Health life expectancy is high in Rutland, exceeding the national average by over ten years of additional good health for men and three years for women. This suggests that living standards are high in Rutland and – for residents – the quality of work, housing, public services are high and levels of deprivation are low.

In 2022 we collected and reviewed a comprehensive set of data to both provide evidence of our economic wellbeing and to drive this new economic strategy. This review has shown us firstly, that there is more to do to support businesses to start and grow in Rutland, to create higher wage jobs and to complement our existing diverse business base. Secondly, we recognise that living standards are high and we have a highly qualified healthy population, who are commuting outside of the County for work and powering the East Midlands economy and beyond. We want to continue to be known for our excellent quality of life and skilled workforce and, in addition, to encourage a thriving local business base to employ our highly skilled population.

Gross Value Added (GVA) growth since 2010 (index, 2010=100)



Rutland's business base

Rutland benefits from a diverse business base which is not overly reliant on one sector. The sector mix is changing, however, and changing technologies will likely lead to more shifts and growth into new sectors. Areas such as mining and wholesale have grown and are some of our largest sectors along with education.

Agriculture



Whilst the sector is not a large proportion of total employment at 300 jobs, agriculture occupies a large amount of the County's land and supports the quality of countryside and biodiversity. Rutland is known for both crop and livestock production.

Education



At 2,250 jobs, this is one of the largest sectors in Rutland (despite there being no Further or Higher Education presence). The County is home to two well-known boarding schools whose alumni bring an opportunity to promote Rutland internationally and over 20 schools in total – most of which are rated as outstanding or good.

Manufacturing



Output from manufacturing has fallen from £150m in 2015 to £72m in 2019, a fall in the share of the economy from 19.4% to 9.6%. This has been accompanied by a decline in jobs from 2,250 in 2015 to 1,500 in 2020, with the share of total employment falling from 15.5% to 10%. Plastics manufacturing is a major local specialism employing 550 people. RPC containers and Rutland Plastics are significant employers.

Quarrying



Quarrying of stone, sand and clay has seen an increase of 280 jobs between 2015-20. This is an important sector where Rutland's assets and industry

are one of the leading areas in the country for quarrying of this nature.

Visitor Economy



The visitor economy support around 1,200 jobs, with the largest share in employment from accommodation, although fairly similar between shopping, food & drink and accommodation. The visitor economy is focussed on Rutland Water with attractions in Uppingham and Oakham.

Wholesale



Employment in the wholesale sector has increased by 56% between 2015-20, up to 700 jobs. This includes the wholesale of clothing and footwear, with 200 jobs in 2020, doubling over the last 5 years. There were 160 jobs related to the wholesale of machinery and equipment, an increase of 110 jobs.

Case study: Rutland Plastics, a legacy business helping to shape the modern economy

Founded in 1956, Rutland Plastics (RP) is an award winning plastic injection moulding company offering a complete range of services based in Oakham.

Expansion has continued on its original site and the factory area now exceeds 6100 square meters.

Originally the company manufactured its own range of plastic products from artificial flowers to accessories for budgerigars before launching its own range of children's toys, called 'Rutland'. Later, RP diversified into injection moulding for other companies producing such things as car nameplates and push-buttons for Ford.

RP remains involved in a wide range of technical moulding work but now also offers everything from concept design to 3D printing. The company currently has a turnover in excess of £15m and employs over 150 staff from the local community. RP has enjoyed a string of accreditations and accolades as it has grown – including the 'Processor of the Year' prize in the December 2021 Plastics Industry Awards.

Case study: Mecc Alte, one of Rutland's leading international manufacturers

In 1947, Mario Carraro launched a repair workshop for electric motors in Italy. Today, Mecc Alte are a global alternator supplier with over 1,200 employees, producing over 1,400 alternators a day across the globe. At their site in Oakham, Mecc Alte employs over 180 people and supports over 20 companies in Rutland via its supply chain.

As an alternator supplier, Mecc Alte have proven expertise and experience in research, design, low-cost manufacturing and development capabilities. They produce a diverse range of specialised alternator products, which include 400Hz, water-cooled, variable speed, totally enclosed, wind power and telecom systems.

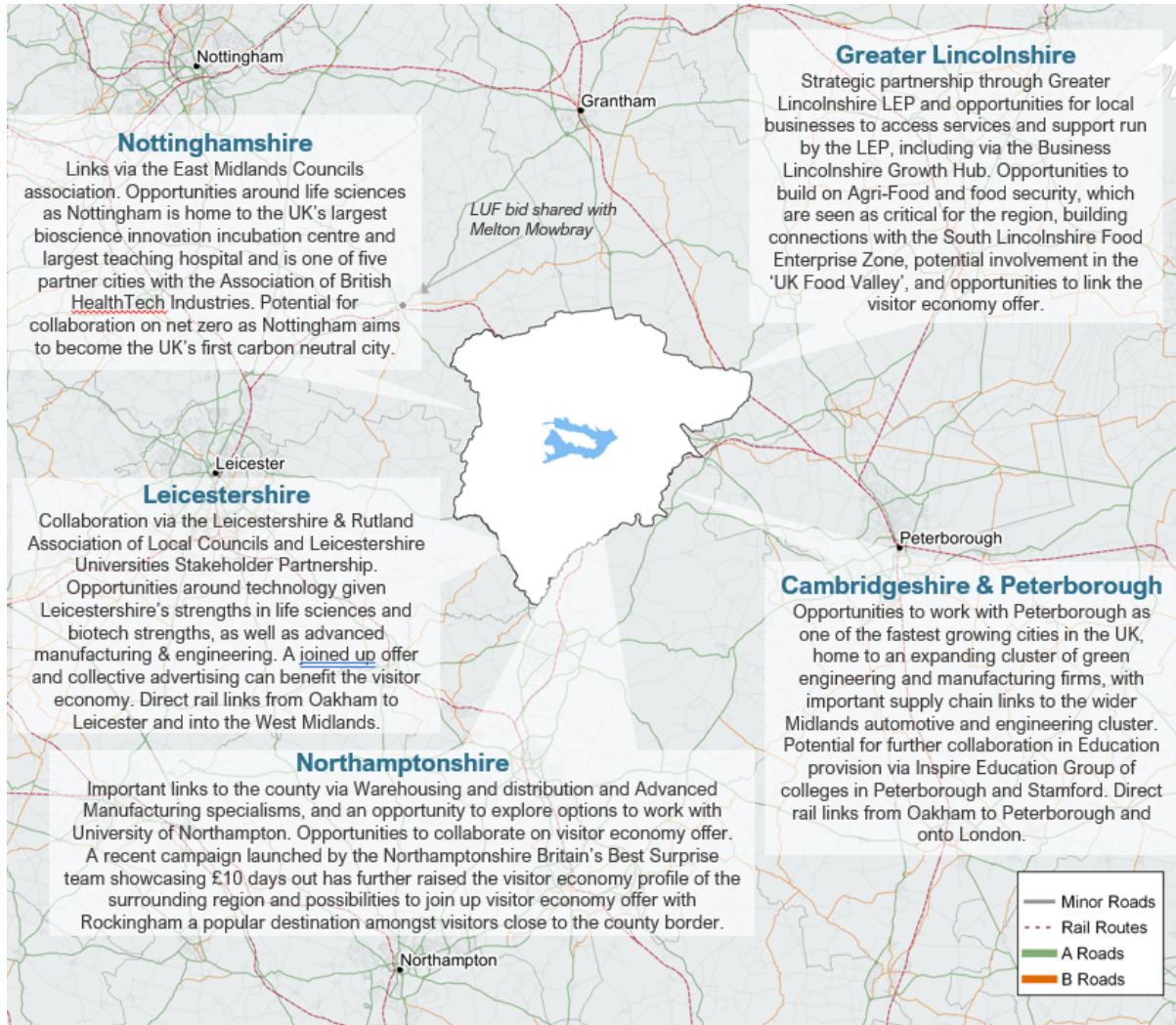
The Company has also won a range of awards for their services in the UK including the Association of Manufacturers of Power Generating Systems (AMPS) member Company of the Year in 2021 and AMPS Skills and Training provider in 2022, recognising the Company's contribution to skills and training across the manufacturing industry.

Collaborating as part of a wider regional economy

As a small county, Rutland can be agile and work with regional partners on shared priorities. Whilst recognising

our strengths as a County, collaboration with our neighbours is crucial if we are to capitalise on our potential as part of a strong wider economic area. Rutland has a large commuting workforce, with residents who work in Peterborough, Leicester, Grantham and further afield, including London. However, in the 2011 census* the County recorded a net inflow of 278 people, largely from South Kesteven and Melton, indicating that the nature of the work available in Rutland does not match the expectations of our resident population. This reinforces the need for Rutland to attract employers offering high calibre jobs.

We have an opportunity to work in partnership where it makes sense. For example, universities such as Leicester, Nottingham Trent, De Montfort, Cranfield and Anglia Ruskin University Peterborough provide opportunities for investment, R&D and links to businesses and graduates. Apprenticeships offer opportunity for local employers and educational institutions to develop the workforce.



A special place

It is often said and written that Rutland is 'a special place' – but what exactly makes it so? Despite being less than eighteen miles in any direction, Rutland is blessed with a wealth of assets and attributes. By strengthening the County's unique and special assets (while resolving any aspects that might be impeding growth), we can develop a sustainable economic strategy that will be bespoke to Rutland.

What makes Rutland unique?

- England's smallest county.
- Low density, as the most rural county in England and Wales.
- Highly educated resident population.

What makes Rutland special?

- Rural, informal and organic character with compact towns and villages nestling in the landscape.
- Strong sense of community and identity, fostered through the County's scale and history.
- Strategically located.
- Roman, Saxon and medieval settlements.
- Ancient semi-natural woodlands.
- Agriculture and local produce.
- A safe and accessible environment for leisure and work.

Case study: Rutland Cycling, a growing company committed to inspiring healthy lifestyles

Rutland Cycling was founded in 1981 by lifelong cycling enthusiasts Dave and Ann Archer as a simple cycle hire cabin on the shores of the newly-created Rutland Water. The Company's first store at Whitwell, Rutland Water, was soon followed by a second store on the south shore at Normanton (now Giant Store Rutland). The Company is now one of the leading independent cycle retailers in the UK, with 14 stores extending across the Midlands from Nottingham to Cambridge to Milton Keynes. Rutland's stores feature dedicated Electric Bike Centres and offer a wide range of products and services to all types of cyclists, from children learning to ride their first bike, through to performance athletes.

As the Company has grown, they have remained committed to inspiring people to get out and ride a bike and delivering an excellent experience for their customers. A string of awards are testament to this. Rutland Cycling have been voted Best Omnichannel Retailer by BikeBiz in 2020, Best Independent Cycling Retailer by BikeBiz in 2013, 2011 and 2010, as well as Total Women's Cycling Award for Best Independent Cycling Retailer in 2014, recognising their support for the women's cycling market. In 2018

they picked up the Family Business Award for Retail Excellence.

4.0 RUTLAND'S FUTURE ECONOMY

We will harness the characteristics of the County to build the modern rural economy, with a productive, sustainable, and diverse business base. This is a prosperous County. People will be attracted to work, live and visit, drawn by the great quality of life, higher value jobs and excellent connectivity.

Our future looks like...

Productive and sustainable economic growth, with a broader sector mix



More working in high skilled jobs, both locally and via commute



Strong local communities, vibrant places and a treasured natural environment

5.0 OUR ECONOMIC OBJECTIVES

We have developed four objectives which will guide our continued work to deliver the goals of our economic strategy. We will work with our communities to actively support and develop our businesses and attract partner commitment to drive forward the 4 objectives to ensure

economic success over the coming decades. To deliver them.

New Technologies and Market Opportunities

Clusters of technology driven service sectors, green industry & agriculture, creating high value jobs

Productive Local Businesses

Resilient businesses growing across the county, benefiting from regional supply chains and collaboration, offering good quality local work

Skilled Workers in Quality Local Jobs

A highly skilled workforce to meet current and future employer needs

Thriving Places and Communities

Diverse towns power local economy with successful high streets, employment centres and rural areas

New technologies and market opportunities

Why this is an objective for our Economic Strategy



Innovative and entrepreneurial workers

5% of jobs classified as innovative in 2020, same as nationally and 14.8% of residents are self employed vs 9.5% nationally.



Professional, scientific and technical activities growing

15% increase in size of this sector in the past 5 years and 200 additional jobs, potential to grow more and become more productive – this is a large, productive and growing sector nationally.

If we want to deliver a step change in the economic growth trajectory of the County we need to attract new businesses, addressing gaps in our traditional sector base and supporting existing businesses to capitalise on technology and investment opportunities. Across the UK, developments in science & technology are creating new market opportunities. We can capitalise on budding sector specialisms in software publishing and manufacturing electric motors.

For the economy to grow the County needs to create the conditions to enable these new businesses to thrive and to have strong connections into surrounding areas. This includes access to finance, business networks, skills, physical & digital connectivity, and start up & scale up support.

We have a small but growing track record of innovation. Whilst there is not currently a university or innovation space within the County where businesses can access advice or kit to test and develop new products and processes, Rutland benefits from links into the wider East Midlands, which is home to a number of higher education institutions. This brings an opportunity to link local businesses and entrepreneurs into this wider innovation ecosystem.

Through this objective we will:

- 1. Develop existing assets and funding opportunities as a focus for innovation & enterprise to attract new technologies, entrepreneurs, and investment.**
- 2. Develop Rutland's offer to new businesses – land, space, infrastructure, skills, business support and finance.**

- 3. Take a new approach to inward investment and place-marketing that accentuates the benefits of living, working and investing in Rutland.**
- 4. Embed Rutland in the regional innovation ecosystem, building links to universities and encouraging sector development.**

Early Council actions will include:

- Investing in a new Medi-Tech cluster, anchored in Oakham, funded through Levelling Up Fund.
- Review the Council's asset base to ensure they are attractive to our businesses, including the Kings Centre, Oakham Enterprise Park, and the Council estate.
- Map the existing start-up support offer and identify how to make this more bespoke to Rutland businesses, using UK Shared Prosperity Funding.
- Build on recent formation of the Universities Partnership for Leicester, Leicestershire and Rutland, and make links to other East Midlands universities to understand how Rutland businesses can make connections to universities.

What does success look like?

- A strong enterprise and innovation offer bringing together clusters of businesses with a start-up and grow-on offer and stronger links to regional sectors, innovation assets and supply chains.
- A clear offer which is attracting businesses thanks to our skills base and ease of doing business.
- New tech-based service sectors and employment in knowledge-intensive sectors linked to high skilled population.

We will measure this through

- Employment in Knowledge Intensive industries.
- Number of new businesses established.
- Sector mix.
- Percentage of businesses reporting innovative practices.

Case study: Heidleberg Materials, a major employer embracing new technologies and markets

As a leading supplier of building materials, Hanson UK offers a wide range of cement products, suitable for all different uses, from general purpose to waterproof, quick dry, pre-mixed and ready mix cement. Hanson operates a number of sites across the UK, including the Ketton cement works.

There has been a cement works at the Ketton site in Rutland for almost 100 years and it is now one of the most efficient plants in Europe and is nationally important, with 60 per cent of production being sent by rail into London and the South East. Ketton cement works is supplied by the Grange Top quarry adjacent to the works, which employs over 250 people both directly and indirectly and many more in the supply chain. The company's operations are also the single biggest contributor to business rates in Rutland.

Grange Top quarry is home to a 13-megawatt solar installation. The 58,000 panels, located on worked-out areas of the quarry, provide 13 per cent of the electricity used by the Ketton plant, helping deliver substantial CO₂ savings. The site is hoping to reduce its CO₂ emissions further still through its involvement in a BEIS-funded carbon capture project, which aims to provide a low-cost solution to decarbonisation. In Spring 2022, Hanson's began a trial using C-Capture's carbon capture technology which uses a solvent to selectively capture the CO₂ produced at the plant.

Case Study: Business collaboration in The King Centre

The centre provides 12,000 square feet for around 30 businesses, mainly technology and research companies, generating a combined total in excess of £14m and employing more than 100 staff. After one year since opening, the centre reached full occupancy. Testimony from some of the most recent businesses to move to the site praise the vibrancy and sense of community among businesses, sharing ideas and supporting each other through their services. Businesses considered the centre to be a useful asset for Rutland,

particularly for small businesses looking grow as there aren't many serviced offices in the area.

Productive local businesses

Why this is an objective for our Economic Strategy



Businesses are resilient

A high degree of resilience among established businesses – 53% of Rutland business survive 5+ years compared to 39% nationally.

Rutland currently has a broad and traditional business base, centred on education, the visitor economy, manufacturing, warehousing, and agriculture. There's an opportunity to support the existing business base to create new jobs and to raise productivity through innovation, encouraging improvement in processes and turning ideas into new products.

Stronger connections – of transport, digital infrastructure, and relationships between businesses – are an opportunity for growth. This includes capitalising on Rutland's location within the wider region, ensuring that Rutland businesses are part of regional supply chains, trade & investment and clusters.

We have existing business parks such as Oakham Enterprise Park and the King Centre and Rutland Water forms the focus of our visitor economy; Uppingham and Oakham are retail and leisure destinations; and various logistics businesses are located along the A1 corridor.

Supporting these business spaces and clusters is important.

In addition, in the past few years Rutland has seen very low industrial and office space vacant. Availability of quality employment land is vital, both to attract new businesses and to allow for expansion of the current business base.

Through this objective we will:

- 1. Curate spatial corridors & employment clusters where it makes sense, including start up space, small units and grow on space.**
- 2. Support innovation and growth in our existing SME base, creating the business support offer they need, including around net zero.**
- 3. Strengthen local business networks, with more business engagement between the County Council and businesses.**
- 4. Promote a year-round visitor economy.**
- 5. Provide opportunities for businesses to relocate to Rutland.**

Early Council actions will include:

- Finalise and implement the new Local Plan, with identified employment.

- Develop plans for employment land, exploring the potential of areas such as St Georges Barracks, along the A1 corridor, and in town centres.
- Review the Council's Rural Diversification policy and approach to ensure that the County has a supportive policy and provides advice and guidance to those considering diversification.
- Ensure a business support offer that responds to local businesses from startups to scale ups; innovation support and rural diversification.
- Collaborate with the Federation of Small Businesses and Chamber of Commerce to ensure that the County promotes local business networks and spaces for businesses to interact, including regular physical meetings.
- Launch an annual Business Summit to bring together businesses, the Council, and partners.
- Implement the Levelling Up fund proposals around a digital visitor experience to showcase the largest Ichthyosaur fossil in Europe and the remains of a 4th Century Roman Villa, providing a high quality asset to add to the visitor economy offer.
- Deliver the Rural Prosperity Fund proposals to enhance our UK Shared Prosperity Fund (UKSPF) business support project by targeting support for start-up businesses and young entrepreneurs;

sector specific support to enhance tourism sectors and support for agricultural diversification.

- Work with Discover Rutland to identify the peaks and gaps in the annual visitor offer, for example the winter offer for visitors when Rutland Water is closed.
- Work with Discover Rutland and regional destination management organisations to identify where Rutland does, or can, play a strong role in attracting visitors and build weekend and week-long routes around the East Midlands – for example food, walking & cycling, historic or retail-led visits.

What does success look like?

- A higher proportion of high wage jobs, with average wages exceeding the national average.
- Known as a net zero county, where green innovation drives sector development.
- Manufacturing & distribution clustered around A roads, linking to East Midlands Ports & logistics golden triangle.
- Small sustainable farms which contribute to UK food security and are part of regional and national supply chains.
- A local food destination, through restaurants, street stalls & markets, farm shops and online retail.

- Stronger business collaboration and networks leading to local supply chains and new ideas translated into new products and services.

We will measure this through

- Employment and wage rates across sectors.
- Productivity through GVA per hour worked.
- Rising workplace and resident earnings, including in lower wage occupations.
- Average commercial occupancy rates across unit types.
- m2 New / improved commercial space.

Case study: Hambleton Bakery, a treasured local business with a regional reputation

Hambleton bakery was formed as a partnership between Julian Carter and Tim Hart to make top quality bread for existing restaurants and Hambleton Hall, Harts Restaurant and Harts Hotel. Initially the aim for the bakery was to rediscover the taste of good bread, from unadulterated flour, salt and water using the slow, traditional processes. The product range has gradually expanded to include cakes and savouries supplied by a significant number of producers from the East Midlands region.

Hambleton Bakery currently employs around 150 people and has grown to supply six Hambleton Bakery shops, Hambleton Hall, Harts Nottingham, many farm and village shops and delis across the surrounding counties as well as restaurants, gastro pubs and artisan cafes. The network of wholesale customers continues to grow to more than 150 wholesale accounts. There are plans to expand to 8 shops, strengthening their position as a leading bakery in the East Midlands.

Skilled workers in quality local jobs

Why this is an objective for our Economic Strategy



Strong education outcomes

High KS2 and KS4 attainment. Most students progress into Higher Education and only 1.9% of 16-17 year olds are not in employment, education or training (NEET) vs 5.5% nationally.



43.5% qualified to university level (2021)

Those qualified to NVQ level 4+ is at the England rate and the % with no qualifications is 1.1%, far lower than 6.4% in England.

Our population is growing and ageing. Residents are highly skilled and often in senior occupations, including those who commute beyond the County for higher wages. The County has a strong education offer but without a university or Further Education college many young people commute or relocate for post-16 and higher education.

Rutland's businesses will continue to need access to workers that have the skills they need. Employment is at the national rate but has fallen over the last 5 years and economic inactivity has risen, largely down to early

retirement. A priority will be to ensure that there are enough working age people in the County to support local business demand. A wide housing offer will support a diverse and changing demographic, including first time buyers.

Net zero innovation and technology automation is likely to change the workplace, replacing and enhancing roles in a variety of sectors and professions, from how we harvest crops to the role of accountants and lawyers. The move to net zero and emerging technologies such as AI will impact on our businesses and future businesses which might locate to Rutland. We will develop links with the University sector in the East Midlands to enable residents to develop new skills.

Through this objective we will:

- 1. Grow lifelong learning, reskilling & apprenticeship opportunities, especially around future technology, digital and green skills.**
- 2. Strengthen links to local universities, linking graduates to local businesses.**
- 3. Raise awareness of job opportunities and apprenticeships in the County.**
- 4. Deliver high quality, energy efficient, mixed tenure and sized housing.**

Early Council actions will include:

- Promote Rutland's sectors and businesses are to local schools enabling young people to progress their careers locally.
- Use the Business Summit to understand local training and Apprenticeship demand and to understand local businesses requirements.
- Build a Skills Improvement Plan to support business requirements, working with the Federation of Small Businesses (who lead the region's Local Skills Improvement Plan).

What does success look like?

- A range of good quality job opportunities, particularly for those with higher academic qualifications who currently commute out of Rutland to work.
- Excellent careers advice to enable young people to understand the job opportunities available in Rutland.
- Opportunities for adults to upskill and retrain to meet the needs of a changing job market.

We will measure this through

- Percentage of local businesses reporting skills gaps.
- Economic inactivity rate.

- County's position on Social Mobility Index.
- Housing targets met / types of housing completions.

Thriving Places and Communities

Why this is an objective for our Economic Strategy



Availability of commercial space

A lack of land for office and industrial use could constrain business growth, with vacancy rates below 1% since 2019.



Lower housing affordability

House prices are almost 11x higher than annual earnings of those living and working in Rutland whilst housing supply has fallen in recent years.

The vibrancy of our town centres and high streets is an important part of the County's character and will support the retail and visitor economy offer. A recent resident survey highlighted our strong community spirit and distinctive market towns; our natural and cultural assets underpin the high quality of life our residents typically enjoy and draw in visitors. We can boast a high number of community assets - Rutland ranks 18th out of 311 authorities on the Community Asset Index.

We are attracting in residents to live in the County, particularly those aged 35+. In 2019/20, there was a net inflow of 308 people. Migration flows vary by age, with young people typically leaving the County for study and work opportunities elsewhere, whilst older people return

to the County at later stage of life . As people look to relocate to Rutland, it will be important that there are a broad range of skilled jobs available within the County's borders and that we have the infrastructure to support increased employment.

Within the County there are towns, villages, business parks and rural areas. We have an opportunity to work with local residents and businesses to build on places' distinctive characteristics as places to visit, work and learn. Place shaping through the Local Plan and Economic Strategy working in tandem will enable us to put the right homes and businesses in the right places.

Our rurality raises dependency on cars and makes providing high quality digital connections to households both more difficult and more important; in particular to support individuals and businesses to be able to work from home in all parts of the County.

Through this objective we will:

- 1. Maintain a proactive plan for employment land, housing and natural capital.**
- 2. Support vibrant town & local centres.**
- 3. Ensure high quality digital connectivity for all.**
- 4. Protect, restore and enhance our nature, environment and habitats.**

Early Council actions will include:

- Deliver a new local plan.
- Lobby government and BDUK to accelerate proposed roll out of ultrafast broadband and transform digital connectivity for rural homes and businesses.
- Implement the Levelling Up fund proposal around a new transport hub in Oakham.
- Work with Midlands Engine to understand employment and growth patterns and link these up with Midlands Connect to ensure that Rutland's transport priorities are understood and championed.
- Use new Census data to understand more about resident travel to work patterns, to understand how to support a move to greener methods of transport.

What does success look like?

- A County which attracts people to live, visit and work, and that is widely known as a destination for independent retail, gardens, food, wildlife, cycling and walking.
- Expressing clarity on spatial development, where all places grow in the way that works for them, balancing prosperity and productivity, and supporting long-term ambitions, strong local identities and places, where local priorities lead to

investment and change, and which together create a Rutland brand – all delivered through a renewed Council – business – resident partnership approach.

We will measure this through

- Resident wellbeing and satisfaction with local amenities.
- Progress against environmental targets e.g. for air quality and biodiversity.
- Number of visitors to new attractions / upgrades leading to increased spend.

**Case study: refurbishing commercial space in
the Oakham Enterprise Park**

HM Prison Ashwell, on the outskirts of the Oakham, was badly damaged by fire in 2009 before closing in 2011. The mothballing of the prison created an eyesore on Rutland's rural landscape and had a significant impact on the local economy.

Rutland County Council decided to buy HM Prison Ashwell as a solution with the vision of transforming the 25 acre site into office, industrial and leisure premises for local start-ups and growing businesses. Rather than demolishing the site, the Council wanted to maximise the potential of existing businesses and where possible reuse existing structures and repurpose the facilities as office accommodation.

Refurbishing the facilities created 70 office spaces across the site. Working in partnership with Peterborough Regional College, the Council also created an adult learning and skills centre, using the 16,000 square foot former administration building. Elsewhere on site, other buildings have been leased to tenants in the leisure industry. Some modern cell blocks to the rear of the site that were undamaged were retained. These form the Events Zone, which are leased to an events company.

In total, the enterprise park provides around 106,000 sq. ft. of floorspace to over 100 tenants (as at January 2024).



6.0 DELIVERING THE STRATEGY

In 2023 Government announced a greater integration of Local Enterprise Partnerships' (LEP) funding and function into local government. This will change, and increase, Rutland's role as well as seeing our existing relationship with our Greater Lincolnshire LEP partners change.

This strategy creates a long-term focus and framework to target our activity. Rutland County Council is the strategic owner of the strategy however, we cannot deliver this alone. In this document we set out some of the Council's early actions, but overall the strategy will require more from the County, our businesses, the education sector, external public sector partners and residents.

Rutland will strengthen collaboration with regional partners to deliver this strategy. As a Council we are members of regional bodies such as Midlands Engine, East Midlands Councils, Midlands Connect, and Transport for East Midlands and we will continue to raise awareness of Rutland's priorities, barriers to growth, and investment opportunities.

A new relationship with business

Businesses will have an increased role and say in the strategy, building a new relationship with the Council and its economic development function.

This conversation must continue. We invite our business community to work with us, starting with a Business Summit in 2024. We will invite a broad range of Rutland businesses to an event to co-create the activity we need now across the 4 priorities to support businesses to prosper in our County. We plan to make this an annual event, reviewing progress for the economic strategy and identifying opportunities to make connections, support business investment and jobs.

Alongside this we will look to convene regular meetings to bring together businesses, investors, developers, and Council officers to understand how we can best work together on the priorities in the Economic Strategy.

Monitoring and evaluating our progress

As part of delivering our economic strategy we will develop a three-year rolling action plan of activities for Rutland County Council and partners to take, linked to the objectives, priorities and outcomes of our Economic Strategy. Monitoring and evaluating the impact of the actions we take will help us to plan for, and deliver, actions in pursuit of our objectives. This starts with the actions we've set out in this strategy. We have defined a

set of top-line metrics to monitor at a whole-of-strategy level, which are: increasing total size of our economy, rising workplace wages, and a reduction in CO2 emissions in line with net zero path. We have also set outcomes to pursue which are specific to each of our four strategic objectives. These are listed in the table on the next page.

We also want to hear from you. This Strategy is the County Council's commitment to sustainable, inclusive economic growth. We are proud of Rutland, of its many businesses, places and people. We are Multum in Parvo (Much in Little), a small rural county with a rich heritage. This strategy sets our ambition for the future and we hope you will work with us on the journey to build our modern rural economy.

Headline metrics					
Headline metric	Increase in total size of the economy		Rising workplace wages		Reduction in Co2 emissions in line with net zero path
Dataset	Gross Value Added (ONS, annual)		Annual Survey for Hours and Earnings (ONS, annual)		Greenhouse gas emissions, (DESNZ, annual)
Objective-specific outcomes					
	New technologies and market opportunities	Productive local businesses	Skilled workers in quality local jobs	Thriving places and communities	
Objective key outcome	Increase in concentration of businesses and employment in knowledge-intensive sectors	Improvement in business productivity (GVA per hour worked)	Increase in economically active working age population, with more people working locally	Increase in town centre footfall, business density and community satisfaction with amenities	
Sub-measures linked to priorities	<ul style="list-style-type: none"> Number of new businesses established Employment in Knowledge Intensive industries Number of patents files Percentage of businesses reporting innovative practices 	<ul style="list-style-type: none"> Employment rates (across sectors) Rising workplace earnings across sectors, including in lower wage occupations Average commercial occupancy rates across unit types m2 New / improved commercial space 	<ul style="list-style-type: none"> Percentage of local businesses reporting skills gaps Economic inactivity rate County's position on Social Mobility Index Housing targets met / types of housing completions 	<ul style="list-style-type: none"> Resident wellbeing and satisfaction with local amenities Healthy life expectancy Progress against environmental targets e.g. for air quality and biodiversity Number of visitors to new attractions / upgrades leading to increased spend 	



A large print version of this document is available on request



Rutland County Council
Catmose, Oakham, Rutland LE15 6HP

01572 722 577

enquiries@rutland.gov.uk

www.rutland.gov.uk