



Rutland
County Council

Economic Growth Strategy 2014-2021



Our Vision

*“By 2021 Rutland has a vibrant, prosperous,
sustainable and diverse economy”.*



Contents

1. Executive Summary.....	3
2. Introduction	4
3. Policy Context.....	5
4. Rutland’s Economy.....	8
5. Key Challenges to Growth	19
6. Achievements: Growth Strategy 2011-2014.....	20
7. Going Forward: Our Economic Growth Strategy 2014-2021.....	25
8. Our Implementation Plan and Monitoring Success.....	28
9. Glossary of Terms	29

Annexe A: Our Outline Action and Delivery Plan 2014-2021 (Separate Document)

1. Executive Summary

This strategy reviews the current economy of Rutland and the achievements under our previous growth strategy and outlines our vision for Economic Growth for Rutland by 2021.

Our strategy builds from an analysis of the key challenges and barriers to growth and sets out what we believe are the key priorities and actions for Rutland. This takes account of the current national, sub-regional and local policy context for growth. Our strategy is set within 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. At the same time we must also retain and support our existing businesses and continue to develop our key sectors such as manufacturing, tourism and service based industries.

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 in order that our business base can remain competitive and grow.

Skills development needs to be prioritised where there are genuine skills barriers to growth and to ensure our young people are sufficiently prepared for work and have greater awareness of and access to an enhanced range of apprenticeships. Providing 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 and we need to improve the educational and employment outcomes for those without qualifications.

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. Prioritisation will be for transport schemes that support our rural businesses and local economy.

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

Finally we cannot achieve growth on our own without the support and involvement 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 outline delivery plan and proposed actions as set out in Annexe A will be developed in more detail during 2015.

2. Introduction

Our Vision is that:

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

Building on Achievements

It will be essential for us to continue to build on our earlier achievements and with a clear understanding of the interaction with other strategies and action plans that can support and address economic, infrastructure and social/welfare issues to truly demonstrate an economic growth strategy for the County.

Our Approach to Growth

Is based on four key principles:

Principle 1: To play to our strengths, building on the area’s wealth of natural , cultural, leisure and heritage assets

Principle 2: To maximise public and private investment outcomes

Principle 3 : To encourage sustainable growth whilst still retaining Rutland’s unique characteristics and high quality of life

Principle 4 : To recognise and support actions for sustainable growth at a community level

Strategic Themes and Key Objectives

The four thematic areas used to summarise the key challenges in Section 4 and key objective for each is set out below:

Thematic Areas for Intervention

Key Objective

Theme 1: Enterprise and Innovation

To retain, attract and grow successful businesses

Theme 2: Education, Employment and Skills

To maximise prosperity for all

Theme 3: Land , Development and Infrastructure

To provide the right physical environment for sustainable growth

Theme 4: Inward investment

To raise the profile of Rutland as a place to visit and do business

3. Policy Context

National Policy

The current Government 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

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 Greater Cambridge and Greater Peterborough 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, Forest Heath, South Holland and King’s Lynn & West Norfolk.

In total, the LEP 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)**¹ in 2014 and submission to government as part of the Growth Deal process. The SEP aims to release the area’s significant potential for continued growth through a range of targeted interventions.

¹ <http://www.gcgp.co.uk/local-growth-strategy>

Local Strategic Links

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; and Creating a brighter future for all.

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.

The **Strategic Housing Market Assessment (SHMA)** is a key piece of evidence in determining housing needs over the plan period and that there is an alignment between housing and economic base and policy. The Peterborough Sub-Regional SHMA covers the Housing Market Area (HMA) of Peterborough, Rutland, South Kesteven and South Holland. It 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.

Rutland County Council's Core Strategy Development Plan Document (DPD) (adopted in July 2011) sets out key planning policies for housing provision. Policy CS9 makes provision for 3000 homes across the period 2006-26 (150 per annum). The main focus for development is Oakham which (together with Uppingham) is expected to delivery 70% of the housing provision, with 20% in local service centres and 10% in other villages. Sites are allocated to meet the remaining housing requirement in the Council's Site Allocations and Policies DPD (adopted October 2014). This provides for about 140 new dwellings in Oakham and the larger villages in the period to 2026. At Uppingham sites for 170 new dwellings are identified in the Uppingham Neighbourhood Plan. Policy CS11 in the Core Strategy DPD sets out an affordable housing requirement for a minimum of 35% affordable for all new development schemes where both viable and permitted by Government policy. The policy provides guidance that the Council expects approximately 80% of affordable housing to be rented, and 20% intermediate affordable housing.

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. Our LTP3 is due to be refreshed during 2015/2016 financial year as the majority of the schemes identified in the

current document have been completed. The refreshed version will outline how transport will contribute to the Council's revised strategic aims and objectives. Key areas of focus will be prioritisation of schemes that support our rural businesses and local economy, improve safety on our roads, provide accessibility to our key services and contribute to a healthy population through the promotion of active transport.

Better Care Act 2014, People First Review (2014) focusses 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.

Rutland Learning and Skills Strategy 2014-2021 key focus is on working in partnership with Early Years settings and other educational providers to facilitate and commission both professional support and appropriate challenge in order to help build and develop our local educational capacity for improvement. Key to the work of the strategy is a priority for the to support the raising of achievement of all learners, and to fulfil our commitment to collaboration and working with partners to reduce inequality and narrow the achievement gap in Early Years settings, school, in Post 16 provision and in adult learning.

Tackling Child and Family Poverty in Rutland Strategy (2014-2017) aligns with the National Child Poverty Strategy and aims to break the cycle of child poverty. There is a strong correlation between the percentage of children living in poverty and the number of people claiming benefits. The strategy promotes parental employment by addressing barriers to work, lack of skills and labour market experience, childcare and flexible working arrangement and in work poverty. It will also seek to improve the outcomes of young people to achieve positive educational and future employment outcomes.

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.

Rutland Culture and Leisure Strategy (2013-16) provides 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.

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

4. Rutland's Economy

Economic Linkages



Rutland is England's smallest county covering an area of approximately 390 km². The County is bounded by the counties of Northamptonshire, Lincolnshire and Leicestershire. Rutland has been classed as the most rural county or unitary authority in England and Wales with a high proportion of land in agricultural use. It forms part of the Greater Cambridge and greater Peterborough

local enterprise partnership.

Connectivity

Rutland is crossed by a number of strategic routes including the A1 passes through the eastern part of Rutland providing excellent north-south road links and the A47 which traverses the southern part of Rutland and the A606 Stamford-Nottingham road providing east-west 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 and Peterborough are within an hour's drive time and a direct rail link provides a once daily return rail link to London via Corby commenced in 2009. Corby some 3 miles to the south of Rutland is planned to double in size over the next thirty years.

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. The density of population is low with less than one person per hectare.

Demographics

The County will 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)² 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

² Source: www.poppi.org.uk based on ONS, subnational population projections, May 2014

increasing demand for health and social care services in particular for increased dementia and mobility needs which is also likely to require specific housing solutions.

Oakham is the larger of the two market towns and is the main service centre for Rutland. With a population of 11,295 (ONS Mid 2013 estimate) it has a range of education, employment, community, health and leisure facilities and offers diverse retail and shopping opportunity including a twice weekly market.

Uppingham has a population of 4,693(ONS Mid 2013 estimate) with a more limited range of facilities, employment and shopping, a weekly market and bus services to the surrounding area and links to Corby, Stamford and Leicestershire from where links can be made to the wider network.

Rutland has 52 villages ranging in size from small hamlets with a few houses and no facilities to larger villages with facilities such as a school, convenience shop, medical practice, employment opportunities, community and leisure facilities and bus links to the towns and neighbouring villages. The six largest villages each have a population of more than 1,000 and account for circa 25% of Rutland's population.

GVA Growth Forecasts

Baseline Econometric forecasts for Gross Value Added (GVA) over the period 2011-21 show 1.6% growth for Rutland compared to 2.1% for Peterborough, 1.7% for the East Midlands, 1.9% for Eastern and 1.8% for the United Kingdom.³

A recent UK Broadband Impact Study 2013⁴ estimated that the availability and take up of faster broadband speeds will add about £17 billion to the UK's annual GVA by 2024. This level of uplift contributes an average of 0.07% points to real annual GVA growth over this period. The GVA impacts attributable to the current round of publicly funded fixed intervention rises to about £6.3 billion per annum by 2024 which is equivalent to an uplift of 0.03% points on the UK's real annual GVA growth.

The study forecasts that £20 in net economic impact will be returned for every £1 of public intervention in fixed broadband infrastructure. Economic benefits through faster broadband speeds will come from productivity growth, safeguarding of local employment, teleworker productivity, labour force participation and network construction impacts. If applied to Rutland this would give an investment return of circa £44m to Rutland's economy for the £2.2m of public sector investment.

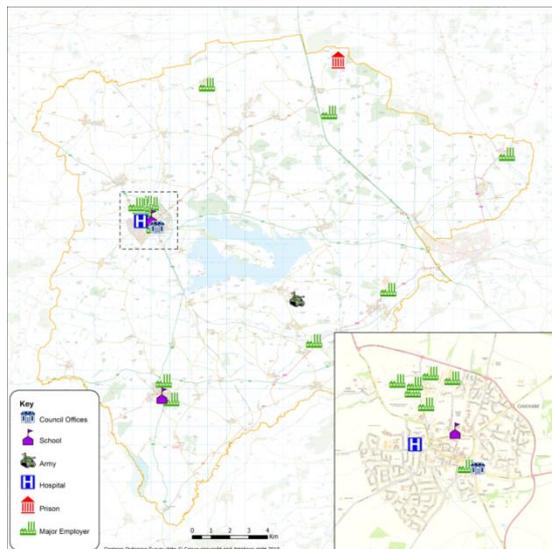
³ Source Experian , taken from the Peterborough SHMA July 2014

⁴ UK Broadband Impact Study November 2013, SQW, commissioned by Broadband Delivery UK

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.

Map 1: Major Employment Locations in Rutland



There is also a significant polymer cluster in Rutland comprising Rutland Plastic Containers, Rutland Plastics and Linecross.

Business Corridors

Oakham: The principle business corridor of Oakham North West, accommodates a number of the County's larger businesses including Lands' End, Meccalte, Rutland Electric Fencing and Education City.



Uppingham: Uppingham Gate, the town's main office park is home to a number of knowledge based businesses such as software developer MMT Ltd and computer service provider Resolvi Ltd.

The principal location for the town's manufacturing businesses is Station Road Industrial Estate. Businesses here include the Arnold Wills Group (manufacturer of fashion accessories) and Michael John Designs (point of sales displays).

The Uppingham Neighbourhood Plan highlights the need for improved access into Station Road to accommodate future growth and to assist with business retention.

Other key employment sites in the County include Essendine, Greetham, Market Overton, Ryhall and Ketton where Hanson Heidleberg Cement Works is based, providing circa 10% of the UK's cement requirements.

Business Profile

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 (providing employment, 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.

Workforce and Employment Density

Rutland has 17,400 total workforce jobs and a job density of 0.87(the proportion of jobs in an area to the number of people aged 16-64) and is consistent with net-in-commuting which is likely to reflect the older population structure.⁵

⁵ Source Experian and NOMIS 2011 data , taken from the Peterborough SHMA July 2014

Earnings

Median earnings based in individuals living in Rutland (£24,271) are significantly higher than for individuals working in Rutland (£22,091) suggesting that significant proportions of our more highly skilled people work elsewhere. Data for Rutland is influenced by its small population. Whilst the 2012 data for resident's earnings are below the East Midland's regional average provisional 2013 data from the Annual Survey of Hours and Earnings suggests earnings which are above the regional average.

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 are 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.

Rutland has a higher proportion of residents qualified to an equivalent of a first degree than the national and East Midland 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.

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).

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.

Economic Inactivity and Unemployment

There are 4000 people economically inactive in Rutland which equates to 18.4% of the population. This is below the national and regional average with the main reason of economic inactivity relating to retirement and individuals looking after dependents. 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.

Travel to Work Areas

Within the Peterborough HMA area there is a Peterborough focussed travel to work area (TTWA) which broadly covers Peterborough City, Rutland and the southern half of South Kesteven. Rutland also has functional linkages with the Leicester & Leicestershire HMA.

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.

Housing Stock and Housing Composition

The tenure profile in Rutland is dominated by owner occupation (accounting for 70.4% compared to an average of 66.0% across the Peterborough Sub-Regional HMA), 15.6% is in the private rented sector and 11.2% is in the social rented sector (compared to the HMA average of 16.1% and 15.5% respectively).⁶

⁶ SHMA Figure 5, from 2011 Census

Rutland has a housing offer focussed slightly more towards larger and more expensive properties with detached housing at 47% of stock (second only to South Holland at 56% and well above the East of England, East Midlands and England & Wales averages)⁷. Rutland also has the highest proportion of four and five bedroomed homes across all tenure types than the HMA average.⁸

The County also has a high proportion of pensioner only households at 28%⁹. There may be some benefit in seeking to diversify the housing offer to provide smaller and cheaper homes for younger households or to support downsizing of older households.

House Prices and 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.

Within the Peterborough Sub-Regional HMA median house prices are notably higher in Rutland than elsewhere (£205,000 in Rutland compared with the next highest of £156,500 in South Kesteven).¹⁰

Housing Market and Employment Growth

Within the HMA Peterborough is forecast the strongest growth in employment relative to employment growth forecasts of 6% for East Midlands and 8% nationally. By comparison the SHMA forecasts lower level of employment growth for Rutland at 5% whilst the growth forecast for South Kesteven and South Holland is higher at 12%.

Baseline forecasts for employment growth for Rutland the period 2011-21 show an increase of 0.5% per annum compared to 0.9% for Peterborough, 0.6% for the East Midlands, and 0.8 for the UK.¹¹

The SHMA assumes a growth of 1,500 jobs over the period 2011-31 for Rutland (based on Experian projections, past trends and assuming no new initiatives). A more aspirational target and assuming new successful initiatives could see this increased by 20% to 1,800 jobs¹².

Using the same assumptions, Rutland is forecast to see largest growth in the *Accommodation, Food Services & Recreation and Professional and Other Private Services*

⁷ Source SHMA Figure 7, from 2011 Census

⁸ Source SHMA Table 6, from 2011 Census

⁹ Source SHMA, paragraph 4.12

¹⁰ Source SHMA Table 2 (HM Land Registry/CLG Q3 2012)

¹¹ Source SHMA Table 17, from Experian

¹² See SHMA paragraph 4.57

sectors. There is also a forecast increase in *Public sector employment* including education and health for which changing demographics is an important demand driver¹³.

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 and ranked 12th in the Halifax Rural Areas Quality of Life Survey, March 2014.

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.

Vitality and Visibility of our Market Towns

Town centres are increasingly under threat from their proximity to out of town large shopping centres and from the growth of on-line retail.

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.

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.

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.



In Oakham some churn is fuelled by businesses relocating to larger premises within the town. In recent years a number of prime retail units within the town centre have now been taken up by food and drink establishments.

¹³ Source SHMA Figure 23 and paragraph 4.45

Uppingham's retail activity is principally centred in the Market Square and High Street. There is a good range of quality independent shops and an above average representation in arts and antiques shops. Unlike Oakham there has been less transition from retail to food and drink establishments.



Rutland's Cultural, Heritage and Leisure Offer

Despite its small size culture and heritage opportunities abound in Rutland. Included in this is Oakham Castle, one of the best examples of domestic Norman architecture in England.

A successful joint bid in 2014 for £2m of Heritage Lottery funding will enable extensive restoration works to the castle and castle grounds and provide for an improved events and living history offer.¹⁴



As a consequence, the profile and visibility of this unique historical asset will be raised and the visitor experience enhanced.

Visitors to the County can enjoy a wealth of other heritage, cultural and leisure assets including nearby Burleigh House and Rutland Water, one of the largest man-made lakes in Europe providing an extensive range of leisure activities.

Importance of Tourism

The tourism industry contributes £97bn to the UK economy. The number of jobs in the tourism sector is forecast to grow by 250,000 between 2010 and 2020 well ahead of the 2.9% forecast for the economy as a whole.

Within Rutland 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.

Our market towns, villages, attractive countryside, culture and heritage, strong food and drink offer and Rutland Water all combine to make an attractive short stay visitor destination.

The Role of Agriculture

Across the wider Rural Peterborough and Rutland area (covered by the proposed LEADER programme) 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

¹⁴ RCC, OTC, Friends of Rutland County Museum, Community Groups and English Heritage

same period. Agriculture comprising a mix of arable and livestock, accounts for 10.5% of all businesses. Since 2007 farmed land in the area 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, circa 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).

Non-farm economic activity, located on agricultural holdings is also an important contributor to tourism and wider economy of the area, through the provision of new business units, self-catering accommodation and smaller visitor attractions.

The Rutland and Peterborough 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.¹⁵

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 million¹⁶ per annum in GVA and 3,000 jobs.¹⁷ 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)¹⁸, reducing the extent of the estimated negative impacts considerably.

The armed forces at St. George's and Kendrew Barracks will continue to be a vital part of the Rutland community and the Council has worked hard to welcome incoming regiments from Germany and Cyprus.

¹⁵ DEFRA (2013) Agriculture in the UK 2012

¹⁶ £41 million per annum is 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*.

¹⁷ Rutland County Council, June 2011. *Rutland – A Strategy for Growth*.

¹⁸ 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*.

This work continues with the planned move of 1st Military Working Dogs Regiment and the 2nd Medical Regiment to St. George's Barracks in North Luffenham in 2015. We are working closely with the MOD through a Community Integration Project aimed at helping ensure service families can access services and support available to them in the wider community to help meet their needs. The partners of military staff will also be an invaluable asset in terms of potential labour supply.

Impact of 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 be 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.

5. Key Challenges to Growth

Rutland has remained relatively resilient during the last recession and there are considerable strengths and opportunities to build on. However we are not complacent and we recognise that to succeed in retaining, growing and attracting new businesses, creating new jobs and securing inward investment a number of challenges and threats need to be addressed. These are set out under our four thematic areas.

Enterprise and Innovation

- Retaining and growing our business stock
- Lower than average business start-up rates and low representation in knowledge based sector
- Improving access to finance to support business start-up and growth
- Investment costs to improve productivity
- Ensuring our businesses can access appropriate levels of business advice and support
- Improving access to R&D and other knowledge transfer networks
- Ensuring our businesses have the capacity to innovate, exploit technology and improve productivity
- Balancing labour supply and demand
- Energy supplies security

Employment, Education and Skills

- Under-employment of our higher resident based skills base
- High levels of out-commuting, particularly in relation to those with higher skills
- Addressing the 17% of our population without a Level 2 qualification, ensuring the right skills in those seeking to enter the labour market
- Below average wages compared to the English average
- Ensuring the demand for skills in our employers and access to training is appropriate
- Increasing the apprenticeship offer, take up and employability and work readiness in our young people, recruiting people with the right technical skills

Land, Development and Infrastructure

- Housing affordability
- Having the right amount and type of employment land/business space and affordability
- Ensuring good access to key employment sites
- Addressing Poor 3G and 4G mobile broadband provision
- Transport solutions that support businesses and the local economy
- Mitigating impact of increased freight traffic

Inward Investment

- Securing further inward investment at an appropriate scale
- Attracting businesses, community and social enterprises into the County
- Raising the awareness of Rutland as a place to visit, invest and do business
- Broadening our retail offer, linkages and increased digital/ICT requirements

6. Achievements: Growth Strategy 2011-2014



Investment of £2.32m¹⁹ of Public sector funding into the Digital Rutland project is helping 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 2015/16 targeting more of our hard to reach communities.

A Phase 2 Superfast Extension Programme supported with further Broadband Delivery UK (BDUK) funding and RCC match is planned to address edge of commercial areas. Together with commercial deployment the aspiration is to cover 95% of the County with superfast broadband.



Examples of commercial deployment include Rutland Telecom/Gigaclear recent installation of a 1 GB fibre to the premise network (into Hambleton and parts of Uppingham) building on their earlier sub-loop unbundling to the villages of Lyddington and Essendine.

BT's national commercial roll out programme saw fibre upgrades to Stamford Exchange which feeds parts of Rutland and the Oakham Exchange in 2013/14.

The Uppingham Neighbourhood plan further identifies ambitions to erect a wireless mast on the site of the Welland Vale nursery and to install community wi-fi across the town centre and in principal public buildings.

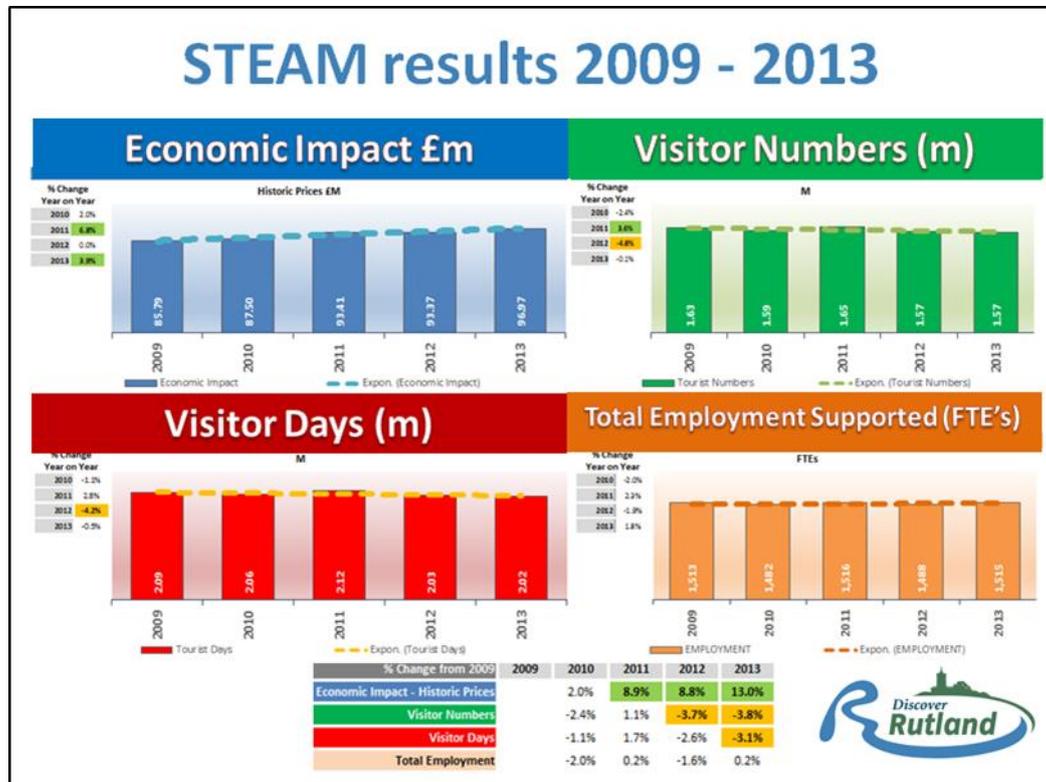
The Council working with Lincolnshire County Council under a joint European funded ERDF²⁰ programme has helped provide free workshops and 1-2-1 support with the aim of helping businesses across Lincolnshire and Rutland to exploit technology. The programme which started in 2014 will continue into 2015.

¹⁹ RCC £1.5m, BDUK £820K

²⁰ European Regional Development Fund

Supporting Key Sectors: The Visitor Economy

Our Steam results show a year on year increase in the economic impact of tourism.²¹ Over half of the income came from overnight visitors. Visitors are now being attracted out of season with a peak in November.



Anglian Water Section 106 contributions over a five year period from 2007-2012) helped fund a dedicated Tourism Officer and to develop 'Discover Rutland' promotional materials (visitor guide, website presence and a suite of visitor leaflets) and these continue to be important marketing resources.

It is clear that Rutland has made a significant amount of progress over the last five years, growing from a small destination with big ambitions, to being an independent, highly regarded rural destination, aware of its strengths and using them to attract the customer base it seeks. From the very start of this process, Rutland has understood the benefits of working in partnership. Key partners including Rutland County Council, The Rutland Tourism Committee and the wider tourism industry have demonstrated that by working together much more can be achieved and it is this commitment and shared desire to see Rutland do well which has helped make it the success it is today.

Sustainability is a key objective under the Rutland Tourism Vision 2012-2015 and the Council is exploring new ways to achieve this in partnership with the Tourism Committee and wider Tourism Industry.

²¹ Scarborough Tourism Economic Assessment Model

Recent participation in VisitEngland Regional Growth Fund thematic campaigns has helped promote Rutland to new markets, including a younger professional customer base within the South and South East.

The growth in importance of online marketing has been recognised and Discover Rutland has a presence on Facebook (over 700 fans) /twitter (over 2,600 followers) and e-newsletter database (over 18,500 contacts). A new Discover Rutland app launched in 2012 pulling live updates from the main Discover Rutland website. Seasonal website hits (April to October) to the Discover Rutland website has also grown annually to 163,000 visitors in 2014, a 21% increase on the previous year.



A Discover Rutland app was developed in 2013 drawing live events updates from the main Discover Rutland website. The app has been downloaded to 27 countries including the USA, China, Germany and Australia with the potential to develop the retail section further.

Our tourism businesses continue to enjoy success, winning major awards and the Discover Rutland ‘offer’ has enjoyed exposure in a number of national and internal publications annually since 2011. In 2014 this included articles in national cycling and walking magazines and food publications.

Improved Transport Links

Transport has an important role in helping to grow our economy, a strategic objective of the Council, through the provision of access to jobs and services. In order to grow our economy it is essential that our businesses are able to expand by growing their workforce and our residents are able to access jobs

This objective is identified in the Council’s Local Transport Plan 3 (LTP3) and a grant of £4.016m was secured from the Department for Transport (DfT) which specifically aimed at addressing this issue through the trialling of a WorkLink and Shorelink bus service together with a bespoke bus station in Oakham.

WorkLink service - a bespoke out of hours shuttle service bringing employees from Melton Mowbray, Stamford and Corby coinciding with the shift times of our largest businesses.

ShoreLink service –connects visitors with Rutland Water, our largest tourist destination and the County towns of Oakham and Uppingham.

Whilst results from both these services indicate a clear need for access to these businesses and towns, the rural makeup of Rutland with its isolated population and business locations make it difficult to achieve sustainability, a vital ingredient in these challenging economic times. As a result of lessons learned we are looking at making these services less bespoke

and instead link them in with our existing bus network to enable reasonable access to a wider tranche of businesses.



Oakham Bus Station

Oakham Bus Station opened in April 2014 providing modern waiting facilities and real time information for passengers. Bus parking bays have been improved together with provision of secure cycle facilities. In close proximity to the Oakham Rail station this has now resulted in greater connectivity between all modes of transport. The Shorelink bus is also helping to connect visitors to Oakham, Uppingham and Rutland Water.

Town Centre Improvements

Circa £1.367m of Section 106 funding contributions has been secured to provide town centre improvements over the next five to ten years. Within Oakham this funding will focus on improving road junctions, traffic flows and the pedestrian experience.



Support for town centre management and viability will help also to mitigate impacts of edge of town centre retail developments. The Council is working closely with both Town Councils and Town Partnerships to take forward an investment and marketing strategy.

Oakham Enterprise Park

The transformation of the former prison site to form the new Oakham Enterprise Park is ongoing.



The acquisition and redevelopment of the 23 acre site was supported by an interest free Growing Places loan from the Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP EP) in 2011.



A remediation programme to the former prison administration, health, welfare and training facilities helped create 61 lettable units of which over 95% (70,000 sq.ft) has now been leased.²² Businesses on site have already reported growth with the intention to expand their businesses further and recruit more staff.

The badly damaged prison cell blocks were demolished in 2014 and the aim is for these to be replaced with new hybrid office/warehouse units with an emphasis on business interaction both locally and regionally. The Enterprise Park has also been used as a BBC film location and for a variety of day and weekend themed experiences. The former family visitor centre has now been transformed into a privately run day nursery.

²² Leased units at January 2014

Chart 1 and Chart 2 shows the ratio of Rutland businesses to inward investors and the current tenant mix at the Oakham Enterprise Park.

Chart 1 Tenant Mix

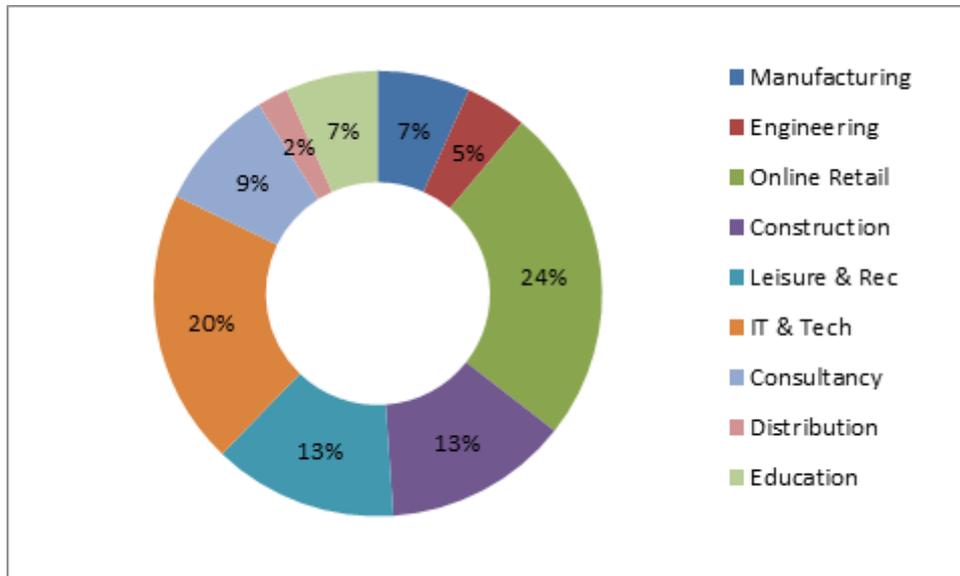
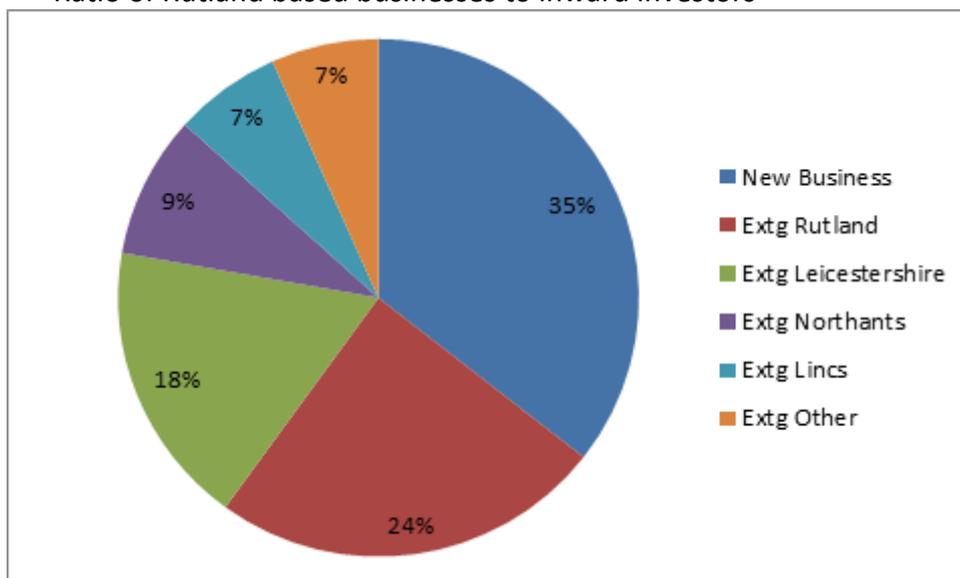


Chart 2 Ratio of Rutland based businesses to inward investors



Access to Vocational Training and Skills

Rutland County College’s engineering and construction learning facility and the Rutland Adult Skills Service in partnership with Peterborough Regional College is now operating from the former prison library at Oakham Enterprise Park. This collaboration is helping to deliver a broader range of learning opportunities for the County including apprenticeship programmes, workplace based learning, and classroom based skills development (16-18 and 19+ provisions) and adult basic skills. Interest in apprenticeship opportunities from tenants on the site has been strong.

7. Going Forward: Our Economic Growth Strategy 2014-2021

Summary of Strategic Interventions to Deliver our Vision and our Key Objectives

Strategic Theme 1: Enterprise and Innovation

Key Objective: To support businesses

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. We will explore funding mechanisms to underpin private sector investment in new technologies and support local businesses to provide solutions to some of the challenges identified.

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 and grow. This will include connecting our businesses to higher education institutes around R&D opportunities; the development of brokerage services to encourage the deployment of Knowledge Transfer Partnerships; and helping businesses explore more innovative products and services.

We will build on the success of Oakham Enterprise Park as a local enterprise hub, engaging strongly with the business community across the County and connecting businesses into the wider innovation and enterprise network, such as the GCGP EP Enterprise Zone Hub at Alconbury Weald and St. John's Innovation Centre, Cambridge.

We will ensure businesses have access to support organisations such as UK Trade and Investment (UKTI), the Manufacturing Advisory Service (MAS) and to programmes such as Growth Accelerator.

Strategic Theme 2: Education, Employment and Skills

Key Objective: To maximise prosperity for all

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.

We will support the work of the Rutland 14-19, Adult and Family Learning Partnerships to achieve key outcomes that raise the skill levels in employers and individuals to improve productivity, employability, social cohesion and personal fulfilment and ensure that families can improve their economic outcomes and participation in the workplace.

Strategic Theme 3: Land Development and Infrastructure

Key Objective: To provide the right physical environment for growth

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.

Transport plays a vital role in our communities, providing access to employment opportunities, healthcare and education, as well as unlocking economic opportunities in tourism and leisure.

Supporting and facilitating economic growth will continue to be a core objective in the refreshed LTP and priority will be given to schemes that meet this core objective.

Well-designed physical schemes for our town centres can act as a catalyst not only for inward investment but for indigenous business growth.

Strategic Theme 4: Inward Investment

Key Objective: To raise the profile of Rutland

Our area has a unique and diverse geography and a rich cultural, heritage assets upon which to build but we need to connect these to our market towns and tourism offer. Linking together a number of separate marketing strategies will encourage further inward investment and increased visitor spend.

In addition, if we are to address the challenges of globalisation and increasing internet-based retail spend, we need to support and encourage our town centres and businesses to promote themselves.

However the integration of tourism into other marketing strategies for the County will need to be considered more closely. Going forward, the conversion of day visitors to overnight stays; building on opportunities for out of season walking , cycling and outdoor activities; targeting specialist markets; and linking more day visitors to our town centres and the cultural and heritage offer, will provide greater economic benefit.

The tourism focused development around the Rutland Water Park is encouraging for the tourism offer in Rutland as a whole and it is important for Discover Rutland and Anglian Water to continue to have a close relationship in order to assist each other in achieving their objectives.

A Strong Partnership Approach

Economic Growth will only be achieved by all relevant partners working together. We will build on mainstream activities which our partner 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.

We will continue to work with the Greater Cambridge and Greater Peterborough Local Enterprise Partnership, with our neighbouring authorities and with other inward investors to identify and provide new opportunities for the County and a better future for all.

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.

Partners with whom we have already engaged and will consult further include:

Local Strategic Partnerships Infrastructure Group
Emerging LEADER action groups
Town and Business Partnerships, Town Councils, Parish Councils
Discover Rutland Tourism Committee
Neighbouring Authorities
Higher Education Institutes 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

Outline Delivery Plan

Our outline delivery plan for 2014-2021 sets out further the key interventions that we believe are focussed, deliverable and appropriately scaled for Rutland along with indicative outputs.²³

It is intended that a more detailed delivery plan will be developed in 2015.

²³ Outline Delivery Plan 2014-2021 (Supplied as a Separate Document)

8. Our Implementation Plan and Monitoring Success

Implementation Plan and Monitoring Success	Timelines	Whom
Economic Growth Strategy approvals.	By January 2015	Cabinet
Launch Strategy at the Annual Business Summit.	By February 2015	Director of Places (Economy and Development)
Develop the outline delivery plan (Annexe A) into a more detailed action plan with defined annual targets.	By March 2015	Economic Development Team(EDT) Internal approval , Publication
Analysis to establish baseline positions.	By March 2015	Internal Review and update to annual stats.
Monitoring progress of actions within each thematic area and achievement of key objectives.	On-going quarterly to 2022	Review and report internally
Updates to Delivery Plan.	Annually to 2021	Review internally and consult with key stakeholders
Develop Funding Bids in response to call outs. Take Forward Leader programme when approved.	On-going	EDT and other key partners Leader Local Action Group and Opportunity Peterborough
Engagement with key stakeholders and partners to review the actions and outcomes and progress towards achieving the vision.	Bi-annually	Local Strategic Partnership , Town Partnerships , Town Councils
Engagement with key stakeholders and partners to review the actions and outcomes and progress towards achieving the vision.	Annually	Annual Business Summit, GCGP EP ,

9. 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
DfT	Department for 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
PRC	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
SME	Small to Medium Enterprise
SHMA	Sub-Regional Housing Market Assessment
SFA	Skills Funding Agency
STEAM	Scarborough Tourism Economic Assessment Model
UKTI	United Kingdom Trade and Investment



Rutland
County Council

Document: Last Updated January 2015

If you would like further information or to be part of achieving our 2021 vision

Please contact Rutland County Council Economic Development Team

economicdevelopment@rutland.gov.uk

Tel No: 01572 720 983

A large print of this strategy is available upon request