

HAMBLETON DISTRICT COUNCIL
RURAL REGENERATION STRATEGY
2007/8 – 2012/13

1.0 INTRODUCTION

- 1.1 Until 1999, Hambleton District Council published an annual Economic Development Strategy. This set out the proposed programme for action which the Council would undertake to promote and encourage economic development. With the introduction of The Local Government Act 2000 and the new power to promote economic well-being, the statutory duty to produce an Economic Development Strategy was removed.
- 1.2 The Regional Economic Strategy (RES) produced by the Regional Development Agency, Yorkshire Forward, has since provided the broad framework for economic development activity, with the Sub Regional Investment Plan (SRIP) sitting beneath this and providing a more focussed approach that has direct relevance for Hambleton.
- 1.3 External influences have a strong bearing on what Hambleton is able to achieve, and partnership working with both public and private sectors is a key element to ensuring the economic well being of the District. To ensure that Hambleton can continue to benefit from and maximise the opportunities for appropriate development, prosperity and partnership working, a new Rural Regeneration Strategy has been produced to encompass wide ranging economic development and regeneration issues in Hambleton.
- 1.4 The Council has a large number of customers and partners in the Regeneration field. The Strategy has attempted to understand what those partners and customers need from the Authority and how best we can best respond to those needs. We will work with partners to determine how the delivery can best be achieved. The Council will not always be the most appropriate body to carry the delivery through, but increasingly may be able to facilitate that delivery and manage the process.
- 1.5 The Strategy has been strongly influenced by the results of the recent Rural Regeneration Best Value Review and is intended to be much wider in context than previous versions, encompassing the main objectives of the RES and SRIP relative to Hambleton, whilst also reflecting Corporate Priorities and the long term vision for the District as set out in the Community Plan for Hambleton 2006-2011.
- 1.6 The Strategy consists of:
- A long-term vision for the economic future of Hambleton
 - Summary of the key issues to address
 - 7 key Priorities for Action
 - A Delivery Plan for the next 5 years
 - A timescale for the implementation of the Delivery Plan
 - The identification of organisations responsible for delivery
 - The structure that will be used to co-ordinate and manage delivery and monitor the outcome of the Strategy.

2.0 THE CONTEXT

The Issues

- 2.1 In order to understand set the context for the Regeneration Strategy, it is necessary to set the background against which the Strategy will be delivered by identifying those issues that the Strategy needs to address.

- 2.2 In general terms Hambleton is relatively prosperous and has been successful at making good use of its high quality natural environment, strategic transport links and highly skilled workforce. There are, however, areas of challenge:
- Whilst the District as a whole is ranked as having low levels of deprivation, there are a small number of wards that are amongst the 10% most deprived nationally.
 - The rural nature of the District makes provision of employment opportunities and service delivery more challenging.
 - Access to employment opportunities can be difficult. 14% of households do not have transport and although the road network linking the principal towns is good, only 39% of settlements have a bus to a town during work hours.
 - Like many rural areas, Hambleton has suffered a downturn in its main economic drivers and traditional sectors of agriculture and manufacturing have declined whilst the economy is increasingly reliant on the public sector.
 - High technology and growth sectors are under-represented within the business base and must be encouraged to support rural diversification.
 - Whilst the Market Towns are logical geographic bases for regeneration and employment activity, the rural hinterlands must not be overlooked.
 - Economic growth and future rural diversification must not erode the quality of the local environment, as this is one of the Districts' key assets.
 - Approximately 60% of local businesses experience recruitment difficulties and labour supply shortages and in 2005 19.9% of employers reported skills gaps.
 - High levels of out-commuting to neighbouring areas imply a mismatch between types of jobs being provided by local businesses and skills of the resident workforce. Low skilled jobs tend to be filled by staff living outside the District, whilst higher skilled people live in Hambleton but work elsewhere.
 - Wage levels within Hambleton are relatively low and affordability of housing is a key issue for young people wanting to stay in the area.
 - When compared to national averages, Hambleton has fewer numbers of young people (18% compared to 20% nationally) and higher numbers of older people (23% compared to 21% nationally). This pattern is forecast to continue.
- 2.3 A more detailed summary of the baseline situation within the District at the present time, together with a range of key statistics, is attached at Annex B.

Findings of the Best Value Review

- 2.4 The Rural Regeneration Best Value Review established a clear need for the Council's Service, recognising that there is generally market failure. It concluded that the Service has clearly stated aims, objectives and priorities driven by the Corporate Prosperity Theme and that performance against targets has generally been good. The Service has been successful at securing good stakeholder/partner engagement which has led to a significant increase in external funding for regeneration. The Service has also developed a successful track record in the delivery of projects that have a positive impact on the Districts' economy. However, following consultation with businesses, partners and stakeholders the following areas for improvement and increased activity were identified as being required:
- Increased provision of serviced land and premises
 - Higher quality, accessible business support services, aligned to local needs.
 - Greater use of web-based facilities to improve access to services
 - Improved liaison with customers/stakeholders to fully understand local needs
 - Targeted interventions with more focus on issues that meet local business needs
 - Better engagement with cross cutting issues
 - Increased promotion of the full range of Council's regeneration services.
 - Greater promotion of Hambleton as a business location
 - More support for the farming sector and rural diversification.
- 2.5 The Council's Economic Development Service can only address the issues identified by maximising the opportunities for partnership working. It will also mean that wherever

possible the private sector should be encouraged to provide the business infrastructure needed for the future economic prosperity of the District, with the Council and its partners intervening only where there is market failure.

Links with Other Strategies

2.6 In order to address the challenges and opportunities facing Hambleton, the Rural Regeneration Strategy must harness the findings, recommendations and resources of the following District, County and regional plans and strategies:

2.7 **Regional Economic Strategy 2006-2015**

The Regional Economic Strategy (RES) for Yorkshire and the Humber is the most important external strategy through which funding can be achieved. There are 6 RES Objectives that are bound together by the central principle of quality and pride of place and underpinned by the cross-cutting themes of sustainable development, diversity, leadership and ambition. The 6 Objectives are:

1. More businesses that last
2. Competitive
3. Skilled people benefiting businesses
4. Connecting people to good jobs
5. Transport infrastructure and environment.
6. Stronger cities, towns and rural communities

2.8 Within these objectives are specific priority actions and the following are those that need to feed through into the Rural Regeneration Strategy as priorities within which Hambleton can work as an effective partner:

- Optimise the supply of land and property for business
- Encouraging business birth, growth and survival rates
- Increase, retain and embed business investment
- Encourage higher quality jobs in knowledge based and growth sectors
- Facilitate high quality, accessible business support, aligned to local needs
- Encourage local supply chains, overseas trade and e-commerce opportunities
- Encourage skills training and employment initiatives to meet local needs
- Improve accessibility to jobs and business opportunities
- Facilitate the renaissance of Market Towns and their rural hinterlands
- Promote a positive, high quality image of the District as a location for investment
- Build on the potential of tourism to contribute to the local economy
- Help the farming community by promoting initiatives and diversification
- Build the capacity of the community to contribute to and benefit from regeneration
- Stimulate social enterprise

2.9 **Sub-Regional Investment Plan**

RES Objectives are implemented within the sub regions of Yorkshire and the Humber by the Sub-Regional Investment Planning (SRIP) process. A review of Investment Plans commenced in 2006 and a revised SRIP is awaited that will cover the 5 year period from 2007/8 – 2012/13. The review process started with the preparation of a Strategic Economic Assessment (SEA) which provides the evidence for assessing the future priorities to be incorporated within the SRIP.

2.10 Although not yet complete, the SRIP review has used the findings of the SEA to prepare the following Transformational Themes to address the economic issues within York and North Yorkshire and provide a framework for the Investment Plan:

- Exploiting science and innovation
- Stimulating and supporting enterprise and an enterprising culture
- Developing a contemporary, high quality cultural and environmental offer
- Attracting and developing knowledgeable and creative people
- Ensuring a connected sub-region

- 2.11 Within the context of the Transformational Themes, four spatial areas are identified as having specific characteristics which may need to be addressed in a more targeted way. These spatial foci are defined as follows:-
- Developing the opportunities for significant new investment, economic and employment growth in York and its hinterland;
 - Significantly raising the economic performance in Scarborough town
 - Addressing the problems of rurality through building a sustainable economy
 - Sustaining buoyant economies integral to the City Regions of Leeds and the Tees Valley (the short hand title for this being Harrogate and the Lowlands)
- 2.12 The spatial area covering Harrogate and the Lowlands is most relevant to Hambleton and the Rural Regeneration Strategy and the priorities for Hambleton are to:
- Achieve a larger proportion of the digital sector in the lowland economy
 - Support the Tees Valley, particularly R&D, bio-science, chemicals, and environmental technologies.
 - Encourage private sector provision of sites and targeted workspace to assist business competitiveness.
 - Develop and add to the Districts strong and growing cluster of food businesses
 - Maximise any benefits that may result from the expansion of Catterick Garrison.
- 2.13 A range of strategic interventions is currently being developed to address the Transformational Themes and spatial foci, which will be commissioned in the SRIP period. The proposed Rural Regeneration Strategy for Hambleton is sufficiently well aligned to the Sub Regional Investment Plan to enable resulting opportunities within Hambleton to be maximised.
- 2.14 **Community Plan for Hambleton 2006-2011**
Produced by the Hambleton Strategic Partnership, the Community Plan pulls together the key economic, social and environmental issues for the District as identified by the local community, partners and available data to provide an overarching framework to improve the quality of life for people living and working in Hambleton. The long term vision of the Community Plan over the next 15 years is ***“A Hambleton where people and places are safe, healthy and prosperous, where people feel part of their community, participate in decisions that affect them and work together to improve the quality of life for all.”***
- 2.15 The Plan is split into 5 key themes – People, Places, Prosperity, Safety and Health and there are 5 Thematic Groups that bring together relevant organisations to develop and implement Action Plans for each of the themes and the Prosperous Communities Group has responsibility for guiding and monitoring the economic performance of the District under the theme of Prosperity.
- 2.16 The Rural Regeneration Strategy for Hambleton has a key role to play in delivering the following aims and objectives of the Prosperous Community theme:
- Facilitating local business relocations and expansions;
 - Helping local SME's to become established and grow;
 - Improving the representation of growth sectors in the local economy
 - Supporting the provision of better skilled jobs;
 - Supporting growth in sustainable tourism;
 - Supporting the development of vibrant and prosperous market towns;
 - Promoting the development of skills in the workforce
 - Promoting developments that enable travel by sustainable forms of transport;
 - Promoting improved access to services through modern communications technology.

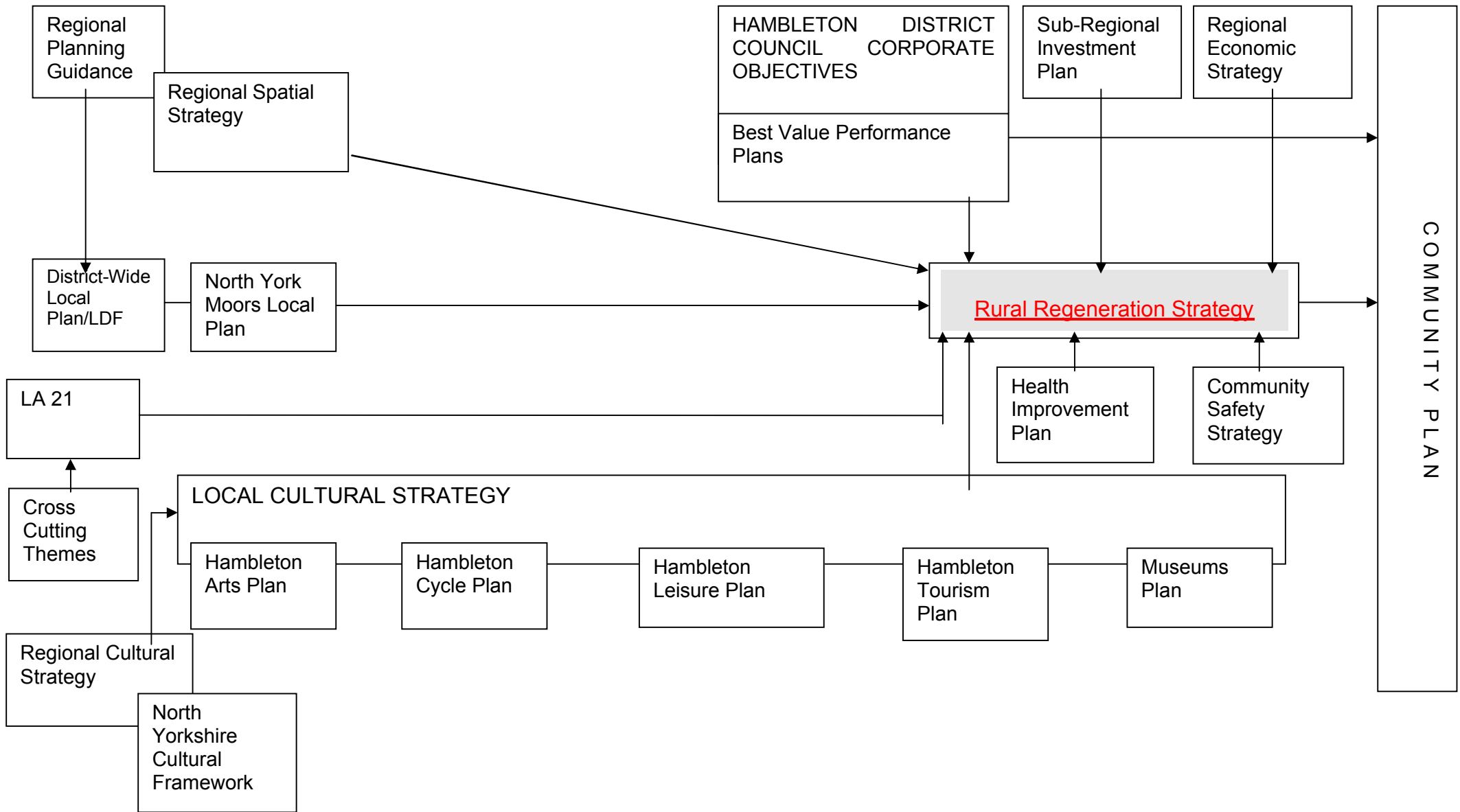
2.17 Other Linkages

In addition to looking toward the RES, SRIP and Community Plan, the Rural Regeneration Strategy needs to have strong links with the following internal strategies:

- **Hambleton District Council Corporate Plan** – this outlines the Council’s own vision and priorities and contains regeneration priorities and targets.
- **Local Development Framework (LDF)** – This replaces the District Wide Local Plan in determining the level, location and nature of future development in Hambleton.
- **Regional Spatial Strategy**
- **The Tourism Strategy** - A separate stand alone strategy at present but contributes significantly to the vitality of the economy.
- **LA21 Strategy** - Sustainable principles are cross cutting themes through all of the Council’s policies. LA21 Strategy therefore impacts upon the Regeneration Strategy and contributes to its objectives
- **Community Safety Plan** - the low crime rate attracts employers to the area and is one of the quality of life indicators that is always raised in consultations with the community
- **Cultural Strategy** - Similar to linkages with Tourism Strategy and quality of life issues. Also an employment generator.

2.18 The relationship between the Rural Regeneration Strategy and the various other strategies and documents mentioned above is set out in the diagram in Fig 1:

Fig 1 RELATIONSHIP BETWEEN THE RURAL REGENERATION STRATEGY AND OTHER PLANS/STRATEGIES



3.0 THE STRATEGIC RESPONSE

The Vision

3.1 In line with the vision for the Economic Development Service, the overarching vision for the Rural Regeneration Strategy is:

“to make life better for local residents by working in partnership to build a sustainable, modern and productive economy that benefits the whole community through more and better employment opportunities and increased prosperity.”

3.2 Underpinning this is a series of integrated and co-ordinated aims to ensure:

- Economic prosperity and diversity, including traditional and new forms of high quality business
- A well-designed, accessible and pleasant living and working environment
- The quality of the environment
- A cohesive and strong community
- Provision of sustainable travel

3.3 The vision for Hambleton seeks to lead and provide a platform for the continuing and improved prosperity of Hambleton. It seeks to build upon the natural strengths of the District; its high quality and attractive environment; its local distinctiveness; and its potential for traditional and new business development. It also seeks to overcome the issues associated with the rural nature of Hambleton.

3.4 Delivery of the vision is based upon the implementation of a series of projects and activities to be delivered over the next 5 years (2007/8-2012/13), whose impact is anticipated meet the identified needs of the District and lay the foundations for the longer-term achievement of the vision. Implementation will depend heavily upon a co-ordinated approach by all partners and agencies to funding and project development.

The Strategy

3.5 The needs and issues facing Hambleton together with the findings of the Rural Regeneration Best Value Review have been used to develop 7 Strategic Priorities that the Strategy will concentrate on over the next 5 years. These Strategic Priorities relate to the Councils ability to contribute to the delivery of the SRIP using collaborative and co-ordinated working with key partners:

Strategic Priority 1 – Provision of Employment Infrastructure

To encourage and facilitate private sector involvement in the development of the employment infrastructure of the District (land, premises, communications and transport) and for the Council to intervene where the lack of private sector investment threatens Hambleton’s economic well-being and the provision of sustainable communities. The emphasis will be on more focussed and targeted interventions:

- Creation of the conditions that will encourage private sector investment
- Provision of high quality sites for B1 development (offices, research and development, light industry appropriate in a residential area) to encourage higher quality businesses and jobs
- Provision of a smaller number of general industrial sites to cater for local business expansions and relocations

- Provision of high quality premises for SME's – particularly starter units and business incubators
- Estate and premises management
- Maximisation of external funding for investment in employment infrastructure
- Better integration of related issues such as transport, affordable housing and labour supply at the early stages of project development

Strategic Priority 2 – Supporting Businesses

To support the birth, survival and growth rates of local SME's as a key driver for the local economy with greater emphasis on high growth/high value sectors:

- Improving promotion of the Councils' business related activities to increase service awareness and take-up e.g. Planning, Building Control, Trade Waste services, Environmental Health services, etc
- Facilitating and supporting the provision of high quality business advice (including delivery from local access points) for all businesses including rural and farm diversification businesses
- Improving business related signposting services.
- Targeting land and premises projects to meet the needs of local SME's
- Maintaining the Council's Available Property and Land Database and Register
- Facilitating and encouraging the development of higher quality businesses by the provision of higher quality employment infrastructure
- Establishment of rural business surgeries at Northallerton and Thirsk Auction Marts to better support rural and farm diversification businesses
- Establishment of general business advice surgeries in each of the markets towns

Strategic Priority 3 – Liaison with Businesses

To develop closer links between local businesses and the Council's services and to achieve better engagement with the key customers of the Service:

- Participation in Yorkshire Forward's Key Account Management Programme to develop relationships with the Districts largest employers
- Development of a complementary, Council-led aftercare initiative to develop relationships with key, strategic SME's
- Extension of the Business Forum network to include Northallerton and Thirsk and development of the Prosperous Communities Theme Group into a strategic, district-wide Business Forum
- Utilisation of the Business Forum network as an interface between the Council and businesses for a broader range of Council services
- Development of a whole Council approach to interactions with businesses, encompassing all those Sections of the Council that provide a service to businesses (Council Tax, Operational Services and Environmental Health etc.) to ensure a more customer-focussed, seamless service

Strategic Priority 4 – Community Led Regeneration Initiatives

Leading and supporting community based regeneration initiatives such as the Renaissance Market Town Programme to develop a sustainable process of regeneration in the market towns and countryside:

- Facilitation of sustainable, community-led regeneration initiatives in all 5 market towns
- Integration of locally identified issues/priorities/projects into Council strategies
- Provision of assistance with project development and delivery
- Support for local groups and development of their capacity to lead on and deliver regeneration projects

Strategic Priority 5 – Develop Skills and Labour Market

To ensure the correlation between the current and future employment demands of local business and local skills and labour supply so that businesses and residents can take full advantage of economic opportunities and realise their potential:

- Support and assist the Area Learning Partnership to match skills and learning provision to local needs
- Utilisation of Business Forums and the Prosperous Communities Theme Group to provide better linkages between employers and the Area Learning Partnership
- Increased involvement of the Area Learning Partnership in project development and delivery to ensure skills and labour issues are fully addressed
- Promotion of skills development and training provision to local businesses

Strategic Priority 6 – Promote Council Services and District to Businesses

Improve the promotion of and access to Regeneration services and all those other Council services that interact with businesses to provide a more customer focussed and joined-up approach:

- Development of a communication and marketing strategy with the assistance of the Council's Communications Unit
- Improvement of the web-site to include a broader and more up to date range of information and services
- Establishment of a web-site based enquiry and feedback facility
- Establishment of a web-based premises and land search facility
- Development of a web-based directory of support available to local businesses including the farming sector for diversification projects, with links to partners' websites

Strategic Priority 7 – Maximise Partnership Working for Regeneration

Maximise the potential for partnership working with the public and private sectors, increasing the range and effectiveness of internal and external partnerships to deliver the Regeneration Strategy. Particular emphasis will be given to the following partners - Yorkshire Forward; York & North Yorkshire Partnership Unit; Government Office; Learning & Skills Council; Business Link York & North Yorkshire; Business Support & Development Ltd; Internal partners; Potential private sector partners.

- Make clearer links to other key Council plans and strategies e.g. Community Plan, LDF etc to ensure internal partnerships are fully developed.
- Increased partner involvement in the development and implementation of projects.
- Instigation of annual external partnership review meetings.
- Introduction of quarterly liaison meetings with internal partners such as Council Tax, Operational Services, Environmental Health, Building Control, Development Control, Community Safety and Tourism, to better co-ordinate the Council's businesses related services.
- Development of partnerships with the private sector, particularly for capital projects

4.0 IMPLEMENTATION AND DELIVERY

Strategy Response to Key Issues

- 4.1 Taking the context for the Strategy, the Districts' baseline position and the findings of the Best Value Review into account, the following table brings together the key needs and issues that the Regeneration Strategy will address over the next 5 years, summarising the Strategic Priority, the Strategy response and the anticipated outputs and outcomes (cumulative outcomes of the Strategy are summarised and quantified in Section 4.2):

Need/Issue		Strategy Priority and Response	Output	Outcome
1	Hambleton businesses need a continuing supply of high quality employment land to facilitate business development	Strategic Priority 1, 2 <ul style="list-style-type: none"> Facilitate the development of new employment sites 	<ul style="list-style-type: none"> Land serviced 	<ul style="list-style-type: none"> Business assisted Jobs created/ safeguarded High quality jobs created
2	Hambleton businesses need a continuing supply of high quality business premises required to facilitate business development	Strategic Priority 1, 2 <ul style="list-style-type: none"> Facilitate the development of new business premises, particularly for starts ups and those in high growth sectors 	<ul style="list-style-type: none"> Floorspace created 	<ul style="list-style-type: none"> Business assisted New business created Jobs created /safeguarded High quality jobs created
3	Hambleton needs to increase business birth, survival and growth rates, particularly in growth sectors and clusters.	Strategic Priority 2,6 <ul style="list-style-type: none"> Facilitate a high quality business support network that meets local needs Facilitate provision of high quality employment sites and premises for starts ups Develop a targeted marketing campaign 	<ul style="list-style-type: none"> Appropriate business support services delivered locally Land serviced Floorspace created 	<ul style="list-style-type: none"> Pre-start businesses supported New businesses created Existing business assisted Increased business survival rates New jobs created High quality jobs created
4	Higher quality, higher skilled jobs with higher wage levels are required.	Strategic Priority 2, 5 <ul style="list-style-type: none"> Facilitate the development of high quality employment sites and premises Facilitate the provision of a high quality business support network 	<ul style="list-style-type: none"> Land serviced Floorspace created Appropriate business support services delivered locally Promote the District to growth business sectors 	<ul style="list-style-type: none"> Business assisted New businesses created New jobs created / safeguarded High quality jobs created Increase in average wage levels
5	Increased consultation is required with the local business community to promote regeneration activities and to ensure these continue to reflect local needs	Strategic Priority 2, 3 <ul style="list-style-type: none"> Facilitate the extension of the Business Forum network Facilitate the a strategic, District-Wide Business Forum Develop closer links with the Districts' key employers Compile and distribute a quarterly business newsletter 	<ul style="list-style-type: none"> Business Forums established in Thirsk and Northallerton District-Wide Business Forum established Meetings held with at least 10 key employers annually Newsletter distributed on quarterly basis 	<ul style="list-style-type: none"> Increased business participation in regeneration issues Increased consultation with the local business community Improved relationships with key employers Quarterly newsletters distributed Increased business satisfaction

Need/Issue		Strategy Priority and Response	Output	Outcome
6	Encourage all residents and community groups to participate in and contribute to the regeneration of their communities	Strategic Priority 4, 2, 7 <ul style="list-style-type: none"> Facilitate community based regeneration projects Support and develop the capacity of local residents and groups to lead on and deliver projects Deliver Renaissance Market Towns programme and embed in communities as a sustainable process 	<ul style="list-style-type: none"> At least 4 new community based projects developed annually Market Town Action Plans developed and delivered for the 5 market towns 	<ul style="list-style-type: none"> Business assisted New businesses created New jobs created / safeguarded High quality jobs created
7	Facilitate better correlation between local skills and learning provision and business needs	Strategic Priority 5, 6 <ul style="list-style-type: none"> Facilitate the provision of more learning and training opportunities in the District Consultation with businesses to ensure better links between skill/training and business needs Promote skills development/training provision to businesses 	<ul style="list-style-type: none"> 17 Market Place, Bedale renovated to provide a learning and business support hub Develop a vocational training facility in Thirsk Develop ongoing liaison and consultation with businesses, using Business Forums and events. Devise marketing strategy to promote skills provision 	<ul style="list-style-type: none"> Business assisted Training/learning opportunities delivered Fewer businesses with skills gaps and hard to fill vacancies
8	Regeneration activity needs to be focused on the Districts 5 market towns	Strategic Priority 2, 4, 6 <ul style="list-style-type: none"> Deliver Renaissance Market Towns programme and embed as a sustainable process Facilitate the development of high quality employment sites and business premises within market towns Promote the market towns to potential investors 	<ul style="list-style-type: none"> Market Town Action Plans developed for the 5 market towns Land serviced Floorspace created 	<ul style="list-style-type: none"> Market Town Action Plans delivered Land developed Floorspace let/sold Business assisted New businesses created New jobs created / safeguarded High quality jobs created Increase business investment

Need/Issue		Strategy Priority and Response	Output	Outcome
9	Ensure accessibility for all to training, learning and business opportunities and regeneration related services	Strategic Priority 2, 3, 5, 6 <ul style="list-style-type: none"> • Improve HDC website for business and regeneration-related advice/information • Develop marketing campaign to better promote services and contacts • Deliver a series of rural business/skills surgeries in key locations 	<ul style="list-style-type: none"> • Web site improved • Marketing strategy delivered and awareness increased • Rural surgeries held on an ongoing basis throughout the District 	<ul style="list-style-type: none"> • Additional business enquiries generated • Increased customer satisfaction and awareness • Businesses assisted
10	Rural diversification needs to be encouraged and supported	Strategic Priority 1, 2, 6 <ul style="list-style-type: none"> • Facilitate a high quality business support network • Map, facilitate and promote support available for farm diversification • Deliver series of rural business surgeries in key locations • Ensure LDF and planning system supports rural diversification and balances businesses needs with those of strategic planning and the environment 	<ul style="list-style-type: none"> • A high quality business support network available throughout Hambleton • Sources of farm diversification support identified and promoted • Rural surgeries held on an ongoing basis throughout the District • Appropriate developments in rural areas encouraged and facilitated 	<ul style="list-style-type: none"> • Increase in farms with diversified enterprises Pre-start businesses supported • New businesses created • Existing business assisted • New jobs created • High quality jobs created • Additional business enquiries generated
11	Partnership working and funding opportunities for regeneration activities need to be maximised	Strategic Priority 1, 7 <ul style="list-style-type: none"> • Continue/enhance partnership working with existing key partners • Introduce regular partner review meetings • Identify new partnership opportunities • Develop private sector partnerships • Maximise funding opportunities to deliver projects linked to local needs 	<ul style="list-style-type: none"> • Projects delivered in partnership where possible and appropriate • Partnership opportunities maximised • Private sector partners used • Funding opportunities maximised 	<ul style="list-style-type: none"> • External funding for regeneration projects secured • Public and private sector partnerships continued and enhanced

4.2 Over the Strategy period 2007/8 to 2012/13, the primary cumulative outcomes expected from the proposed Strategy activities are as follows:

- **3000 jobs facilitated/safeguarded**
- **1000 high quality jobs created**
- **1100 new business start ups**
- **2000 businesses assisted/supported**
- **1250 business enquiries serviced**
- **20 community based projects delivered**
- **5 Local Business Forums and 1 Strategic Business Forum operating**
- **10% increase in local farms with diversified enterprises**
- **£3million of external funding secured for regeneration projects**
- **1000 learning opportunities delivered**
- **10% reduction in businesses reporting skills gaps/hard to fill vacancies**
- **Implementation of 80% of actions identified in Market Town Action Plans**
- **Hambleton District Council web site improved to act as single source of business and regeneration-related advice and information (target for web-site hits to be set in due course)**
- **Marketing strategy in place to ensure effective ongoing promotion**

4.3 The attached Delivery Plan at Annex C provides a five year implementation programme detailing the specific projects proposed to meet local needs and achieve the Strategy. It also highlights and quantifies project specific outcomes and outputs to show how they will contribute to the delivery of the cumulative outcomes listed in Section 4.2.

4.4 The Delivery Plan relates directly to the Economic Development Service Plan and it will be updated and rolled forward on an annual basis. The Service Plan process will measure and monitor the performance and delivery of the key areas of the Delivery Plan.

Resources

4.5 The Council is committed to the implementation of the Strategy and as well as using its' available resources will also aim to attract all external resources necessary. This includes maximising partnerships wherever possible and appropriate and co-ordinating activities to reduce duplication and to this end, it is essential that the Strategy is recognised by all those organisations that are stakeholders in Hambleton. The implementation of the Strategy cannot be delivered by the Council alone- it will rely heavily on partnerships and co-operative working.

4.6 The means to implement many of the projects/actions in the Strategy will originate from local, regional, national or European sources and in most instances a mix of funding streams will need to be accessed, particularly for major projects. Council resources committed by the adoption of this Strategy are limited to revenue expenditure related to staff time and associated costs to carry out specific activities identified in the Delivery and Economic Development Service plans. **Capital expenditure will be committed on a project by project basis and will be the subject of specific reports to Cabinet that will evaluate the project "Value for Money" against other competing priorities.**

Monitoring of Outcomes and Outputs

4.7 The Strategy and the Delivery Plan detail projects and actions that will be undertaken to meet the Strategic Priorities: by whom, with what, by when and with what result. Outcomes and outputs are therefore clearly identified and will be monitored as part of the Service

Plan Monitoring process, which reports to Members on a quarterly basis. It may be necessary to review Corporate Plan targets in the light of the proposed Strategy outcomes.

4.8 In addition there will be a mid term review of the Strategy and Delivery Plan, to be reported early in 2010, by which time it is expected that the following will be achieved:-

- Land sales at Leeming Bar completed
- Grow On space at Stokesley completed
- New Learning Hub at Bedale completed
- Food Incubator Project at Leeming Bar completed
- Delivery of Lowlands SRIP Projects commenced
- New employment site at Thirsk identified
- 2 new business forums established
- Improved estate management with income maximised
- Improved support for private sector through better communications
- More community enterprise projects facilitated

5.0 CONCLUSION

5.1 The Rural Regeneration Strategy for Hambleton seeks to lay the foundations for the continuing prosperity of the District and ensure its standing as a sustainable rural community - one with a high quality environment, where market towns and villages are economically and socially buoyant, the local economy is well-diversified and prosperous and residents, businesses and visitors have access to a communications, transport and service infrastructure that fully meets their needs.

5.2 The Strategy is believed to present a realistic, achievable and deliverable set of projects, actions and outcomes for the short to medium term that will develop the local economy so that it is sufficiently strong to meet the challenges of future economic changes. It also seeks to harness the combined resources and impact that effective partnership working can deliver. In this way it is not just a Strategy for Hambleton District Council – it is Strategy for Hambleton as a whole.