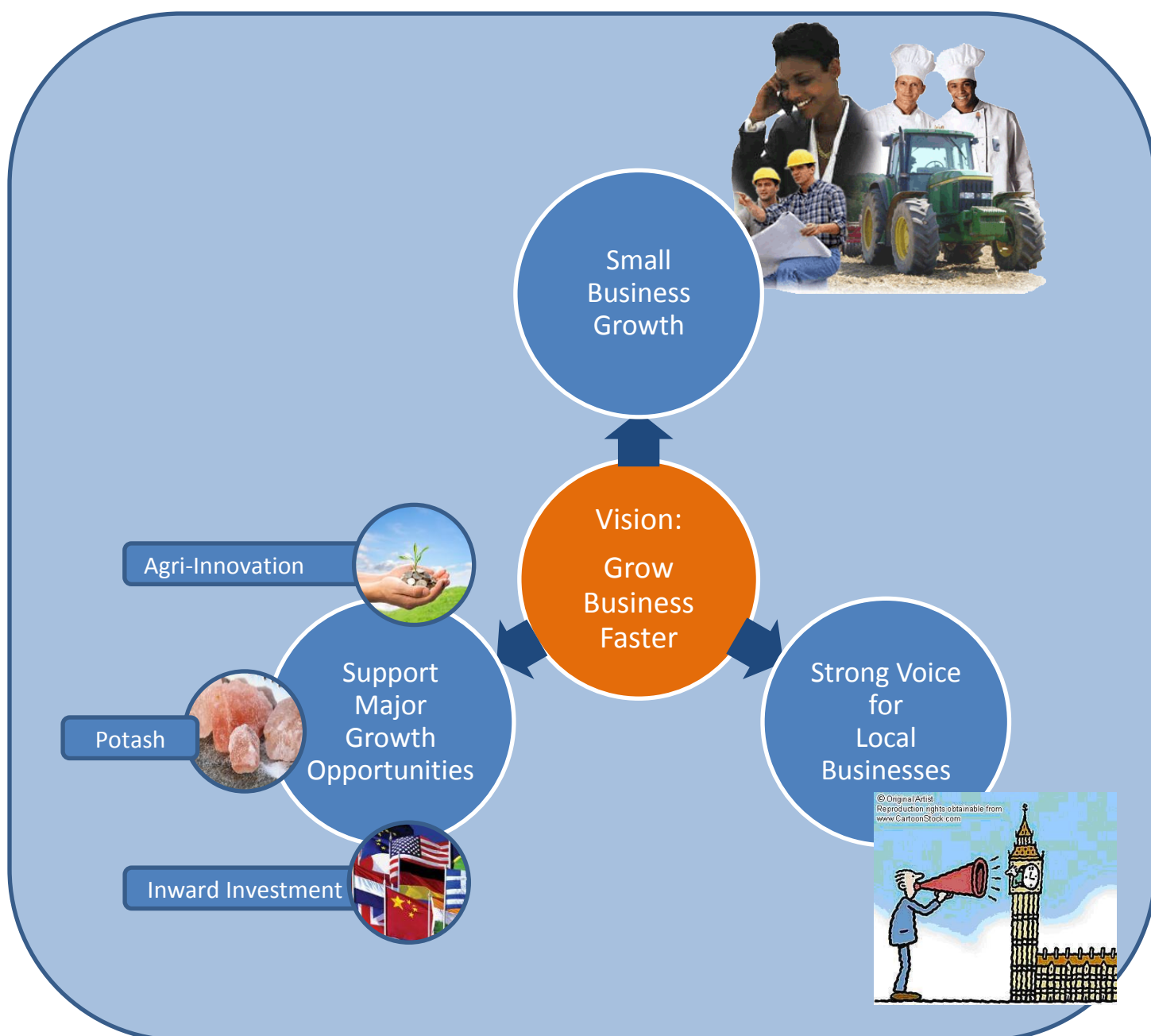




Local Growth Plan

Vision: Grow businesses faster

Mission: To make the most of our unique position as a public private partnership to help businesses that want to grow, to achieve their ambitions and create good quality sustainable jobs





Foreword from Barry Dodd, Chair
York, North Yorkshire & East Riding
Local Enterprise Partnership

Welcome to the growth plan for the York, North Yorkshire & East Riding Local Enterprise Partnership.

We have created this plan to highlight the opportunities for growth within our LEP area and how we, in our unique position as a public-private partnership can influence and support their delivery.

On the face of it the York, North Yorkshire & East Riding area is a huge rural geography which is full of vibrant but small and micro businesses. We have over 46,000 businesses on our patch of which over 90% employ less than 10 people. The Heseltine Review was absolutely right, our challenge is encouraging the growth ambitions of these smaller businesses and ensuring they can access the help and advice they need.

But we are not all small, we also benefit from significant growth industries, whose potential we are starting to realise.

The private sector are investing in our area, there is £3billion investment in a new potash mine planned in North Yorkshire, £1.5billion being invested in the agri-food sector, ranging from food manufacturing through to bio renewables and we have the UK's largest, cleanest, coal fired power plant, which is investing in both biomass and carbon capture and storage.

Add to that the world class Food & Environment Research Agency and we have a region which is at the forefront of the emerging growth sectors of agri-food and bio renewables.

In developing our priorities we have worked with our Local Authorities to understand their priorities, but most importantly with our business community. We have a memorandum of understanding with 40 business networks representing over 20,000 businesses and we have worked together to identify the opportunities and continue to work together to deliver the solutions.

To deliver these objectives we have to be different. We are a small team with big ambitions for our area. To be successful we will focus on a small number of priorities with clearly measurable targets and do them well. This plan sets out our priorities and the targets by which you can judge us.

Regards

Barry Dodd

Measurable Objectives

Objectives:	Priority Activities:	Measures of success:	
		2012-13	2013-14
Support and encourage small businesses to grow	Promote growth opportunities and build business confidence	1-1 support available for all businesses within 30 minutes drive	2000 Businesses accessing support
	Facilitate easy access to good quality business support	1000 Businesses accessing support	4 supply chain programmes developed
	Ensure that businesses have the right skills & abilities to grow	Proportion of businesses using next gen broadband In Year 2 when the 1-1 support is in place we will measure Jobs created	Proportion of businesses using next gen broadband Jobs created
Provide support for major business growth opportunities	Ensure that benefits for the local economy are maximised from the proposed new potash mine	Major investments to commit to expenditure targets within a 50 mile radius of the mine	Local business being supply chain ready
	Work with Local Authority partners to deliver Inward Investment Opportunities	Open up 12 hectares of land to attract investment Jobs created through inward investment	Jobs created through inward investment
	Establish an Agri/Food/Biomass innovation centre that will attract new investment and jobs into the area	Develop an Agri/Food/Biomass investment plan	Implementation of the Agri/Food/Biomass investment plan
Be recognised as a strong voice for local business at a local and central government level	Ensure Rural, Coastal & City of York are at the forefront of new growth opportunities	Construct & lobby for a deal for our businesses with government	Local Growth Strategy agreed (inc. workforce plan/infrastructure investment plan/housing plan)
	Secure appropriate funding to deliver our strategic objectives	Lobby government on key issues: Rural Connectivity Future EU Funding Rural Growth	Attract investment to deliver Plan
	Be effective in communication	Clear collaborations with neighbouring LEP's	

Our Board



Barry Dodd
GSM Group



David Kerfoot
Kerfoot Group



Dave Bruce
Nestle UK



Rob Miller
Bluebird Vehicles



Pat Oxley
17 Burgate



Ruth Smith
PM Project
Management



Neil Warman
Nostrum Group



Shaun Watts
Chameleon Business
Interiors



Nigel Pulling
Yorkshire Agriculture
Society



Colin Mellors
York University



John Weighell
North Yorkshire
County Council



James Alexander
City of York Council



Keith Knaggs
Ryedale District
Council



Chris Knowles-Fitton
Craven District Council



Tom Fox
Scarborough Borough
Council



Stephen Parnaby
East Riding of
Yorkshire Council

The Team



James Farrar
Chief Operating
Officer

Our values:

Focus on our strategic priorities and do a few things well.

Be **innovative & enterprising**, welcoming new ideas, recognising opportunities and making the most of them

Build & enable business support solutions which are sustainable long term

Influence behaviour by building better relationships.

Challenge what we've done to improve future activity

Take **ownership** of our work, celebrating success & not making excuses



Andrew Leeming



Tim Frenneaux



Patrick Robertson



Liz Barker



Antonia Mackerell



Gillian Wall



Julie Kidd



Norma Hood

Our Partners

Local Authorities:-



Over 40 Business Networks including:-



Federation of Small Businesses
The UK's Leading Business Organisation



Welcome to Yorkshire
yorkshire.com



The York, North Yorkshire and East Riding Economy

Value

- £19.3 Billion
- The LEP economy showed more resilience during the recession, but is forecast to recover at a rate below the national average.
- Public services are currently the largest single contributor to output. The value of the Financial and Business Services sector has almost doubled in the last 10 years. Although employment in the sector is falling, production output remains relatively stable.

Employment

- 453,900 jobs
- 10,000 jobs lost from the public sector between 2010 and 2011 but 9,000 jobs created by the private sector in the same period. Job increases in the transport & storage; and professional, scientific & technical sectors offset by losses in manufacturing (particularly food manufacturing) and accommodation & food services, both of which are performing better nationally
- 82,500 people self employed; 6,400 new self employed people in the last year alone.
- Almost 18,000 people claiming JSA. 1/4 have claimed for more than a year. 1/4 are aged 18-24

Business

- 46,630 businesses, 90% employ less than 10 people
- 1 in 6 businesses in agriculture, forestry & fishing sector. The LEP area has a smaller proportion of businesses in Financial and Business Services than seen nationally, but higher proportions of production, construction, wholesale, retail and distribution.
- Business creation rates improved in 2011 but remain below the national average. In contrast, business failure rates are better than the national average.

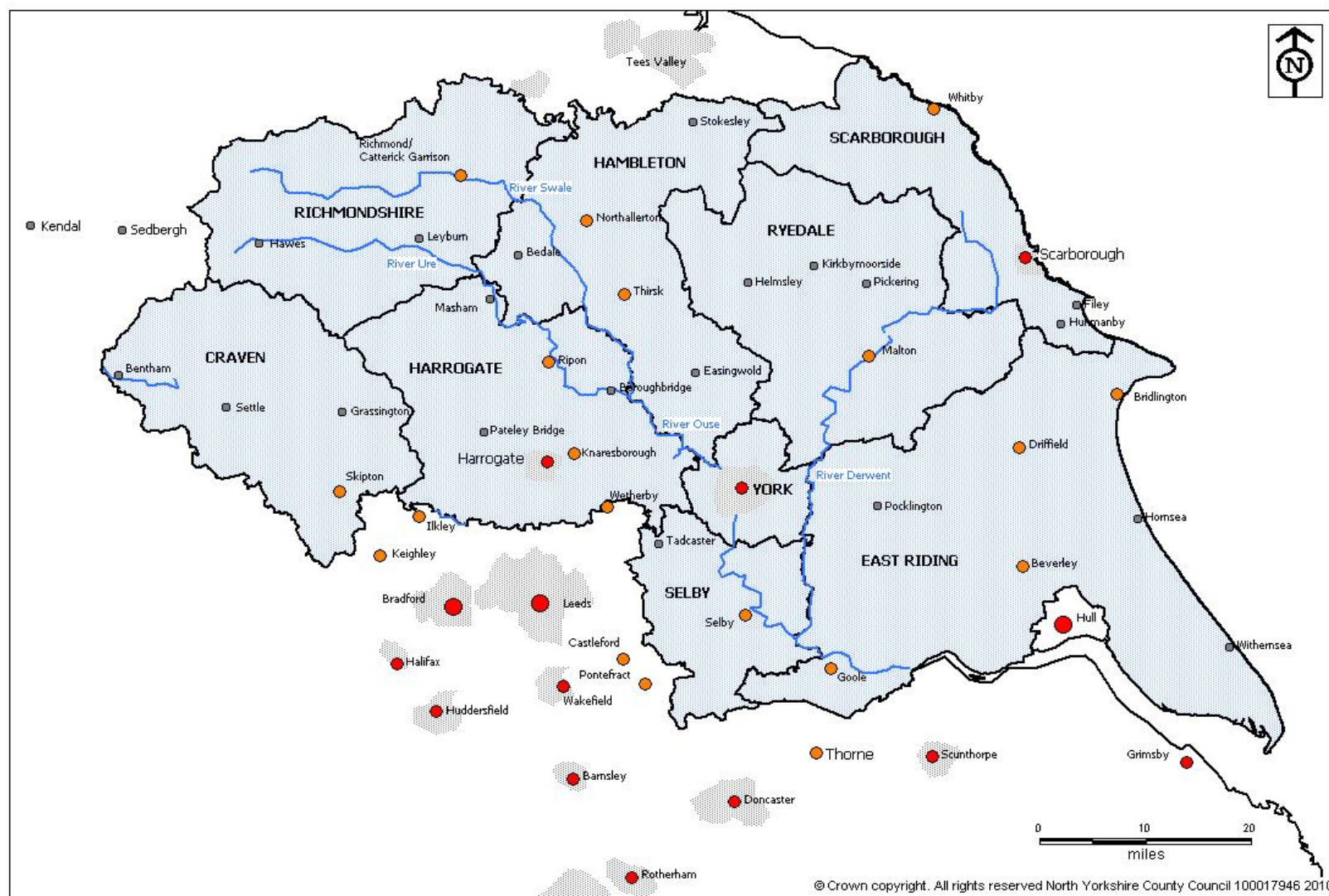
Sectors

- Manufacturing contributes 17% of output but provides only 10% of jobs and 6% of businesses. Output and the number of businesses has remained largely static in the last few years, but employment continues to decline. Food and drink manufacturing is the largest contributor to this sector.
- The Visitor economy accounts for 1 in 5 businesses and 1 in 6 employees.
- The Public sector contributes almost a quarter of all growth, but employment is already declining and output will stagnate in the coming years.

Skills

- A highly qualified workforce. Over a third of residents are qualified to NVQ Level 4 or above (degree equivalent), while less than 1 in 10 residents have no qualifications.
- lower than average apprenticeship take up/demand from employers.
- some skills gaps within the current workforce, particularly leadership and management skills
- future skills needs include ICT/digital skills, web and marketing.
- Replacing skills lost as older workers leave the workforce is also an issue affecting several sectors, but manufacturing and engineering in particular

Our LEP area



The distinct geographical characteristics of our LEP area



Objective 1: Supporting and Growing Our Small Businesses

Why is it important?

Evidence shows that only 50% of businesses seek advice and that **companies which seek advice are nearly twice as likely to grow as those that do not.** However only 25% of businesses rated themselves as being strong in the areas of business competence central to growth – BIS Small Business Survey 2010

Across the LEP area there is a large variety of business support offers both from the private and public sector;

LEP FACTS AND FIGURES

46,630 businesses

90% employ less than 10 people

1 in 6 businesses in agriculture, forestry & fishing sector.

Food and drink manufacturing and visitor economy businesses contribute significantly to the LEP economy.

What can we achieve by 2017?

The LEP can help 10% of our small businesses to grow, enough to employ one extra person, this will:-

Create over 4,000 jobs

Increase output of £180m

Produce an additional 1% growth in our economy

from

Local Authorities, business networks, private companies and national government programmes. There appears to be no shortage of supply; the issue is **the need to raise the demand for advice** amongst businesses.

Lord Heseltine in his recent Growth Review identified some possible reasons for the shortage of demand:

- The ability to diagnose business support needs accurately; and
- The lack of trust of providers.

The Strengths and Opportunities of Our LEP area?

There are many business networks, associations and organisations operating across the LEP area. All offering a variety of business services to our businesses. This offers the LEP a real opportunity to provide access to high quality and trusted business support services.

What can the LEP do?

How does the LEP help to drive up demand?

- Ensure that all businesses have easy access to business support and advice that they trust;
- Improve how businesses are engaged and supported at a local and sectoral level;
- Provide a better co-ordinated business support infrastructure, private sector led, accessible to all and sustainable.

Providing a co-ordinated business support infrastructure

- Built around our chambers and business networks
- Providing co-ordinated mentoring
- A focus for business engagement with schools and colleges
- Enabling good leadership and management within our businesses, a key factor in ensuring that businesses have the right strategies in place to drive growth.

Delivery Milestones

Priority Activities:	Measures of success:	2012-13 Deliverables	2013-14 Deliverables
<p>Promote growth opportunities and build business confidence</p> <p>Facilitate easy access to good quality business support</p> <p>Ensure that businesses have the right skills & abilities to grow.</p>	<p>2012-13 1-1 support available for all businesses within 30 minutes drive</p> <p>1000 Businesses accessing support</p> <p>Proportion of businesses using next gen broadband (measure to be confirmed)</p> <p>In Year 2 when the 1-1 support is in place we will measure Jobs created</p> <p>2013-14 2000 Businesses accessing support</p> <p>4 supply chain programmes developed</p> <p>Proportion of businesses using next gen broadband</p> <p>Jobs created</p>	<p>Growth Opportunities</p> <ol style="list-style-type: none"> 1. Business Confidence - Positive about business campaign and business excellence awards 2. Events Calendar - Improved & Promoted <p>Business support</p> <ol style="list-style-type: none"> 1. Mentoring Platform - 50 mentors & 50 mentees 2. Broadband - Business engagement programme launched 3. Private Sector Offers - 4 private sector offers developed 4. Institute Offers - Events rolled out & 500 businesses attending 5. Planning Toolkit - Developed and rolled out across area. <p>Skills/abilities for growth</p> <ol style="list-style-type: none"> 1. Business Planning toolkit developed 2. Tourism Innovation Think Tank developed with BIS & Visit England 3. Food Producers Peer Learning Suppers held. 4. Leadership & Management Programme developed 	<p>Growth Opportunities</p> <ol style="list-style-type: none"> 1. Business Confidence - Positive about business campaign and business excellence awards 2. Events Calendar - Improved & Promoted <p>Business support</p> <ol style="list-style-type: none"> 1. Mentoring Platform - 100 mentees 2. Broadband - Business engagement programme delivered 3. Private Sector Offers - 4 private sector offers developed 4. 100 Events rolled out & 1500 businesses attending 5. Enterprise Hubs - Identification of hubs & financial support required, creation of the hub network 6. Better Regulation toolkit developed <p>Skills/abilities for growth</p> <ol style="list-style-type: none"> 1. Leadership & Management Programme 2. Apprentice Hubs developed 3. Skills for business programme developed

Objective 2: Maximising New Opportunities

Why is it important?

There are significant growth opportunities for our LEP area from both exploiting our key economic strengths and maximising new investment opportunities. Evidence shows there is significant impact that new investment opportunities have on the local supply chain and local employment. So what are the strengths of our LEP area and what new investment is proposed.

Building on Our Strengths.

In summary Our LEP area has:-

- A world class agri-tech science and knowledge base
- A strong agriculture/food manufacturing and production sector; and
- A growing renewables and energy sector

Maximising New Investment Opportunities.

The principle new major investment opportunity proposed within our LEP area is for a new potash mine near the North Yorkshire coast. This will offer significant benefits not only for local businesses to become suppliers but also for new inward investment opportunities.

The LEP area also has a strong science and agri-tech asset base which will form the building block for future investment. There is potential to develop the Food and Environment Research Agency facility at Sand Hutton near York, enhancing links with York Science Park and other agri-tech science facility to maximise investment opportunities in our LEP. The growth potential in this sector offers an excellent opportunity to create local economic growth that will contribute significantly to national growth.

What can the LEP do?

How does the LEP ensure that our economy gets more from these major new opportunities? Investments of this scale involve a number of partners both from the private and public sector, it is therefore important from the start that we are clear about where the LEP will make a difference and how best we will work with partners to maximise its local economic impact.

This will include:-

- **Maximising opportunities** – ensuring we maximise the opportunities for business and jobs
- **Exploiting our assets** – co-ordinating and leading on activity that will make the most of our strengths; and
- **Advocacy** – working with partners to attract new investment.

What can we achieve by 2017?

The LEP can help to maximise new investment opportunities, this will:-

Create over 5,000 jobs

Increase output of £200m

Producing an additional 1% growth in our economy

LEP FACTS AND FIGURES

A strong knowledge and production base in the agri- food sector.

A £3bn+ investment to develop a new, world-class potash mine in North Yorkshire

Delivery Milestones

Priority Activities:	Measures of success:	2012-13 Deliverables	2013-14 Deliverables
<p>Ensure that benefits for the local economy are maximised from the proposed new potash mine</p> <p>Work with Local Authority partners to deliver Inward Investment</p>	<p>2012-13</p> <p>Major investments to commit to expenditure within a 50 mile radius of the mine</p> <p>Open up 12 hectares of land to attract investment</p> <p>Jobs created through inward investment</p>	<p>Establish a comprehensive portfolio of potential supply chain businesses from within 50 miles of the potash mine, working with the Humber and Tees Valley LEPs (end 2012)</p> <p>Commit York Potash to achieve the target.(2013)</p> <p>Enable the development of Whitby Business Park (2013)</p>	<p>Completion of Whitby Business Park development</p> <p>100 number of businesses supported through supply chain programme</p> <p>Work closely with York Potash to assist in achieving the target for the local economy</p>
	<p>Develop an Agri/Food/Biomass investment plan</p> <p>2013-14</p> <p>Local business being supply chain ready</p> <p>Jobs created through inward investment</p>	<p>Establish a comprehensive plan that identifies future infrastructure requirements</p> <p>Provide robust economic evidence to support inward investment propositions</p> <p>Develop a targeted approach, with LA partners, that focuses inward investment opportunities on specific sectors and/or companies</p>	<p>Implement targeted approach to inward investment.</p> <p>Develop further and identify implementation opportunities for major infrastructure.</p>
<p>Opportunities</p> <p>Establish an Agri/Food/Biomass Innovation centre that will attract new investment and jobs into the area</p>	<p>Implementation of the Agri/Food/Biomass investment plan</p>	<p>Establish future plans for FERA (2012)</p> <p>Research other models and potential opportunities (end 2012)</p> <p>Develop investment plan for Agri/Food/Biomass innovation (mid 2013)</p>	<p>Implement the Agri-Food Investment Plan</p> <p>Develop an Innovation Campus support programme</p> <p>Develop and Agri-Food skills programme</p>

Objective 3: Be recognised as a strong voice for business with local and national government

Why is it important?

The LEP's 'voice' needs to ensure that businesses have the right environment to enable growth and that new opportunities can be maximised.

The building blocks being:-

- strong and resilient **enterprises**
- a future **skilled workforce** that meets the needs of our businesses; and
- an **infrastructure** that unlocks potential economic growth

"To be effective, the voice of LEP needs to be heard in central government to cut through process and champion their ambitions, especially when departmental policies cut across one another" – Heseltine Review

What can the LEP do?

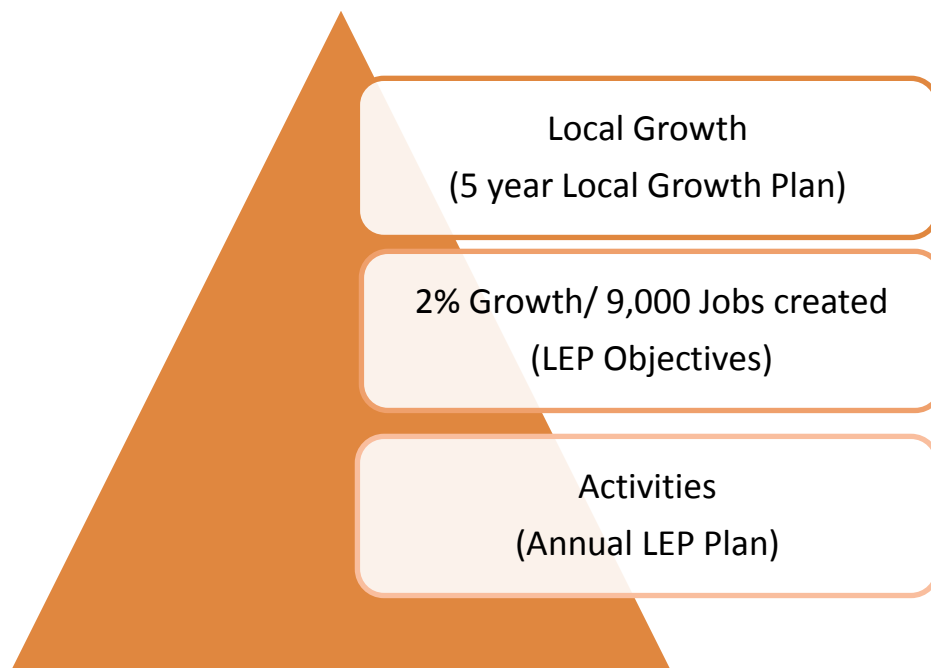
The LEP will lobby for and co-ordinate the resources required to enable these building blocks to be in place.

We will have:-

- A 5 year local growth plan – how the LEP contributes to local and national growth and what investment is required;
- An annual LEP Plan – what the LEP will be doing.

Vision 5 year+

LEP Framework to Growth



Delivery Milestones

Priority Activities:	Measures of success:	2012-13 Deliverables	2013-14 Deliverables
Ensure Rural, Coastal & City of York are at the forefront of new growth opportunities	<p>2012-13 Construct & lobby for a deal for our businesses with government</p> <p>Lobby government on key issues: Rural Connectivity Future EU Funding Rural Growth</p>	<p>1 Construct & lobby for a deal for our businesses with government</p> <p>2. key issues lobbied</p> <p>a)Rural Broadband</p> <p>b)4G</p> <p>c)Future European Funding</p> <p>d)Rural Growth</p>	<p>LEP Growth Strategy prepared and agreed</p> <p>Annual monitoring statement on progress</p>
Secure appropriate funding to deliver our strategic objectives	<p>Communications Targets</p> <p>2013-14 Local Growth Strategy agreed (inc. workforce plan/infrastructure investment plan/housing plan)</p> <p>Attract investment to deliver Plan.</p>	<p>1.Growing Places investments identified</p> <p>2.Funding sources maximises to support implementation of the plan</p> <p>3.Develop collaborative programmes with Humber, Leeds City Region & Tees Valley LEP to deliver efficiencies</p>	<p>Growing Places Fund fully committed</p> <p>Regional Growth Fund programme submitted</p> <p>Establish EU funding co-ordinating role</p>
Be effective in communication		<p>1. Speaking at local business events</p> <p>2. Establish regular 'message/asks' to Govt</p> <p>3. Press coverage</p>	