



The new council for  
**NORTH  
YORKSHIRE**

**LGR Economic Development Transition  
O&S Committee Thursday 19 January**

# What we'll cover:

1. Economic Development – scope of services and variations in provision across North Yorkshire
2. Transition – transfer of 8 services into 1 whilst retaining business continuity and momentum on delivery
3. The new Economic Growth Strategy for North Yorkshire
4. Business advice/support, including to SME's – and our approach to inward investment
5. Tourism – the approach for North Yorkshire and how we retain local branding and delivery

# 1. Economic Development - scope

- The core work of all 8 services:

SME Business Support	KAM (Larger Business Support)	Inward Investment	Economic Strategy	Regeneration - Capital Projects	Regeneration - Revenue Projects	Town Centre Strategy & Action Plans	Structured Engagement with Business Forums / Organisations - FSB, CoC, DIT etc.
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- Other services have variable provision across North Yorkshire:

	Tourism / Hospitality / Visitor Economy	Art, Culture & Heritage	Event Management	Transport	Community	Employment & Skills	Climate Change	Grant Delivery	Asset Management (Business Centre, Car parks, Public Toilets, EV charging etc.)
Craven	X	X					X	X	X
Hambleton	X	X	X		X	X	X	X	X
Harrogate				X		X		X	
North Yorkshire	X	X		X	X		X	X	
Richmondshire	X	X	X		X	X		X	X
Ryedale	X	X		X		X	X	X	X
Scarborough					X	X	X	X	X
Selby	X	X	X			X			

## 2. Transition – business continuity

- Transition – transfer of 8 services into 1 whilst retaining business continuity
- A detailed Business Continuity Plan prepared – to give day 1 Assurances on a range of practical issues
- Lift and shift of staff – with service restructure to follow later
- Day 1 – work from same place, same contacts, same projects, single web-site with local links
- Comms and engagement Plan for re-assurance to staff, businesses and partners

## Business Continuity Approach

### Approach

- Provide assurance, transparency and understanding of what is/isn't changing to all staff
- Reduce duplication
- Ensure we have all councils and services coverage



- What does it mean for me?
- What support is available in the run up and on day 1?
- What will day 1 look and feel like?
- Health and wellbeing
- Feeling like one council; telling the story
- Management support
- Day 1 support and presence

- Single, managed and transparent approach to monitoring the lead up to Day 1 +.
- Robust plans for Day 1, 2 and 3-7

# Business Continuity Plan: 2 work streams

The aim is to give Day 1 assurances to ensure a smooth transition.

## 1. Key Economic Development specific priorities, including:

- Business Engagement & Support
- Tourism / hospitality / events management
- Inward Investment
- Asset Management

## 2. Day 1 Essentials categories, including:

- HR and ICT
- Legal/Regulatory Services
- Finance and Procurement

# Comms & Engagement Plan: 2 work streams

- **Transition:** continued delivery of projects and services via NYC.
- **Transformation:** initial focus on the development of a new Economic Strategy for North Yorkshire.

**Audience:** staff, Members, businesses, stakeholders, partners.

Activity to date: staff events, district visits by Cllr Bastiman & DC.

Next: attending local business forums, staff newsletter and events.

# 3. Economic Growth Strategy for North Yorkshire



# Process to date

- Steer ED appointed as consultants to support on the development of a new economic growth strategy for NY
- Baselineing – co-ordination and review of baseline evidence across people, place, infrastructure and enterprise
- PEST analysis – future political, economic, social, technological and environmental trends
- Asset mapping – identify key economic assets across NY
- Strategy review – review of existing local, regional and national policies and strategies
- Consultation – initial engagement with chief exec, leader and exec members and officers across all local authorities and LEP

# Where are we now?



- The majority of evidence and analysis is complete
- The Emerging Strategic Framework presents high level areas of focus, informed by evidence and analysis
- Future stages will flesh out the framework with more specific objectives, informed by further engagement and consultation

# Emerging Strategic Framework

- Test and challenge workshops have been held with:
  - Officers representing each local authority including the LEP
  - Exec members, leader and chief executive
  - Directors of Development for YNYERH
- Feedback provided to Steer ED on the emerging vision, pillars, themes and priority areas for the strategy

# Emerging Pillars

'Enterprise, Innovation & Investment' sits at the heart of North Yorkshire's Economic Strategy. The Strategy also recognises the importance of delivering 'Quality Infrastructure & Connectivity' and enabling 'Skilled & Prosperous Communities' in driving up economic growth and living standards. The opportunities and challenges around each of these three pillars are considered across North Yorkshire's diverse and distinctive places.

## North Yorkshire Economic Strategy



# Next steps

1. Sign off the Strategic Framework
2. Further analysis of key sectors and functional economic geographies
3. Consultation – programme of approx. 20 1:1 interviews
4. Workshops – series of 5 thematic/sectoral focused workshops
5. Synthesis of data and evidence
6. Strategy prep and finalisation

# 4. Business support in North Yorkshire

# Business Support in North Yorkshire

- Currently a multi-layered business support offer across North Yorkshire, with geographic variations in the type of support offered and businesses and organisations that are eligible.
- Lead delivery of business support services:
  - YNY Growth Hub
  - LCR LEP (in some areas)
  - North Yorkshire County Council
  - Seven district / borough councils.

# Business Support in North Yorkshire

## **LGR and 2023:**

- Communication and engagement with businesses to re-assure about business as usual and highlight new opportunities
- Delivery of EU funded business support programmes closes during 2023 e.g. Skills Support for the Workforce.
- Formal joint working on business support with LCR LEP ceases e.g. SME Growth Manager roles in some areas



# Business Support in North Yorkshire

## Opportunities:

- Shared Prosperity Funding of £16.9m over 3 years has recently been confirmed, enabling NYC and YNY LEP to develop and deliver the agreed Investment Plan, including *supporting local businesses*.
- Rural Prosperity Funding of £5m over 2 years due to be confirmed by government.

# Business Support in North Yorkshire

## Opportunities:

- joint working and shared learning across 8 services
- common business support offers with local variations where appropriate –joint work between LEP and NYC
- efficiencies in scale and delivery
- single point of contact and information resource for businesses
- York & North Yorkshire Devolution

# Inward Investment

- UKREIIF – promoting Y&NY on the national stage
- Significant step-up in interest in North Yorkshire
- Increased joint work with DIT, planning teams and others - targeting investors and marketing sector strengths
- Currently 41 live inward investment enquiries via the Y&NY LEP, working with DIT, plus enquiries direct to the eight councils
- Sectors seeing investment and employment proposals include: recycling, e-fuels and battery production

# Inward Investment

## **Rolls Royce case study:**

- Catterick Junction 53 site shortlisted alongside 10 other sites nationally
- Joint work between RDC, NYCC, Y&NY LEP and the landowner/developer
- Single ‘Development Team’ approach
- Site not selected – heavy-load highway constraint
- Really positive feedback from Rolls Royce:
  - out of all of the teams they have worked with on this, they felt our team showed so much enthusiasm for our local area and stated that if there was a team from all of the visits that they would prefer to work with it would be us.
- Development Team approach works - Y&NY LEP and NY LA’s

# 5. Future tourism delivery in North Yorkshire

# Key issues

- the strategies and objectives of the coastal areas of the county will be very different to those in the more urban areas
- how this will be managed and co-ordinated in the new council model?
- What will the relationships be with York and the wider Yorkshire in tourism promotion and destination management?

# Value of Tourism to Economy

- Tourism is a key priority in terms of economic growth for North Yorkshire
- Tourism across North Yorkshire attracts £1.5bn in domestic visitor spend each year
- Tourism accounts for 11% of overall Economy of North Yorkshire
- Tourism supports 41,200 jobs or 14% of all employment across North Yorkshire

# Domestic tourism in North Yorkshire 2019

	Tourism Day Visits	
Craven	4.33	£87
Hambleton	4.15	£94
Harrogate	5.78	£158
Richmondshire	2.19	£169
Ryedale	2.73	£87
Scarborough	9.13	£290
Selby	1.23	£29
<b>North Yorkshire</b>	<b>30 m</b>	<b>£914m</b>

All overnight tourism		
0.560	1.494	£80
0.231	0.765	£34
0.601	1.816	£105
0.319	1.085	£70
0.279	0.843	£44
1.365	4.605	£278
0.097	0.240	£11
<b>3m</b>	<b>11 m</b>	<b>£ 623m</b>

Total tourism (Day Visits and All overnight tourism combined)	
4.887	£167
4.385	£129
6.382	£268
2.506	£239
3.012	£131
10.495	£568
1.327	£40
<b>33m</b>	<b>£1,536 m</b>

Domestic tourism in North Yorkshire generates approximately **30m day visits** who generate a spend of **£914m** each year and **3m staying visitors** who spend **11m nights** and **£623m** in the county.

Domestic visitors to North Yorkshire spend approximately **£1.536 bn** each year. On this basis an estimate would suggest that tourism accounts for **11%** of the overall economy of North Yorkshire.

Tourism in North Yorkshire supports an estimated **41,200 jobs** or **14%** of all employment.

Source: Visit Britain 2019



# UK Tourism Landscape

- National Review into how Tourism is structured and Delivered following De Bois report to DCMS
- Review at Regional Level – instructed by Yorkshire Leaders and Chief Execs
- Current Tourism delivery across districts in North Yorkshire
- Review into Future Tourism service delivery across North Yorkshire

# National Tourism Picture

- New criteria from DCMS/Visit England on how future funding and engagement will be carried out with Visitor Economy Partnerships (formerly Destination Management Organisations – DMO's)
- Launched accreditation criteria for Local Visitor Economy Partnerships
- Pilot - North East (Newcastle/Gateshead, Visit Northumberland and Visit County Durham) – Each one will be a LVEP and then as a collective be a Destination Development Partnership

# National Tourism Picture

- Visit England will work closely with LVEP's in obtaining accreditation
- New regional development manager to support LVEP's accreditation
- Benefits of being LVEP include:
  - Strategic Leadership role with DCMS/Visit England
  - Access to expertise and training
  - Access to grant funding programmes
  - Involvement in the development of Visit England's sustainable visitor economy strategy
  - Involvement in key marketing events
  - Funding from DCMS through Visit England for Destination Management

# Regional Tourism Picture

- Y&H leaders & Chief Execs, following a review and consultation with stakeholders and the De-Bois report findings, have agreed to a proposal which outlines an informal bottom up partnership (from all Yorkshire's sub-regionals)
- Focus of regional activity will be on Strategy, Marketing Nationally and Internationally, data/insights and where appropriate lobbying/engagement
- Sub group being formulated to take this work forward and will report back to Y&H Leaders and Chief Execs

# Current Tourism Provision- District Level

Different levels of activity and resources provided across North Yorkshire

- **Destination Harrogate** – Destination Management Organisation Funded by HBC - Delivering activity in support of their Destination Management Plan. Includes destination marketing, place marketing, event and festival delivery, business support and visitor and cultural Services. Have dedicated tourism & marketing service resource to support
- **Discover Yorkshire Coast** – Tourism and Culture Service – Service funded by SBC, no core ongoing budget for destination management/marketing activity. Activity previously funded through external grants or one off funding. Service supports delivery of Tourism and Cultural strategy activity. Works towards delivery of Visitor Economy Strategy and Cultural Strategy. Resources for activity fragmented across Council. Marketing, events and festival delivery, business support, visitor services, sales and sponsorship

# Current Tourism Provision – District Level

- **Richmondshire** – Have Destination Marketing Plan, no core funding of activity or dedicated resource, project based activity depending on funding available at the time. Focus being to support extending visitor stay and spend
- **Selby** – Have a Visitor Economy Strategy – Have some dedicated resources to support delivery of strategy including destination marketing. Also resource utilising external contractors to support delivery
- **Hambleton** – Working to a tourism plan, has interim temporary resource to support delivery of plan including destination marketing

# Current Tourism Provision – District Level

- **Ryedale** – Working to a Destination Development Plan, have Tourism Officer supporting delivery including destination marketing which is undertaken along with partners across other districts
- **Craven** – Tourism is delivered as part of cultural strategy, operate TIC's but no dedicated resource for destination marketing or management. Marketing is undertaken through Skipton BID and previously Welcome to Yorkshire. Resources are focused on cultural activity delivery

# Future Tourism Provision- North Yorkshire

- A LGR task and finish group has been established to develop a proposal for members of the new Council on the way forward for tourism/visitor economy delivery across North Yorkshire – to be delivered by May 2023
- The work will include exploring all models to determine most appropriate & sustainable model for tourism delivery
- Development of a new overarching North Yorkshire Visitor Economy Strategy – linked to Economic Growth Strategy – linking all existing district visitor economy/tourism strategies
- Interim activity - as well as ongoing district activity continuing in short term, an application has been put forward for Shared Prosperity Funding to deliver destination marketing at a county wide level for next 12 months



# Future Tourism Provision – Review

- Review will look to establish economies of scale from working at a NY level but look to retain and protect established local Brands
- Opportunity to partner with York City Council/Make it York on the development of a Destination Development Partnership which would drive forward Visitor Economy (including Devolution agenda)
- The review will look at how the new model will align with the Y&H model
- Any new structure would look to ensure that North Yorkshire variations in terms of destination marketing are taken into account to maximise growth opportunities. It is anticipated that as well as key destinations i.e. Scarborough, Harrogate, Filey, Whitby, themes will also be marketed such as Rural/Outdoors, Heritage and Culture, Family, Food and Drink, Coast etc



# Any Questions?

