



Daventry District - Economic
Development Strategy
2018-2021

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Executive Summary

This strategy supersedes the Council's Rural Transport and Economic Strategy (RTES) produced in 2015 which identified a range of issues affecting rural businesses and communities in relation to transport and the local economy. Since its publication, Daventry District Council (DDC) has continued to deliver the action plan identified in the RTES. This included increasing capacity within the Council to deliver Economic Development initiatives which support the District's Economy. This resource offers an opportunity to be more proactive in how DDC supports its local businesses, facilitates growth and influences its partners to invest in the future of Daventry.

Four key priorities are identified within the strategy which represent key themes where DDC can add value and shape opportunities for the benefit of the District's businesses and communities. These priorities are

- Priority One: 'Thriving Town Centre'
- Priority Two: 'Sustainable Rural Economy'
- Priority Three: 'Employment, Skills and Business Growth'
- Priority Four: 'Visitor Economy'

There is no clear line between each priority as they all interlink to some extent. Within these cross cutting priorities, this strategy will set out an action plan to deliver a programme which supports, enhances and maximises opportunities. The future economy of Daventry District will be determined by an evolving and complex range of factors such as Brexit and Growth Deals. This strategy will also evolve in response to those factors.

Strategic Content

The Daventry District Economic Development Strategy is not a standalone document. Like the Rural Transport and Economic Strategy (RTES) before it, this strategy links to priorities agreed at a strategic level in the Council's Corporate Strategic Plan. It also works within the context of wider emerging policies which could offer opportunities or represent challenges to the resilience and growth of the District's local economy. As this strategy will supersede the RTES, ongoing actions will be incorporated into this action plan and continue to be monitored through the Council's scrutiny processes.

At a local level the Economic Development Strategy expands one of the key objectives set out in Daventry District Council's Corporate Strategic Plan 2017-2020 to 'Improve our Business Economy, Learning and Skills'. To achieve this strategic objective, the Plan sets out four priorities, which are to:

- Develop Daventry Town Centre
- Maximise economic opportunities in the rural area
- Facilitate and develop opportunities for employment and learning
- That the District is recognised as being open for business

The Economic Development Strategy (EDS) reflects these priorities and its action plan sets out, in more detail, initiatives which underpin what DDC seeks to achieve.

On a wider level, Daventry District is part of the area covered by the South East Midlands Local Enterprise Partnership (SEMLEP). Most recently DDC has ensured the interests of the local economy are represented within SEMLEP's revised Strategic Economic Plan (SEP), which sets out the ambition to create jobs, build new homes, create new and support existing businesses and raise the profile of the South East Midlands to attract investment.

Since Local Enterprise Partnerships have taken on increased responsibility for central government funding, it is vital that DDC continues to play an active role in SEMLEP, ensuring that the District is well represented and the need for investment in infrastructure to unlock opportunities is recognised. The District has previously benefited from SEMLEP Local Growth Funding towards key projects which support its economy, namely Northampton College Daventry Campus and Digital Academy, A45 Daventry Link Road, Moulton College Food and Drink Enterprise Centre and Catesby Aerodynamic Research Facility (CARF). Daventry also, for the short term, continues to benefit from a number of EU funded initiatives that promote growth, jobs and social inclusion. The future of funding post Brexit continues to evolve through the creation of a UK 'Shared Prosperity Fund'.

Beyond SEMLEP, Daventry District sits within the Oxford-Milton Keynes-Cambridge Arc. The Arc is a growth corridor with ambitious plans for one million new homes by 2050. Within the Arc, Daventry District sits within the proposed Central Area where a Growth Board and Deal continue to evolve. England's Economic Heartland is a voluntary partnership of LEPs and

councils including SEMLEP and DDC, focused on the transport infrastructure required to maximise the capacity of this corridor to deliver growth. More recently the National Infrastructure Commission has set out its proposals for the Arc which could involve a step change in governance and planning to overcome what it describes as a disconnection between land use and infrastructure planning. More strategic planning, the development of growth boards and changes to the application of CIL will have evolving consequences on the District.

Planning and the economy are intrinsically linked. Therefore, this EDS is also produced in the context of the West Northamptonshire Joint Core Strategy, which sets out targets for housing and employment growth in the District including Daventry International Rail Freight Terminal (DIRFT) and Daventry North East Sustainable Urban Extension. More locally DDC's emerging Countryside and Settlements Part 2 Local Plan also sets out to enable growth in our local economy.

Profile

Daventry is a large District within Northamptonshire covering over 257 square miles. Despite its geographical size, the area has a modest population of approximately 81,000 (1) with around 25,000 living in Daventry town and the remainder within its 73 parishes, covering 78 villages, making the District predominately rural in nature. Other main centres of population include Brixworth, Long Buckby, Moulton and Woodford Halse.



Map: West Northamptonshire

Daventry District has a largely healthy local economy with low unemployment and affordable house prices. It is ideally placed for growth due to its excellent transport links and recent years have seen significant development with new commercial, housing, education, retail, and leisure facilities. Resident wages are above national average whereas workforce earnings are lower (2).

The District has high levels of economic activity including self-employment focused in rural areas. The District has better than average levels of employment in higher level professions such as managerial positions and the lower level elementary professions ⁽¹⁾. However, qualifications at the higher level NVQ 4 and above are lower than national averages (3). GVA

per head in 2015 stood at £25,149 which is line with neighbouring Northampton at £26,400 but significantly lower than Milton Keynes at £41,582 (4). Job density (the ratio of jobs to population aged 16-64) has increased from 0.75 in 2000 to 0.87 in 2015 (5). This is in part explained by the extent of commercial development at DIRFT as opposed to housing growth within the District.

In 2017, the number of Enterprises in the District stood at 4,560, an increase from 3,535 in 2010. 90.8% of these enterprises are predominately micro businesses (up to 9 employees), a higher concentration than East Midland average of 88.9%. In 2015 there were 495 enterprise births and 340 deaths and 5 year survival rates stood at 43% which is the second highest in the county after East Northamptonshire (6).

Key Industries

A location quotient is a measure of the concentration of a specific economic activity within an area. Anything higher than 1 shows a higher concentration than the national average and lower than 1 indicates a smaller concentration which is conversely below the national average. As demonstrated in the table below Daventry District has very high concentration of economic activity within Transportation and Storage (Logistics) and a significant concentration of economic activity in Manufacturing. This reflects the predominance of warehousing and light industrial units within the District. Daventry is currently the 8th highest concentration of Logistics nationally and the highest across SEMLEP (7).

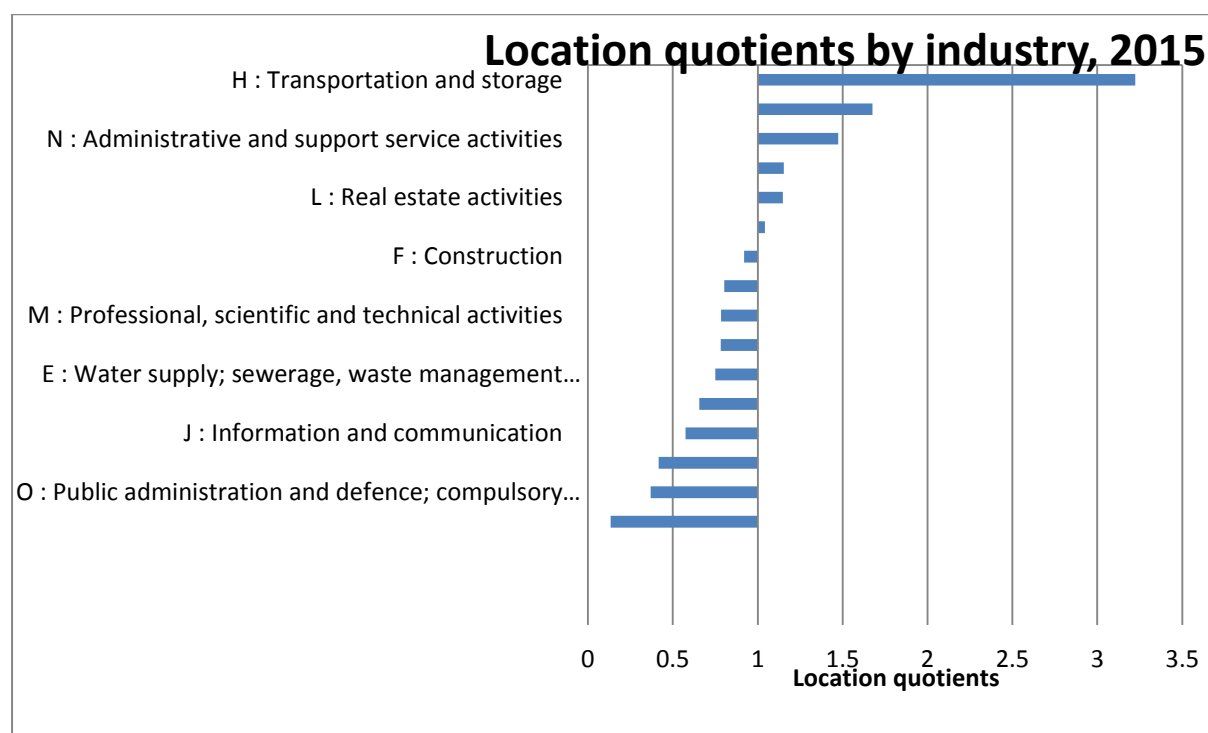


Table: Location Quotient by Industry for Economic Development 2015 (Office for National Statistics)

This data is further verified by the Business Register and Employment Services (2015) in which employment in Storage and Transport now stands at 14.9% and manufacturing 13.8% making these sectors the largest employers locally. Growth in manufacturing is against a decline nationally which has seen a drop from 8.9% to 8.1%. This growth was explained within the Daventry District Employment Land Study which highlighted the higher proportion of jobs in the District in modern manufacturing industries as opposed to declining traditional industries. Daventry also benefits from its position within the Silverstone High Performance Technology Manufacturing Cluster which supports around 36,000 jobs. The beneficial interactions and dynamics of the Cluster also extend to knowledge exchange, innovation and links to global markets ⁽¹⁵⁾

The visitor economy covers a range of industry categories including retail, arts & entertainment and accommodation and food services. Latest figures suggest the number of direct jobs employed in Tourism is 1,655 and the total number including indirect jobs support through the local supply chain is 2,075 (STEAM 2016). The overall economic impact of the Visitor Economy stands at £160 million per year. Daventry District currently has a 13% share of the overall spend for Northamptonshire (8). There is an opportunity to grow this sector both to serve visitor and the District's indigenous population adding to its quality of life.

Business Survey

In 2017, DDC took part in the SEMLEP Business Survey which aims to identify the economic challenges and opportunities facing local businesses. A survey of over 250 Daventry District businesses provided an invaluable source of information to ensure our approach to economic development is fit for purpose.

Key findings;

- Businesses like being in Daventry District – 79% of businesses rated the District as a good or very good place to do business. This was higher than the average across the South East Midlands.
- The most positive aspects of being located in Daventry District are its road networks, attractive surroundings and access to universities.
- The worst aspects of being located in Daventry District are a lack of available suitable premises, poor public transport and access to skilled staff. Skilled staff is an issue across the South East Midlands whereas premises is a challenge which, whilst also an issue across South East Midlands, is particularly prevalent in the District. Criticism over public transport was common in more rural local authority areas generally.
- The main constraints to business growth were considered to be the general economic climate (45%), constraints with premises or location (39%) and lack of skilled labour (33%).

- In terms of skilled labour, construction businesses had the most trouble recruiting (35%) followed by sales assistants (27%) and food preparation/hospitality (12%).
- Businesses in Daventry District are generally performing well with more than 80% indicating performance had improved or remained stable in the last 12 months. 95% expect this to be the case over the next 12 months.
- 19% of businesses are considering relocating which was higher than the South East Midlands average. The majority wanted to stay in Daventry District, but the major reason for relocating was down to a need for larger premises.

Priority 1: Thriving Town Centre

Daventry has a functional and viable Town Centre serving the needs of local residents. It has a range of High Street stores such as Waitrose, Boots and Clarks mixed with range of independent retailers concentrated in Sheaf Street, High Street and Bishops Court.

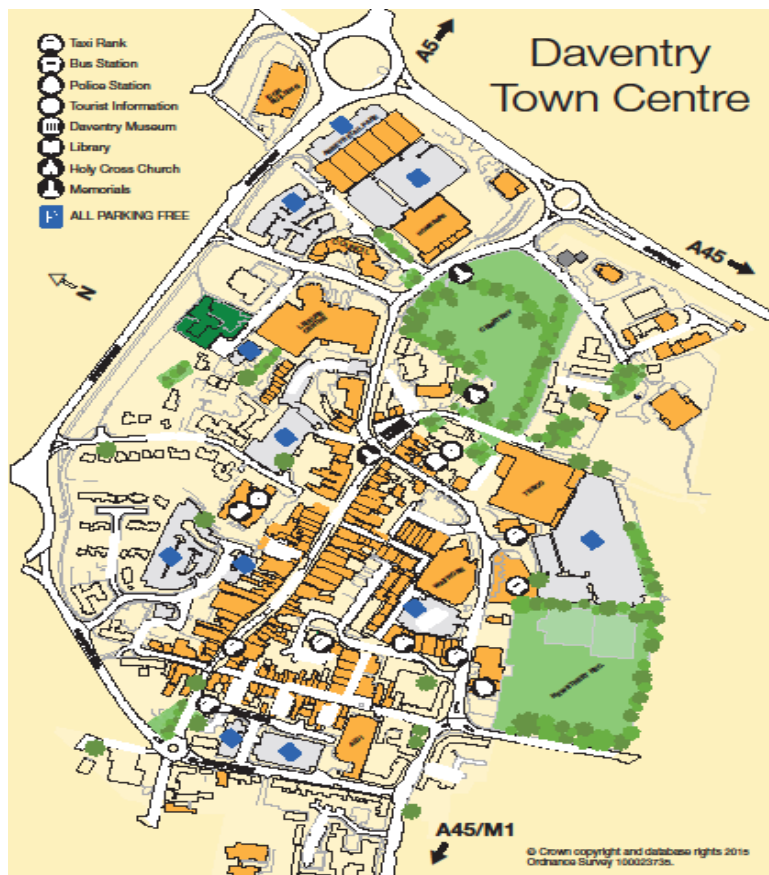
Daventry operates a traditional market twice a week, offers a choice of places to eat and drink as well as free parking. Vacancy rates in 2018 were just above 5% and footfall has declined as it has in many other similar towns.



Photo: Sheaf Street, Daventry Town Centre

The Town Centre has been designated as a conservation area since 1978 due to its architectural and historic interest. There are a number of listed buildings in the current conservation area which was reviewed in 2017. In addition to the District's indigenous population the town centre has the capacity to serve surrounding areas offering a total

catchment area of 140,000 (9). However, only around 10% of spend within this catchment is retained within Daventry, rising to 40% for Daventry District residents (9). The remainder is lost to surrounding areas such as Northampton, Rugby, Coventry and Milton Keynes. Given their wider retail and leisure experiences, some leakage is to be expected. Whilst Daventry's role as a destination town centre is currently limited it does offer an opportunity for growth. These include a growing, quality independent sector and night time economy drawing from its relatively affluent catchment area.



Map: Daventry Town Centre (ref) Map from Daventry District Guide

All town centres are facing pressure from local, national and global consumer trends. Recent government and town centre practitioner reports such as 'Understanding High Street Performance' and the Association of Town Centre Management (ATCM) 'Understanding your High Street' have highlighted the need to re-think the role of Town Centres as places which serve their communities, visitors, businesses and key stakeholders with a quality experience which encourages repeat and longer visits. Central to this is the integration of day and night time economies.

The West Northamptonshire Joint Core Strategy identifies a requirement for an additional 5,100 sq m of net comparison shopping and 2,900 sq m of net convenience shopping floorspace for Daventry Town Centre by 2026.

Realising the ambitions for the town set out in the Daventry Town Centre Vision 2021 (TCV), Daventry District Council is delivering along with its development partners, a major investment programme to regenerate the heart of Daventry into a thriving destination town. Part of this vision was realised with the completion of the Abbey Retail Park with a new undercroft car park to offer additional long stay car parking, an Innovation Centre (iCon) for start-up businesses, and new education facilities. DDC is currently working to bring forward the remaining Town Centre Vision sites.

TCV Site 1 – new cinema and restaurant close to the town’s High Street



Site 1 offers an opportunity to create a new leisure hub in the heart of the town centre and to grow its night time economy. The Council has recently concluded technical work to assemble all the land required for future development and are in discussion with operators over the development of a cinema accompanied by a new food and drink opportunity.

Site 3 - Eastern Way

Eastern Way was previously proposed as a mixed-use development to include housing, office, hotel and restaurants centred around new canal arm. Whilst these aspirations remain important, the future for this Site is under review following the end of the canal arm project.

Site 5 Daventry Oaks – new retail park incorporating food, retail and leisure facilities



Daventry Oaks is a retail scheme to the north-west side of Daventry town centre which will include food stores, retail, restaurants and a hotel and family pub/restaurant. A detailed planning application was approved in November 2017.

All three remaining development sites provide opportunities for Daventry to become a destination for shopping and leisure, helping to claw back footfall and spend currently lost to other towns and to attract new visitors.

In the meantime, DDC has also been working on a number of initiatives to improve footfall through promotion, events and public realm improvements. In the summers of 2017 and 2018, Daventry hosted the Grand Depart of the OVO Women's Cycle Tour, which brought in an estimated £360,000 boost to the town centre economy (2017) ⁽¹⁰⁾. In conjunction with the Tour, DDC held a 'fit fest' in the Town Centre increasing footfall. An evaluation of the event with local businesses recognised the number of additional people visiting the town centre and the need for further events.

Our Priorities

Town Centre Regeneration	<ul style="list-style-type: none"> • Support and facilitate the delivery of Town Centre Vision development of Sites 1, 3 and 5 • Aim to strengthen a mix of main brand retailers and independents within the town centre shopping area • Aim to create mixed use developments that offer opportunities to work, live and play • Encourage property owners to improve town centre premises • Seek to improve connections between Daventry Town Centre and the railway stations.
Increase footfall through Town Centre events	<ul style="list-style-type: none"> • Support increased programme of Town Centre events in partnership with stakeholders • Promote market and look into opportunities with new provider to increase the number of stalls
Benchmarking and intelligence	<ul style="list-style-type: none"> • Continue monitoring of footfall and vacancy rates benchmarked against national rates

	<ul style="list-style-type: none"> • Membership of Association of Town Centre Management for best practice
Public realm improvements	<ul style="list-style-type: none"> • Implement a Shopfront Improvement Grant scheme • Implement programme of town centre street furniture improvement • Refurbishment of town centre public toilets
Digital High Streets	<ul style="list-style-type: none"> • Build on increased use of Love Daventry by local retailers to promote offers and publicise events to increase footfall • Enhance content of town centre information on Love Daventry website
Business Engagement	<ul style="list-style-type: none"> • Build on increased liaison with town centre businesses during Ovo Women's Tour • Support a programme of town centre Events through internal and external funding opportunities

Priority 2: Sustainable Rural Economy

Daventry is a largely rural District covering 256 square miles with 68% of the population living outside of Daventry town. This makes Daventry the second largest rural population, after South Northamptonshire, across the South East Midlands. Outside of Daventry town, the main centres of population include Brixworth, Long Buckby, Moulton and Woodford Halse, all of which are experiencing housing growth. The remaining population live in and around the District's 78 villages. These villages are steeped in history; including key sites and events such as the Civil War battlefield at Naseby, the birth of Radar Memorial near Litchborough, the Gunpowder Plot at Ashby St Ledgers and the imprisonment of Charles 1 at Holdenby House. In order to conserve and enhance its rural areas and protect its rich heritage, the District now has 25 conservation areas in place and others in progression. In addition, there are many existing or emerging neighbourhood development plans across the District, which are enabling communities to shape appropriate growth within their villages.

Amongst these attractive villages and beautiful countryside is a vibrant rural economy. Whilst the larger clusters of industrial units are at Daventry Town, DIRFT and Crick, there are a range of facilities across the District including employment areas at Brixworth, Weedon,

Woodford Halse and Long Buckby. The Daventry Employment Land Study notes that Brixworth, similar to Daventry, has a concentration of automotive and high end manufacturing occupiers. In addition, there are growing numbers of farming, agricultural and forestry enterprises scattered amongst the District's rural communities. 75% of business enterprises recorded are currently outside of Daventry town (11).

Self-employment in rural areas within Daventry District is far higher than in Daventry town (3). The average self-employment rate for Daventry town is 7.8% whereas this rises to 15.7% in rural areas, against a national average of 10.4%. DDC has recently piloted a Village Hub Grant to support rural community buildings, such as Village Halls, to make improvements to meet the needs of their local businesses. DDC has also supported the Catesby Aero Research Facility to create an innovative world-class aerodynamic testing facility in a disused Victorian railway tunnel, with an associated science park.

As with many rural areas, those in Daventry District face challenges and in 2015 the Rural Transport and Economic Strategy (RTES) identified the following issues faced by our rural communities and businesses;

- Lack of superfast broadband limiting access to information, markets, support collaboration and innovation.
- Lack of mobile connectivity restricting communication.
- Inadequate public transport restricting both access to employment by residents and access to services by visitors.
- Deteriorating road infrastructure may threaten rural business.
- Many people working in rural areas are less qualified and have reduced access to higher level education and apprenticeships.
- Lower than average GVA in rural areas compared to urban areas.
- Lack of suitable business premises.
- Need for greater investment in forestry, tourism and other diversification.
- Perceived lack of access to business support and grants funding.

In addition to the issues identified in the RTES, more recently Brexit offers challenges and opportunities of particular impact to the rural economy, most notably around agriculture which makes up over 10% of Daventry District's total number of enterprises (12).

SEMLEP's Strategic Economic Plan makes further reference to the rural economy, in particular to recent evidence of untapped rural potential, notably with regards to the scope for rural firms to increase their export of goods and services. The Council has been

supporting sustainable rural communities in a number of ways including the development of neighbourhood development plans, contributing financially to the Northamptonshire Superfast Broadband project and securing affordable housing. The creation of Rural Exception Sites also allows small scale developments to specifically to meet local housing needs.

Public transport remains a key issue for rural communities. In the recent SEMLEP Business Survey, poor public transport was cited as a key barrier to recruitment by local companies. This issue is likely to become a greater barrier when bus subsidies are withdrawn by Northamptonshire County Council. Bus subsidises are under review as part of the Northamptonshire Bus Strategy. Northamptonshire County Council are founding partners of Societal Travel CIC, a social enterprise which aims to tackle transportation challenges. There may be opportunities to find sustainable solutions to rural transport through this initiative.

Our Priorities

Funding to support rural businesses	<ul style="list-style-type: none"> Continued promotion and representation on North & West LEADER Local Action Group to support applications from local business for funding, for the duration of the EU funded programme Promote local opportunities under EU EAFRD programme, whilst it exists Roll out of Village Hub funding to adapt rural community buildings to facilitate use by rural based businesses
Broadband	<ul style="list-style-type: none"> Monitor Northamptonshire Superfast Broadband to ensure completed roll out within the District
Generating employment in rural areas	<ul style="list-style-type: none"> Continued work with Aero Research Partners to facilitate Catesby Aero Research Facility and Science Park Promote controlled growth of existing rural business estates and new employment hubs to support the long-term sustainability of villages
Access to transport	<ul style="list-style-type: none"> Supporting the provision of rural community transport schemes such as through DACT to keep rural communities connected

	<ul style="list-style-type: none"> • Monitor evolution of Societal in providing solutions for rural transport
Work with partners to encourage forestry and diversification	<ul style="list-style-type: none"> • Produce a directory of forestry and woodland owners to enable communication links to be established • Locate case histories of successful projects to assist in promotion of forestry woodland management and diversification • Survey owners to determine what would help them to manage their woodland
Protect and enhance local employment and services	<ul style="list-style-type: none"> • Support the retention of existing and creation of new rural businesses facilities. This includes protecting businesses which are an integral part of a local community such as pubs and villages shops
Delivery of affordable and suitable housing	<ul style="list-style-type: none"> • Investigate the need for purpose built homes for ageing population and young people • Support the provision of high quality care facilities and services

Priority 3 – Employment, Skills and Business Growth

Daventry District has a broadly balanced economy with a resident workforce of 41,000 (13) with the West Northamptonshire Joint Core Strategy forecasting an additional 28,500 jobs across West Northamptonshire, which includes Daventry District, between 2008-2029. The Business and Employment Survey suggests an increase in available jobs from 35,000 to 41,000 between 2012 and 2016.

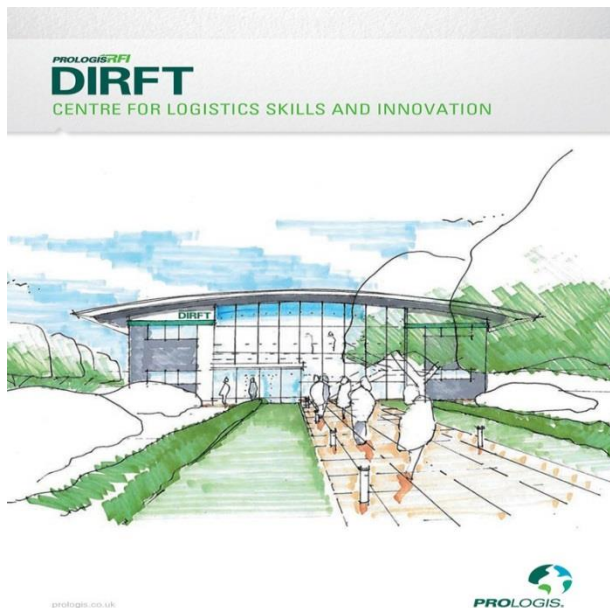
As identified in the socio-economic profile of the District earlier on in the strategy, unemployment is low which can be a barrier to growth. The key sectors in Daventry are Logistics, Manufacturing and Advanced Technology and the Visitor Economy which includes Food and Drink and Cultural and Creative enterprises. The Visitor Economy covers a number of cross cutting priorities linking how people live, work and invest in Daventry and is covered in more detail in the next section.

Like many areas across the country Daventry has an ageing population with significant and valuable knowledge and skills. It is essential that plans are put in place to ensure that the population can continue to actively participate in employment in the community as long as possible, but that, when care is needed it is available and of high quality. There is an opportunity to develop a strong and sustainable care sector within the District and this will be necessary if the future demand for care is to be met. There is also an opportunity to ensure that the use of skills in the ageing population is maximised by establishing networks for employment and/or volunteering which could include the provision of care.

Logistics

Reflecting on its location and connectivity, the District has seen significant growth in Logistics jobs centred on Daventry International Rail Freight Terminal (DIRFT) which is recognised as Britain's most successful Strategic Rail Freight Interchange. With recent and proposed further development at APEX Park and Mustang Park, jobs in this sector will continue to rise. Major logistics businesses include Sainsbury, Tesco and Eddie Stobart.

The construction of DIRFT III will see the facility grow by a further 7.86 million sq ft with building sizes ranging from 100,000 sq ft to 1.64 million sq ft with a new purpose built rail freight terminal. On completion, DIRFT III will further increase total employment at the site by 9,000 jobs. Some of the jobs at DIRFT will be met by workers living outside of the District, particularly around Rugby. However recent improvements to public transport have made the area more accessible for Daventry District workers. DIRFT is developed and managed by Prologis and under the terms of their Development Consent Order, they are obliged to maintain a Local Employment Group which includes local secondary schools, colleges and the LEAs to secure construction and operational jobs for local contractors and people. Prologis is also committed to construct a Centre for Logistics Skills and Innovation for use by businesses on site as well as a resource for education providers offering courses in logistics skills and management.



Manufacturing and Advanced Technology

Daventry grew in the 1960's and 1970's as an overspill town for Birmingham. It continues to have links to the Midlands and has strong engineering specialisms such as the diesel engine manufacturer, Cummins, located in Daventry and the Mercedes AMG High Performance Powertrains plant in Brixworth. As previously referenced, the location quotient for Daventry District demonstrates a significant concentration of economic activity within manufacturing. 14% of Daventry's workforce works in 'knowledge jobs', which are predominately defined within manufacturing and engineering job classifications. This is the highest in the SEMLEP area and the 7th in England's Economic Heartland (14).

While logistics remains a growing sector for Daventry, manufacturing and engineering provide a balance for the local economy. Employment in manufacturing is reducing nationally as technological advance drive efficiencies and growth in productivity. Daventry has seen a steady increase in the percentage of its workforce working in manufacturing from 12.8% in 2010 to 13.8% in 2015 (7). This can be attributed to the higher proportion of jobs within growing advanced manufacturing as opposed to declining traditional industries.

Currently, a barrier to the growth of some of these industries is finding suitable premises within the District, although this is being addressed by the allocation of additional sites in the emerging Local Plan.

Skills

Difficulty recruiting staff with the right skills is a major barrier to growth for business in Daventry and across the South East Midlands. Local Authorities, LEPs, Education Providers and business have been working together to ensure existing and future workforce are equipped with the skills which local employers need to remain competitive. This work is

ongoing and will need further development to ensure the sustainability of a skilled workforce.

In the 2017 Business Survey for Daventry, 46% of businesses had vacancies and, of those with vacancies, 71% found at least one vacancy hard to fill. As mentioned earlier, the occupations which were the hardest to fill included construction and sales assistants. All businesses were asked what they believed to be the main causes of recruitment difficulties; around half cited low number of applicants with the required skills. One in five indicated a low number of applicants with appropriate soft skills such as attitude and motivation. The District's remote location and poor public transport was also mentioned as a barrier to growth.

In terms of the District's future workforce, Daventry town has been at a disadvantage in terms of the quality of its secondary education. Historic poor performance, and the closure of Daventry UTC in 2016, has resulted in a higher percentage of Daventry children commuting to schools outside of the District. DDC has remained proactive at facilitating an improvement in performance through the Daventry Education Forum. Daventry and Southbrook Learning Village (DSLVL) have secured a 'good' rating at its latest Ofsted inspection (February 2017). However, regrettably E-Act Parker Academy was found in May 2018 to 'require improvement'. Outside of the town Moulton College in February 2018 was judged 'inadequate'; Moulton College traditionally held an 'outstanding' rating and had been a major asset to the District.

Further Education in Daventry has received a boost with the opening of the Northampton College Daventry Campus and Digital Academy. The College, working with DDC, secured a £6.5 million SEMLEP grant towards the £13 million project to construct a new Daventry Campus. DDC also provided forward funding against future Section 106 contributions. Many of the jobs which will be available to young people as they enter the workforce do not exist now and nationally we are in a technological revolution that is changing our working environment at pace. SEMLEP is supporting schools to better interact with businesses to inspire the next generation and improve information about careers options. This is being achieved through an Enterprise Advisor programme. DDC has recently supported SEMLEP to encourage more local schools to participate in this initiative.

Commercial Premises and Land

The Council manages an extensive portfolio of its own commercial units which are often fully let. The Council continues to expand its portfolio whilst supporting growth in local businesses including the construction of units on behalf of Hi-Force Ltd and Hambleside Danelaw. Available land is becoming limited and there is a current lack of funding opportunities to unlock constrained sites.

In recent years, employment growth has been focused on growth in logistics at Daventry International Rail Freight Terminal (DIRFT). The Council has since commissioned an Employment Land Study to look into the demand for small to medium sized units. The study concluded that there was substantial demand for small to medium industrial units which is frustrated by an almost total lack of supply. It identified that much of the potential demand is from existing businesses that are unable to grow in their existing premises. If more land was allocated to enable these businesses to grow then the local economy would perform better. Reflecting on the findings and recommendations of the Employment Land Study, new sites have been proposed for allocation in the emerging Daventry Settlements and Countryside Local Plan (Part 2) for commercial units under 100,000 sq ft.

Business Support

Businesses in Daventry District benefit from access to the SEMLEP Velocity and Northamptonshire Growth Hubs which offer a comprehensive business support service covering start-ups to scale ups. Services include free business advice, training and a range of funding opportunities. With the additional capacity of a Strategic Economic Development Officer, the Council has been able to promote these opportunities to a wider audience through the use of e-bulletins, increasing awareness amongst local business websites and developing a relationship with those delivering the service. More recently, this has resulted in an increase in the number of training courses run in Daventry and the Northamptonshire Growth Hub has launched an outreach service for Business and Social Enterprise Support at the iCon which includes free incubation workspace for start up. Currently both Hubs are supported by EU funding, so their future is uncertain post Brexit.

Our priorities

Increase supply of non-strategic Employment Land to support growth in the local economy and attract inward investment	<ul style="list-style-type: none"> • Implement findings of Employment Land Study by allocating further non-strategic employment land within the Settlements and Countryside Local Plan Part 2 • Promote new sites and work with partners to directly unlock sites for growth, where required • Continue to monitor the state of local economy to ensure employment land supply remains responsive to the needs of a balanced economy for Daventry District
Enterprise Advisers	<ul style="list-style-type: none"> • Continue to work with SEMLEP to increase the number of schools participating in the programme to meet

	future skills requirements
Investment Enquiries	<ul style="list-style-type: none"> • Continue to respond to direct and SEMLEP business enquiries • Participation in SEMLEP Inward Investment Group to oversee delivery of Department of Internal Trade (DIT) sourced inward investment enquiries and developing strategies for securing further inward investment
DDC Commercial Investment	<ul style="list-style-type: none"> • In line with Daventry's Asset Management Plan, expand DDC commercial property portfolio to accommodate growth in the local economy subject to availability of suitable sites • Seek funding opportunities to unlock constrained sites within the District
Business Support	<ul style="list-style-type: none"> • Continue to promote Growth Hub Services to ensure local businesses benefit from free support, training and funding opportunities
Increase Skills	<ul style="list-style-type: none"> • Ensure DIRFT III's Centre for Logistics Skills and Innovation is constructed in accordance with planning obligations and is utilised as a training and skills facility • Support commitment to Local Labour agreements in all major constructions sites through the planning process to mitigate against skills gaps in the construction sector • Promote the establishment of a care 'academy' with the public and private sector which links education with employment to ensure that a sustainable pipeline of highly qualified carers is available

Apprenticeships	<ul style="list-style-type: none"> • Support creation of new apprenticeships opportunities through Local Labour Agreements • Lead by best practice in supporting a range of apprenticeships within DDC
Improved secondary education provision	<ul style="list-style-type: none"> • Supporting partners to deliver growth in secondary education places to meet the needs of housing growth • Work with schools and colleges where possible to ensure improvements in education

Priority 4 – Visitor Economy

Its beautiful countryside and rich history makes Daventry District a popular destination for visitors and an attractive place to live. The District has a number of quality hotels including Fawsley Hall and Staverton Park, historic houses such as Althorp, Kelmarsh, Holdenby, Canons Ashby and family attractions such as the Northampton to Lamport Railway. The visitor economy attracted 3.2 million visitor days in 2016, with an economic impact of £160 million and supporting over 2,000 jobs. In order to benchmark the scale and progress of the sector, DDC recently commissioned a STEAM report which is an industry recognised tourism economic impact model. The STEAM report found that since 2009, the District has seen visitor numbers steadily increase by 8.2% of visitor days and its economic impact by 11.5%. The majority of the economic impact is seen in shopping, food and drink and accommodation. The District has over 3,500 bed spaces within a variety of accommodation. Its food and drink offer has a growing reputation with a number of Northamptonshire Food and Drink awards for local produce and restaurants. The Visitor Economy is an important sector for the Council to support, not only in terms of spend it brings into the area from visitors, but by ensuring the District is seen as an attractive place to live, work and invest. This helps retain spend within the District from residents, as well as attracting in new business and people, drawn to the potential it offers for a high quality of life. It is another key component in ensuring Daventry has a balanced economy.

The Visitor Economy has been promoted by the Council's 'Love Daventry' brand and this has been a focal point of the newly launched Daventry Tourism Forum. The Forum was established as a local discussion group by the Council in order to encourage local tourism businesses and attractions to work together. Through the forum, there has been an increase in use of 'Love Daventry', in particular through social media, by these businesses. Events

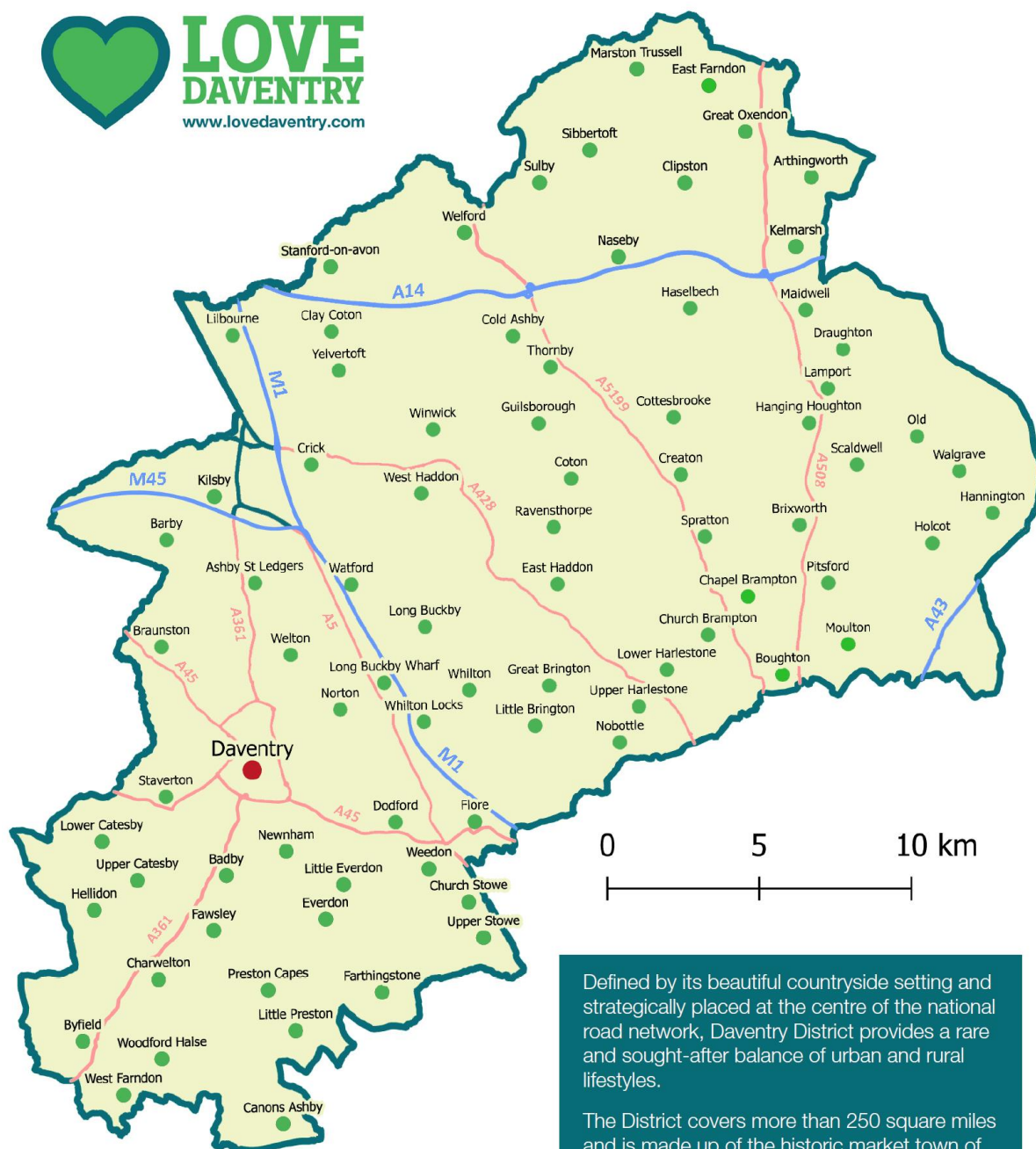
such as the OVO Women's Tour saw a large growth in 'Love Daventry' social media followers. In addition to 'Love Daventry' and the Daventry Tourism Forum, the Visitor Economy can be supported through links to wider campaigns such as 'Northamptonshire Surprise'. Daventry is part of an emerging Destination Management Plan covering all the districts and boroughs within Northamptonshire, which will enable collective bidding for funding to boost tourism in our respective areas. We are also working towards a Destination Management Plan focused on our Inland Waterways.

Our Priorities

Engagement with local businesses and stakeholders	<ul style="list-style-type: none"> Continued support and growth of the Daventry Tourism Forum
Promotion of Daventry Tourism Offer	<ul style="list-style-type: none"> Increased use of 'Love Daventry' social media and website content Targeted promotion of key assets such as the food and drink offer and inland waterways
Funding for tourism development	<ul style="list-style-type: none"> Promote take up of LEADER and EAFRD funding opportunities Represent interests of Daventry based applications on the LEADER Local Action Group Establish a list of priority projects with partners and review the availability of funding streams regularly
Represent the interests of Daventry within wider Tourism initiatives	<ul style="list-style-type: none"> Support for new Northamptonshire Destination Management Plan Participation in 'Surprise Northamptonshire' and evolution of new Destination Management Organisation Representation on SEMLEP Creative and Cultural Sub Group
Monitor Impact of Sector	<ul style="list-style-type: none"> Analysis of industry data to monitor progress and impact for the sector within Daventry and benchmark against surrounding area to identify areas for growth

Appendix 1 - Map of Daventry District

Towns and villages in Daventry District



Defined by its beautiful countryside setting and strategically placed at the centre of the national road network, Daventry District provides a rare and sought-after balance of urban and rural lifestyles.

The District covers more than 250 square miles and is made up of the historic market town of Daventry and 78 villages, contributing to its distinctive character and rural charm.

Latest figures give a district population of about 79,000, with approximately 25,000 living in Daventry town itself. The health of people in Daventry District is generally better than the England average and crime levels are low.

Appendix 2 – Abbreviations

RTES - Rural Transport and Economic Strategy

DDC - Daventry District Council

EDS - Economic Development Strategy

LEP – Local Enterprise Partnership

SEMLEP – South East Midlands Local Enterprise Partnership

SEP – Strategic Economic Plan

DIRFT – Daventry International Rail Freight Terminal

TCV – Town Centre Vision

ATCM – Association of Town Centre Management

DIT – Department for International Trade

Appendix 3 – References

1. Office for National Statistics - Population Estimates 2016
2. Annual Survey of Hours 2016
3. Office for National Statistics - Annual Population Survey (October 16-September 2017)
4. Office for National Statistics - Regional Gross Value Added (Income Approach) 2015
5. Office for National Statistics - Job Density 2015
6. Inter Departmental Business Register 2017
7. Business Register and Employment Survey 2015
8. STEAM Tourism Data 2016
9. Experian/GOAD – Daventry Town Centre Shoppers Report 2016
10. Economic Impact Report – 2017 Ovo Women’s Tour Daventry to Kettering
11. Business Register and Employment Survey 2016
12. Office for National Statistics - UK Business Counts 2015
13. Business Register and Employment Survey – Total employment provisional figures 2016
14. National Infrastructure Commission Call for Evidence - Cambridge Milton Keynes Oxford Growth Corridor using data from Business Register and Employment Survey 2014
15. The Evolution of the High Performance Technology and Motorsport Cluster - SQW 2016

Appendix 4: Action Plan for Daventry District Economic Development Strategy 2018-2021

Action	Timescale	Resources	Risks
Priority: Thriving Town Centre			
Engagement with Town Centre businesses	Ongoing	Staff time and available business resource	Rebuilding contact in the event of changes in staffing and business representatives Lack of interest from Town Centre businesses
Town Centre Events – feasibility of further events and attractions	April 2019	Staff time and costs of events. External partners/stakeholders Further options are available with new management of the Market	Poor support of events from partners/stakeholders Lack of support from the community Lack of funding
Promotion of the Town Centre – through improved content on Love Daventry website and social media	Ongoing	Staff time	Lack of information and content from local businesses
Environmental Improvements including street furniture and shopfronts	Ongoing	Staff time (including DDC Conservation Officer) New street cleansing, grounds maintenance and market contractor	NCC unable to adequately fund suitable replacement surfaces Lack of participation in shop front scheme

Action	Timescale	Resources	Risks
		External partners/stakeholders e.g.: NCC Highways, Town Council, property owners	Unable to achieve consents
Delivery of Town Centre Vision	Ongoing	Staff time and costs of development by both DDC and private sectors partners	Viability of individual sites Impact of wider economic climate Delay in or refusal of planning permission Lack of external funding opportunities
Priority: Sustainable Rural Economy			
Broadband - supporting implementation of Northamptonshire's Superfast Broadband roll out and promoting take up of Broadband Connection Vouchers for local business	Ongoing	Staff time External partners	Delay in delivery of programme to areas within Daventry District Closure of Broadband Connection Vouchers currently resourced through EU funding
Lobby for and enable improved rural	March 2019	Staff time	NCC withdrawal of bus subsidies following Northamptonshire Bus

Action	Timescale	Resources	Risks
transport		External partners/stakeholders Possible opportunities through Societal Transformative Transport Projects	Strategy Lack of alternative service provision
Publicise and update about public and community transport services on DDC's website and Daventry calling	Ongoing	Staff time	Accuracy of information provided
Increase intelligence to assist rural economic development	Ongoing	Staff time Possible opportunities through SEMLEP business survey	Lack of feedback from rural businesses
Encourage forestry and diversification through LEADER	Ongoing	Staff time	Lack of interest from rural businesses and stakeholders Lack of funding opportunities with impact of Brexit
Support Rural Tourism	Ongoing through delivery of Tourism Forum	Staff time	Lack of interest from tourisms businesses and attractions
Promote available business units in rural areas through improved content on DDC website	April 2018	Staff time	Lack of information from commercial agents

Action	Timescale	Resources	Risks
Support for use of village halls by local businesses for meetings and networking	April 2018	Staff time £30,000 grant funding committed for 2018/19	Lack of interest from village halls Low take up of new and existing facilities by local businesses
Promote take up of EU funding opportunities	March 2019	Staff time	Low take up Complexity of EU funding perceived as disproportionate for smaller projects
Continued role on North West LEADER Local Action Group	March 2019	Staff time LEADER funding	Lack of take up from businesses Project timescales too tight for delivery
Priority: Employment, Skills and Business Growth			
Encourage Enterprise Advisors in all secondary skills	March 2019	Staff resource amongst all partners	Lack of interest from schools Difficulty recruiting appropriate Advisors from local businesses Loss of funding or staffing to run programme within SEMLEP
Promote growth hub services to increase take up of Business Support	Ongoing	Staff time	Lack of interest from Businesses Deterioration in quality of service

Action	Timescale	Resources	Risks
			Future of funding post Brexit
Providing appropriate business sites (notably Daventry South East) for balanced growth	December 2019 – implementation of Local Plan 2	Staff time; potentially finances and use of powers	Delay in Local Plan 2 Failure to identify appropriate, viable sites Pressure from Strategic B8 developers
Improve online commercial premises information to support growth of local companies and new investment	June 2019	Staff time	Lack of information from commercial agents Loss of staffing impacting on ability to keep information up to date
Promoting new investment and growth through responding to direct and SEMLEP enquiries	Ongoing	Staff time - with enquiries and attendance at SEMLEP inward investment group	Lack of relevant enquiries Lack of supply in commercial properties to meet demand
Continue to explore funding opportunities to bring forward The Knoll and invest in new commercial developments	Ongoing	Staff time Funding to deliver viable sites External funding to support constrained sites	Lack of funding opportunities and uncertainty post LGF funding and Brexit
Work with partners to bring forward construction of DIRFT Centre for	Ongoing	Staff time	Lack of interest in Centre amongst tenants

Action	Timescale	Resources	Risks
Logistics Skills and Innovation		Support of DIRFT Local Labour Group	
Apprenticeships	Ongoing	Staff time	Lack of apprenticeship opportunities at DDC Lack of applicants for positions
New secondary school in Daventry	Ongoing	Staff time; Education & Skills Funding Agency (ESFA); LocatEd (Government schools property company)	Lack of progress on development of SUE to facilitate new school Lack of interest from possible school providers
Priority: Visitor Economy			
Continued support for the Daventry Tourism Forum	Ongoing	Staff time	Lack of interest from local tourism businesses and attractions to continue group
Continued improvement of Love Daventry website	Ongoing	Staff time	Lack of content from tourism businesses and attractions
Increase use of and followers to Love Daventry social media	Ongoing	Staff time	Lack of content from tourism businesses and attractions Lack of interest from members of the public
Represent Daventry within the emerging Destination Management	March 2019	Staff time Possible contributions to deliver	Failure to influence Lack of funding /support to deliver

Action	Timescale	Resources	Risks
Plan for Northamptonshire		actions in DMP which support tourism in Daventry	DMP
Continued evaluation on economic impact of tourism in Daventry	September 2018	Staff time and cost of evaluation	Lack of comparative data available Lack of funding

Appendix 5

Action Plan for Rural Transport and Economic Strategy 2015- 2020 (now superseded - for reference)

Action	Outcome	Timescale	Resources	Responsibility	Risks
Objective/Outcome: Support improvements to rural transport where reasonably practicable, workable, viable and sustainable.					
Settlements and Countryside Plan considers opportunities to improve rural access.	Completed plan, with suitable policies.	October 2018	Staff time and costs of studies to provide evidence	Business Team	None of note
Consider whether to implement a W2W scheme	W2W scheme operational	Summer 2016	Funding for staff, training of users, and purchase of scooters and maintenance of scooters.	Community Team, Business Team and Partner Organisations.	On-going costs are not sustainable; Lack of demand from users reduces income; Users default on hire fees; Damaged/stolen scooters increases costs (insurances, repairs, renewal of fleet)
Publicise updates about public and	Articles published.	Ongoing	Staff time	All teams receiving updated	Information provided is not

Action	Outcome	Timescale	Resources	Responsibility	Risks
community transport services on DDC's website and Daventry Calling				information and Marketing & Communications Team.	accurate
Contribute as a stakeholder to NCC's Total Transport Pilot project.	To be confirmed with NCC.	To be confirmed with NCC.	Staff time	Business Team, Community Team and DDC community transport partners.	Risks cannot be confirmed until more is known about the project
Commission outline design of Daventry to Braunston Cycletrack/footpath .	Outline design of preferred route	April to June 2016	£12k of DDC funding as 50% contribution to cost and staff time.	Business Team	Landowner cooperation
Objective/Outcome: Support rural economic development.					
Employ (0.5 FTE) Strategic Economic Development Officer (EDO)	Strategic Economic Development Officer employed	April 2016	Funding	Business Team	May not be able to attract due to high market demand and skills shortage (consider sharing with another authority)
Preparation of full economic development strategy	Strategy prepared	April 2017	Staff time (SEDO) and budgets	Business Team	Availability of data; willingness of businesses and other affected parties to engage
Settlements and	Completed plan,	October 2018	Staff time and costs	Business Team	None of note

Action	Outcome	Timescale	Resources	Responsibility	Risks
Countryside Plan considers opportunities to enable rural business activities.	with suitable policies.		of studies to provide evidence		
Work with partners to assist tourism, cultural and heritage businesses	List of project ideas (e.g. tourism passport) for further development with partners.	2016	Staff time (SEDO) and budgets	Business Team	Risks will be specific to projects
Work with partners to encourage forestry and diversification businesses.	List of project ideas (e.g. new markets for timber products) for further development with partners.	2017	Staff time (SEDO) and budgets	Business Team	Risks will be specific to projects
Work with partners to investigate if more specific information and data that will assist in rural economic development can be obtained efficiently.	List of specific information and data.	Ongoing	Staff time (SEDO) and budgets	Business Team	None of note