

ADVANCE NORTHUMBERLAND CORPORATE STRATEGY

2018 -2021



Introduction

Advance Northumberland is a unique economic regeneration company, newly established by Northumberland County Council with a clear remit to improve prosperity, quality of life and increase business activity throughout the communities of Northumberland.

Advance Northumberland will be building on what is already a very successful County, continuing to work collaboratively with stakeholders and partners, delivering positive physical and economic development. This Corporate Strategy will provide a clear strategic route-map to deliver projects and programmes that help to advance the economy.

Focusing on the needs and aspirations of the county, addressing economic and housing challenges whilst capitalising on Northumberland's significant

assets and opportunities, Advance Northumberland will seek to provide positive intervention across carefully chosen regeneration, business support and place-shaping projects.

Advance Northumberland knows it will be working within an environment of constrained resources and understands the need to manage those resources carefully. Having assessed progress over recent years and the priorities for the immediate future Advance Northumberland will focus those limited resources towards key projects in a way that can be

sustainable in the short, medium and longer term.

This document is not a detailed planning document; It is very much an aspirational statement of purpose. Advance Northumberland's work programmes will be set out in an annual business plan and in the annual refresh of its Medium-Term Finance Plan which is informed by the Council's corporate plan and operating agreement which sets strategic direction for Advance Northumberland.

Our mission

To Advance Northumberland's economic prosperity, regenerate communities, improve liveability and create a more connected and aspirational County.

Our purpose & vision

The Advance Northumberland business model is built around four key priority themes which are unified under a single guiding vision and purpose:

"We will use our resources, assets and our distinct capabilities to advance prosperity, regeneration and beneficial change for the communities of Northumberland".

Wholly owned by Northumberland County Council and with a Board made up of public and private sectors, Advance Northumberland is the Council's primary regeneration delivery vehicle. It employs a wide range of investment, development and regeneration capabilities to shape places and promote economic growth and prosperity in Northumberland.

Advance Northumberland is being created at one of the most exciting times in recent history within both Northumberland and the wider region and sub region. Triggered by a fundamental change in the funding and policy landscape, which is prompted by a changing relationship with Europe, there are significant opportunities ahead,

arising from North of the Tyne and Borderlands programmes.

Advance Northumberland is uniquely positioned to accelerate regeneration within the county under the emerging regeneration investment pipeline. As the policy framework becomes more explicit, with the recently published Core Strategy and a series of master planning and neighbourhood planning projects within towns and villages, Advance Northumberland, is poised to support and deliver real improvement and change. As the only arms-length regeneration company in the North of the Tyne area, and with a broad skill base, it has a bright and positive future and will play an influential role in the regeneration of the County.

To deliver its goals, Advance Northumberland will operate on firm commercial principles but within an overarching social and regeneration context, thereby capitalising on the opportunities and trading freedoms available to it as an arms-length local authority company. Accordingly, Advance Northumberland will strive to attract inward investment whilst investing in, managing and developing property. Through its experienced

team it will ensure a co-ordinated approach to infrastructure and regeneration projects.

Any profits will be used to support further regeneration and growth in Northumberland, ensuring a virtuous cycle of change and improvement throughout the county.

Advance Northumberland cannot do everything nor does it have to. As a local authority company, addressing market failure and delivering on economic goals will always be the guiding mantra. However, to do this effectively, Advance Northumberland must capitalise upon, and exploit commercial opportunities.

This will be Advance Northumberland's inaugural Corporate Strategy, covering the period from 2018 to 2021.

Context: the Northumberland Economic Strategy

Northumberland County Council has developed a new corporate strategy and is refreshing its **economic strategy**. The Northumberland Economic Strategy will restate the long-term trends that have defined the Northumberland economy for at least a generation, namely:

- a long-term relative decline in the local economy, with a reduction in employment, especially in manufacturing, and a growing productivity gap between Northumberland and the rest of the north east
- an increasing dependence on the Tyneside conurbation for high-wage, high-skill jobs, resulting in an increasing net daily outflow of commuters.

The emerging Economic Strategy recognises that Northumberland benefits in many ways from its proximity to Tyneside, including access to jobs, education, culture, leisure and recreation. However, it notes that there are risks in depending too much on commuting and allowing the local economy to continue to decline. There is a strong drive and political commitment to ensure that the Northumberland economy is rebalanced through a

continuing commitment to business growth.

The new economic strategy will better reflect the natural communities of Northumberland enabling the Council and Advance Northumberland to develop strategies and regeneration programmes that capitalise on assets and more accurately align major funding programmes and local regeneration initiatives with the needs and opportunities set out in the communities of Northumberland.

Rebalancing the economy means that Northumberland needs to:

- promote local economic growth – create high-wage, high-skill, high-productivity jobs: the Northumberland Economic Strategy sets a target of 10,000 new jobs by 2031 – our contribution towards the 100,000 jobs target in the North East Local Enterprise Partnership's (NELEP) Strategic Economic Plan, and
- strengthen its links to Tyneside, for example, through investment in transport infrastructure, so that local residents can access jobs, educational opportunities, leisure and cultural facilities in the city region.

Like Northumberland County Council, Advance Northumberland will take an assets-based approach to deliver its strategy, building upon its key economic assets, in the following areas:

- **Enterprise**
Growing sector strengths, enhancing dynamism and opportunity
- **Investment zones**
Strengthening the business base
- **Connectivity**
Delivering better infrastructure and linking people with jobs
- **Skills**
Enabling a more inclusive and competitive labour force
- **Diverse**
Capitalising on the quality of its places and landscapes
- **Distinctiveness**
Promoting its dramatic and high-quality landscapes

Advance Northumberland – The Value Proposition

To align with the developing Northumberland Economic Strategy Advance Northumberland will deliver value through four key priority themes:

Place	People	Prosperity	Living
Building a more attractive, distinctive and vibrant Northumberland through inspirational places	Investing in and connecting people and businesses	Enhancing prosperity and developing business growth	Enriching communities by delivering better quality, sustainable homes
<p>Securing and protecting employment land</p> <p>Creating high quality design and enhancing the public realm</p> <p>Developing high quality architecture and public realm</p> <p>Developing communities and enhancing the public realm architecture through animation of spaces</p>	<p>Building capacity, engaging and enabling communities so that they can do more</p> <p>Developing skills and connecting people with quality jobs</p> <p>Improving productivity and innovation</p> <p>Increasing Employability and workforce skills, (particularly in manufacturing)</p>	<p>Facilitating and building high quality commercial land and buildings</p> <p>Delivering sustainable and appropriate growth</p> <p>Maintaining and growing the business base</p> <p>Supporting growth in high value clusters</p>	<p>Enhancing liveability and access to services</p> <p>Sensitive integration of development within communities</p> <p>Addressing housing market needs</p> <p>Delivering high quality and choice of housing</p> <p>Reduce the negative impact on the environment by adopting sustainable development principles</p>

Our aspirations and goals within each priority combine to create the overall value proposition.

To deliver against these goals, Advance Northumberland will undertake a range of activities which collectively help to deliver its regeneration goals:

Places	People	Prosperity	Living
<p>Placemaking inspires people to collectively reimagine and reinvent the areas in which we live, work and play. It is at the heart of every community we work in and will form an important strand of our activities through;</p>	<p>Investing in, and connecting people and businesses so that they can be the best they can be through;</p>	<p>Building a more attractive and vibrant Northumberland by helping to shape and create places through;</p>	<p>Enriching communities by delivering better quality, sustainable homes which meet a strategic housing need through;</p>
<ul style="list-style-type: none"> • Securing and protecting employment land • Planning & development • Enhancing the distinctiveness of the built & natural heritage • Brownfield regeneration • Retail & town centre development 	<ul style="list-style-type: none"> • Supporting Capacity Building • Community led development • Planning consultation • Improving employment opportunities 	<ul style="list-style-type: none"> • Inward investment • Town centre improvements • Business initiatives • SME engagement • Tourism 	<ul style="list-style-type: none"> • Housing regeneration • Community facilities • High quality & public art • Design • Leisure • Environment

Advance Northumberland has ambitious plans to drive positive regeneration and beneficial change within Northumberland.

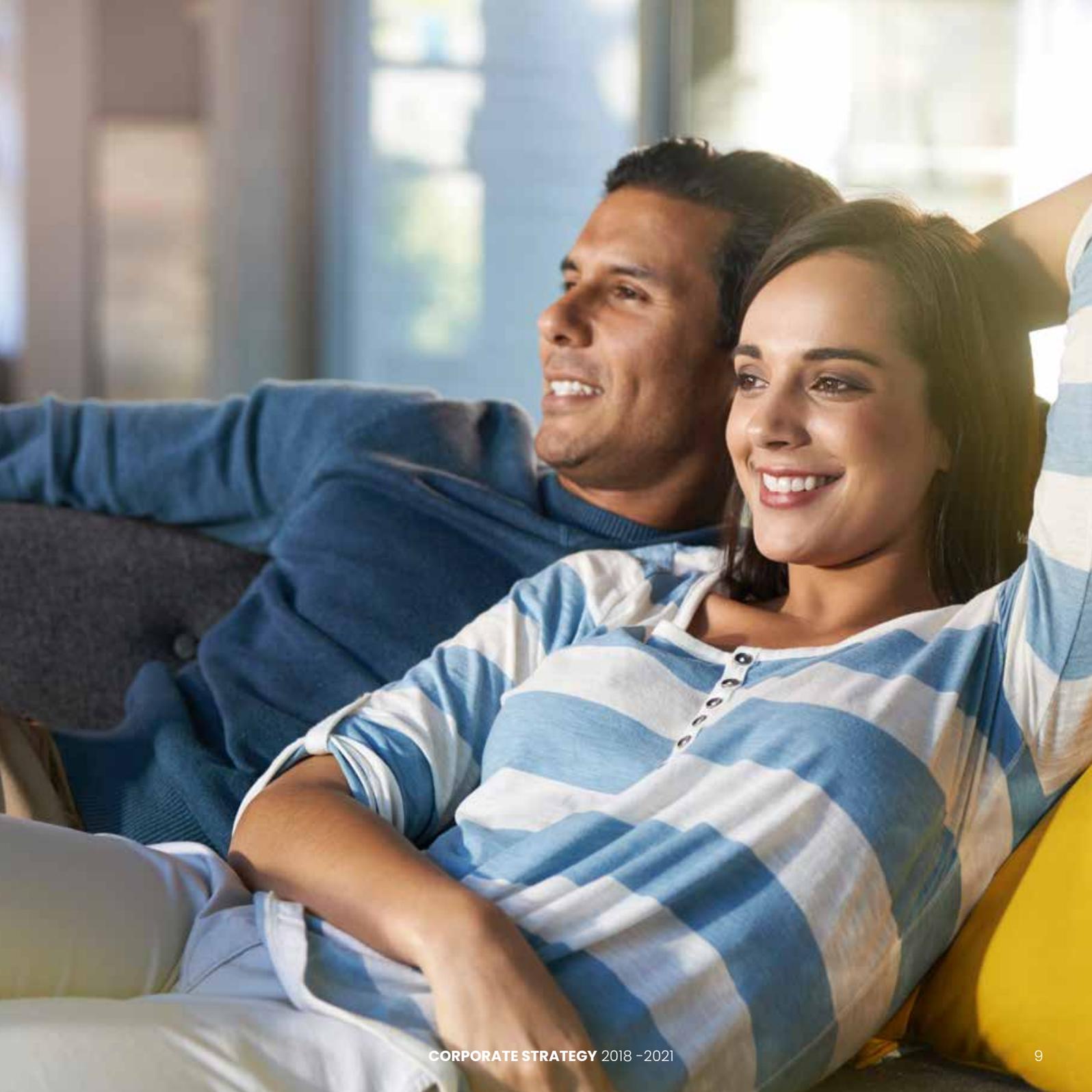
As Northumberland's foremost place shaping, investment, business support and development company, it will:

- **develop high quality industrial and commercial workspace**
- **support the creation of more and better jobs**
- **implement major business growth and infrastructure projects across Northumberland**
- **build new homes which support a strategic need**
- **attract investment and promote business growth**
- **invest in and upgrade residential and commercial property**
- **enhance the public realm.**

In doing so, it will support a broader county-wide assets based approach to promote economic growth and an improved quality of life for its communities.

Advance Northumberland's Corporate Strategy will build on the opportunities emerging from North of the Tyne and Borderlands initiatives to enhance its regeneration impact, taking its lead from Northumberland County Council and working in collaboration with key partners.





Strategic Outcome framework and goals

Deriving its strategic direction from Northumberland County Council's Economic Strategy, Advance Northumberland will focus on its regeneration mission whilst securing investment and development opportunities.

It will work with Northumberland County Council and other partners to develop and deliver a bold and visionary pipeline of projects for the next 3 – 5 years. However, whilst the strategy has a 3-5 year planning horizon, it will take a longer term view to ensure that economic growth is founded on sustainable principles and has a lasting impact.

All regeneration projects will be subject to a robust business case and funding appraisal, taking account of commercial return, regeneration impact and risk. At all times, projects & programmes will contribute to the goals of the County Council's economic and spatial priorities, as well as delivering wider social and environmental benefits.

Advance Northumberland will maintain a balanced property portfolio, ensuring that its commercial activities generate sufficient surpluses to cross-subsidise regeneration investments where these may be necessary to create jobs and regenerate struggling communities.

By taking a long-term view Advance Northumberland can

tackle projects that other developers would not normally consider. It will innovate (for example, by adopting new building technologies) and address market failure in key areas such as homes to rent, quality offices and modern industrial space.

Where possible, Advance Northumberland will work in partnership with the private sector, in order to share risk or deliver through joint ventures.

Advance Northumberland will manage its Estates function proactively always striving to increase occupancy levels and ensure that business and residential tenants get the best possible service. It will work to support job creation in the County especially in key sectoral growth areas.

Advance Northumberland's focus will be to promote economic development and regeneration in Northumberland. The Investment, Development, Business Growth and Skills Teams will work in concert with the Estates service to support growth to help businesses achieve competitive advantage.



Advance Northumberland Values

The values that will underpin Advance's work and influence the behaviours and ways of working are as follows:

- **Creativity**
- **Teamwork**
- **Accountability**
- **Commitment**
- **Quality**
- **Results driven**
- **Communication**
- **Proactivity**

Our values will help Advance Northumberland to focus on common behavioural expectations and provides the framework for empowering staff to deliver the very best for our customers. Our values give our customer and partners confidence that we will deliver on our promises and do the right things in the right way.

Our functions and structure

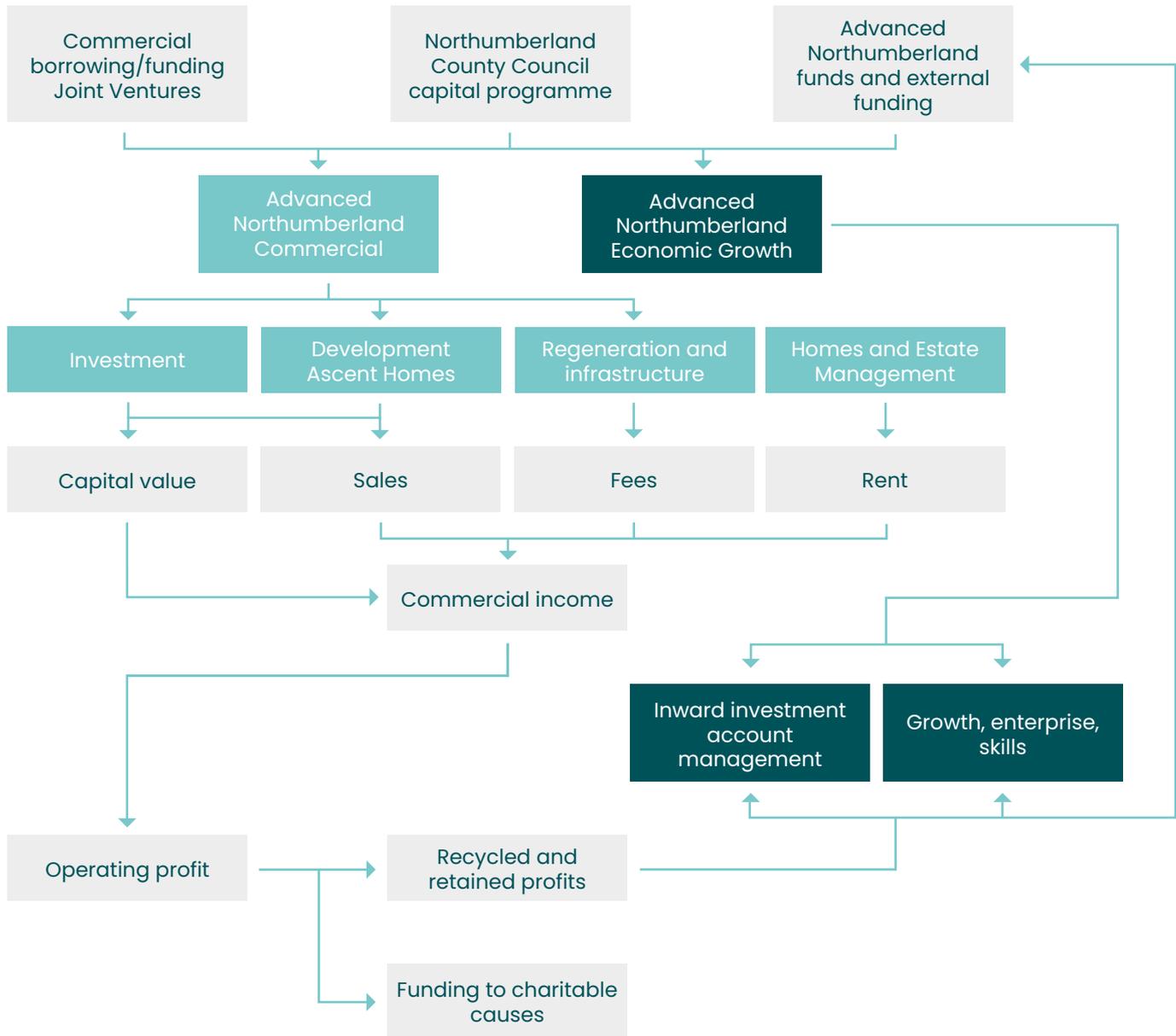
Advance Northumberland delivers value through the following key divisions:

- **Developments and project management**
- **Housing and property investment**
- **Estate management**
- **Inward investment and key account management**
- **Business growth and enterprise services**

In addition to the above delivery divisions, Advance Northumberland is supported by a central business support and finance function which oversees a range of finance, people, marketing, information systems and programme management functions to ensure effective governance, planning and oversight of performance.

These functions combine to deliver the overall value proposition; articulated in the Business Model opposite.

The business model





Advance Northumberland delivery programme

Advance Northumberland's work programmes are almost exclusively driven by what the Northumberland County Council requires the organisation to deliver, however, it will explore opportunities for growth through collaboration with a range of organisations which have mutually beneficial objectives:

Whilst Advance Northumberland's work programmes may be triggered by decisions from Northumberland County Council or other funding partners the company will pursue other regeneration delivery opportunities through joint ventures and strategic partnering.

In doing so, Advance Northumberland will bring additional resources to support delivery of the Corporate Strategy and annual Business Plan and meet Northumberland County Council's wider objectives.

Performance Management and KPIs

Place	People	Prosperity	Living
<p>Building a more attractive, distinctive and vibrant Northumberland through inspirational places</p>	<p>Investing in and connecting people and businesses</p>	<p>Enhancing prosperity and developing business growth</p>	<p>Enriching communities by delivering better quality, sustainable homes</p>
<p>Volume of living space available through the Advance Northumberland residential property portfolio.</p>	<p>Volume of direct employment opportunities created within Advance Northumberland.</p>	<p>Number of new businesses created, retained or attracted to Northumberland.</p>	<p>Volume of housing units built to address specific private rental / private sale housing needs.</p>
<p>Volume of business space available through the Advance Northumberland commercial property portfolio.</p>	<p>Volume of indirect employment opportunities supported through construction.</p>	<p>Value of private sector leverage.</p>	<p>£'s invested in acquisition of properties to meeting private rental housing needs.</p>
<p>Volume of land secured or protected to support future development / regeneration needs.</p>	<p>Volume of indirect employment opportunities supported through local supply chain expenditure.</p>	<p>Value of public sector leverage.</p>	<p>Volume and value of community facilities delivered that address gaps in community facility provision.</p>
<p>Volume of land secured or protected to support growth in target sectors.</p>	<p>Volume of training/ apprenticeships positions made available both directly and indirectly.</p>	<p>Volume of jobs created/ safeguarded.</p>	<p>Energy efficiencies and reduced residential property running costs achieved.</p>
<p>Volume of planning applications submitted and planning approvals obtained that will enable future development/regeneration needs.</p>	<p>Volume of public planning consultations/master planning events held including the contribution to/ involvement in stakeholder/ master planning events by way of allocation of employee time.</p>	<p>Value of increased National Non-Domestic Rates payable.</p>	<p>£'s invested in property improvements.</p>
		<p>Growth created/supported within specialist sectors.</p>	<p>Number of properties to have benefited from investment in property improvements.</p>
		<p>Volume of business support programmes offered and volume of businesses benefiting from the support offered.</p>	

Place

Volume of retail and town centre developments undertaken.

Value of investment in priority locations including leverage from other sources both private and public.

Catalytic effect of Advance Northumberland investment in terms of additional private investment, floorspace created and jobs created/safeguarded.

Volume of 'Heritage at risk' properties protected.

Awards won as a result of development/regeneration works undertaken.

People

Volume of introductions made through the facilitation of the Manufacturing Employers Skills forum which connects businesses with education and training providers.

Volume of businesses securing contracts as a result of attending Advance Northumberland facilitated supply chain events.

Prosperity

Increased footfall and job creation as a result of retail and town centre development.

Living

Value of Section 106 contributions made.

Awards won.

Where we work

In delivering its four priorities, Advance Northumberland will concentrate on key growth projects in the following areas:

- Developing **investment zones** in the south of the county, including Ashington, Blyth, Cramlington and Morpeth; and,
- Driving a vibrant **rural growth network** in the principal towns in the rural parts of the county: Hexham, Prudhoe, Ponteland, Haltwhistle, Amble, Alnwick and Berwick.
- Regeneration and place shaping in town centres suffering from decline, including Ashington and Blyth

Advancing Northumberland

Advance Northumberland is uniquely positioned to help drive economic prosperity and bring beneficial change and improvement for the people of Northumberland.

Working within a coherent outcomes framework, with clear goals, the company will be driven, focused and aligned to its partners ambitions, whilst working tirelessly for the benefit of the communities of Northumberland.



