



Selby Town Enterprise Partnership Strategy

2014-2017



Selby Town

Enterprise Partnership

16th July 2014



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1. What is the Selby Town Enterprise Partnership (STEP)?

The Selby Town Enterprise Partnership is made up of representatives from the local authority, the business community, education, and a range of delivery partners. Selby District Council has committed £150,000 to the town of Selby through its Programme for Growth 2012-2015 to enable those with an interest in economic growth in the town to make a start on growing enterprise. As a result of this, the new STEP has been set up and the STEP partners have come together to shape a vision and strategy for the town and lead on the commissioning of projects to deliver on this.

2. Vision

The overall purpose of the STEP strategy is to secure the town's role as the principal service centre for our district and to make it the destination of choice for shopping and leisure. This will mean a re-energised town centre which builds on the distinctive heritage of the town.

A draft vision statement has been developed:

“By 2017 Selby town centre will be vibrant, attractive, and well maintained. With little or no vacancies, the centre will be known far and wide for its unique selling points, and will be easily accessed by foot, bike, wheelchair and vehicle. The centre's atmosphere will convey a strong sense of purpose, confidence and business acumen that is clearly supported and appreciated by those who live, work and visit the area.”

3. Strategic Context

The town of Selby

The town of Selby has been identified as a market town with significant growth potential. There are a number of opportunities for development and growth including the Olympia Park development across the River Ouse in Barlby Parish just north of the town centre. In addition, a number of unused buildings in and around the town centre provide

opportunities for much smaller scale developments; Abbot's Staithe is an example of this. In addition, the district council has invested in a new state-of-the-art leisure centre adjacent to the retail centre of the town; when it opens in early 2015 this will help re-invigorate the west end of the town centre. The new leisure centre and the town's location at a major junction on the Trans-Pennine Trail provide opportunities to make the positive link between an active and healthy population and a healthy economy.

Developing workforce skills and improving employment levels has been identified as a key issue for parts of the town. Work is underway to develop a Community Led Local Development (CLLD) bid for European funding to make progress on the skills agenda focussing on the town but with a wider district reach.

Biorenewables and the green energy agenda provide an opportunity for Selby with investment in biomass taking place just outside the town at Drax Power Station.

The town's great Abbey and its distinctive industrial heritage are very much under-utilised opportunities for the development of the town and its identity. Indeed, the Heritage Lottery Fund has identified Selby as a priority area for funding, given the low levels of heritage projects coming forward in recent years. There is scope for heritage to play a greater part in the town's future.

Selby District Council

The council's Corporate Plan focuses on Five Big Things, all of which are relevant to enterprise and growth; the Changing Places priority is particularly relevant to this strategy. In July 2012 the council agreed the Programme for Growth 2012 -2015 which includes a number of ambitious projects to support homes, jobs and quality of life in the Selby district. The programme represents a £5m investment in growth for the district and is made up of four inter-related work strands:

- Jobs
- Housing and infrastructure
- Retail
- Leisure

The funding for the town and the STEP has been allocated through the 'Retail' work strand and much of the focus of the work will have a retail benefit for the town. However, this strategy and the STEP will form an important part of the delivery arrangements for other parts of the council's Programme for Growth, namely the 'Jobs' projects on Open for Business and Ready for Work.

The Selby District Local Sustainable Community Strategy (SCS)

The Selby District Local Strategic Partnership (LSP) adopted a revised SCS for the district in 2010. Prosperity is one of four major priorities in the SCS:

The district has a thriving economy based on sustainable employment opportunities. Entrepreneurial activity is encouraged and supported as is raising educational attainment. The district works with neighbouring authorities (i.e.: York/Leeds), complementing, not competing with them to provide an energised diverse, flexible economic environment. Social and economic opportunities are maximised and overall levels of deprivation are reducing. The LSP provides a valuable district wide strategic context for the work of the STEP and will enable the work delivered in Selby as part of this strategy to be shared in the other towns in the district.

York, North Yorkshire and East Riding Local Enterprise Partnership

The YNYER LEP vision for the area is simple, to become:

A thriving, prosperous place where businesses are growing in size, number and long term profitability.

The YNYER LEP will focus on delivering five priorities to enable business led growth and achieve

these outcomes:

- Profitable and ambitious small and micro businesses
- A UK leader in food manufacturing, agriculture and biorenewables
- Driving growth in our towns and the City of York
- A workforce with the skills that businesses need to grow
- An economy that is well connected to its markets

4. Outcomes

The following outcomes and measures have been identified as being key indicators for the success of this strategy.

Outcome	Measure
Increased footfall in the town	Usage of council car parks compared to Oct 2008 and Oct 2013 Survey work to be undertaken to set baseline and track progress
Increase in positive reputation of the town	Using existing datasets where possible
Opinion	Survey on satisfaction and aspiration for the future of the town
Jobs created	Using ONS data
VAT registration growth	From the Autumn 2013 baseline
Reduction in % of vacant shops	From the Autumn 2013 baseline
Number of specialist shops	Audit to be undertaken
New festivals and events	Audit to be undertaken

5. Priorities for the STEP

The partners involved in bringing together the STEP have identified the following priorities for the town of Selby:

- 1) Leadership and working in partnership
- 2) Developing Selby's unique selling point (USP)

- 3) The environment, masterplanning and streetscape
- 4) The Retail Mix
- 5) Hospitality and the evening and night-time economy
- 6) Festivals and Events
- 7) Access and technology
- 8) Growing enterprise

The priorities are set out in more detail below:

Priority 1: Leadership and working in partnership

This work will require strong leadership and needs to be proactive like a business, not reactive. This strategy is about shaping the future rather than waiting for the market. The town needs to be run as if it's a business, i.e. we need to think of it as Selby plc.

In order to make a start on this a SWOT analysis has been undertaken to inform a plan for future action. What have we got? What are the gaps? We can also learn a great deal from what others have done to make their towns successful.

Towns are uniquely complex environments which serve many roles simultaneously. In order to manage the collective trading and operating environment for the maximum benefit of all the many and varied stakeholders, it needs to be done collaboratively.

Good town centres are often dependent on strong partnership. The cooperation of the many different stakeholders who make up the town centre is essential if the place is to benefit holistically. It is important therefore to establish and work from a position of shared interest and set achievable goals that the stakeholders can all support.

The STEP will provide a framework for a network of groups and partners. The STEP board will be underpinned by a business-led task group and a number of groups and networks.

Priority 2: Developing Selby's unique selling point (USP)

What is clear is that Selby does not have a unique selling point, i.e. its own personal brand in competing with other market towns, yet it has a fascinating and distinctive heritage. There are a number of opportunities in Selby's past and present which could be drawn on for this: Selby Abbey (one of England's finest churches); the story of the three swans; shipbuilding (the place where the Radio Caroline vessel and the original Rainbow Warrior ship were built); industry; the home of green energy; and cycling.

An early piece of work for the STEP will be to shape what the USP should be. This will involve a review of previous work, including that done for the Renaissance project. It might also require a fresh piece of work by a marketing professional to develop the USP.

Priority 3: The environment, masterplanning and streetscape

Masterplanning will be key for the future of Selby; this will involve asking the big, and often difficult, questions about the layout of the town. The SWOT Analysis found that traffic flow and movement through the town centre were significant weaknesses. Indeed, this was also identified as part of the research undertaken for the Renaissance project back in 2007.

Moreover, the town could benefit from 'zoning' or being organised into 'quarters'; for example the arts provision at the Town Hall, the new leisure centre development and the proposed leisure village could start to establish the west of the town centre as the cultural and leisure quarter. Similarly, in recent years Finkle Street has become a niche for higher quality boutique shops; this pattern could become more established.

There are a number of different components which work together to create a streetscape which ideally will reflect the distinctive character of the town and area, while also being clean and orderly, avoiding clutter and dereliction. The town's heritage has a key part to play here and it is envisaged that well-planned heritage projects could be used to increase footfall in the town and boost the local economy.

Selby's three swans already feature on areas of public realm and on many shop fronts around the town. This distinctive, and slightly quirky, theme if developed further could provide the 'sprinkle of magic' which could bring the town to life and provide coherence from quarter to quarter. There are also opportunities around landscaping, lighting, paving, street furniture, planting, public art, attractive and effective signposting and easy access to the internet. Sponsorship might play a part here. Indeed, the council's Gateways project is adopting this approach as a way of improving the appearance of the district's roundabouts while promoting local business.

The STEP will look at a range of options to improve the appearance of the town. For example, graphics could be used in empty shop windows so that units remain attractive whilst waiting for a new tenant. The STEP, in partnership with Selby District Council, might consider introducing a shop front style guide and grants programme to improve the image of the town's shops. A similar approach has been used, with some success, in small parts of the town in the past and is used in many market towns, including Newark in Nottinghamshire, where the style guide has Supplementary Planning Document (SPD) status.

Finally, there are opportunities around nature and the natural and built environment to improve the offer in and around the town. The York and North Yorkshire Local Nature Partnership's (LNP) Selby landscape project is looking at how the industrial landscape, e.g. the canals, can be used to develop green infrastructure with environmental, community,

health and economic benefits. There may be projects where the two partnerships can work together to deliver shared outcomes.

Priority 4: The Retail Mix

It is not enough to expect new investors and consumers to just turn up. To make Selby the chosen destination for people and business, effort has to go into getting the basics and the mix right. There are a number of tools that can act as building blocks to supporting and attracting a healthy mix of businesses and people to invest, trade, employ and reside in the town.

The STEP needs to undertake an audit of the town's offer and identify ways of building on existing footfall generators. Gowthorpe, the town's main high street, already benefits from free wi-fi and this could be developed to other parts of the town.

Property brokerage could be a key activity, identifying the gaps, targeting prospective tenants and proactively building up the shopping offer whilst tackling the empty shops.

Selby is largely made up of convenience shops with very few specialist shops. In order to thrive in the future and serve the needs of the surrounding villages, the town needs to grow more specialist and upmarket shops with good quality restaurants. Finkle Street and the area near the Abbey are already examples of this.

The STEP will also look at how major retailers could be targeted to come and invest in the town, in particular those which generate footfall. Pop-up shops and increasingly becoming a way to make use of empty shops and at the same time providing an opportunity for business incubation. Whilst Selby is fortunate in having relatively low shop vacancy levels, there is potential for the STEP to explore a project on pop up shops. Similarly, turning empty shops into temporary art galleries is something which could add value to the vibrancy and appearance of

the town and this could be a role for the voluntary and community sector.

Selby Market once drew visitors to the town from all over Yorkshire. Under the management of Selby Town Council the market has improved in recent years and there is potential for the town council to expand the market offer. The STEP will work with the town council and look at how the town, its retailers and the market can better complement each other and provide a joint marketing approach to increase footfall around the town on market days.

Priority 5: Hospitality and the evening and night-time economy

Hotels and restaurants are an important part of a thriving town where people want to visit for both business and leisure. The town is considered to have a shortage of good quality hotels, with many business visitors preferring to stay in country house hotels located in villages some eight miles from the town. The shortage of hotels also means there is a significant gap in the town's offer on venues for events, weddings, etc.

Versatility can be the making of a great town centre, so Selby needs to offer a clean, safe, vibrant and engaging environment for different types of people at different times. An arena that poses a big challenge in achieving versatility is a transition that takes place every day from the day-time economy to the evening or 'shoulder' period, and then on into the late night economy. With this shift, the uses of the town centre change with individuals and businesses shifting their needs accordingly.

The STEP will engage with those involved in the evening and night-time economy, including restaurants, pubs and bars, nightclubs, take-aways, taxis the police and others working on community safety. Moreover the STEP will work closely with the district council on taking a proactive stance on improving the hospitality offer in and around the town.

Priority 6: Festivals and Events

Selby needs to be a place where people want to spend time and that the town currently has little to keep visitors occupied for much more than an hour. The findings from the recent University of York 'Ships and Swans' project recommended that the tourism offer needs to be based on the historic heritage of the district, bringing in the founding of the Abbey and the story of the three swans, the nearby Battle of Towton, the advent of shipbuilding, and other significant events. Walks around the town (picking up the previous work done on this) could be reinvented to attract visitors and encourage them to use the shops, cafes and restaurants.

The STEP will consider how the existing offer around festivals and events could be developed further to bring more people to the town. A calendar of events and 'What's on' guides could be used to help attract visitors to Selby. Festivals (possibly developing a 'unique' festival e.g. swan racing; 'Swan around Selby' swan trail) could be used to attract people to the town, building on what is already there. The existing Beer Festival could be extended to two days to encourage overnight visitors and increase spend.

Events might include food and drink e.g. food sampling stalls along Gowthorpe with links to local retailers. Cycling could be a theme where the town could benefit from the recent rise in its popularity and increasing profile (with the Grand Depart taking place in Yorkshire in 2014) and reinvent Selby as a cycle friendly hub situated at an important junction on the Trans-Pennine Trail. Selby could become a popular day destination for cyclists from York using the trail.

Undoubtedly Selby has an interesting heritage and we need to make more of what is already here e.g. the Canal and the waterways, including walkways alongside the waterways. There is potential as well to encourage re-use of the staithe to create a vibrant waterside area.

Clearly more external promotion is needed, including leaflets on Selby. Currently, visitors to the Abbey can pick up leaflets on the attractions of Beverley and other towns, but not Selby itself.

Priority 7: Access and technology

The wellbeing of the town directly depends on the flow of people into, around, and out of the town centre, so getting access right is vital. With so many different people and goods needing to access one small area for different purposes and durations, the management of access and egress can be complex. In Selby this is made more complex as a result of the river and the railway crossings on the way into the town.

Selby, like most towns, was not designed to accommodate the scale of private car use that has grown over the past forty or fifty years. Congestion at busy times can cause delays, frayed tempers, increased emissions, wasted fuel, and damage to the visitor experience. For both healthier lifestyle and financial reasons, cycling statistics have increased enormously over the last few years, and the advent of electric bikes and bike clubs see the trend set to continue. Although the Grand Depart of the Tour de France won't pass through the town itself in 2014, the excitement generated by its passing nearby in York will lead to an increase in interest in cycling. Selby benefits from being at a major junction on the Trans-Pennine Trail and from being flat. Cycling and the opportunities around being 'cycle friendly' provide obvious opportunities for the town, and could link into the USP.

Public transport is important here too and it is vital that the 'gateway's from the bus and train station provide an inviting, clean and safe route to the shopping and leisure parts of the town.

Parking signage in the town could be improved to help visitors and residents know which car parks are short-stay and which are long-stay. The cost of car parking is critical here too and how charges could be set to encourage footfall to the town centre, whilst providing an income for the asset owners.

A key part of making the town more accessible could also be via technology. For example, a 'Visit Selby' website and town portal, where visitors to the site are able to click and collect, could be a way of using the internet to bring in footfall to the town. Moreover the LEP could look at how mobile apps could be used to increase footfall. There are a number of lessons that could be learnt from the internet.

Priority 8: Growing Enterprise

To enable the entrepreneurial spirit to thrive in new and existing businesses a programme of support will be developed and delivered. The Growing Enterprise programme of support to businesses is likely to include business coaching, a business to business mentoring scheme, business incubation support through the provision of pop-ups opportunities, market tasters, etc. In addition, customer service training and development can be offered to ensure that the visitor experience to Selby is high quality.

Upskilling and support for those who are unemployed can also help tackle pockets of deprivation, underpin growth and ensure the talents of our whole population are utilised. A recent national study found that 40 per cent of jobless young people say they have faced symptoms of mental illness – including suicidal thoughts, feelings of self-loathing and panic attacks – as a direct result of unemployment. The partnership will look at ways this strategy can contribute to developing the skills of everyone living in the town, including young people. This is likely to involve working with the local voluntary sector but might also involve national charities such as the Princes Trust and the work they do on mentoring young

people. Work is also underway to develop a £1m Community Led Local Development (CLLD) bid for European funding to make progress on the skills agenda focussing on the town but with a wider district reach.

Again, through the Programme for Growth, Selby District Council has already committed support to local business in a pilot project as part of its Open for Business work stream. A business support workshop will be held to test both the need and offer from within the local business community. The learning from the pilot will help inform how elements of this area of work are developed.

6. Resources

In order to deliver on the priorities in the strategy Selby District Council's Programme for Growth has allocated a sum of £150k for the town to allocate to projects between 2013 and 2015. In addition, the York, North Yorkshire and East Riding Local Enterprise Partnership is offering funding which will deliver economic growth through the Single Local Growth Fund and European funding in 2015/16. It is anticipated that some, if not all, of the projects funded through this strategy will be self-financing into the medium and longer term.

In addition to the enterprise focused funding above, in 2012 the Big Lottery Trust (BLT) allocated £1m to the town for the community to spend over a ten year period. While the STEP strategy is focused on enterprise and growth, the two initiatives are entirely complementary as the other side of a prosperous and enterprising town is an upskilled, inclusive and healthy community. There will be opportunities in the projects for the two initiatives to work together to deliver whole system, sustainable outcomes for Selby. The £1m European CLLD bid will be a major part of this.

The Heritage Lottery Fund has recently prioritised Selby to receive funding for heritage projects from 2014 onwards. It is envisaged that projects will be commissioned which use the town's distinctive heritage to promote the town and help grow the local economy.

7. Delivering on the Priorities

The STEP will use this strategy as a framework for action planning and commissioning projects which deliver on the priorities above. As part of the implementation of the strategy the STEP will decide on short, medium and long-term actions and develop a detailed commissioning model for how it assesses proposed projects against the priorities and actions in the strategy. It will then allocate funding and monitor progress on the delivery of milestones and outcomes. A business case model (using a Project Initiation Document template) accompanied by assessment criteria will set out planned outcomes, deliverables, costs, timescales, etc., and will be used to assess projects and define the monitoring and review arrangements.

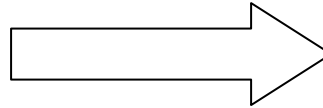
The STEP will commission work from a range of sources. For example, a recently formed Community Interest Company (CIC), the Selby Enterprise & Community Growth Partnership, has expressed an interest in working with the STEP to deliver this strategy. This social enterprise is made up of a range of delivery partners working in the town as well as members of the business community. As a CIC it has the requisite governance arrangements in place to manage projects and apply for grant funding from the NYYLEP, the STEP and a range of other sources.

In addition, there are other groups who are likely to come forward with proposals on how they could deliver the outcomes set out in this strategy. The governance and commissioning arrangements are set out in summary overleaf.

Selby TEP

Develop and agree strategy for the town.
Commission projects.
Assess candidate projects.
Allocate funding.
Review progress on strategy and project delivery.

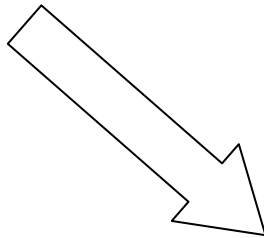
Influence



YNYER LEP

Develop overall economic strategy for the LEP region.
Allocate Government and EU funds for economic development.
Develop Single Investment Framework.
Develop and agree clear appraisal mechanisms for assessing proposal.
Success measured through outcome indicators.

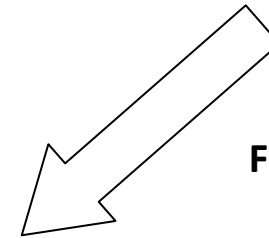
Funding



Delivery Groups

Set up as a legal entity e.g. CIC, trust, etc.
Develop proposals for projects to both STEP & LEPs.
Generate and commit match funding.
Deliver projects.

Funding



8. Monitoring and Review

The implementation arrangements will focus on how the delivery of the strategy is monitored and reviewed so that projects not only keep to timetables but also deliver the outcomes set out at the outset. The business case model which will be developed for this will not only assist in the planning and commissioning of projects but will also be used to monitor progress and assess the extent to which projects are achieving planned outcomes.

9. Membership of the STEP

The membership of the STEP Board is as follows:

- Cllr Chris Metcalfe, Selby District Council
- James Farrar, York and North Yorkshire LEP
- Becky Lowry, Sainsbury's Selby (Chair)
- Melanie Wedgbury, Drax Power
- Joe Stafford, Amey plc, public services provider
- Andy Williams, Selby Town Council
- Cllr Steve Shaw-Wright, Community Engagement Forum
- Richard Sharp, Mollie Sharp's Cheese & Deli
- Ian Reynolds, Stephenson's Estate Agents
- Robert Tansey, Selby College

The Board is supported by David Gluck, STEP Co-ordinator.

10. Contact Details

For more information on the STEP, the strategy and the projects, please contact:

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