



ECONOMIC STRATEGY 2017-2032



Stockton-on-Tees
BOROUGH COUNCIL





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INTRODUCTION

This Economic Strategy sets out Stockton-on-Tees Borough Council's growth ambitions over the next fifteen years. It will be refreshed in a timely manner to ensure that it remains fit-for-purpose based on an evaluation of how the local economy is performing in relation to a series of key growth indicators.

The economy does not stand still; with ongoing structural changes both within the UK and global economies that have the potential to impact our local economy. As such, together with our partners, we will remain flexible and proactive in developing collaborative approaches and interventions that facilitate our long term Economic Strategy ambitions to be realised. The Strategy is supplemented by a rolling three year Growth Plan that will enable resources to be aligned to our delivery priorities over the short to medium term.

Stockton-on-Tees forms a vital part of the wider Tees Valley economy, which has a successful history of working in partnership to create the best conditions for economic growth. The performance of the local economy is a key driver that shapes Stockton-on-Tees into a successful and growing location. Our businesses are an integral factor in creating and sustaining a diverse and strong local economy, and are essential to the continued prosperity of the area.

Building on the strong partnership working that exists across Tees Valley and to allow for the devolution of funding and powers, these arrangements have been formalised through the creation of the **Tees Valley Combined Authority**, which came into effect in April 2016. In addition, a **Tees Valley Mayor** is to be elected in May 2017.

The Mayor may choose to establish a **Mayoral Development Corporation** that would deliver **economic and housing growth**.

Some of the challenges we face in Stockton-on-Tees are not unique to us, however there are some areas of economic performance where opportunities exist to create the best possible environment for sustainable growth. The production of this Economic Strategy provides us with an ideal opportunity to reflect the significant

work that continues to take place both sub-regionally and nationally to accelerate economic growth and to increase Tees Valley's economic contribution and profile to the northern and national economies.

We will remain influential in our approaches to lead and facilitate new business investments; on the basis that we will intervene where we can add most value to the economy.

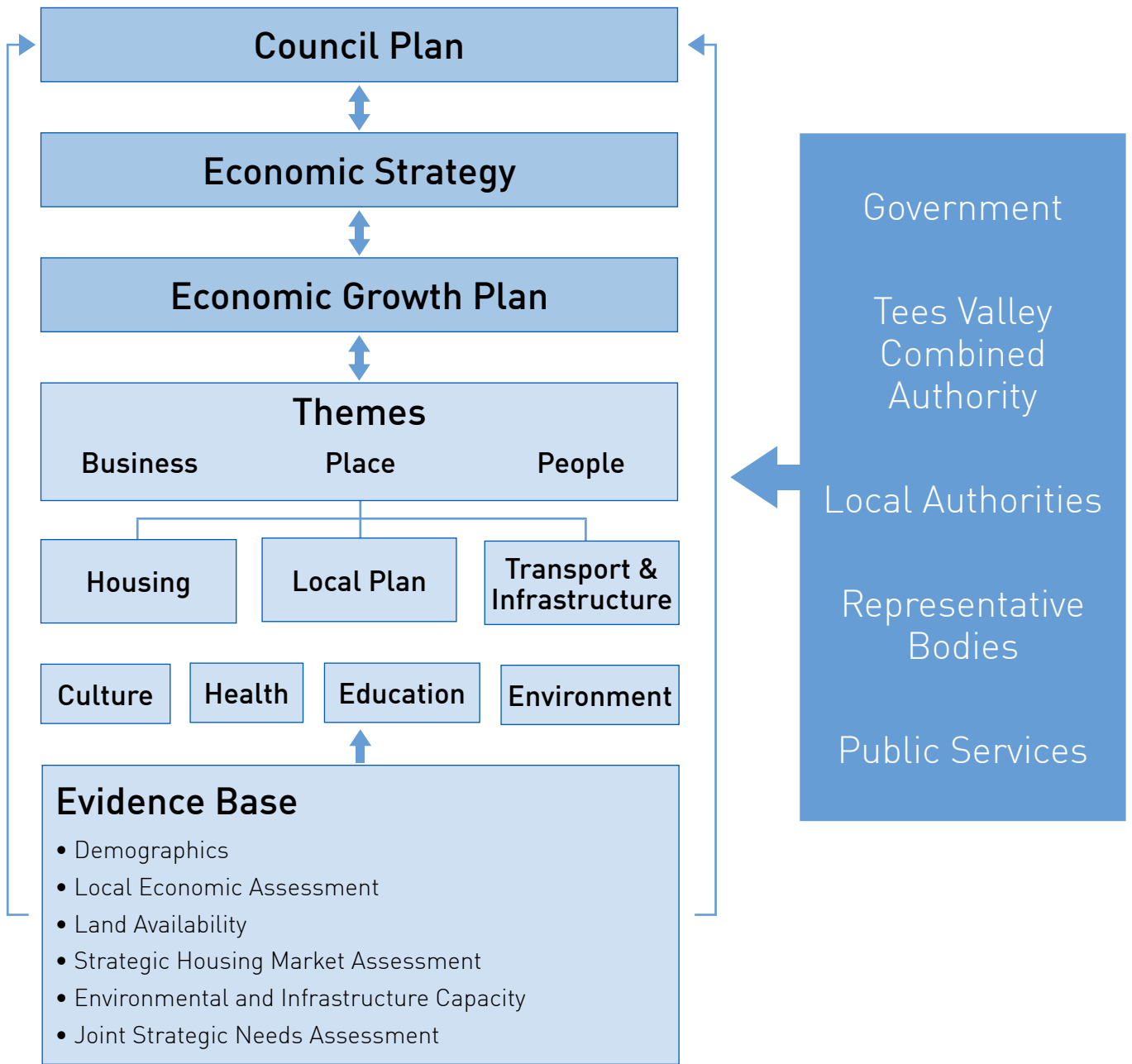
In recognition of the inter-dependencies between the Economic Strategy themes of Business, Place and People we have produced a framework (**Figure 1**) to illustrate how our various plans dovetail together and reflect the broader policy arena in which we work.

Accepting that over the coming years there is likely to be a period of economic uncertainty; our Economic Growth Plan is focused on deliverable priorities over a three-year term. This sharper focus enables us to provide assurance of investment and delivery.

Stockton-on-Tees Borough Council's Long-term vision is...

The businesses and people of Stockton-on-Tees are part of a thriving and productive Tees Valley economy; a City Region that is driving economic growth across northern and national economies

Figure 1 - Economic Strategy Policy Framework



LOCATION AND ECONOMIC PROFILES

Stockton-on-Tees covers 20,393 hectares, and has 194,803 people living in 84,073 homes. The principal settlements are Stockton, Billingham, Thornaby, Ingleby Barwick, Norton, and Yarm; whilst Wynyard is expected to grow into a substantial residential location.

As an economic asset, the River Tees courses through the Borough and sustains a variety of uses; from a working river upstream; a leisure destination; and forming part of the tranquil green corridors. The Borough is bounded by County Durham to the north; Darlington to the west; Middlesbrough, Redcar & Cleveland and Hartlepool to the east; and Hambleton to the south.

Stockton-on-Tees benefits from good access to the strategic road network – A1M, A19, A66 and A67 – and a network of bus routes that provide frequent services to connect residents to work and leisure destinations predominantly across Tees Valley, and for the movement of goods and services. There are

six train stations in total providing frequent access to destinations in Tees Valley and across the North, and a direct link to London via the East Coast Mainline.

The Borough is home to Durham Tees Valley Airport located in the South East. It provides freight services, and international connections via three flights per day to Schiphol Airport in Amsterdam, as well as regular flights to Aberdeen.

The economic profiles that follow provide a “snap-shot in time” of some of the factors that have informed the ambitions and activities in this Economic Strategy; telling the story of the Stockton-on-Tees’ economy in a way that can be reviewed and articulated in the future to reflect movement in the economic performance of the Borough.



Economic Activity and Employment

The number of residents in Stockton-on-Tees that are economically active is 95,600 (76.8%); 89,900 of which are in employment, and an estimated 7,200 are unemployed. The employment rate of 72.1% is lower than nationally (73.8%), but higher than regionally (69.4%).

Unemployment (those without a job who are actively seeking work) has followed a similar pattern to that of the region, and remains higher than national averages; peaking at 11.1% (10,600) in the year ending September 2012. Since then there has been a fall of 3,400 people to 7.4% which, unlike the national rate, is still higher than the rate before the 2008 economic downturn.

Although not all unemployed people claim Job Seekers Allowance (JSA), the recent fall in unemployment correlates with a reduction in the JSA rate. The claimant count statistics show a reducing trend across all age groups. However, this stalled in mid/late 2015, particularly for those aged 25 and over, which is consistent with other locations.

Figures are from the Office for National Statistics (Year ending June 2016) - Annual Population Survey



Business Stock and Survival

There were 5,445 registered businesses located in Stockton-on-Tees in 2016; representing an increase of 3.5% from the previous year compared to a 3.1% rise in the North East and a 4.3% rise nationally.

This equates to 442 active enterprises for every 10,000 Stockton-on-Tees' resident aged 16-64, which is higher than the North East average (408), but is considerably lower than the national average (619).

The business base is dominated by smaller firms comprising of 0-9 employees (88.2%). This is broadly consistent with the regional (87.2%) and national averages (88.7%). The proportion of the business stock that is large enterprises (employing over 250 staff) is 0.4%; the same as the regional and national rate.

Available data in 2010 indicated that 1.1% of businesses in Stockton-on-Tees were foreign owned and accounted for 13.8% of employment. This exceeded the North East rate of 0.7%, and constituted only a 0.1% gap to reach the UK rate of 1.2%.

Businesses in Stockton-on-Tees are showing greater resilience with higher survival rates than other locations; 41.8% of businesses that commenced trading in 2010 were still trading in 2015 compared to 40.1% in the Tees Valley and 41.4% nationally. One-year survival rates are encouraging with more than 9 in 10 (93.4%) businesses born in 2014 surviving their first year of trading compared to 92.2% nationally and 93.2% in the wider Tees Valley. Business births are increasing and business deaths are decreasing, which translates into a positive net number of businesses overall. The growth in the number of active enterprises in Stockton-on-Tees has been higher than national averages for 4 of the past 5 years.

Figures from Office for National Statistics (2016) - UK Business: Activity, Size and Location Office for National Statistics (2016) - Business Demography

Business Sectors and Jobs

Data relating to 2015 shows that Stockton-on-Tees has employment specialisms in the broad sectors of 'Construction' (48% higher proportion of total employment than England), 'Manufacturing' (36% higher proportion of total employment) and 'Professional, Scientific and Technical Activities' (27% higher proportion of total employment).

A more detailed analysis of sector classifications shows specialisms in, for example, 'Extraction of Crude Petroleum and Natural Gas' has a share of employment 10.6 times the national proportion (though this sector is relatively small; employing less than 200 people), 'Manufacture of Chemicals and Chemical Products' (the second most specialist sector) is considerably larger, employing 2,200 people (8.4 times the national proportion of total employment). 'Architectural and Engineering Activities' employs over 5,500 people, which at 6.3% of all jobs is 3.6 times more concentrated in Stockton-on-Tees than the national rate. 'Scientific Research and Development' employs 1,300 people and is over 3 times more concentrated in Stockton-on-Tees than England.

The sectors with the highest numbers of employees in Stockton-on-Tees include 'Wholesale and Retail Trade' (12,900 jobs; of which 58% are full time), 'Health and Social Care' (11,300 jobs; of which 59% are full-time), and 'Manufacturing' (9,600 jobs; of which 89% are full-time). Part time employment makes up 30.3% of jobs, which is higher than national, but is lower than regional rates.

Office for National Statistics (2016) – Inter Departmental Business Register – Business Register

Commuting Patterns

Stockton-on-Tees' commuting patterns from the 2011 Census indicate that over half (44,347) of employed residents lived and worked in the Borough, with the addition of 7.0% (6,438) who were classed as homeworkers, 7.0% (5,836) had no fixed workplace, and 1.0% worked offshore. Stockton-on-Tees has a net inward commuting pattern, as 768 more people travel into the Borough for work than leave it. 34.0% (29,650) of residents travel outside the Borough for work and 35.0% of Stockton-on-Tees' workers originate from outside the Borough.

Middlesbrough is the Local Authority with which Stockton-on-Tees has the highest level of commuter flows. Stockton-on-Tees and Middlesbrough, along with Redcar and Cleveland, form Stockton-on-Tees' travel to work area (TTWA).

82.3% of Stockton-on-Tees' working age residents work within the 3 Local Authority areas, and 78.8% of Stockton-on-Tees' workforce reside within the 3 Local Authority areas that make up the TTWA.

Figures are from the Office for National Statistics (2011) - Census



Skills for Employment

Stockton-on-Tees boasts a highly skilled workforce. There is a larger proportion (35.4%) of residents qualified to graduate level or above (NVQ level 4+) than the North East (30.6%).

This position has changed over the previous decade as the Borough now out-performs the region, has closed the gap with the national rate by 5.5% and is now only 1.5% behind (36.9%); whereas the North East is currently 6.3% lower than the national rate.

There are fewer Stockton-on-Tees' residents with no qualifications (9.8%) than regionally (10.3%), and only 1.0% more than the national (8.8%) average.

Figures are from the Office for National Statistics (Year ending December 2015) - Annual Population Survey

Occupation Profiles

The occupational profiles of residents in Stockton-on-Tees are broadly comparable to those nationally, although both differ from the North East.

Stockton-on-Tees is characterised by a greater proportion of residents employed in high value occupations such as 'managerial, professional and associate professional / technical' jobs (45.5% or 40,900) than the regional average (37.9%). In contrast, the Borough has a lower concentration (24.1% or 21,800 people) of semi and lower-skilled workers, including 'sales and customer service occupations'; 'elementary occupations'; and 'process, plant and machine operatives' than the regional average (28.4%).

There has been a distinct increase in the number of residents who are employed in 'professional occupations', which usually require degree and sometimes post-graduate level qualifications, e.g. doctors and teachers. 22.3% of the Stockton-on-Tees' workforce (20,100 people) are in this occupational classification, which is higher than nationally (20.0%) and regionally (18.2%). The rate has risen 5.6% since the same period 10 years ago (compared to a 2.5% rise regionally and 3.5% rise nationally). There are 7,800 more residents employed in 'professional occupations' than there were a decade ago.

Figures are from the Office for National Statistics (Year ending June 2016) - Annual Population Survey

Population

Stockton-on-Tees has a resident population of 194,803. Over the ten years to 2015 the number of residents increased by 4.5% (+8,453), which is higher than the North East (+2.1%), but lower than the UK average (+7.8%). The population is forecast to increase to 211,005 by 2039.

The working age population, however, has declined in recent years from a peak of 124,474 in 2011 to 122,849 in 2015 – so in 2011 people aged 16-64 made up 64.9% of the population, and by 2015 this had fallen to 63.1%. The 16-64 population is forecast to decrease further to 61.7% by 2031 (1,710 fewer people).

By 2031 the population aged over 65 is forecast to increase in Stockton-on-Tees by 41.0%, which is higher growth than both the national (+38.5%) and Tees Valley (+35.7%) projections.

Forecasts for Tees Valley suggest that 31.1% of the current workforce will retire by 2024. Due to the predicted growth in the retirement age population in Stockton-on-Tees over that time this is likely to have a negative impact on the Borough due to the higher concentration of residents from that age group. Population projections from the Office for National Statistics (ONS) suggest a reduction in the population aged 15-29 over several years, which is forecast to return to current levels in the early 2030s.

*Figures from
Office for National Statistics (2015) - Mid-year population estimates
Office for National Statistics (2015) - 2014 based population projections
UKCES (2015) - Working Futures 2014-2024*



Disparities in the Borough

The previous economic profiles combine to paint a picture of Stockton-on-Tees as an area that performs better than other geographies, however still lags behind national averages in some economic areas.

The profiles reflect an averaging-out of large variations within the local economy, which contains some locations with very high performance in employment rates, skills levels, wages, and a thriving local business base contributing to productivity. This can mask some of the areas within the Borough that are the most deprived and subsequently have higher levels of unemployment, lower skills, and lower wages.

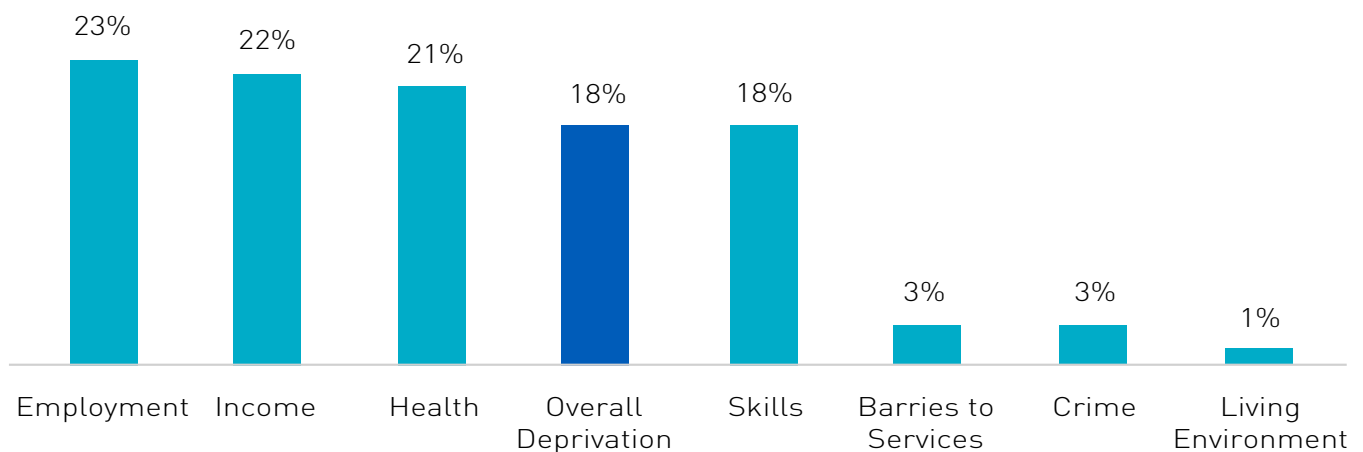
The Index of Multiple Deprivation (IMD) is made up of 7 'domains' each with a set of indicators that relative deprivation is assessed against. For example, the 'income' domain relates to adults and children in families where various income related benefits are claimed (e.g. Income Support). The employment domain considers claimants of work-related benefits such as Job-seekers Allowance amongst others, whilst the 'skills' domain scores areas based on educational attainment and qualification levels of residents. The 'barriers to housing and services' domain looks at road

distance to key services for each area as well as overcrowding, homelessness and affordability of housing.

The domains are weighted to give an overall score, and in the 2015 release 22 (18%) of the 120 lower super output areas (LSOAs) in the Borough were within the 10.0% most deprived in the country and 8 LSOAs were in the least 10.0% deprived in the country. Relative deprivation across the Borough is shown in **Map 1** (differences within the least deprived half of the Borough are not shown). The proportion of LSOAs that fall within the most deprived 10.0% of LSOAs in the country for each of the 7 domains is shown in **Figure 2**.

Domains associated with 'barriers to housing and services', 'crime' and the 'quality of the living environment' show relatively low levels of deprivation within Stockton compared to the rest of the country. This is reflective of more affordable and better standards of housing and air quality, lower crime rates, and fewer road traffic accidents than other parts of the country.

Figure 2 - PROPORTION OF STOCKTON'S 120 LSOAS WHICH FALL WITHIN THE 10.0% MOST DEPRIVED LSOAS IN THE COUNTRY BY IMD 'DOMAIN'

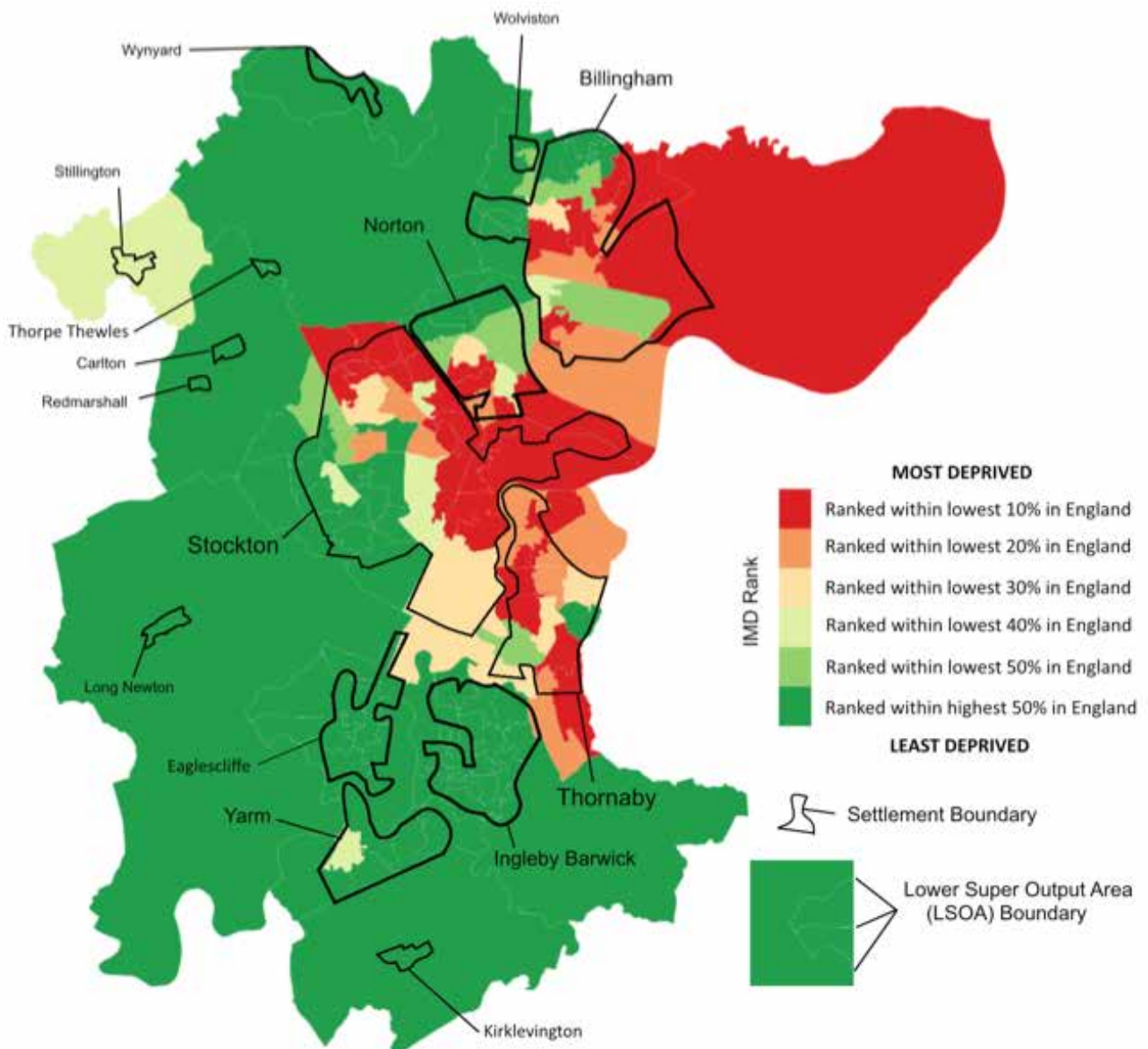


Source: Index of Multiple Deprivation (2015, Department for Communities and Local Government)

Of the Stockton-on-Tees' LSOAs that fall within the most deprived 10.0% in the country, the economically relevant domains of 'employment', 'income' and 'health' show a higher relative deprivation rate of 23%, 22% and 18% respectively, and the 'skills' domain is equal to the 'overall deprivation' rate of 18%. The LSOAs which score highly in those domains generally also have the highest overall deprivation scores, which are highlighted as red or orange on **Map 1**.

It is in the areas of highest deprivation that there is the greatest potential for improving social and economic growth and close the gap with the most affluent areas in the Borough; thereby reducing inequality, deprivation and poverty.

Map 1 - RELATIVE DEPRIVATION IN STOCKTON-ON-TEES AT LSOA LEVEL – INDEX OF MULTIPLE DEPRIVATION (IMD) 2015



Source: Index of Multiple Deprivation (2015) Department for Communities and Local Government

WORKING IN PARTNERSHIP

Stockton-on-Tees has a resilient economy that has shown stability and growth over recent years following a significant period of economic uncertainty. This places the Borough in an excellent position from which to move forward.

Reflecting on our role as an enabler, investor, regulator, and provider of statutory services, we will firstly lead on those priorities where our direct intervention adds the greatest value to stimulate and facilitate economic growth. Secondly, we will work with our public, private and third sector partners and investors to support them to lead interventions.

The Local Enterprise Partnership (LEP), Tees Valley Combined Authority, and its partners have been instrumental in securing local decision-making powers and funding to deliver economic growth.

The **Tees Valley Devolution Deal** was signed in October 2015 and is worth £450m over 30 years. This is equivalent to an additional £15m per year of flexible capital and revenue funding, and the transfer of powers to the Tees Valley Combined Authority for **employment and skills, transport and investment** from Central Government through the **Tees Valley Single Pot**.

The **Tees Valley Growth Deal** has been designed to boost economic growth in Tees Valley and provide key investments in **transport, infrastructure, skills, innovation and business support**.

The Growth Deal focuses on three key priority areas as identified in the LEP's original Strategic Economic Plan (SEP):

- **Driving skills and innovation**
- **Building more effective transport and infrastructure**
- **Creating the environment for business growth**



The Tees Valley has so far secured over £96m through the first two rounds of the **Local Growth Fund (LGF)** to support economic growth in the area. This investment is also expected to lever in at least £100m of additional investment from local partners and the private sector; create 5,000 new jobs and 1,500 new homes by 2021. Further funding will be sought as additional opportunities become available through upcoming rounds of Government funding.

A total allocation of £169.8m from the **European Structural and Investment Fund (ESIF)** has been allocated to Tees Valley, which consists of:

- **£94.3m ERDF**
- **£64m ESF**
- **£10.4m YEI**
- **£1.1m EARDF**

A Tees Valley ESIF Strategy sets out how the funding will be maximised to achieve economic growth in the region.

Taking account of the current composition of the Tees Valley economy, existing employment specialisms and the potential for growth, seven priority sectors have been identified:

- 1. Advanced Manufacturing**
- 2. Process, Chemicals and Energy**

3. Logistics

4. Health and Biologics

5. Digital and Creative

6. Culture and Leisure

7. Business and Professional Services

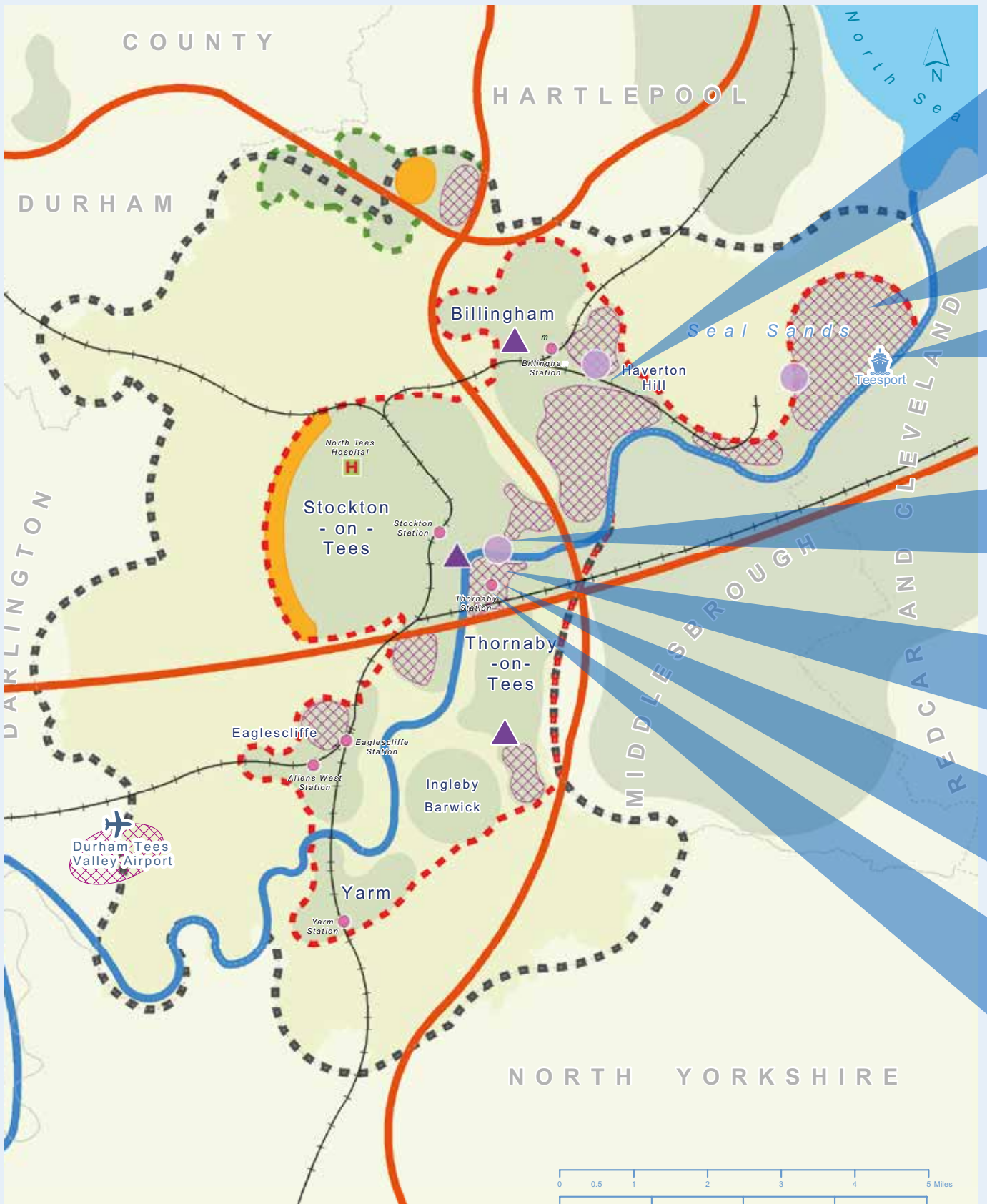
While the retention and development of the priority sectors remains important to the competitiveness of the area, the SEP is focused around six growth generating themes that reflect the main priorities and areas of activity over the forthcoming years – **Business Growth; Research, Development, Innovation and Energy; Employment and Skills; Place; Culture; Transport and Infrastructure.**

These devolved powers and investment funds provide a unique opportunity for Stockton-on-Tees' local economic growth ambitions (**Figure 3**) to be profiled and prioritised.











As a result of the local decision making afforded to us through the Combined Authority our aim is to maximise the use of our economic assets and strengths (**Map 2**) to sustain and accelerate Stockton-on-Tees' growth, and assure its contribution towards a productive and successful Tees Valley via the Tees Valley Growth Deal and European Structural Investment Fund.



Map 2 - ECONOMIC ASSETS AND STRENGTHS



Legend

-  Borough Boundary
-  Enterprise Zone
-  Housing Growth Areas
-  Town Centres
-  Railway Lines
-  Built up area
-  Employment Locations
-  Wynyard Sustainable Settlement
-  Strategic Road Network
-  River Tees



Advanced Manufacturing Cluster



Petro-Chemical Production and Processing Cluster



Port and River based Infrastructure



Digital and Science Innovation Centre (Fusion Hive)



Digital & Creative Cluster



Education Cluster

Durham University Queen's Campus / International Foundation College
Stockton Riverside College (Inc. Logistics Academy)



Financial and Professional Services Cluster

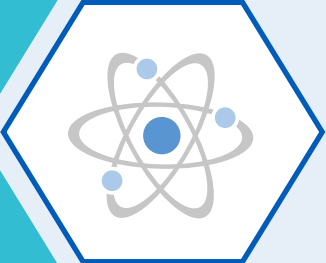
Tees Valley Assets

- Tees Valley Advanced Manufacturing Catapult
- North East and Tees Valley Digital Catapult
- Healthcare/Life Sciences emerging research
- Innovation and Development Structure
- Wilton Integrated Chemical Complex
- Teesside University
- Durham Tees Valley Airport



Priority Sectors

- Advanced Manufacturing
- Process Chemicals and Energy
- Logistics
- Health and Biologics
- Digital and Creative
- Culture and Leisure
- Business and Professional Services



Visitor Attractions

- Preston Park Museum and Grounds
- Tees Barrage
- ARC (inc. Cinema)
- Market Towns
- Events Programme
- RSPB Saltholme Nature Reserve



Festivals

- Stockton International Riverside Festival
- Stockton Cycling Festival



Green Infrastructure

- 5 sites of Specific Scientific Interest
- 14 Nature Reserves
- River Tees Corridor



Built Environment

- Historic Character
- 11 Conservation Areas
- Over 84,000 homes
- 7 Town, District and Local Centres
- School Investment

Figure 3 - VISION AND AMBITIONS FOR GROWTH

VISION: The businesses and people of Stockton-on-Tees are part of a thriving and productive Tees Valley economy; a City Region that is driving economic growth across northern and national economies

OBJECTIVE 1:

Have a successful business base where existing companies have experienced sustainable growth and new businesses have been created and attracted.

OUTCOME:

A GREAT PLACE TO DO BUSINESS



BUSINESS

1A ENTERPRISE

- Business start-up rates are increasing
- Businesses can access the high-quality support that they need
- A diverse and sustainable business base

1B PRODUCTIVITY

- GVA is increasing
- High-potential sectors are growing
- Businesses are capitalising on research, innovation, technology advancements and networks
- More businesses are exporting into new markets
- Public and major private sector contracts are accessible to local businesses

OBJECTIVE 2:

Provide sufficient sites and premises in vibrant, connected and distinctive places that businesses are attracted to and people choose to live, work and play.

OUTCOME:

A VIBRANT, CONNECTED AND DISTINCTIVE BOROUGH



PLACE

2A STRATEGIC EMPLOYMENT LOCATIONS

- Development Framework Documents, Design and Construction Standards have been adopted to guide economic growth
- Increases in investment in development sites
- Key investment areas are prioritised nationally

2B HOUSING

- New homes are being built and sustainable neighbourhoods created that meet demand, need and aspirations
- Affordable housing options are available
- Housing provision is of a high standard and quality
- Empty properties have been brought back into use

2C TOWN CENTRES

- Vacant floorspace has been re-occupied
- Stockton Town Centre and District Centres have a distinct, vibrant and attractive offer
- Diversification of uses has created competitive centres that respond to supply and demand opportunities

OBJECTIVE 3:

Ensure that people have the opportunity to learn/train and gain the appropriate level of skills to maximise the employment opportunities available in the economy.

OUTCOME:

ECONOMIC OPPORTUNITIES FOR ALL



PEOPLE

3A SKILLS

- Skills levels of residents are increasing
- Businesses are investing in and upskilling the workforce
- High-quality careers and enterprise support is in place
- Employers can match their skills requirements from the local labourforce
- All education leaders have the knowledge and understanding of the labour market to improve the curriculum offer to ensure pupils have the right skills to meet the needs of the local economy

3B EMPLOYMENT

- Employment rate is increasing
- A range of business-driven academic and vocational learning and skills opportunities exist

1C JOBS

- New and high value jobs are being created
- New investment, trade and visitors are being attracted
- Strategic businesses are investing in and locating to the Borough

2D TRANSPORT AND INFRASTRUCTURE

- All modes of strategic connectivity within and outside Stockton-on-Tees stimulate and support economic growth
- Resilience has been built and investment secured into the transport and infrastructure networks to respond to economic growth requirements
- Northern and national transport plans take account of local transport priorities
- Transport improvements provide access to attractive investment opportunities at strategic employment locations
- Communications Infrastructure supports economic and housing growth

2E ENVIRONMENT

- Cultural, creative and natural assets characterise Stockton-on-Tees as a diverse, vibrant and highly attractive place where people want to live, work, play and visit
- Resilience has been built into the business infrastructure to enable mitigation and adaptation to climate change and other environmental challenges

- Support is designed to create flexible and sustainable employment opportunities
- Employment barriers have been removed for residents to move closer to the labour market
- Recruitment and training opportunities are provided through maximising public expenditure and the use of Local Authority powers to influence major private sector developments

3C INEQUALITY, DEPRIVATION, AND POVERTY

- Participation in the labour market is increasing from those currently under-represented
- Targeted support is available to assist residents into employment
- Number of residents claiming out of work benefits is decreasing
- Opportunities exist for household income to be maximised
- Number of economically active residents is increasing
- Remove the barriers that prevent people from living the quality of life that they aspire to

WHAT SUCCESS LOOKS LIKE

The success of our Economic Strategy and Growth Plan will depend on the continued strong leadership and collaborative working with a broad range of public and private sector stakeholders and agencies both within Stockton-on-Tees and across Tees Valley.

Recognising that we are operating in an environment with significantly reduced public sector funding available it is important, therefore, that the deliverables we set out in our rolling three-year Growth Plan are focused on achieving the best value for money whilst securing the greatest economic benefit possible.

Our Economic Strategy ambitions will contribute directly to the growth aspirations and targets of the Tees Valley Combined Authority Strategic Economic Plan 2016 of:

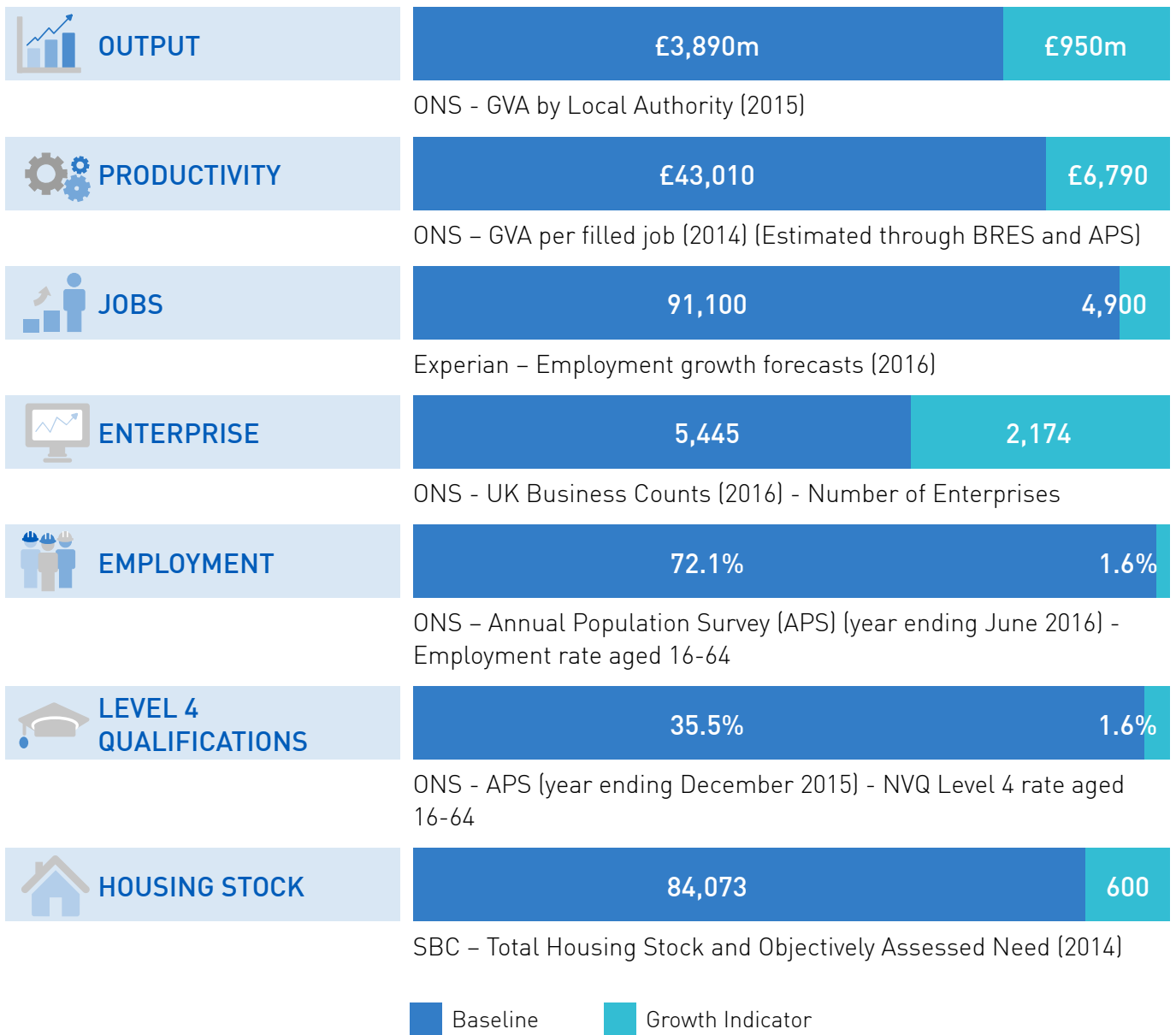
- **creating 25,000 new jobs**
- **contributing £1bn additional GVA**

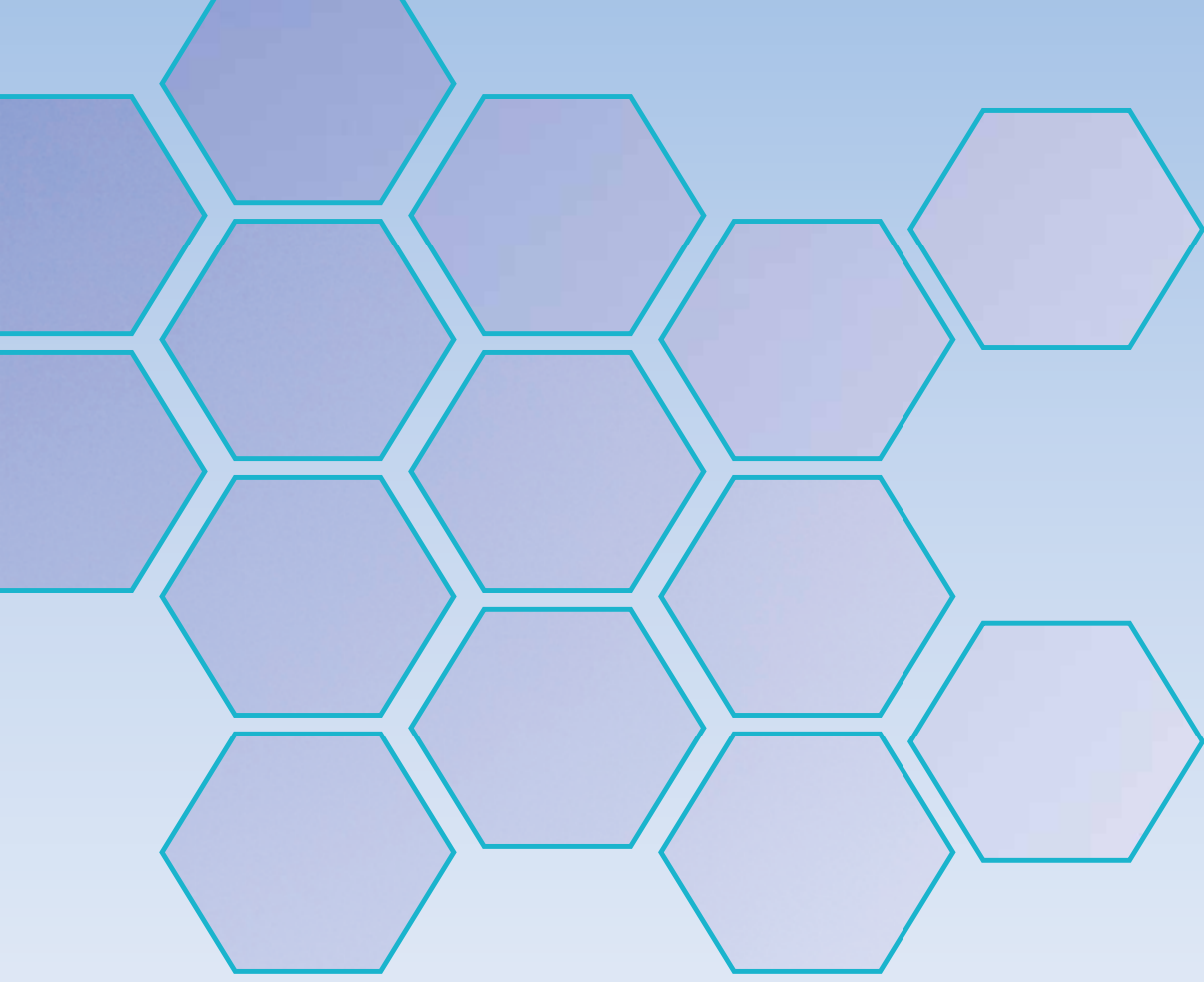
The importance of being able to compare Stockton-on-Tees' economy to that of other geographies will continue to be an important monitor and benchmark for us to maintain. As such, we have established a series of key growth indicators that will be used to reflect the changes in Stockton-on-Tees' economy specifically, whilst enabling a comparison to be made with other areas **(Figure 4)**.

The economic performance of the Borough is reported to Stockton-on-Tees Borough Council's Cabinet via three quarterly reports, and an annual economic round-up report. The annual report will also include an assessment of the changing position in relation to the growth indicators, and our delivery of priorities and activities that are included in the Growth Plan.



Figure 4 - KEY GROWTH INDICATORS





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Stockton-on-Tees
BOROUGH COUNCIL

Big plans, bright future