



## **LIVE & WORK RURAL**

**2009 - 2012**

**Business Plan**

**Peak District National Park Authority**

28/07/2010  
(JJL/V7)

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#### **ANNEXES AVAILABLE**

- Evidence Base (attached)
- Strategic Context for the Peak District National Park Authority (attached)
- Regional and Sub-regional strategies in the East Midlands (attached)
- Communications Plan (outline attached)
- Summary of New Environmental Economy Final Evaluation Report
- Output definitions including emda's Targetry Framework
- Contractual obligations of the NPA
- Environmental Quality Mark – future developments
- Map



# Live & Work Rural Programme – Business Plan

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## 1. Programme Overview

### 1.1 Introduction

Live & Work Rural is an innovative rural micro-business support and community renewal programme designed to complement the services available through Business Link and other locally available programmes, demonstrating effective joint working between partners and other organisations. It is based on the creative use of the high-quality environment as an economic driver that will explore and implement new approaches to economic and community development. During the 3 year period of operation it will: -

>Provide a 'bottom-up' approach actively promoting the involvement of businesses and communities in a wide range of entrepreneurial activities that derive from and are inspired by the high quality environment of the National Park

>Provide a regional opportunity to implement a unique rural regeneration programme which other parts of the region may learn from.

>Harness rural business potential to boost jobs, skills and competitiveness to deliver sustainable economic growth

>Engage with the spirit within communities, and through mentoring, guidance and training, help local groups and communities to develop social enterprises and community interest ventures.

### 1.2 Objectives

The Live & Work Rural Programme has 4 key objectives with associated actions:

- Micro-business, local community and enterprise animation helping to identify, enhance and provide solutions in the business support offer in the Peak District, engaging local communities and creating new links between communities and business.
- Sustainable enterprise collaborations and networks will be encouraged to experience the benefits of collaboration, particularly in key sectors such as local food. Increased networking will deliver a 'marketing edge' by embarking on a structured capacity building programme.
- Environmental accreditation to facilitate the further development of the Peak District Environmental Quality Mark (PDEQM) into a new phase of expansion and consolidation, and delivering wider environmental management practices.
- The Programme will give small, predominantly revenue grants – typically up to £3,500 and will underpin the ethos of Live & Work Rural, providing vital 'seed-corn' funding to develop entrepreneurial ideas

### 1.3 Outcomes

The following are the anticipated outcomes of the programme which are longer term impacts and have a direct correlation to successful achievement of the outputs:

- The past success of business support and community engagement programmes in the Peak District will be taken forward into a new phase of delivery – past achievements will be consolidated and new areas of activity brought forward helping business growth and

productivity, helping businesses become environmentally/resource efficient and developing skill levels by training and mentoring. We need to respond to the challenge of how enterprise and climate change can be dealt with positively.

- The strategic co-operation between Business Link and the Peak District National Park Authority (PDNPA) will provide a seamless range of services to many businesses in the Peak District which are highly accessible and effective, leading to improved business confidence, effectiveness and robustness in the longer term. This will have positive impacts for job creation and preservation.
- Medium to long term sustainability by bringing together the principles of sustainable development and community engagement– the economic, social and environmental elements needed to halt rural decline and address issues concerning demographic imbalance. This holistic framework will take time to gather momentum, we are not suggesting that demographic imbalance can be corrected through one relatively small programme such as this, but we hope to demonstrate as a pilot area how the measures can work and, in addition be transferable to other rural areas in the region.
- Important EU Agendas such as Lisbon and Gothenburg will be translated at the rural level which will feed into future regional, national and EU policies and influence their relevance in future strategies, plans and programmes.

## **2. Programme Description and Context**

### **2.1 Summary**

> Live & Work Rural will bring tailored and specific business support in the Peak District to a new phase of delivery – past achievements will be consolidated and new areas of activity brought forward to increase overall enterprise activity across the sub-region. Business growth and productivity will be increased by helping businesses to become environmentally/resource efficient and by the development of skill levels through training and mentoring

> Improved strategic co-operation between Business Link and the PDNPA by the provision of a seamless range of services to many businesses in the Peak District will ensure services are more accessible and effective.

> Live & Work Rural will provide the early animation, inspiration and facilitation to help develop the market for Business Link products and services; their combined skills will ensure an integrated level of support and engagement for the Peak District. This will lead to greater numbers of start-ups and provide a more robust basis for businesses to develop and expand, and improve survival rates. In the current recessionary economic climate this intensive support will take on an increased relevance.

> Increased community planning activity across the sub-region which will concentrate on building the potential for community enterprise and measures to improve voluntary sector vibrancy. By encouraging enterprise and training opportunities the project will support improved community services and facilities.

> Improved business performance will mean that the Peak sub-area could be used to market a competitive inward investment offer for the region and beyond, particularly for smaller environmental enterprises and those in ‘niche’ sectors.

**The Programme will enter a start-up phase in February 2009 and continue through to 31<sup>st</sup> March 2012.**

## 2.2 Lead Partner

The Peak District National Park Authority is acting as Lead Partner for the Programme. It has relevant experience of managing programmes and projects to assist business and community development, including leading a number of innovative rural development partnership-based initiatives.

Through this previous work the PDNPA has successfully facilitated and worked with partner organisations to develop new approaches to rural enterprise. For example, the New Environmental Economy Programme (NEE) which ran from 2002 -2008 was innovative in many aspects of its work, both in terms of its integrated objectives (combining business support and environmental enhancement) and its way of working (through a series of linked projects funded and co-ordination by a programme team). This programme acted as a successful exemplar of sustainable entrepreneurial activity in a protected landscape and was a fore-runner of the current programme of Live & Work Rural.

## 2.3 Programme Description

Live & Work Rural will provide a solutions-based suite of supportive actions to top up Business Link activity and collaborate with their existing mechanisms. It will ensure no duplication with other services and will help to identify, enhance and provide solutions in the business support offer in the Peak District. Encouraging increased entrepreneurial activity and skill levels in local communities to harness potential across the spectrum of young and old, business and voluntary, will also be integral to successful delivery. The programme has been developed with detailed input from East Midlands Business Ltd and its associated Start-up service – both are satisfied that Live & Work Rural will add a substantial environmental dimension to their work in the Peak Sub-area and augment their services, increasing accessibility for business and communities.

Likewise, the Derby and Derbyshire Economic Partnership has been integral to programme development with particular reference made to linkages with the Peak District Rural Action Zone Action Plan for 2008-11 and the Peak District Rural Action Zone LEADER 2008-13.

### A. Micro-business, local community and enterprise animation

Business - Working closely with mainstream business support organisations, Live & Work Rural will provide very early, i.e. ‘pre-pre-start’, animation and facilitation for business ideas that stem from using local environmental distinctiveness and quality, preparing businesses for the information, diagnostic and brokerage (IDB) services of Business Link. Following this, Live & Work Rural will provide specialist tailored environmentally sustainable solutions support.

Alongside the enterprise animation role, small, predominantly revenue grants will be made available – typically up to £3,500 at an intervention rate of 40%, to support pre-pre-start activity and to assist with the implementation of solutions – (see Section D). This small level of grant is not provided elsewhere as illustrated below in other current schemes of financial support:

- The Peak District Rural Action Zone LEADER will focus on grants between £3,500 and £25,000.
- The EU Rural Development Programme for England (2007-13) has a minimum grant of £25,000 (£12,500 in the livestock sector)
- The Business Transformation Grant [*ended 2009*] of Business Link provides revenue and/or capital up to £10,000 to companies who are already trading
- Grants of up to £5,000 and £500 respectively are also available from the Prince’s Trust through Development Awards and Community Cash Awards to help young people up to 25 at risk of under-achieving educationally and overcoming disadvantage.

We will ensure that grants are non-duplicating and seen as ‘a last resort’ whilst maintaining effective cross-referral to other local and sub-regional schemes and programmes and organisations, such as the new LEADER approach for the Peak District. We will extend via pre-pre-start business and potential Environmental Quality Mark activity into new areas, such as recreational activity providers, arts and crafts and eco-tourism, that could utilise the high quality environment as a business advantage.

Communities - An important element of delivery will be to support initiatives to engage local communities and create new linkages to bridge community and business development. The PDNPA has established partnerships with local community organisations to deliver community planning work which assists communities to contribute to and participate in issues of local importance. This partnership has already helped develop programmes of renewal in certain wards of the National Park (ERDF eligible wards under the Objective 2 Programme 2002 – 2008). There is real support from organisations to work together to provide better public amenities and services. Our expertise in community planning has developed within a partnership framework with Peak Partners for Rural Action, the local partnership of voluntary organisations who provide infrastructure services in the Derbyshire Dales and High Peak areas of Derbyshire for which we will help to co-ordinate other initiatives, connecting local groups to both local and regional priorities. A similar existing arrangement will operate in Staffordshire through their Community and Voluntary Service. We will build on this partnership to develop community enterprise and to connect it to the wider business community, providing mentoring and support to community initiatives along the lines of the Business Champion model, which can utilise latent business acumen which we know exists e.g amongst resident professionals and the semi-retired who possess business skills and wish to play a more active role in their community.

The PDNPA’s grass-roots experience has prepared the way for wider and effective involvement by communities throughout villages in the National Park, working towards sustainable communities by bringing together social, economic and environmental objectives and actions.

## **B. Sustainable enterprise collaborations and networks**

Enterprises will be encouraged to experience the benefits of collaboration, particularly in key sectors such as local food. Adding value to local produce and marketing, for example, under a ‘Healthy Living’ banner, will also be promoted at events, markets and fairs including the very successful Great Peak District Fair. This will link in to the development of training opportunities and tourism cluster activity proposed under the Peak District LEADER activity. Innovative supply chains e.g vertical integration or ‘daisy-chaining’ will be established demonstrating that micro-businesses often have to innovate to grow rather than rely on capital-intensive expansion. The Programme will also support existing networks and will encourage business collaborations in key sectors in the Peak District together with the provision of support to drive improved environmental performance.

## **C. Environmental accreditation**

Live & Work Rural will provide specialist tailored support to business in the form of environmental solutions or helping them achieve accreditation, whilst promoting the importance of maximising environmental benefits and minimising adverse environmental effects.

Businesses and communities with environmentally-based aspirations will be guided to achieve environmental targets alongside their economic and social goals. It will link to the further development of the Peak District Environmental Quality Mark (PDEQM), which enables businesses to obtain ‘green credentials’ by accreditation and training, into a new phase of expansion. Improved environmental performance by the region’s businesses is a key issue for the Regional Economic Strategy, the protection of our environmental infrastructure alongside improved resource efficiency is a fundamental requirement to achieve this.

Businesses and community enterprises will be helped to evolve in new directions that provide an environmental advantage and will explore energy efficient options such as renewables and the development of environmental technologies. Green audits, carbon and water foot- printing will also help deliver lower environmental impacts. This element will be offered as a solutions-based approach for Business Link's Resource Efficiency diagnostic service which will benchmark individual businesses before onward referral to Live & Work Rural for its specialist PDEQM resource. As the Business Link role concentrates on mitigation activity, this element of Live & Work Rural will help to provide a more holistic service, in partnership, covering wider sustainable solutions.

There is also the opportunity to draw in LEADER funds here to support environmental training for enterprises. The approved Peak District Rural Action Zone LEADER Local Development Strategy 'Raising the Game', supports the principles of Live & Work Rural with a cross cutting theme of "*Growing Greener Enterprise*" which will pro-actively promote a sustainable approach to rural enterprise development. It will prioritise proposals which make use of new environmental technologies and/or renewable energy solutions and integrate sound environmental management and resource efficiency principles.

#### **D. Business and Community Grants**

Independent evaluation of previous business support schemes administered by the PDNPA has confirmed that many micro-businesses would not have got off the ground if relatively small grants (often c. £1,000) had not been available. It also confirmed that priority should be given to grants that are below the level of other schemes, such as those detailed in section A above. We acknowledge that traditionally grants are used in a market failure scenario, but as described above, the Peak District suffers from several barriers to advancing pre-pre-start activity. To overcome these barriers, small revenue grants are part of the intensive and targeted support we will offer at this very early stage. It is part of the unlocking activity on the 'customer journey' to overcome disadvantage and to prepare for continuing intensive support from Business Link. A grant may be offered at the very early stages, or alternatively, be part of the environmental solutions stage of the project should no other support be available from Business Link or other sources.

The PDNPA will manage the Live & Work Rural grants for both business and community applicants.

Business Link will also help social/community enterprises to achieve a stand alone position even if the aims have no commercial or profit aspirations but generate sufficient income, e.g a community group wishing to reduce the carbon emissions impact of their community.

## **2.4 Programme Need**

### **Demonstration of need**

- Particular restrictions are common to many rural areas – accessing services, low skills development and a less developed infrastructure than urban counterparts.
- Lack of experience or confidence to navigate and access business support schemes that are perceived to be difficult or complex is a common factor that restricts potential entrepreneurial activity. Experience from predecessor schemes illustrates the importance of free, targeted and expert advice and support prior to Business Link input. The programme will ultimately help beneficiaries to develop sustainable, innovative business ideas, translating them into competitive and bespoke solutions by appropriate onward referral to other agencies.
- This experience has helped to shape and define Live & Work Rural – it will provide the intensive one-to-one support that we know potential beneficiary businesses and enterprises need to grow and develop.

- Rural areas are facing serious demographic challenges, notably in terms of an increase in elderly residents. An ageing demographic means that there are fewer working age adults available in the workforce; the out-migration of young people who are being replaced by older, economically inactive residents is producing a negative effect for potential economic growth. Young people are often forced to leave rural areas because of fewer jobs, lack of services and unaffordable housing. As people retire to an area because of its 'attractive' qualities, they exacerbate the demographic challenge - this project will seek ways to address this problem, common to many rural communities in the Region.
- This current demographic trend is a threat to the overall sustainability of rural communities but offers opportunities for entrepreneurs keen to capitalise on the changing profile and benefit from living in an attractive rural environment. 'Live & Work Rural' will demonstrate that the principle of being able to live AND work in a rural community is a real possibility through focussed actions designed to deliver structural change and impact. Stimulation of local entrepreneurship by interconnecting people, business and the environment is needed. A rural enterprise culture, particularly in younger people is needed to redress the demographic imbalance which has led to economic and social polarisation - we need to retain and attract entrepreneurs to help reverse decline and make rural areas competitive. We need to create conditions that address the restrictive job markets, low pay, lack of services and poor skill base. The programme will show how to address the Lisbon Agenda in a rural situation and show how we will compete with our urban counterparts but in a sustainable context - unrestrained growth is not possible (or desirable) for a variety of reasons, but increased innovative entrepreneurial activity and actions that capitalise on our high-quality natural landscapes are.
- Rural areas are traditionally quite insular; we fully recognise the need for a more outward-facing approach that ensures active horizontal and vertical integration to influence policy makers at different levels through a shared and integrated process. Regional development is an important element of the Lisbon Agenda as a platform for job creation and ensuring that Europe is an attractive place to invest and work. Regional policies and agencies need to support and be influenced by the actions in the project which will in turn address the demographics problem and lead to structural change. Live & Work Rural provides a solutions-based approach to the problem - the actions are tailored to provide individual, tangible solutions that reflect territorial dynamics, but are capable of tailored, individual implementation.
- Live & Work Rural has been developed from a strong evidence base which has highlighted the problems that are evident in many rural areas. The major problems of negative demographic change and a decline in entrepreneurial activity has prompted partners who will be involved in programme implementation to produce innovative solutions that will renew communities and increase economic activity. The Peak District has traditionally been disadvantaged by lack of access to markets and poor transport connectivity. A new entrepreneurship and the advantages of ICT connectivity enables rural areas to bridge the gap between themselves and more prosperous and urban areas. The programme does not look to insular rural answers but looks outwards to capitalise on urban opportunities - increasing trade with urban neighbours and markets to produce a combined economic force for the wider region. The area will be linked by delivery of practical solutions that form the basis of the programme strategy - enterprise support throughout communities, environmental solutions for increased resource efficiency and spanning the economic divide between community and business.

## **2.5 Evidence Base (Summary – see Annex 1 for details)**

Several evidence documents have led to the development of 'Live & Work Rural':

1. The Peak District Rural Action Zone LEADER submission for the Peak District 2008: 'Raising the Game – Enhancing rural productivity and improving the quality of life in the Peak District through Sustainable Micro-Enterprise development'. High Peak is one of the five “lagging” rural districts identified by Defra in the East Midlands with Staffordshire Moorlands and Derbyshire Dales also demonstrating similar issues related to rural productivity.

2. The New Environmental Economy (NEE) Programme - demonstrated that environmental assets can be seen as distinct business assets and combined social, economic and environmental objectives for mutual benefit based on local needs, local skills and local opportunities.
3. A new report from the Commission for Rural Communities, “State of the Countryside 2008”, supports the need for much of what is proposed in the Live & Work Rural programme. It advises that there is a need to make clear that rural economies have a vibrant future – where Britain can be a winner from new economic opportunities.
4. A report commissioned by the UK Government, ‘Living Working Countryside : The Taylor Review of Rural Economy and Affordable Housing (2008)’, explored the pressures rural communities are under – lack of affordable housing, low wages and unfulfilled economic potential, strong trends for in-migration by the wealthy and retired, and very high house prices in relation to local wages.
5. A study, commissioned by emda in June 2008 and carried out by SQW Consultants, ‘Contribution of the Peak District National Park to the East Midlands’ (2008), found that the various difficulties experienced by potential businesses in a dispersed rural area make business support expensive. A single business product/offer across rural and urban areas may be insufficiently targeted to the needs of rural areas. Rural business support needs to be intensive.

Private sector provision of business support, particularly at the embryonic pre-pre-start stage is not feasible. Capturing business ideas in a rural environment, suffering from a variety of disadvantages, needs an intensive, targeted approach that in a profit-driven scenario could not produce sufficient return to justify private sector intervention. This emphasises that public funding is often needed to ensure comprehensive support is available in a rural area. The macro-economic aim of stimulating entrepreneurial activity for both businesses and communities is a wider aim that can only feasibly be delivered by public sector initiatives aimed to provide for broader business-community solutions.

## **2.6 Regional and Sub-Regional Context**

Live & Work Rural has secured significant external funding from emda and, consequently has significant targets to achieve in the East Midlands area of the National Park. However, it will also be available from the outset throughout the rest of the National Park and the Peak District Biodiversity Action Plan area. The programme will endeavour to secure additional funding for Staffordshire via a current bid to Advantage West Midlands’ Natural Assets Programme; and for the South Yorkshire area, most probably through Sheffield City Council and/or the East Peak Innovation Partnership LEADER approach. Consideration will also be given to how further funding might be secured for the North West part of the National Park.

Live & Work Rural will establish strong linkages and complementarity with the Peak District Rural Action Zone LEADER, and fill gaps and give support, but not overlap. Live & Work Rural has been carefully crafted to dovetail into LEADER by supplying pre-pre-start animation, business networking and collaboration support. Rural innovation/best practice activities will be shared with the LEADER approach as we both concentrate on a unifying theme of sustainable use of the environment.

LEADER has six strategic objectives :

- Enabling new micro-enterprise activity and helping them flourish
- Assisting the land-based sector to improve economic viability through added-value initiatives and diversification
- Sustainable tourism
- Rural heritage
- Improving access to rural services
- Rural skills development

Linkages to Live & Work Rural are clear particularly through the cross cutting theme of 'Growing Greener Enterprise'. Live & Work Rural will prepare businesses to utilise LEADER more effectively; LEADER grants start at £3,500 whilst Live & Work Rural will provide initial seed-corn funding, often circa £1,000, important to help small fledgling enterprises get an initial foot on the commercial ladder. As they grow, LEADER will provide a natural progression and follow-on platform for further development and expansion.

We will also explore the possibility of a small trans-national element being developed through LEADER to support and learn from relevant innovative rural development initiatives in the European Union. LEADER has identified potential themes for trans-national development – one of which is small scale environmental solutions for rural businesses. This could provide a platform to build on previous international linkages and the development of new ones.

Annex 3 gives a regional and sub-regional picture in the East Midlands illustrating how the programme will contribute to and complement existing strategies.

### **3. Strategic Implementation**

#### **3.1 Programme Phases**

Live & Work Rural has been carefully designed into 3 phases to cover all areas of activity:

Phase 1 (February 2009 – March 2010)

- Contract for delivery between *emda* and the PDNPA
- Memoranda of Understanding with East Midlands Business Link and LEADER
- Recruitment and selection process
- Contracts for consultancy work for benchmarking data and community facilitation
- Actions to assist businesses to increase competitiveness using branding and/or accreditation
- Actions to develop new community engagement networks to deliver enterprise and best practice collaborations.

Phase 2 (April 2010 – March 2011)

- Renew consultancy contracts for on-going business community facilitation and monitoring
- Evaluation of actions for targeting and refinement
- Launch bespoke solutions service for business
- Actions to support community involvement in enterprise and input into local plans
- Training and mentoring evaluation.

Phase 3 (April 2011 – March 2012)

- Renew consultancy contracts
- Devise and agree exit strategy and arrangements
- Programme evaluation and recommendations
- Export of results.
- Final reports and submissions
- Programme auditor signs off Programme Accounts
- Final payments made

#### **3.2 Area of Programme Delivery**

Live & Work Rural has secured *emda* funding which will be significant for achieving delivery within the East Midlands area of the programme area. The overall programme area, as shown in the accompanying map, is the Peak District National Park boundary, the Peak District Biodiversity Action Plan Area (BAP) and the Rural Action Zone (RAZ) area. Additional funding is also being actively

pursued in other regions covering parts of the National Park, particularly South Yorkshire and the West Midlands, and if successful, will ensure a greater penetration of delivery outside the East Midlands.

### **3.3 Delivery and Management**

Day-to-day delivery of the programme will rely on specifically recruited staff with the necessary skills and expertise to successfully run it. This will comprise of personnel with significant experience of rural business development and advanced community engagement, and with proven relevant ability and skills to ensure the programme can start delivery quickly and effectively. They will be complemented by experienced personnel in administration and financial management.

The programme staff will be operationally managed by the PDNPA Countryside & Economy Team Manager (reporting to the PDNPA Programme Champion), who will also be responsible for delivery of the activities in each phase of the programme plan.

A Programme Funding & Delivery Partners' Group made up of key stakeholders in the project will guide programme activity. Business Link, the Peak District Rural Action Zone LEADER , the Derbyshire Enterprise Agency, emda and the Derbyshire Economic Partnership will be represented on this Group which will feed into a wider Partnership as described below. The PDNPA will coordinate and service the work of both these groups.

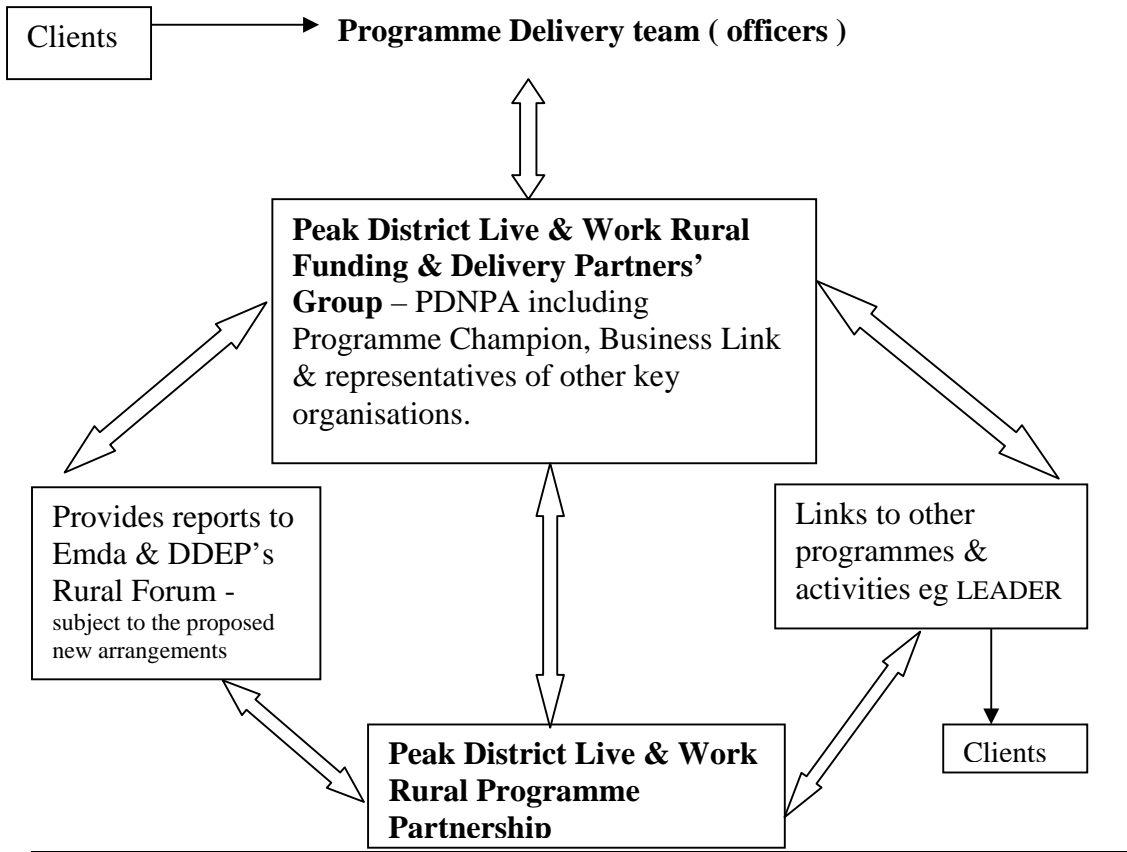
The Live & Work Rural Programme Partnership will be set up as a public-private partnership which will include organisations such as Business Link, University of Derby, Natural England, voluntary sector representation, specialist groups such as local foods, together with local authority and emda involvement.

Memoranda of Understanding will be agreed with Business Link and LEADER together with other organisations as appropriate, to specify the amount and delivery of reciprocal services throughout the duration of the Programme.

Financial management and reporting will be through PDNPA's existing procedures which have successfully delivered numerous large programmes and projects on time and on budget.

The management structure is detailed below:

**Live & Work Rural’s Programme Management Structure**



**3.4 Promotion and Communications**

All Live & Work Rural communications will be focused on programme priorities, set within the wider strategies of the partner organisations. Overall responsibility for internal communications and external publicity and promotion will lie with the PDNPA working with the Programme Funding & Delivery Partners’ Group. Publications, exhibition material etc will recognise the broader partnership with particular recognition of the funding by emda and the PDNPA.

A communications plan will be produced based on the guidance in this section. It will be managed by the Authority’s Environment, Heritage and Recreation Strategy Head of Service who, as part of the project reporting process, will carry out an annual audit of communications to establish its effectiveness. The communications strategy will promote the programme to their key customers and audiences.

The aim is to publicise prompt, timely information about the programme, its activities and results, to the target audiences and promote the key messages. Opportunity will be taken to publicise successful projects and share best practice. This will include news releases, launch events, leaflets, web-based information eg. a page on the PDNPA website, exhibition material, public meetings, case studies of best practice. These will be supported by a contact database, media factsheets, and photo archive. The Head of Service will be the main spokesperson and respondent to media enquiries.

Annex 4 provides an initial outline for the Communications Plan.

### **Key messages about the Live & Work Rural Programme**

- It is a pioneering community renewal and rural regeneration programme.
- It is funded principally by the East Midlands Regional Development Agency (Emda) and PDNPA.
- It complements and reinforces the services available through other organisations and programmes such as Business Link and LEADER.
- Business and Community Grants of up to £3,500 (at an intervention rate of 40% to support pre-pre-start activity) will provide vital ‘seed-corn’ funding to develop initial ideas.
- Live & Work Rural encourages and supports businesses in developing embryonic ideas that stem from using local environmental distinctiveness and quality.
- It helps businesses and communities find solutions by signposting to appropriate support.
- It engages local communities in enterprise and involvement in local issues
- It helps to develop networks and links between enterprises and between sectors, and connects community and business development.
- It guides enterprises to obtain ‘green’ credentials by accreditation and training.

The University of Derby as a partner will be responsible for carrying out research to provide information and reliable data on relevant project topics.

### **3.5 Programme Monitoring and Evaluation**

Effective monitoring during implementation is crucial to ensure a continuous process of review and adjustment which provides for the gathered information to feed back and shape future delivery.

The data that we plan to capture will include:

- Database of beneficiaries including details of gender, age, ethnicity etc.
- Work of consultants employed by the Programme
- Baseline surveys of business and community information.
- SWOT analyses of business and community issues.
- Press cuttings and other media evidence about the programme.
- Evidence of programme business and community activity undertaken and outputs achieved.
- Evaluator assistance from emda

Detailed programme records will be kept and spreadsheets will be developed to record participation by businesses, community groups etc. These records will enable us to identify the relationship between participation in the different aspects of the programme and the resultant activities by those participants. This will enable us to identify the impact of Live & Work Rural and the effectiveness of the programme’s various elements.

Monitoring by PDNPA & the University of Derby will enable actual achievements to be compared to the programme targets. This will be a continuous process of monitoring and review. For emda we propose to report on programme progress quarterly e.g. detailing the impact to date, how it is developing, explaining performance and reasons for any realignments, reporting publicity etc.

The monitoring and evaluation process will culminate in a comprehensive, independent end of programme report that will assess the overall impact of Live & Work Rural.

Programme monitoring will inform the way in which it develops and is delivered. We will bring key issues to the attention of the Programme Funding & Delivery Partners’ Group as required. Monitoring will be a regular item on agendas to ensure that action is developed and followed up.

Monitoring results are evaluated as the programme progresses and is an important element within Live & Work Rural, cross-cutting through the various activities and ultimately providing material for an independent evaluation.

This business plan will be reviewed yearly for performance, risk and efficacy, and that will provide corporate strength and support to the Programme throughout its duration.

In 2011, evaluation consultants will be appointed to give an independent perspective on Live & Work Rural – on its resources, activities and outputs. Their findings will be used to suggest areas of improvement and the resulting lessons will be incorporated into mainstream practice. The aim of this research will be to produce a report which addresses the following:

- a. An analysis and review of the operation of the programme as a whole.
- b. An analysis of the performance of Live & Work Rural against its targets.
- c. An analysis of its economic, social and environmental impact(s).
- d. Commentary and/or analysis of the programme's indirect benefits.

The selected consultant will be required to consult with a sample of stakeholders and businesses that have benefited and employ a methodology consistent with the core aims and scope of the intended work, and give an appropriate level of detail.

The programme evaluation will provide easy to understand information that demonstrates, explains and illustrates what activities and techniques it has successfully used (and where these have been less effective), what the impacts and results are and what they mean 'on the ground' in terms of business development, community renewal and environmental conservation. We want to be able to assess the programme's effects on the economy and population in addressing demographic change, and to show where there are lessons to be learnt and best practice to share.

In summary, evaluation will be carried out by:

- a) PDNPA – will have the responsibility to monitor and evaluate the performance of the programme.
- b) University of Derby – has an important role in evaluating the impacts.
- c) Independent evaluation consultants – will be tasked to report on activity, performance, impacts and outcomes in 2012.

## **4.0 Risk Management**

The programme has identified several risks together with mitigating actions that may influence its progress:

- The current uncertain economic climate may make people more risk-averse, this together with restricted availability of finance through banks etc may affect general business activity in the shorter term.
- Inability or delays in recruiting programme staff may affect the initial phase of the programme momentum
- The need for applicants to the programme to obtain statutory consents, such as planning permission, is also a risk factor in some cases, but programme staff will ensure necessary consents are sought and complied with
- All risks relating to Authority activity are regularly monitored through staff appraisals, service plans and a corporate risk register where all risks relating to strategic performance, reputational, environmental, financial, legal/regulatory and partnership/contractual are regularly monitored and updated. Corrective action is implemented if required.
- The regular monitoring undertaken by the PDNPA and the University of Derby will help to identify any areas of poor performance and will ensure corrective compliance if necessary. It will also identify good practice in the other partner areas that could be applied in the Peak District and vice versa
- This is a major contractual commitment for the PDNPA under which we are bound to deliver specific outputs, demonstrate strong liaison and co-ordination skills and provide efficient programme and budget management skills. The NPA has proven skills in all of these areas as demonstrated by our track record.

Overall, the risk factors in the NPA administration of the programme are deemed manageable and controllable as influenced by previous experience. However, current economic conditions of a

recessionary nature are a threat to overall business buoyancy and do not predispose individuals towards a new enterprise culture. The programme will take account of these factors and instigate more intensive, corrective measures as appropriate.

## 5.0 Budget and Funding Profile

The three year programme budget can be broken down as follows:

<b>Total Project Costs – All Years</b>	<b>Feb 2009 to March 2009 *</b>	<b>Year 1 April 2009 to March 2010</b>	<b>Year 2 April 2010 to March 2011</b>	<b>Year 3 April 2011 to March 2012</b>	<b>TOTAL</b>
<b>A) Total Capital Costs</b>					
Staff Salaries	20,315	170,812	176,064	180,089	547,280
Overheads	4,090	34,488	35,436	36,411	110,425
Consultants	5,000	87,700	70,000	44,000	206,700
Travel	500	6,000	7,000	8,000	21,500
Meetings	3,600	5,000	6,000	7,000	21,600
Promotion and publicity	5,000	26,495	27,000	29,000	87,495
Business Grants	0	75,000	75,000	75,000	225,000
Evaluation/audit	0	500	8,000	25,000	33,500
<b>B) Total Current Costs</b>	38,505	405,995	404,500	404,500	1,253,000
<b>GROSS TOTAL</b>	38,505	405,995	404,500	404,500	1,253,000

The three year funding profile is as follows:

<b>Project Funding</b>	<b>Feb 2009 to March 2009</b>	<b>Year 1 April 2009 to March 2010</b>	<b>Year 2 April 2010 to March 2011</b>	<b>Year 3 April 2011 to March 2012</b>	<b>Total Project Funding</b>
<b>Capital</b>					
<b>Current</b>	25,000	190,000	190,000	190,000	<b>595,000</b>
<b>(i) Emda</b>	25,000	190,000	190,000	190,000	595,000

(ii) PDNPA		12,505	148,000	148,000	148,000	456,505
(iii) Destination Management Partnership			5000	5000	5000	15,000
(iv) Natural England			1500	1500	1500	4,500
(v) Univ of Derby		1,000	10,000	10,000	10,000	31,000
(vi) High Peak BC			2500	2500	2500	7,500
(vii) Derbys. Dales DC			2500	2500	2500	7,500
Private Sector						
(i) business grant recipients			45,000	45,000	45,000	135,000
(ii)						
<b>TOTAL FUNDING</b>		<b>38,505</b>	<b>404,500</b>	<b>404,500</b>	<b>404,500</b>	<b>1,252,005</b>

## 6.0 Outputs

The three year programme will deliver an expansive range of outputs aimed at an holistic approach to rural regeneration. Outputs are based on our experience of previous business support and community engagement initiatives together with taking account of new areas of activity in this programme. The relationship with the LEADER Programme will also be extremely important in delivering a comprehensive and integrated approach that ensures additionality for the allocated funding to both programmes, and, demonstrates clear alignment with regional and sub-regional priorities.

<b>Core Outputs *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total Programme Outputs</b>
	<b>April 2009_ to March 2010_</b>	<b>April 2010_ to March 2011_</b>	<b>April 2011 to March 2012_</b>	

Jobs created or safeguarded	20	35	35	<b>90</b>
People assisted to get a job	40	60	80	<b>180</b>
Businesses assisted to improve their performance	56	63	63	<b>182</b>
Businesses engaged in new collaborations with the UK knowledge base	2	4	4	<b>10</b>
Private sector infrastructure investment levered (£)	20,000	55,000	60,000	<b>135,000</b>
People assisted in their skills development	35	59	60	<b>154</b>
Businesses new to participation in the Environmental Quality Mark	20	60	60	<b>140</b>
Existing community/village planning arrangements maintained/developed	10	10	10	<b>30</b>
New community/village contacts and community planning or project engagement	10-20	10-20	10-20	<b>30-60</b>
Community initiatives and community services and facilities	5	8	8	<b>21</b>
Public interface events including talks, forums and shows	21	18	12	<b>51</b>
Number of individual community contacts through face-to-face communications and activities	700	800	420	<b>1,920</b>
Number of contacts volunteering	80	95	80	<b>255</b>

Supplementary Outputs	Year 1	Year 2	Year 3	
	April 2009_ to March 2010_	April 2010_ to March 2011_	April 2011_ to March 2012_	
Social Enterprise Start ups	1	1	2	<b>4</b>
Tourism businesses with quality improvement	6	10	10	<b>26</b>
Businesses assisted with management skills	6	10	10	<b>26</b>
Businesses advised on resource efficiency	46	54	54	<b>154</b>
Businesses assisted in ICT	8	12	15	<b>35</b>

Sustainable transport initiatives	0	1	1	2
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To summarise output performance:

	<u>Micro-business and local enterprise animation</u>	<u>Sustainable enterprise collaborations and networks</u>	<u>Environmental accreditation</u>	<u>Business and Community Grants</u>
Jobs created or safeguarded	√	√	√	√
People assisted to get a job	√	√	-	√
Businesses assisted to improve their performance	√	√	√	√
Businesses engaged in new collaborations with the UK knowledge base	√	√	√	√
Private sector infrastructure investment levered (£)	-	√	-	√
People assisted in their skills development	√	√	√	√
Social Enterprise Start ups	√	√	-	-

\* See separate Annex for output definitions and emda's Targetry Framework

## 7.0 Exit Strategy

As the programme draws to a close in 2011/12 its Exit Strategy will set the focus for follow-up activities:

- Mainstreaming – partners will test new activities, eg environmental accreditation schemes and energy efficiency audits, which if successful, and with political support, will be mainstreamed.
- Influencing – the programme will document where policy synergy and complementary activities have been built with other initiatives, eg ERDF, LEADER, regional economic partnerships, and will continue to broadcast opportunities for utilising them, eg future investments, new business ideas, policy development.
- Capacity building – the partner areas will increase their capacity for innovation and economic growth by creating lasting connections across national borders and between different sectors, eg universities and businesses to develop new ideas, and capitalise on expertise, bottom up initiatives from community enterprises and local administrations. This will develop a wider capacity for growth, employment and community activity.
- The potential of the activities to transfer regionally will create a critical mass of outcomes, eg skills and experience at community, business, administration and political levels. The focus on encouraging business and community investment will establish a model of increasing competitiveness and sustainable development.
- Knowledge transfer – the launch of a Final Report targeted to key audiences will capitalise on opportunities to transfer knowledge
- Legacy – from the start the programme will leave a lasting legacy of sustainable economic solutions. By engaging different sectors, the programme will achieve positive solutions and provide transferable methodologies in relation to the rural challenge of building sustainable communities.

- Negotiations will already be underway for the next Rural Development Programme in the EU as the programme nears its conclusion and any proposals for any elements of continuation activity in the Peak District will be considered in the light of those discussions. Regional and national priorities may also change under different administrations, the exit strategy will take account of these to ensure an appropriate and current response at that time.

## **ANNEX 1 - Evidence Base**

Several evidence documents have lead to the development of 'Live & Work Rural' :-

### **1. Peak District Rural Action Zone LEADER 2008 submission - “ Raising the Game” – Enhancing rural productivity and improving the quality of life in the Peak District through Sustainable Micro-Enterprise development’ .**

Principal evidence from this is as follows :

- High Peak is one of the five “lagging” rural districts identified by Defra in the East Midlands with Staffordshire Moorlands and Derbyshire Dales also demonstrating similar issues related to rural productivity;
- Micro-businesses are a key characteristic of the area (86% of businesses in both High Peak and Derbyshire Dales ) with a higher absolute number of micro businesses in retailing; hotel and catering; professional services such as legal services; farming and forestry and construction;
- Access to services is one of the IMD domains and the one where most parts of the area are within the worst 20% of Super Output Areas in England (this domain includes access to housing and Derbyshire Dales and High Peak are the two least affordable districts in Derbyshire);
- There is a lack of vocational provision to develop skills in key sectors with communities needing to travel outside of the area to receive training;
- Although High Peak and Derbyshire Dales already have people who live and work locally, this can present problems when taken with the low earnings levels and seasonality of employment and supports the need for higher value local business growth;
- There is out commuting, where people out commuting are those with the higher level skills and higher earnings (and mostly living in the rural hamlets). This is leading to demographic imbalance with a high percentage of retired and ‘economically inactive’ sectors emphasising the need to attract and retain young entrepreneurs.
- Services are in decline with local shops particularly suffering from supermarket competition. The issue will be further exacerbated by the inevitable loss of some Post Offices because of the imminent national closure programme.
- Rural productivity issues lead to a focus on rural business needs and the additional contribution of businesses needed to support sustainable rural communities.
- Derbyshire Dales and High Peak have above average levels of employment in mining & quarrying;
- High house price to income ratios which, in 2006, were 8.2:1 in High Peak, 7.8:1 in Derbyshire Dales and 7.2:1 in Staffordshire Moorlands;
- A need to provide more locally based training opportunities. For example 73% of High Peak and Derbyshire Dales residents travel out of Derbyshire to access construction training;
- Out commuting, taking spending power out of the area and impacting on the sustainability of wider rural services. Derbyshire Dales, and High Peak share a common issue about the differential between resident and workplace based earnings levels, highlighting a ‘two speed’ economy issue i.e. higher paid professionals travelling outside of the area with local jobs characterised by low pay;
- A high level of visitor importance where the Peak District National Park receives over 10 million day visits p.a. and has a catchment of over 20 million people within an hours drive;
- The Derby and Derbyshire Economic Partnership commissioned research into the needs in rural Derbyshire, focusing primarily on the retail sector i.e. village shops and Post Offices which has revealed a 23% decline in the number of shops in the last three years and a worrying future picture for the sector.

### **2. The New Environmental Economy (NEE) Programme**

The National Park Authority set up a broad-based programme to support economic development in 2001, based on the creative use of the high-quality environment. The New Environmental Economy (NEE) Programme disproved conventional thought that regarded environmental issues

as a constraint on business and wider economic development. Instead, this Programme turned around this theory by demonstrating that environmental assets can be seen as distinct business assets. Independent review in 2006 (SQW Consultants) described NEE as ‘visionary’ and a perfect example of achieving sustainable development – combining social, economic and environmental objectives for mutual benefit based on local needs, local skills and local opportunities. Importantly, SQW estimated that only 11% of potentially relevant Peak District businesses had contact with the various strands under the Programme, advocating the continuation and expansion of NEE to a wider cross-section.

A final evaluation of the NEE Programme in August 2008 – ‘Independent Evaluation of the Peak District New Environmental Economy Programme’ (Land Use Consultants) highlighted its achievements and the main recommendations are summarised in a separate Annex of this business plan.

### **3. Report from the Commission for Rural Communities**

A new report from the Commission for Rural Communities supports the need for much of what is proposed in the Live & Work Rural programme. This extract is particularly relevant - “The risk of not changing our approach is that we will continue to see a growing polarisation of rural communities. Enclaves for wealthy commuters and the retired bring inequalities, resentments and contribute to a loss of talent and potential. We need to make clear that rural economies have a vibrant future – where Britain can be a winner from new economic opportunities.”

For full report see: State of the Countryside (2008)

### **4. The Taylor Review ( July 2008)**

This report commissioned by the UK Government ‘Living Working Countryside : The Taylor Review of Rural Economy and Affordable Housing ‘ explores the pressures rural communities are under – lack of affordable housing, low wages and unfulfilled economic potential, strong trends for in-migration by the wealthy and retired, and very high house prices – unaffordable in relation to local wages. This report details issues which are very relevant for the Peak District and provides further evidence of the need for the holistic approach to business and community development promoted in Live & Work Rural.

### **5. Contribution of the Peak District National Park to the Economy of the East Midlands (SQW 2008)**

This report was commissioned by Emda in June 2008 and carried out by SQW Consultants. Final report findings concur with much of the evidence given above. After a comprehensive review of the latest available data, backed up by a 300(no) business survey, the following conclusions were found:

- A single business product/offer across rural and urban areas may be insufficiently targeted to the needs of rural areas. Rural business support needs to be intensive and access to services can be a barrier to entrepreneurship. Rural dispersion of clients means that it is expensive to provide business support and training.
- After stakeholder review the study found that Business Link offer may not be enough – e.g the New Environmental Economy Programme focused on ‘pre-pre-start activity’, or very embryonic businesses and found untapped demand for business support at this level
- A further issue for the Peak District is the need to ensure that business support across regional boundaries is joined up as we are not coterminous with Business Link regional administrations. This may pose a challenge to the ‘no wrong door’ policy envisaged by the Business Support Simplification Process.
- Supporting the importance of landscape quality to business performance, over 40% of businesses stated that a negative impact would be felt if quality declined.

- One issue raised was in relation to the finding that a high proportion of the 45 + community are economically inactive. What can be done to utilise the skill-set of this community or release the social capital, to increase sustainable communities?
- Stakeholders also examined the appropriate response to the declining population of young people. A mix of policies designed to retain young people such as encouraging young entrepreneurship and appropriate career pathways and role models could be part of the response.
- A two-speed economy in the National Park was also suggested with a high proportion of knowledge workers who are either self-employed or commuters who go to well-paid jobs in the cities and towns, whilst lower paid and lower skilled jobs stay in the Park. These employees in the latter category often cannot afford to live or buy within the Park and this section of the workforce is less adaptable to economic change, possibly having worked in older, traditional sectors that are in decline such as mining and quarrying.
- The study found that the National Park has a relatively elderly population, with 25% of residents above normal working age. This is considerably higher than the UK and East Midlands averages which are both 19%. To compound this problem there is also a smaller proportion of young people with 17% of the population aged 0-15 compared with 19% in both England and the East Midlands.
- Those aged 45+ are driving the small population growth, this group having persistently grown over recent years whilst younger sectors (0-15 and 30-44) show a continued decline.. Overall 58% of the population are of working age, compared with 62% for both England and the East Midlands. This demographic distribution could well have a negative effect in terms of potential economic growth.
- The study also draws on a PDNPA-published study which developed population projections for the National Park ( Population, household and labour force projections for the Peak District National Park and East Midlands Regional Assembly', University of Manchester (2006)). The census-based projection suggested that the National Park population may decline by 15% by 2026, with age composition of migration being a key driver of change.
- The study found that the employment rate for the National Park, whilst broadly comparable to the rest of the region, could be improved if the proportion of working age population who are economically active increased.
- Micro-businesses dominate in the Peak District, the study confirming that 81% of businesses employ 0-4 people and 31% have turnover of less than £50K, compared to 71% and 20% respectively as regional and national averages.
- Overall, the findings confirm the appropriateness of the broad approach enshrined in the Regional Economic Strategy, Rural Action Zone (discussed in Section 4) and previous business support measures such as the New Environmental Economy, underlining that economy and environment do not have to be competing objectives when dealing with rural regeneration.

## ANNEX 2 - Strategic Context for the Peak District National Park Authority

The National Park Authority has managed award winning rural development projects for almost 30 years and have managed many successful projects that underpin proposed Live & Work Rural activity since 2002.

We also have Lead Partner experience in international collaboration projects which were successfully managed as part of the Interreg IIIB programme illustrating our extensive project and financial management experience.

We also have in-depth experience of managing ERDF projects, particularly in the former Objective 2 programme of 2002-08 where ERDF income of over £6million was successfully administered by the National Park Authority.

The environmental economy and sustainable communities are high priorities for the Peak District National Park and are reflected in the corporate vision of the National Park Authority *'a viable and thriving Peak District economy that capitalises on its special qualities and promotes a strong sense of identity'*.

The National Park Management Plan 2006 – 11 is the over-arching strategic document for the National Park. It relates to all relevant strategies and actions within the National Park and will be delivered with an underpinning principle of sustainable development.

The Plan has 11 specific outcomes, several of which resonate heavily with the guiding principles and objectives of the Live & Work Rural programme. The National Park Authority's Performance and Business Plan 2008-09 translates the outcomes into actions and priorities. The following table illustrates how Live & Work Rural helps to achieve some of those major strategic and operational objectives :

CORPORATE OUTCOMES	KEY CORPORATE ACTIONS	PRIORITY (1=HIGH)	LIVE & WORK RURAL
<b>A: The landscapes of the National Park are valued for their beauty, character and natural resources and managed to adapt to the effects of climate change by</b>	1. Ensuring landscapes are characterised, conserved and enhanced in accordance with their enduring and dynamic qualities	ONE	Yes
	2. Promoting the importance of the landscapes as assets for the economy, the environment and local and other communities	TWO	Yes (major impact)
	3. Promoting the need to protect the natural resources (such as water, soil and air quality) of the National Park	ONE	Yes (major impact)
<b>C: Adverse environmental impacts of traffic on the</b>	1. Influencing decisions on transport infrastructure, land use development and traffic management to make them more sustainable	ONE	Yes

<b>special qualities of the National Park are minimised by</b>	2. Encouraging people to change their patterns of behaviour to adopt more sustainable ways of travelling	TWO	Yes
<b>E: Increasing the quality, distinctiveness and resilience of the biodiversity of priority habitats and species consistent with climate change by</b>	1. Influencing partners and land managers to achieve favourable (or at least recovering) SSSI condition of land in the Peak District	ONE	Yes
	3. Ensuring the achievement of all Biodiversity Action Plan targets	ONE	Yes
<b>F: The distinctive cultural heritage characteristics of the settlements and landscapes are conserved and enhanced by</b>	1. Working with rural and urban communities to build on their awareness and involvement	TWO	Yes (major impact)
	2. Ensuring the achievement of all targets within the Cultural Heritage Strategy	TWO	Yes
<b>G: Understanding of the National Park and its special qualities has increased so that people recognise its value, and have the opportunity to make a personal contribution to its sustainable management</b>	1. Providing learning opportunities to key rural and urban audiences, particularly residents, young people and under-represented groups from surrounding urban areas	ONE	Yes (major impact)
	2. Working with and influencing stakeholders to enhance learning opportunities about the National Park	THREE	Yes
	3. Encouraging and developing volunteering opportunities that allow people to make a personal contribution to the sustainable management of the National Park	THREE	Yes
<b>H: Promote sustainable tourism to improve the economic viability of the Peak District whilst ensuring</b>	1. Encouraging improvements in the quality of tourism services and products particular to the National Park and compatible with its special qualities	TWO	Yes (major impact)
	2. Influencing tourism partnerships to achieve the targets of the sustainable tourism strategy	TWO	Yes (major impact)

<b>a positive environmental and social impact by</b>	3. Encouraging visitors to consider the environmental impact of their visit and take positive action	TWO	Yes
<b>I: The Peak District is a living, modern, and innovative area with vibrant and cohesive communities</b>	1. Using planning and influencing powers to help create more sustainable communities and a better environment	TWO	Yes (major impact)
	2. Influencing the provision of local services and better access to these for communities	TWO	Yes (major impact for community facilities and village planning)
<b>J: Sustainable prosperity is achieved through a diverse economy, capitalising on the special and distinctive environment of the National Park by</b>	1. Nurturing business development that supports and contributes to the environmental economy	TWO	Yes (major impact)
	2. Working with partners, Government agencies and funding bodies to improve the economic performance of local firms and to influence appropriate economic investment in the area	TWO	Yes (major impact)
	3. Supporting land managers to manage the landscape sustainably whilst creating economic benefits for the wider community	ONE	Yes (major impact)

## **ANNEX 3 – Regional and Sub-regional strategies in the East Midlands**

### **REGIONAL**

Live & Work Rural complements and adds value to integrated plans at local, sub and regional level - it supports:

#### **1. Regional Economic Strategy for the East Midlands 2006 – 2020 ‘A Flourishing Region’**

This document has three key themes:

##### **1. Raising Productivity**

The Peak District economy is typified by very small businesses and high levels of self-employment (particularly women). Nearly 33% of businesses in the Peak District had an annual turnover in 2004 of less than £50,000 and over 80% employed fewer than 5 people. This indicates that small businesses are more significant to the economic base in the Peak District than in the East Midlands (20% and 75%) or England (where comparative figures are 20% and 76%) as a whole. Consistent with this finding, the levels of self-employment in the Peak District are twice those in the East Midlands (18% of people in work in the Peak District compared to 8% in the region and England). The updated Regional Economic Strategy to 2020 highlights the need to support small businesses and, for the Peak sub-area, the role of the environment as an economic driver. During the period of the New Environmental Economy Programme (2002-08), the critical role of small businesses in the economy of the Peak District, and of the potential for the environment to be a driver of sustainable and high value growth, received growing recognition.

This experience has defined the parameters of Live & Work Rural. The new programme will allow the lessons of NEE to be taken into a new phase, build on the momentum that NEE created and translate the strategic priorities of the new RES into raised productivity levels for the area. The RES also believes that “businesses and communities have inherent growth potential to support sustainable and productive rural areas”. Live & Work Rural will be a key means of translating that potential into reality because it will be working directly with these communities and businesses in ways that they will feel comfortable with. The techniques have been developed and created an initial momentum, the challenge is to sustain this and translate it into a more wide reaching programme engaging far more businesses.

##### **2. Ensuring Sustainability**

The philosophy of Live & Work Rural is exactly the same as EMDA’s aim “to develop and enhance the region’s communities, and its assets of physical infrastructure and the natural environment to ensure they contribute effectively to the region’s productivity and economic wellbeing both now and into the future”. However applying that philosophy in the context of the Peak District requires the distinctive approach that Live & Work Rural can offer as a blueprint for other rural areas. In particular, the linkage of high quality environment and economic development pioneered in the NEE Programme has the potential to become an even bigger driver of economic development and structural change. This is an approach which also sustains the high quality environment through the actions of local people. This makes Live & Work Rural a distinctive place-based, environment-led approach to sustainable development.

At the heart of Live & Work Rural is the principle of the natural environment contributing effectively to the region’s productivity and economic wellbeing. Environmental and economic sustainability will be demonstrated by the positive realities of supporting business innovation in a high quality natural environment. Innovation lies in the nurturing of business growth in a protected landscape and using those assets as a business advantage. The strong environmental ethos in this project will not only ensure business growth is sustainable, but will create a distinctive marketing ‘edge’ for products and services. Collaboration of businesses for related products and services e.g in the tourism sector will also be strongly encouraged.

Examples of activity under Live & Work Rural are environmental audits of businesses to ensure improved management systems can be introduced e.g optimum recycling and resource efficiency; business mentoring on environmental issues, renewable energy opportunities and carbon footprint analysis. Economy and environment are juxtaposed to be mutually supportive producing sustainable benefits.

The defining principles of the project support the strategic priority of Environmental Protection in the Regional Economic Strategy, particularly 6a – Protecting and enhancing our environmental infrastructure to ensure sustainable economic growth.

### 3. Achieving Equality

Live & Work Rural will ensure greater accessibility by hard-to-reach, often isolated, individuals and small businesses to services under the Business Link brand and free early animation and facilitation by expert PDNPA staff.

Many traditional rural businesses do not have the relevant skills to navigate the varying forms of funding and expertise available at the local, sub-regional and regional levels- the project will ensure one-to-one support to ensure effective cross-referral to Business Link and other programmes, ensuring the opportunities offered by the Project and its complementary measures are accessed by individuals and businesses wishing to improve economic performance and contribute to the regions' competitive standing.

Live & Work Rural is designed to facilitate participation by anyone with an entrepreneurial idea that fits its criteria. It is targeted particularly at individuals and small businesses and will create new opportunities for women to contribute to business expansion. It will also promote an entrepreneurial approach to the development of sustainable communities, encouraging social enterprise and the use of local business skills for broader community benefit.

Linkages will be made to complementary Programmes which aim to improve training facilities or provide specific opportunities for women, with the interrelationship with the Leader Programme being of particular importance. It will also monitor for other target groups e.g. people with disabilities .

Previous experience has shown how important the role of women is as proprietors of businesses. The NEE Programme referred to above overcame the barriers often faced by women in traditionally male-dominated sectors with all targets for the number of businesses led by women met or exceeded. A Project Leader for the Programme was quoted in the final evaluation “ *Whereas men in family-run rural businesses often have their noses to the grindstone, their wives are often more involved in social networks, especially if they have young children, and are in touch with new opportunities for the business* “

Over half of all the businesses directly supported by the NEE Programme were led by women, an extremely successful output which illustrates how harder-to-reach groups are accessed plus the provision of one-to-one support at the very early stages of a business idea, leads to a re-balancing of business development between the sexes.

At an overall policy level, the *Flourishing Region* RES takes account of, and is consistent with, the principles of the UK Sustainable Development Strategy, *Securing the Future (2005)*, which describes the overarching objective of a strong, healthy and just society which lives within environmental limits, delivered by means of a sustainable economy, good governance, and sound science. *Securing the Future* details four national Sustainable Development (SD) priorities: sustainable consumption and production; climate change and energy; natural resource protection and environmental enhancement; and creating sustainable communities.

Live & Work Rural addresses this fundamental Strategy in it's areas of activity whilst demonstrating a strategic fit with other objectives in the RES :-

The Strategic Priorities contained within the 3 Key Themes most applicable to Live & Work Rural are :

- Stimulating business demand for skills
- Building an enterprise culture
- Creating a dynamic SME base
- Overcoming barriers to SME growth
- Building the visitor economy

- Resource efficiency through effective use of technology and management practices
- Growing the region's key sectors (especially food and drink and health care)
- Protecting and enhancing our environmental infrastructure to ensure sustainable economic growth.
- Protecting and enhancing green infrastructure
- Promoting Social Capital
- Collaboration to ensure participation and community cohesion
- Building local capacity resources and support
- Reviving local infrastructure and environments.
- Stimulating new markets and investment
- Enterprising people

Live & Work Rural will also contribute to three of the four Peak sub-area strategic priorities in the RES: -

- Environmental Protection
- Enterprise and business support
- Employment, learning and skills

## **SUB-REGIONAL AND LOCAL STRATEGIES**

**A Derby and Derbyshire Economic Partnership (DDEP) Investment Plan 2008-11** aligns the themes and strategic priorities of the RES with sub-regional priorities.

The DDEP aim is “ To stimulate, develop and exploit a range of sustainable economic opportunities in Derby and Derbyshire to improve the economic prosperity, quality of life and overall environment for business, individuals, communities and visitors.”

DDEP's priorities include:

- Support the economic development of the sub-region's economic, cultural, heritage and environmental assets;
- Enable our urban and rural businesses to trade competitively;
- Improve the sub-region's infrastructure by developing and refurbishing new workspace, industrial sites, and leisure and tourism facilities;
- Enhance and protect the environment, and focus on quality projects

The project will directly contribute to these aims, contributing to both community and economic goals by attracting business investment and community development of the sub-region.

### **B. Sub-Regional Rural Action Plan of DDEP 2008 -11**

This document developed from the East Midlands Regional Rural Action Plan and provides it's strategic context. The Sub-Regional RAP focuses on the sub-regional activities where it can make a difference through it's work . The most relevant DDEP Plan strategic objectives are a productive rural economy, productive market towns and services for a sustainable rural economy. It also includes three themes, one of which is 'A Productive Peak', based on the potential of the unique Peak District landscape. More detailed aims such as :

- To encourage the restructuring and economic competitiveness of the DDEP rural economy
- To develop strong and vibrant market towns and rural centres with strong connections developed with the wider rural economy
- To encourage the sustainable development of the rural economy and address issues of demographic imbalance, economic viability of rural services, access to key services and employment and training

Specific priorities in the plan which reinforce the aims of Live & Work Rural are :

- PE3 - developing business opportunities around environmental technologies
- PE4 - developing high value growth opportunities for micro-businesses
- PE6 - developing business opportunities in the Creative Industries sector
- PE7 - enhancing long-term survival rates of micro-business start-ups
- PE11- developing virtual networks supporting business clustering and marketing
- PE14 - encouraging business resource efficiency to combat climate change.

### **C. Peak District Rural Action Zone Plan 2008-11**

Supporting this, the Peak District RAZ Rural Action Plan displays similar objectives, supporting micro-businesses to 'raise their game'. Strategic objectives within the plan include :

- Supporting economic restructuring and a higher value economy
- Stemming rural flight
- Supporting rural economic sustainability
- Developing market town-rural linkages

These correlate strongly to the principles of Live & Work Rural through micro-business support, development of key sectors and providing initiatives that attract younger people to stay and work in the area. With a cross-cutting theme of sustainability which resonates strongly with our holistic, sustainable development principles, this is an important supportive action plan for the Peak District.

### **D. Peak District Rural Action Zone LEADER Local Development Strategy 2008-13**

This has recently been launched to 'Raise the Game' –enhancing rural productivity and improving quality of life in the Peak District through sustainable micro-enterprise development. The Peak District Rural Action Zone LEADER approach builds on past successful projects such as College of the Peak, Peak District Community Planning, Women's/Youth Enterprise Units and Buxton Spa Skills training facility. LEADER is a subset of the Rural Development Programme for England and will be complemented by the Live & Work Rural Programme linking with other funding available e.g. Single Programme. In common with Live & Work Rural, the LEADER LDS has been shaped within the context of other activity, in particular emda's Business Transformation Grant, providing grants of up to £10k to existing SMEs to make a "transformational change" and overcome barriers to growth. This scheme is administered by East Midlands Business (EMB) Ltd. with referrals coming via the IDB process. As similarly undertaken by Live & Work Rural, discussions with EMB have been an integral part of the preparation of the LEADER approach.

#### **ANNEX 4 - Communications Plan – outline**

Communications will be tailored to reach a range of different people:

*Internal stakeholders:*

- Live & Work Rural Programme Management Team, Programme Steering Group and partner organisation staff – to share knowledge and expertise, develop the project and create a legacy.
- PDNPA - senior management team, financial services, ICT, communications team, policy planners etc – to build support, share expertise and create ownership within the organisation by dovetailing the project with mainstream activities to ensure follow up activities and to create a legacy.
- Local politicians – to build support, demonstrate 'value for money' and share expertise.

*External stakeholders:*

- Rural businesses, networks, chambers of commerce & trade organisations – to engage pilot sectors in the local economy, gain active participation, create cohesion, increase ownership.
- Community groups and residents (including hard-to-reach groups) – to generate support and participation, create social cohesion and increase ownership of issues and solutions.
- MPs, national and regional agencies (particularly those providing funds or other contributions) – the programme will provide them with ideas, lessons and evidence for new policies and best practice.
- Media – local, regional and national journalists including newspapers, radio and tv. The focus will be on 'what's new' and 'what's different ' to gain their interest.
- Professional/educational institutions and conference organisers – to be well informed on current research and to disseminate the project's innovations and results.
- New customers – visitors, urban markets including urban dwellers and urban businesses.