



Our Recipe for Economic Success

South Ribble Economic Regeneration Strategy 2018

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South Ribble Economic Regeneration Strategy 2018

Our Recipe for Economic Success

1 Our Vision

This strategy is our recipe for economic success in South Ribble over the next ten years to 2018. Our economy is more important now than ever.

1.1 Our Vision:

By 2018, South Ribble will be widely known as a great place to live, work, visit and play in the North West.

As a result of the South Ribble Economic Partnership's vision, South Ribble is central to the development and success of the sub-regional economy and making a significant contribution to central Lancashire, performing beyond regional expectations and on a par with the strongest UK economies in South East England.

We are aiming for South Ribble to be an 'Enterprise Engine' by 2018.

South Ribble will demonstrate:

- **Growing the Economy** - Diversified areas of specialisation & focus on growing flexible knowledge enterprises. High standards of support for established local businesses. Building on public sector strengths & forging links to Universities. Linking targeted regeneration activity to economic strategies.
- **Boosting Enterprise** - A dynamic enterprise culture providing a high rate of new business starts and ensure high survival rates particularly in smaller businesses & social enterprises.
- **Investment in Infrastructure** - Develop modern flexible infrastructure for technology, transport and amenity and tie into appropriate quality housing and family facilities. Modern, 'green' infrastructure delivered as part of our regeneration to ensure South Ribble is recognised for growing green businesses.
- **Space and Facilities** - Plentiful supply of commercial land and premises with facilities to stimulate smaller businesses and encourage growth. Focussed development, particularly Cuerden and Leyland.
- **Jobs & Skills** - Attractive & varied jobs for people centred on high value employment, with increasing wage levels. Investment in skills which match our aspirations. Leading education and training provision. A high number of graduates live and work in the borough thanks to the attractive local jobs, the opportunities to start businesses and the housing and leisure, which is planned to meet their aspirations.
- **Selling South Ribble** – A sound information base, monitoring economic and market trends. Marketing methods, which make use of current technology to attract investment and increased visitor numbers.
- **Life in South Ribble** – Local environment second to none with high environmental standards and plentiful, accessible green spaces. Development and regeneration of the town and district centres delivers excellent housing, local amenities and quality of life for the people who live and work here.



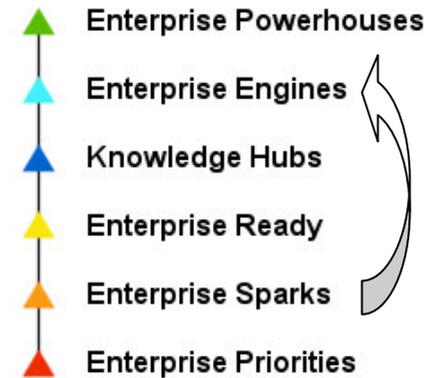


1.2 Where does the vision come from?

We are aiming for South Ribble to be an 'Enterprise Engine' by 2018.

The future economic success of every region in the UK is increasingly dependent on well-educated minds, high value businesses, and sophisticated goods and services - loosely the 'knowledge' economy. The term 'knowledge sector' or 'knowledge economy' refers to high technology and manufacturing, transport and communications, finance, business services, cultural and creative industries, and health and education. Places that employ the most people in 'knowledge industries' are thriving, while those without are being left behind. The research stresses the vital role that public expenditure plays in supporting places across the UK in developing their knowledge economies. Places that have more knowledge intensive jobs in the public sector tend to be less competitive than those where most knowledge jobs are provided by private sector businesses. Attracting private sector knowledge industries is essential to driving productivity.

Ref. "Ideopolis II" as Enterprise Powerhouses & Enterprise Engines – for more information please refer to Appendix 1



Currently we are classed as an 'Enterprise Spark', but we aspire to become an 'Enterprise Engine' by 2018.

Our economic partnership's vision for producing the South Ribble of 2018 relies on us finding the right ingredients from the best local suppliers, which have been identified through the leading work of the South Ribble Economic Partnership and our Local Strategic Partnership. Times are hard, but together we will succeed. Consultation with local resident and business communities, which guided the development of regeneration area action plans and the Leyland Masterplan itself, has had a strong influence on the development of the vision for our economic future. The vision is inextricably linked to regeneration in South Ribble and, in particular, "Growing Leyland".

Finally, an assessment of National, regional and sub-regional strategic and delivery frameworks has influenced this strategy and it will feed into the upcoming Regional Integrated Strategy. A diagram showing the fit of this strategy to the wider framework it lives in can be seen in the Appendix 5.

We aim, through regeneration and economic partnership work, to create a range of tempting ideas with a local flavour that will secure our local economic future as an Enterprise Engine.

Why do we need a strategy ?

Our economy is more important now than ever. Therefore a strategy to develop our economy is essential.

Successful places employing the most people are in 'knowledge industries', whilst other areas are being left behind. The risk for South Ribble is that we do get left behind and that without a strategy, we are not doing all we can to ensure the brightest possible future for our borough.

2 South Ribble today – our ingredients

South Ribble already has a very good selection of the ingredients needed to produce a strong economy and has been identified as having the biggest growth in knowledge industries (Wider Preston 19.3% ~ 1998-2006) in the UK. However some economic ingredients are currently better than others. The table provides a general picture.

Indicator	SR	Key
Weekly earnings (resident)		Better than or equal to English average 
Weekly earnings (workplace)		Better than or equal to NW average but worse than English average 
Child poverty		Worse than NW average 
Employment rate		
Out of work benefits claimant rate		
VAT registrations		
Self-employment rate		
Business survival rate		
People without qualifications		
NVQ 2 attainment		
NVQ 4 attainment		

Source: ERI Data March 2008, Government Office North West

2.1 A Flavour of South Ribble

- **Workforce:** employee numbers in the borough have been increasing over recent years at a rate well in excess of the county and national figures.
- **Businesses:** the rate of new VAT business registrations is below the NW average as are business survival rates.
- **Employment:** generally, a low proportion of residents are workless and claiming Incapacity Benefit, Jobseekers Allowance or Lone Parent Benefit. The Housing Benefit claimant rate is also low overall.
- **Deprivation:** there are no areas in the borough with particularly high levels of deprivation although there are a number of small areas.
- **Housing:** the borough has a very good choice of accommodation in attractive settings. Average house prices in the borough are generally above the county average but below the England and Wales average. Measures are in place to provide more affordable housing.
- **Education:** the percentage of pupils achieving 5+ GCSEs at grades A*-C in the authority is higher than the North West and England averages. Runshaw remains the second best performing college in the U.K.
- **Location:** South Ribble is perhaps the best location for business in the North, at the heart of the intersection of three motorways M6, M61 & M65. It has excellent public transport links via the West Coast Mainline to both Manchester, Manchester Airport and Blackpool International Airport.
- **Premises:** South Ribble retains probably the best portfolio of commercial property in the NW, catering for every need on developments such as Walton Summit, Matrix Park, South Rings and Lancashire Business Park. New opportunities include Lancashire Central, the regional investment site at Cuerden.
- **Leisure:** an award-winning choice of sporting, retail and cultural facilities are in place in the borough and the transport infrastructure gives residents easy access to opportunities from the Lake District and Ribble Valley to the cities of Preston, Liverpool and Manchester for their leisure time.





3 South Ribble's future

Opportunities

For our recipe to be a success, we must work with our ingredients & opportunities:

Delivering regeneration in Leyland and South Ribble

Providing a **distinct or different investment offer** through enhanced infrastructure, for example new technology infrastructure such as wireless broadband.

Providing **excellent infrastructure** for self employment and flexible employment to give residents a choice about commuting, home working etc.

Working with our neighbouring boroughs to develop and deliver the vision for Central Lancashire. Capitalising on city centre growth in Preston, but setting our own South Ribble agenda.

Reinforce the identity of South Ribble to ensure that residents and the business community benefit from growth in Central Lancashire.

Ensuring that growth is managed in a way which ensures that **economic growth is strongly linked to residential development**.

Making sure that **South Ribble has a high profile** and is not lost in the wider region either through lack of access to initiatives aimed at deprived areas or through proximity to the cities of Manchester and Liverpool.

Working in partnership through the Local Area Agreement to give residents the opportunity to take advantage of the jobs in the borough, including the higher value jobs. Working with partners to grow the skilled workforce to meet the needs of businesses, particularly Universities.

Integration and benefiting from the forthcoming **Integrated Strategy**.

Taking advantage of the **Comprehensive Area Assessment** to focus partner resources on our economic performance.

Identifying and bringing forward new **supplies of commercial land and property** through forward planning (the Local Development Framework or LDF). Development of key sites particularly Cuerden and Leyland.

Helping to deliver **greener, more sustainable design** and the highest standards of efficiencies in new developments and our existing businesses.

Threats

Competition - There will continue to be competition from other regions and from other parts of the North West to attract investment. Development of the region is important to South Ribble but we must be in a position to win a share of that investment. The alternative is that the borough could become a dormitory with increasing levels of out-commuting and restricted local job opportunities. South Ribble has the assets and potential to be the best.

Economic downturn - The current economic downturn provides a major threat not only in South Ribble but across the U.K. Implications include reduced consumer spending, which will affect district centres, increased transport costs raising the price of goods and affecting the ability of local businesses to compete and reductions in construction, investment and employment. We will develop our infrastructure to ensure our offering is attractive to future investors.

Funding - South Ribble traditionally accesses lower amounts of external funding than other areas within the North West and EU. This could continue and will provide a challenge in delivering infrastructure improvements and business support initiatives. This is an issue for business retention as well as for attracting new investment. As we develop our expertise and resources, we will ensure South Ribble is better placed to maximise funding opportunities.

Intelligence – Knowledge is power and we must work hard to organise our delivery into an efficient singular service which can provide stakeholders and businesses with the information they really need. We will work together and our strength will lie in our organisation and management of key resources which we will align to the markets needs.

Environment – Climate change affects everyone. South Ribble wants our regeneration and economy to be second to none in terms of sustainability and contribution towards a better planet. We can turn this threat into an opportunity because we are developing the resources and knowledge to deliver large scale environmental projects across the borough.

Overseas ownership - A growing number of businesses in the borough have overseas owners, which means that investment decisions are not taken locally. We must continue to raise the profile of South Ribble so that decision makers everywhere are aware of and engaged in our boroughs future.

Sector failure - Significant numbers of residents work in specific sectors, such as commercial vehicle and aircraft manufacture. Any downturn in these sectors would have a major impact locally. An important element of this strategy is diversification, which will mean our reliance on single sectors is reduced.

To address these threats, we must develop a sustainable economy for the future with healthy business formation rates, high survival rates and balanced growth across key business sectors.





4 What our strategy aims to achieve

We will reinforce our **identity for South Ribble** within the North West and within central Lancashire. South Ribble, Preston and Chorley complement each other and work well together in developing a sub-regional economy, which is out-performing many areas of the North West.

We want to move South Ribble to become the first 'Enterprise engine' in Lancashire, on a par with the growth centres only currently seen in the South east satellite towns around London. South Ribble joins Preston and Chorley together to form central Lancashire. We are the **heart of central Lancashire**, on the edge of the city, but with a thriving economic identity of its own. Our strategy aims to move South Ribble up the 'economic hierarchy' from an Enterprise Spark to Enterprise Engine by 2018. This is in line with the NWDA's regional plans and the forthcoming **Integrated Strategy**.

South Ribble will focus its '**economic regeneration**' in the following areas:

- Diversify areas of specialisation & focus on growing smaller flexible knowledge enterprises
- Developing creative industries
- Build on public/private sector strengths & forge links to Universities
- Linking regeneration to economic strategies
- Invest in skills which match our aspirations
- Develop modern flexible infrastructure for technology, transport and amenity and tie into appropriate environment, quality housing and family facilities

To reinforce this, South Ribble wants to move towards a **range of advanced manufacturing industries** (automotive, aerospace, bio-technology etc.) and **producer services** (business, creative, technology, legal etc.) which typify 'knowledge engines'. South Ribble will continue to supply the skilled workforce for it and its neighbours, but it will also grow, particularly through developing **high value** small to medium sized enterprises, which should link where possible to Universities which will be encouraged to have a greater local presence. As the need for service sectors to cluster in town centres disappears, we must develop our strategy to accommodate businesses as they 'decluster' and move towards a **higher quality environment** rather than expensive, congested city centres.

Through regeneration, **Leyland** will become a "sustainable town" with high quality facilities in a lush, green environment – kind of like a **'park in a town'**. Our regeneration board, the Leyland Board, reinforces its support through its investment and promotes the town through its belief that we must 'celebrate our past by building on our heritage'. South Ribble and Leyland will provide higher quality infrastructure (technology, transport, amenity and business support) to attract investment and develop our existing and new communities.

South Ribble provides a substantial proportion of the large, accessible employment areas in central Lancashire, which are vital for economic growth. The commercial and residential areas are close enough to benefit from the amenities of the city centre but are still easily accessible and much more people friendly with a cleaner, greener environment. South Ribble provides much of the **space to grow** in central Lancashire.

In summary, South Ribble already has good ingredients, with the potential to be great. It is uniquely placed to offer knowledge businesses space to grow, rich environment, excellent connections and a quality lifestyle to move South Ribble to its goal of becoming an 'enterprise engine' by 2018.

4.1 The Menu

We aim to prepare a menu providing a range of tempting courses for businesses and for the people who live and work in South Ribble.

The Starter - Leadership & vision

The South Ribble Economic Partnership is setting out a clear vision through this Economic Regeneration Strategy of what the local economic issues are and of the future shape of the economy of South Ribble. Clear direction is vital to engage public and private sector partners and to focus regeneration initiatives' and prioritise resources.

Through this strategy and on-going work, the Partnership is redefining the role and function of South Ribble. That forms an important part of place-shaping and local leadership.

The Partnership will continue to lead in representing the interests of South Ribble at sub-regional and regional level through the new framework set out in the Sub-National Review of Economic Development. The Partnership will also make sure that needs and opportunities in South Ribble are recognised and placed foremost. A targeted regional approach focussed solely on areas of high deprivation would result in South Ribble having difficulty accessing support to deliver growth. Therefore we must influence the direction of regional strategies and programmes to cover South Ribble. We must demonstrate that South Ribble, as part of central Lancashire can deliver regional growth objectives.

Signature dish - South Ribble People

If we are to deliver economic growth, we must make sure that the workforce has the skills to meet the current and future needs of businesses. Our people must have the skills needed to support the more prosperous economy of an 'enterprise engine'. We must also make sure that measures are in place to help everyone to access a job and that the right training is available so that people can develop and move to higher paid jobs. We must link training and its delivery to local businesses to ensure skills are kept in South Ribble and not lost as people commute to other areas.

We will develop better links to the higher education providers such as the University of Central Lancashire so that we can increase the number of students working with local businesses, which helps transfer knowledge, helps provide additional resources for small businesses, helps graduates gain work experience and can increase graduate retention in the local area.

We will continue to work with local schools, Runshaw College and UCLAN to promote student engagement with businesses, to inspire future entrepreneurs and to promote training.

Finally, we will work with our partners to help everyone access employment and to engage businesses in offering flexible working opportunities.





Dish of the day - Balanced growth

This strategy aims to promote balanced growth in the economy of South Ribble. We need to make sure that South Ribble contributes to economic growth across the whole of central Lancashire but not at the expense of creating too narrow an economic base in South Ribble. If we fail to develop jobs in a range of sectors it will leave us vulnerable to any future economic downturn in any sector and could be unsustainable by increasing numbers of people travelling further to access better jobs. We must remember our strengths, but try to subtly diversify from our areas of specialization & focus on growing flexible knowledge enterprises.

It is important that we balance economic growth with housing development and the growth in the number of people living in the borough. We need to create employment to give local people the choice of good quality jobs, now and in the future.

Finally, the growth needs to be sustainable. We must make sure for example that there is a suitable workforce available for new businesses. Through our regeneration plans, we must continue to encourage investment in infrastructure and create the right conditions for modern working patterns such as live / work space. With the right quality environment and amenities, we will naturally attract the best people because they will want to live in South Ribble.

Everyone's favourite - Growing Leyland

The regeneration of Leyland town centre has a key role to play in delivering economic growth not only in South Ribble but in central Lancashire. Quality of place is vital to generate business confidence, to attract new investment and to attract people to live and work here. We will improve the economic performance of Leyland town centre to attract new retail and office-based businesses, to provide a high quality resource for our residents and to promote economic development across the local area. South Ribble Borough Council's role in leading this regeneration is a key demonstration of where we wish to be. The Leyland Board also provides extensive knowledge and resources to support the regeneration activities in Leyland and will continue to be active in developing the area in the future.

Leyland will be transformed into a 'green' town centre as part of the ambitious Leyland Masterplan, which comprises a series of regeneration initiatives designed to boost the appeal and vitality of the town. Leyland will provide a safe, attractive environment for businesses, shoppers, visitors and those that live and work in the region.

Regeneration plans for "Growing Leyland" set out how change will be delivered in the town centre through investment in high quality infrastructure and projects including, increased green spaces, more room to walk, new surfacing and improved accessibility.

There will be a strong focus on "greening" the town centre both through physical improvements, use of green energy and through new measures to promote green business practices including recycling. People expect more nowadays and life in a high quality, comfortable environment is our target to support South Ribble becoming an Enterprise Engine.

Main course - Raising the business base

Formation of new businesses is a key element to developing the business base and moving us from Enterprise Spark to Enterprise Engine by 2018. South Ribble Economic Partnership will work with private/public partners to increase the number of new business starts. This will address the current position where South Ribble is under-performing and links to objectives within the Local Area Agreement (LAA) and Regional Economic Strategy. This will include engaging with Northwest Regional Development Agency (NWDA) in procurement of the regional start-up and other business support contracts.

In partnership we will increase business survival rates and to help businesses expand so that they create new jobs in the areas we most want. Our actions will help SME's to grow, in particular in rural areas. A range of regeneration initiatives will be explored to foster business creation. Those will include joint working by public sector organisations to develop more business-ready commercial properties both in Leyland town centre and across the borough; working with the private sector to create suitable premises; putting business support within starter premises and developing infrastructure, such as transport and technology to improve the offering across the borough..

This targeted local support will be developed within the National Business Support Simplification Programme set out by the Department for Business, Enterprise and Regulatory Reform (BERR).

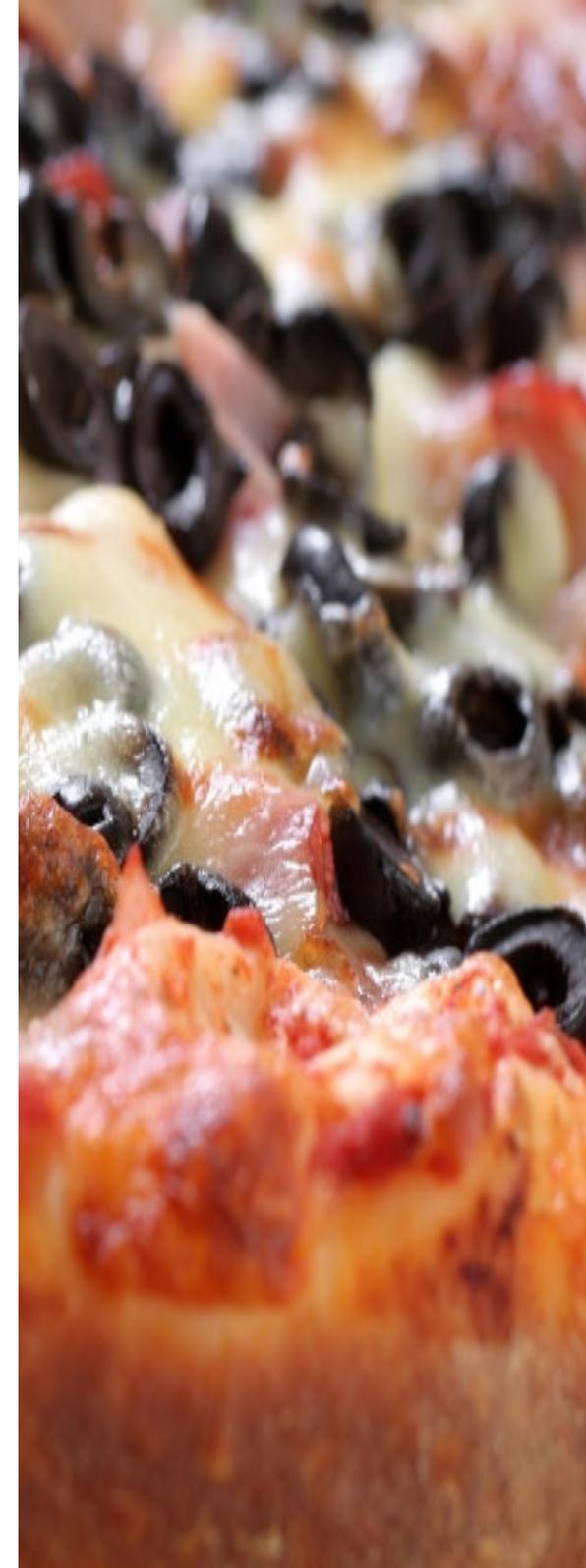
Chef's special - Joined up thinking & doing

South Ribble already has an excellent record of partnership working; through the Local Strategic Partnership, economic partnerships such as Lancashire Economic Partnership, Lancashire Local Area Agreement and in other areas of work.

The borough council is a key partner in the Economic Partnership and wishes to progress beyond its current rating of 'excellent' to become exceptional. The Council has strong relationships with local councils, but we wish to look at how we can progress and strengthen private / public links. The Council, and indeed the Partnership, has many experts and is a knowledge centre in its own right. A true innovation would be to work with local businesses to provide certain services as a partner. Smaller businesses do not have the capacity to have experts in all the areas that they are required to. For example, health & safety, data protection/freedom of information, legal/financial assistance & advice, IT and communications, energy efficiency, recycling. It is our ambition to investigate the services the Partnership could offer and to pilot 'beyond excellent' partnership working with our local business community, to provide a service and support beyond our competitors.

Nationally, the economic framework is constantly evolving, which provides new opportunities such as Growth Points and Multi Area Agreements (MAAs) for joint working. It also results in a diverse range of initiatives and a large number of different targets for the individual organisations. A joined-up approach to this is vital to avoid losing focus and to avoid spreading resources so thinly that we are unable to deliver our objectives.

Alternative approaches to traditional partnership working will also be examined, which could include use of the new Local Action Groups, increased activity under LAA, engagement in different forms of sub-regional economic partnerships and moves towards the format of the South Ribble Economic Partnership such as a greater focus on project action groups.





4.2 Let's Cook !

Some of our priority strategic **actions** to deliver our economic vision are set out here:

“Growing the Economy” - Diversify areas of specialization & focus on growing flexible knowledge enterprises. Build on public sector strengths & forge links to Universities & key 'growth' organisations. Linking targeted regeneration activity to economic strategies.

1. Attracting inward investment to the borough
2. Secure external funding for economic regeneration projects
3. Extend business continuity advice and support – targeted at identified environmental and economic risks
4. Maximising from our excellent position so that we benefit from our accessibility and links to key growth points, such as MediaCity and Sarnesbury
5. Create new local measures (such as liaison and volunteering activities) for involving businesses in the local area and community more
6. Businesses able to pool resources by jointly buying local services. Promote and facilitate local procurement between businesses in central Lancashire
7. Engage directly with businesses to engage them in regeneration. Build relationships between businesses and the council through regular contact and consultation
8. Use of public sector procurement to anchor investment (anchor contracts) and develop areas / sectors of potential growth

“Boosting Enterprise” - A dynamic enterprise culture providing a high rate of new business starts and ensure high survival rates particularly in smaller businesses & social enterprises.

9. Embed business support within business parks and start-up developments. Organise and promote local business support (within the BSSP framework) to increase contact with and take-up by businesses
10. Facilitate development of key business sectors to create new jobs and to create more higher value jobs with increased wage levels
11. Promote self employment to people who are workless or who are made redundant
12. Ensure that assistance is available to increase new business start-up and that on-going support is in place to increase survival rates particularly for SME's.
13. Increase enterprise rates through supporting new enterprise initiatives in schools and colleges; supporting the voluntary, community and faith sector and supporting social enterprises
14. Promote and support the formation and development of social enterprises
15. Developing regeneration packages for businesses in Leyland town centre and South Ribble
16. Work with private sector to develop new retail and office space in the borough
17. Promote networking to form clusters able to bid for larger contracts such as public sector procurement

Investing in Infrastructure for the Future - Develop modern flexible infrastructure for technology, transport and amenity and tie into appropriate quality housing and family facilities. Modern, sustainable infrastructure delivered as part of our regeneration to ensure South Ribble is recognised for growing green businesses.

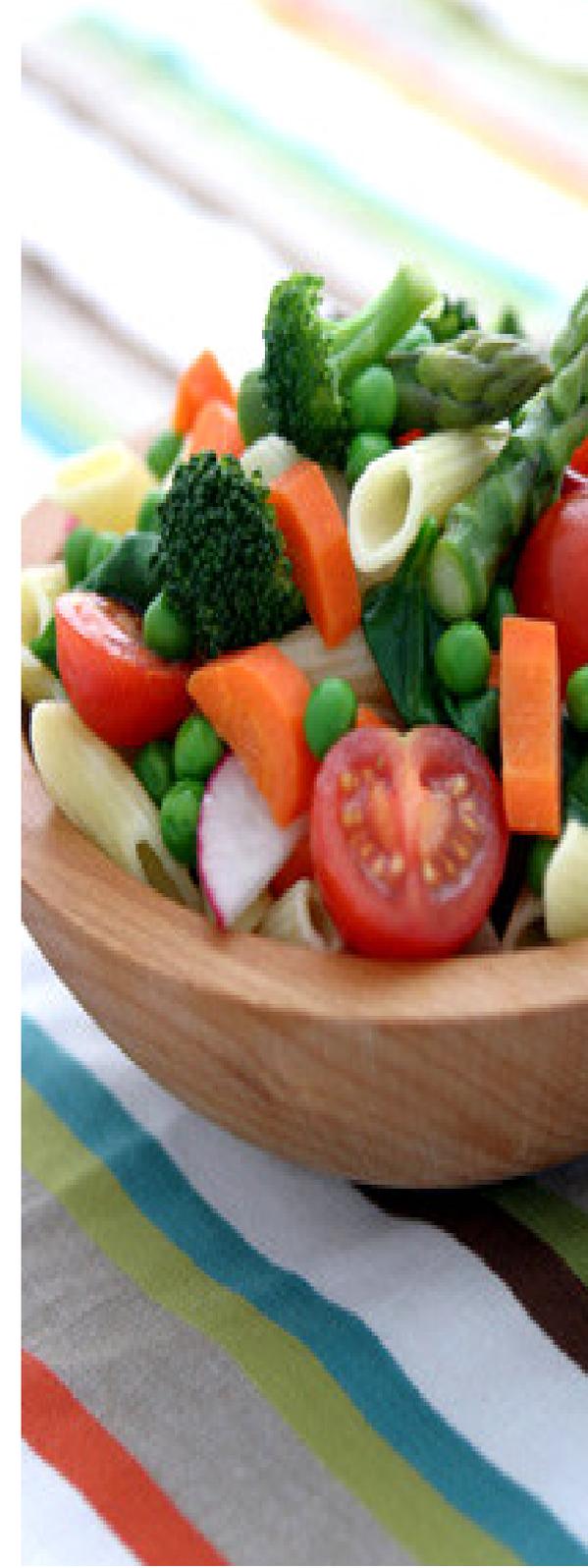
18. Improved transport infrastructure, especially sustainable modes, across the borough both for businesses and to help people access employment areas. Improvements to Leyland Station and the surrounding area.
19. “Growing Leyland” investment in the regeneration of Leyland. Investment to improve and expand green space in Leyland to enhance the natural environment and provide a distinctive town centre. Investigation into feasibility of a Business Improvement District (BID) for Leyland. **[See Specials Board]**
20. Supporting development and implementation of the joint central Lancashire LDF through economic regeneration input to ensure that the LDF delivers new infrastructure requirements
21. Investment with partners to expand the green infrastructure across South Ribble (including river corridors and parks such as Worden Park) and promotion to increase the numbers of visitors into the borough
22. Enhancing technology infrastructure through development of publicly accessible technologies.
23. Promote green business parks, sustainable design and resource efficiency / recycling
24. Deliver the highest standards of sustainability and energy efficiency in all new employment developments through use of a design code, using Leyland as a pilot and leading example

Space to Grow Facilities – Ensure that South Ribble has a plentiful supply of commercial land and premises with facilities to stimulate smaller businesses and encourage growth.

25. Work with partners to create new business-ready workspace in flexible locations to meet lifestyle and sectoral demands. Develop new retail and office premises to attract businesses into the borough Bring the Cuerden Regional Investment Site forward to deliver new jobs in target employment sectors, which are accessible to local areas of higher worklessness
26. Through the LDF, create new employment locations and premises across the borough with suitable locations and characteristics to deliver growth in SMEs and the target employment sectors
27. Support the development of workspace in rural areas to grow the local economy, particularly for SME's.

Jobs & Skills - Attractive & varied jobs for people developing or maintaining high value employment, and increasing wage levels. Investment in skills which match our aspirations. Leading education and training provision. A high number of graduates live and work in the borough thanks to the attractive local jobs, the opportunities to start businesses and the tailored housing and leisure.

28. Develop redundancy action plan and taskforce to support those facing redundancy or made redundant
29. Develop new partnerships between businesses, universities & training providers to deliver improved skills. Upskilling people by encouraging training and higher level NVQ's.
30. Engage with businesses using the South Ribble Employment Charter to open up new work placement and employment opportunities for local people
31. Develop a Community Enterprise Strategy/Plan
32. Encourage appropriate growth industries (see other sections) to locate in South Ribble – this will encourage a large job market of higher value employment & increased wage levels
33. Work with partners and businesses to increase support for carers in the workplace
34. Develop health support and promotion in the workplace
35. Support partners in accessing resources for investment in education and training





36. Promote learning and development of the workforce and workless through the South Ribble Employment Charter
37. Deliver proactive regulatory advice and guidance to businesses with a focus on helping smaller businesses, which do not have specialist knowledge in-house
38. Assess options for council to provide services to small businesses such as personnel, finance and health & safety **[See Specials Board]**
39. Support older people to retain their skills in the workplace or start in businesses
40. Develop a model for small businesses to share expertise such as through a labour swap (e.g. an hour of financial advice for an hour of marketing advice) **[See Specials Board]**

“Selling South Ribble” - Intelligence & Marketing – Raising our profile and maintaining sound information base to monitor economic performance.

41. Production of a marketing plan for the borough to co-ordinate resources and maximise future development opportunities
42. Increase the level of marketing and intelligence about South Ribble to raise the profile & attract investment whilst monitoring economic performance
43. Develop a new brand for Leyland to attract new visitors and investors
44. Improve knowledge and perceptions of South Ribble among visitors and businesses
45. Develop the gosouthribble.com investment marketing to reinforce the economic role of South Ribble and to raise our profile
46. Targeted marketing to increase visitor expenditure across South Ribble
47. Monitor the demand for and take-up of commercial property to inform work to develop new premises

“Life in South Ribble” - Place Shaping – Creating a local environment second to none with high environmental standards and plentiful, accessible green spaces. Development and regeneration of the town and district centres delivers excellent housing, local amenities and quality of life for the people who live and work here. Work within existing environmental frameworks (please refer to Appendix 5).

48. Develop environmental regeneration projects, such as Bannister Brook and Ribble Coast & Wetlands Regional Park
49. Linking economic growth to town and district centres
50. Support sustainable development of appropriate and attractive housing
51. Develop our visitor economy and tourism offerings. Encourage our night time economies. Take opportunities from the Olympics, Preston Guild and other events in 2012.
52. Develop and expand the visitor attractions in South Ribble including museums, parks and the Leyland heritage trail to enhance quality of life and maximise the sense of place.
53. Work with partners to develop cultural and community facilities.
54. Mapping environmental constraints to the economy (such as flooding) and developing plans with businesses to mitigate the effects.
55. Increase the use of public art and culture to develop sense of place and ownership

The Specials Board

More new initiatives proposed to make South Ribble stand out from the crowd and realise its aim of becoming an Enterprise Engine are shown here. These are innovative ideas which we will be investigated so as to attract new resources and investment :

1. Business Improvement Districts – A business improvement district (BID) is a defined geographical area where businesses are invited to come together to make decisions on improving their trading environment. A Leyland BID would spend money raised through the levy on projects which meet a set of objectives designed to promote Leyland, facilitate change, advance business growth and enable Leyland to continue as a thriving, prosperous place. The BID could cover the commercial centre of Leyland incorporating the main retail and leisure areas. It could include/excludes the industrial estates; this could be considered in an investigation. As a bid is funded by a levy, consultation on a range of projects and services are agreed and these are then voted upon by all the businesses in the area.

2. Enterprise Incubators – In partnership create new bespoke, business-ready workspace with business support on-site. The formation of new businesses is vital to deliver sustainable economic success for South Ribble. We need to create the right conditions for business start-up and that means that we must make sure that there are suitable premises, which are ready for businesses to occupy. The premises need to be relatively small, be reasonably priced and have flexible leases. There also needs to be identified property available for businesses to expand so that we have a through-flow of businesses. Most importantly though, there needs to be business support available on-site so that businesses are engaged with the support organisations, that will give the greatest chance of success. These new premises should provide office and workshop space in locations that are well related to areas of business demand. The pilot development should be delivered as part of the regeneration in the borough.

3. SRBC services to business – The Partnership wants to be exceptional (beyond excellent). We will investigate the development of a “knowledge transfer” project in South Ribble to provide expertise to local businesses. Small businesses do not have sufficient staff to employ dedicated people to manage areas such as human resources, data protection, health & safety and finance. That makes it difficult for those businesses to comply with new regulations and can cost businesses time and money. Practical support from the council could provide significant help to secure the future of those small businesses. One advice package has already been put in place, helping businesses to develop business continuity plans to make sure that they could survive a disaster. This could serve as the basis for a wider project.





4. Business Facebook – create a virtual business network in South Ribble by using a website such as www.businessfacebook.org.uk. Social networking for businesses can help to develop a sense of community, build links to increase local procurement and provide support and advice from other businesses to help during economic downturn. Business Facebook would be a new facility, dedicated to businesses in South Ribble.

5. “LETS do Business” – set up a “LETS” (Local Exchange Trading Scheme) for local businesses. A LETS system will encourage local small businesses to trade skills, goods and services by providing a managed framework and process. Usually, LETS are run between people in a community where they gain credits for carrying out work and no money changes hands. The same principles would apply to this project but taking account of legislation. The project will encourage businesses to support each other and could reduce the distances that goods travel, which would help the environment. It will be of greatest value to new and small businesses that need to find new suppliers for goods and services.

6. ‘Dragons Den’ goes South Ribble - In order to encourage enterprise, promotion of the borough, community and learning, we will investigate establishing up a ‘Dragons Den’ to stimulate growth of enterprise in youth (schools) and community/social enterprise sectors. Working with our local partners, we could establish a ‘Dragons’ panel consisting of local businesses, entrepreneurs and Councillors, with a dedicated budget to be awarded to the local initiatives that the Dragons decide have most potential to move the local economy and the borough in the direction we want to go.



Business Facebook



LETS Local Exchange Trading Scheme



Dragons Den goes South Ribble

Summary

This Economic Regeneration Strategy aims to move South Ribble up the economic 'hierarchy' from its current position of Enterprise Spark to Enterprise Engine by 2018. Given the challenging times ahead, this is ambitious, but achievable.

To do this, this strategy creates a recipe of success from the best ingredients of our traditional economic development activities, targeted innovative regeneration initiatives and our strong local position.

Our new priorities are :

- Diversify areas of specialisation & focus on growing flexible knowledge enterprises & creative industry
- Build on public/private sector strengths & forge links to Universities
- Linking regeneration to economic strategies
- Invest in people and skills which match aspirations
- Develop modern flexible infrastructure for technology, transport and amenity and tie into appropriate environment, quality housing and family facilities

It is the South Ribble Economic Partnership, indeed everybody's role to shape this future, working with private/public/voluntary sectors to bring out the best in everyone and our borough.

By 2018 we will have moved South Ribble to a better future.

Contact

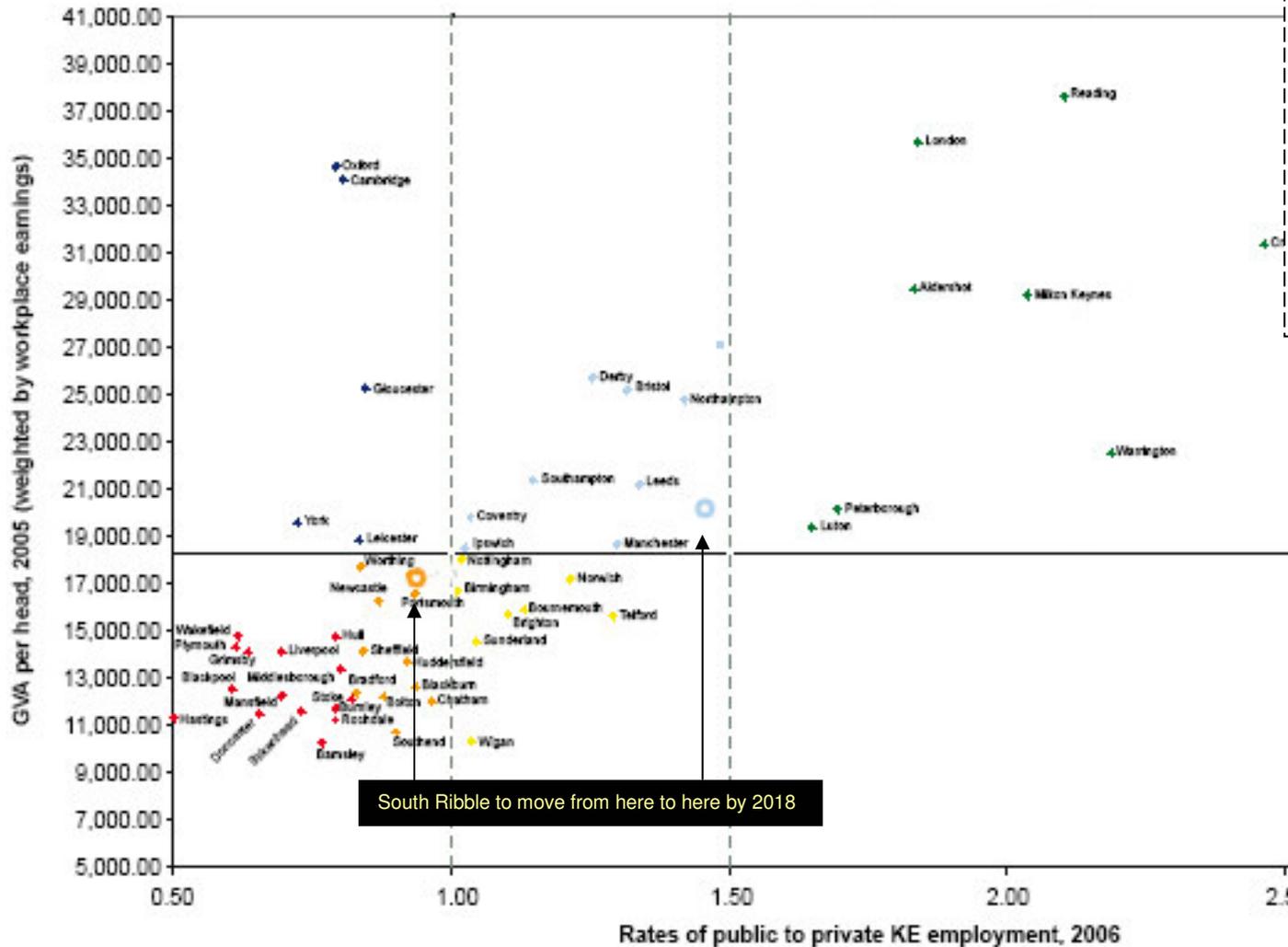
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South Ribble Borough Council
West Paddock
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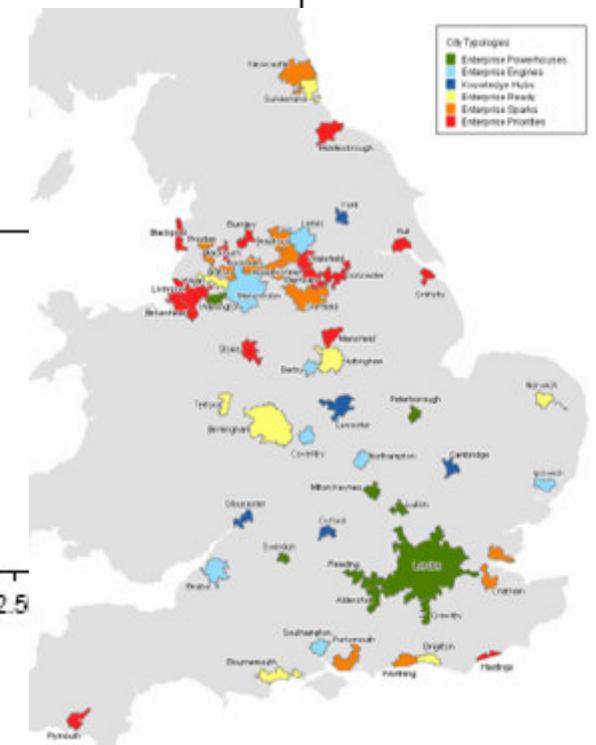


Appendix 1 – Cities and the Knowledge Economy

The knowledge economy and productivity



- ◆ **Enterprise powerhouses** – strong private sector and highly productive: Aldershot, Crawley, London, Luton, Milton Keynes, Peterborough, Reading, Swindon, Warrington
- ◆ **Enterprise Engines** – growing private sectors and increasing economic performance: Bristol, Coventry, Derby, Ipswich, Leeds, Manchester, Northampton, Southampton
- ◆ **Knowledge Hubs** – dominant public sector and highly productive knowledge economy: Oxford, Cambridge, Gloucester, Leicester, York
- ◆ **Enterprise Ready** – large private sectors but without the economic performance that you would expect: Birmingham, Bournemouth, Brighton, Norwich, Nottingham, Sunderland, Telford, Wigan
- ◆ **Enterprise Sparks** – making the transition from public to private sector with their productivity playing catch-up: Bolton, Bradford, Chatham, Huddersfield, Newcastle, Portsmouth, Preston, Rochdale, Sheffield, Southend, Worthing
- ◆ **Enterprise Priorities** – public sector dominant, struggling economies: Barnsley, Birkenhead, Blackburn, Blackpool, Burnley, Doncaster, Grimsby, Hastings, Hull, Liverpool, Mansfield, Middlesbrough, Plymouth, Stoke, Wakefield



Appendix 2

How will we find out if our menu has worked or if our service is excellent?

Our key targets include those listed below but detailed targets, timescales and milestones will be set by future project plans. These indicators will help to steer us. The range of indicators below mixes simple understandable everyday targets with nationally defined benchmarks.

Indicator	SR 2008 (base)	SR 2013 (midpoint)	SR 2018 (target)
Weekly earnings (workplace) [NI 166 and LAA target] [GONW Annual Survey of Hours & Earnings]			
Employment rate			
% of working age people on out of work benefits in the worst performing neighbourhoods [NI 153 and LAA target]			
VAT registrations [NI 171 and LAA target] linked to business start-up			
Self-employment rate			
Business survival rate [LAA 2006-09 targets E10a and E10b]			
NVQ 2 attainment			
NVQ 4 attainment			
Delivery of the Leyland Masterplan to meet project targets			
Increase area of amenity or beauty			
Visitor expenditure			
Rate of public to private employment in knowledge economy			

Source: ERI Data March 2008, Government Office North West / as shown

Key	
	Better than or equal to English average/Exceed targets
	Better than or equal to NW average but worse than English average/Meet targets
	Worse than NW average/Below targets

- NB: Workplace based earnings is a proxy for GVA at district level but there is low confidence in earnings data at district level



Appendix 3 Actions and Cost Estimates

The following are cost estimates relating to the actions within this strategy. It is recognised that development and investment must be carefully placed, therefore relatively 'small' costs are set against the impact anticipated across the economy of the borough as a whole, which is estimated to have an annual economic output of over £1.5billion.

CPR –Within current partnership resources. Allocating existing levels of staff and budget resources in a new way, but no significant changes to resource anticipated.

UWR – Using wider partners resources, those outside of the South Ribble economic Partnership, and possibly reliant on external funding bids/applications

SML – Short (>3years), Medium (3-5 years), Long (+5 years) term

	Growing the Economy	Resources	Outcomes	Risks	Timing
1	Attracting inward investment to the borough	CPR	Investment secured to increase higher value employment	Competition locally & internationally Lack of resources for incentives	SML
2	Secure external funding for economic regeneration projects	CPR	Additional funding acquired to develop borough economy & increase employment	Diminishing funding opportunities	SML
3	Extend business continuity advice and support – targeted at identified environmental and economic risks	CPR UWR	Enhanced business survival rates	Organisationally complex project following new NWDA principles	M
4	Maximising from our excellent position so that we benefit from our accessibility and links to key growth points, such as MediaCity and Samesbury	CPR UWR	Increased connectivity to new developments resulting in increased economic activity & employment	Limited resources to build links & relationships	M
5	Create new local measures (such as liaison and volunteering activities) for involving businesses in the local area and community more	CPR	Increased economic activity Enhanced business survival rates	Limited resources to build links & relationships	ML
6	Businesses able to pool resources by jointly buying local services. Promote and facilitate local procurement between businesses in central Lancashire	CPR	Enhanced business survival rates	Organisationally complex project	L

7	Engage directly with businesses to engage them in regeneration. Build relationships between businesses and the council through regular contact and consultation	CPR	Improved delivery of Masterplan targets. Enhanced business survival rates, employment, self employment	Limited resources to implement project with adequate coverage	SM
8	Use of public sector procurement to anchor investment (anchor contracts) and develop areas / sectors of potential growth	CPR	Contributes to improved business survival rates	Limited resources to build links & relationships	SML
Boosting Enterprise					
		Resources	Outcomes	Risks	Timing
9	Embed business support within business parks and start-up developments. Organise and promote local business support (within the BSSP framework) to increase contact with and take-up by businesses	CPR UWR	Enhanced business survival rates, employment, self employment	Resources reliant on third party funding	SML
10	Facilitate development of key business sectors to create new jobs and to create more higher value jobs with increased wage levels	CPR UWR	Decreased rate of public to private employment in the economy.	Organisationally complex project	SML
11	Promote self employment to people who are workless or who are made redundant	CPR	Reduced % of people on benefits, improved employment rates	Difficult target market to reach & maintain	SML
12	Ensure that assistance is available to increase new business start-up and that on-going support is in place to increase survival rates	CPR UWR	Enhanced business survival rates, employment, self employment	Resources reliant on third party funding	SML
13	Increase enterprise rates through supporting new enterprise initiatives in schools and colleges; supporting the voluntary, community and faith sector and supporting social enterprises	CPR UWR	Enhanced business survival rates, employment, self employment. Decreased rate of public to private employment in the economy.	New target market - Limited resources to build links & relationships	ML
14	Promote and support the formation and development of social enterprises	CPR	Decreased rate of public to private employment in the economy. Enhanced business survival	Organisationally complex project	ML

			rates, employment, self employment.		
15	Developing regeneration packages for businesses in Leyland town centre and South Ribble	CPR UWR	Improved delivery of Masterplan targets. Enhanced business survival rates, employment, self employment.	Organisationally complex project. Reliance on third party funding	SML
16	Work with private sector to develop new retail and office space in the borough	UWR	Improved delivery of Masterplan targets. Enhanced business survival rates, employment, self employment. Decrease rate of public to private employment.	Organisationally complex project. Recession affecting investment market	ML
17	Promote networking to form clusters able to bid for larger contracts such as public sector procurement	CPR	Enhanced business survival rates, employment, self employment	Limited resources to implement with adequate coverage	SML

	Investing in Infrastructure	Resources	Outcomes	Risks	Timing
18	Improved transport infrastructure, especially sustainable modes, across the borough both for businesses and to help people access employment areas. Improvements to Leyland Station and the surrounding area.	CPR UWR	Contributes to LTP targets, Delivery of Masterplan and Business survival rates	Resources reliant largely on third party funding	SML
19	"Growing Leyland" investment in the regeneration of Leyland. Investment to improve and expand green space in Leyland to enhance the natural environment and provide a distinctive town centre	CPR UWR	Improved delivery of Masterplan targets. Enhanced business survival rates, employment, self employment	Organisationally complex projects. Recession affecting investment market	SML
20	Supporting development and implementation of the joint central Lancashire LDF through economic regeneration input to ensure that the LDF delivers new infrastructure requirements	CPR	Enhanced business survival rates, employment, self employment Attracting new investment	LDF is a complex framework – local messages must not get lost	SML
21	Investment with partners to expand the green infrastructure across South Ribble (including river corridors and parks such as Worden Park) and promotion to increase the numbers of visitors into the borough	UWR	Increased visitor expenditure. Increased area of amenity of beauty Supporting local business/ employment	Organisationally complex project. Recession affecting investment market	SML
22	Enhancing technology infrastructure through development of publicly accessible technologies.	CPR UWR	Enhanced business survival rates, employment, self employment. Improved delivery of Masterplan targets.	Development of best technical solutions is often complex series of trade-offs	SML
23	Promote green business parks, sustainable design and resource efficiency / recycling	CPR UWR	Enhanced business survival rates, employment, self employment.	Recession affecting investment market	SML
24	Deliver the highest standards of sustainability and energy efficiency in all new employment developments through use of a design code, using Leyland as a pilot and leading example	UWR	Enhanced business survival rates, employment, self employment.	Recession affecting investment market.	SML

“Space to Grow” Facilities		Resources	Outcomes	Risks	Timing
25	Work with partners to create new business-ready workspace in flexible locations to meet lifestyle and sectoral demands. Develop new retail and office premises to attract businesses into the borough	CPR	Increased area of amenity or beauty Increased employment, self employment. Decrease rate of public to private employment.	Organisationally complex project. Reliance on third party funding	L
26	Bring the Cuerden Regional Investment Site forward to deliver new jobs in target employment sectors, which are accessible to local areas of higher worklessness	CPR UWR	Enhanced business survival rates, employment, self employment. Decrease rate of public to private employment. New investment.	Reliance on third party funding. Recession affecting investment market	SM
27	Through the LDF, create new employment locations and premises across the borough with suitable locations and characteristics to deliver growth in Small, Medium Enterprises and the target employment sectors	CPR	Decrease rate of public to private employment. Enhanced business survival rates, employment, self employment. New investment	Organisationally complex project.	S
28	Support the development of workspace in rural areas to grow the local economy	CPR UWP	Enhanced business survival rates, employment, self employment. Decrease rate of public to private employment.	Recession affecting investment market	ML
Jobs & Skills		Resources	Outcomes	Risks	Timing
29	Develop redundancy action plan and taskforce to support those facing redundancy or made redundant	CPR	Improve long term employment rates.	Organisationally complex project.	S
30	Develop new partnerships between businesses, universities & training providers to deliver improved skills. Upskilling people by encouraging training and higher level NVQ's.	CPR UWR	Increase NVQ 2 & 4 attainment. Enhanced business survival rates, employment, self employment.	Limited resources to build links & relationships	SM

31	Engage with businesses using the South Ribble Employment Charter to open up new work placement and employment opportunities for local people	CPR	Increase NVQ 2 & 4 attainment. Enhanced business survival rates, employment	Limited resources to build links & relationships	S
32	Develop a Community Enterprise Strategy/Plan	CPR UWR	Enhanced business survival rates, employment, self employment.	New project area requiring new skills/knowledge	SM
33	Encourage appropriate growth industries (see other sections) to locate in South Ribble – this will encourage a large job market of higher value employment & increased wage levels	CPR	Decrease rate of public to private employment. Enhanced business survival rates, employment, self employment. Encourage a large job market of higher value employment & increased wage levels	Limited resources to build links & relationships	SML
34	Work with partners and businesses to increase support for carers in the workplace	CPR UWR	Enhanced business survival rates, reduced worklessness	Organisationally complex project.	L
35	Develop health support and promotion in the workplace	UWR	Enhanced business survival rates, , reduced worklessness	Reliance on third party involvement.	ML
36	Support partners in accessing resources for investment in education and training	CPR	Increase NVQ 2 & 4 attainment. Enhanced business survival rates	Limited resources to provide adequate service	SML
37	Promote learning and development of the workforce and workless through the South Ribble Employment Charter	CPR	Increase NVQ 2 & 4 attainment. Enhanced business survival rates	Limited resources to provide adequate service	SML
38	Deliver proactive regulatory advice and guidance to businesses with a focus on helping smaller businesses, which do not have specialist knowledge in-house	CPR	Enhanced business survival rates	Limited resources to provide adequate service	M

39	Assess options for partners to provide services to small businesses such as personnel, finance and health & safety	CPR UWR	Enhanced business survival rates	New project area requiring new skills/knowledge	L
40	Support older people to retain their skills in the workplace or start in businesses	CPR UWR	Reduce % of working age people on benefits. Increase NVQ 2 & 4 attainment.	Reliance on third party involvement.	L
41	Develop a model for small businesses to share expertise such as through a labour swap (e.g. an hour of financial advice for an hour of marketing advice)	CPR UWR	Enhanced business survival rates	New project area requiring new skills/knowledge	M
	Selling South Ribble	Resources	Outcomes	Risks	Timing
42	Production of a marketing plan for the borough to co-ordinate resources and maximise future development opportunities	CPR UWR	Enhanced business survival rates. Increased visitor expenditure. Delivery of Master plan targets.	Organisationally complex project.	S
43	Increase the level of marketing and intelligence about South Ribble to raise the profile & attract investment	CPR		Limited resources	S
44	Develop a new brand for Leyland to attract new visitors and investors	CPR		Future use & partner adoption	S
45	Improve knowledge and perceptions of South Ribble among visitors and businesses	CPR		Limited resources	SML
46	Develop the gosouthribble.com investment marketing to reinforce the economic role of South Ribble and to raise our profile	£25k.		Limited resources	SML
47	Targeted marketing to increase visitor expenditure across South Ribble	£20k.		Limited resources	SML
48	Monitor the demand for and take-up of commercial property to inform work to develop new premises	CPR		Limited resources	SML
	"Life in South Ribble" - Place Shaping	Resources	Outcomes	Risks	Timing
49	Develop environmental regeneration projects, such as Bannister Brook and Ribble Coast & Wetlands Regional Park	CPR UWR	Increased area of amenity of beauty	Reliance on third party involvement	SML
50	Linking economic growth to town and district centres	CPR UWR	Improved delivery of Masterplan targets. Enhanced business survival rates, employment, self employment. Decrease rate of	Reliance on third party funding. Recession affecting investment market	SML

			public to private employment.		
51	Support sustainable development of appropriate and attractive housing	CPR	Increased area of amenity of beauty	Reliance on third party involvement	SML
52	Develop our visitor economy and tourism offerings. Encourage our night time economies. Take opportunities from the Olympics, Preston Guild and other events in 2012.	CPR UWR	Visitor expenditure, increased business support	New project area requiring new skills/knowledge	SML
53	Develop and expand the visitor attractions in South Ribble including museums, parks and the Leyland heritage trail to enhance quality of life and maximise the sense of place.	CPR UWR	Improved delivery of Masterplan targets. Enhanced business survival rates, employment, self employment. Decrease rate of public to private employment.	Reliance on third party involvement	SML
54	Work with partners to develop cultural and community facilities.	CPR UWR	Visitor expenditure	Reliance on third party involvement	SML
55	Mapping environmental constraints to the economy (such as flooding) and developing plans with businesses to mitigate the effects.	CPR	Increased area of amenity of beauty. Business survival	New project area requiring new skills/knowledge	M
56	Increase the use of public art and culture to develop sense of place and ownership	CPR UWR.	Increased area of amenity of beauty. Attract investment	Requires new skills/knowledge	SML

	Specials Board	Resources
1	Infrastructure fund – in partnership set up a fund to use for land and property assembly in Leyland.	£600k
2	Enterprise Incubators - work with partners to create new bespoke, business-ready workspace with business support on-site.	£250k
3	SRBC services to business – SRBC wants to be 'beyond excellent'. We will investigate the development of a "knowledge transfer" project for South Ribble Borough Council to provide expertise to local businesses.	£20k
4	Business Facebook – create a virtual business network in South Ribble by using a website such as www.businessfacebook.org.uk .	£25k
5	"LETS do Business" – set up a "LETS" (Local Exchange Trading Scheme) for local businesses. A LETS system will encourage local small businesses to trade skills, goods and services by providing a managed framework and process.	£10k
6	'Dragons Den' goes South Ribble - In order to encourage enterprise, promotion of the borough, community and learning, we will investigate establishing up a 'Dragons Den' to stimulate growth of enterprise in youth (schools) and community/social enterprise sectors. 3 year pilot project @ £10k pa.	£25k

Appendix 4 Our Chefs

South Ribble Economic Partnership: -

Asian Business Federation
Business Link
Business Venture Group Ltd
Campbell's Commercial Vehicle Marketing Group
Central Lancashire Business Club
Chamber of Commerce
EEF
Jobcentre Plus
Lancashire County Developments Ltd
Lancashire Education Business Partnership
Learning & Skills Council
Preston & South Ribble Trades Council
Progress Housing Group
Runshaw Business Centre & College
South Ribble Borough Council
South Ribble Partnership
TWL UK
University of Central Lancashire
Wellfield Business & Enterprise College

The Lancashire Local Area Agreement (Economic Development Block)

Northwest Regional Development Agency

Local stakeholders

Local businesses

New investors



Appendix 5 - Glossary

Business Support Simplification Programme (BSSP)

The Business Support Simplification Programme (BSSP) aims to make it easier for companies and entrepreneurs to understand and access government funded grants, subsidies and advice with which to start and grow their businesses.

Central Lancashire City Region Development Programme (CRDP)

Strategy for developing the economy of Lancashire as part of the Northern Way

Comprehensive Area Assessment (CAA)

From April 2009, Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CPA). CAA will provide assurance about how well-run local public services are and how effectively they use taxpayers' money.

Community Strategy

District and County authorities have a duty to prepare Community Strategies under the Local Government Act 2000. These identify the needs and aspirations of local communities and opportunities for realising them. Community Strategies are prepared by Local Strategic Partnerships where established.

Department for Communities and Local Government (DCLG)

Communities and Local Government sets policy on local government, housing, urban regeneration, planning and fire and rescue.

European Regional Development Fund (ERDF)

The European Regional Development Fund is provided by the European Community to provide investment in socially and economically challenged areas of Western Europe.

European Social Fund (ESF)

The European Social Fund is one of four Structural Funds designed to strengthen economic and social cohesion in the European Union.

Green Infrastructure

Green Infrastructure - an interconnected network of protected land and water that supports native species, maintains natural ecological processes, sustains air and water resources and contributes to the health and quality of life for communities and people.

Government Office North West (GONW)

Represents Central Government in the region. The regional government office responsible for implementing national policy in the North West region and ensuring Local Planning Authorities' policies and plans accord with national guidance.

Gross Domestic Product (GDP)

The gross domestic product is one of the measures of how the national economy is performing. GDP is the value of goods and services produced within the country in a given period of time (usually a year).

Gross Value Added (GVA)

Gross Value Added measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom. It is a key indicator of the state of the whole economy.

Growth Point

Announced in December 2005, the Growth Points initiative is designed to provide support to local communities who wish to pursue large scale and sustainable growth, including new housing, through a partnership with Government.

Lancashire & Blackpool Tourist Board (LBTB)

Organisation that supports tourism businesses in the Lancashire and Blackpool sub-region by representing their interests regionally and nationally, by co-ordinating marketing activity, managing and developing the tourism product and working in partnership with industry.

Local Action Group (LAG)

Body formed to deliver the EU Rural Development Programme for England. West Lancashire LAG covers South Ribble, West Lancashire, Chorley and Preston.

Local Area Agreement (LAA)

A Local Area Agreement is an agreement between central and local government about priority outcomes and targets which are important in a particular authority area and will be the process through which the community strategy will be delivered.

Local Authority Business Growth Incentive (LABGI)

LABGI allows local authorities to retain a share of increased business rates revenue generated in their area. By creating a direct financial incentive for local authorities to encourage business growth in their locality, LABGI provides the opportunity for local government and business to work together to deliver economic success and prosperity to their local community.

Local Development Framework (LDF)

A Local Development Framework is a folder of local development documents that outlines how planning will be managed in your area.

Local Transport Plan (LTP)

The plan is a strategic document based around the four shared priorities of road safety, congestion, air quality and accessibility together with other quality of life issues and maintenance.

Local Strategic Partnership (LSP)

Local Strategic Partnerships (LSPs) are non-statutory, multi-agency partnerships, which matches local authority boundaries. LSPs bring together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively.

Multi Area Agreements (MAA)

A multi area agreement is designed to be cross-boundary local area agreement. They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level. The major issues that MAAs can tackle include: skills deficits; housing market imbalances; transport and infrastructure projects; economic development.

North West Development Agency (NWDA)

The Northwest Regional Development Agency leads the economic development and regeneration of England's Northwest.

Regional Strategy

A single regional strategy proposed in the Sub-National Review of Economic Development to replace the Regional Economic Strategy and the Regional Spatial Strategy. Regional Development Agencies (RDAs) will have executive responsibility for drawing up the single regional strategy and agreeing it with local councils in the region.

Rural Development Programme for England (RDPE)

There are four RDPE programmes prepared for the four constituent regions of the United Kingdom by the four departments with responsibility for agriculture and rural affairs. The Rural Development Programme is jointly funded by the EU, through the European Agricultural Fund for Rural Development, and the Government.

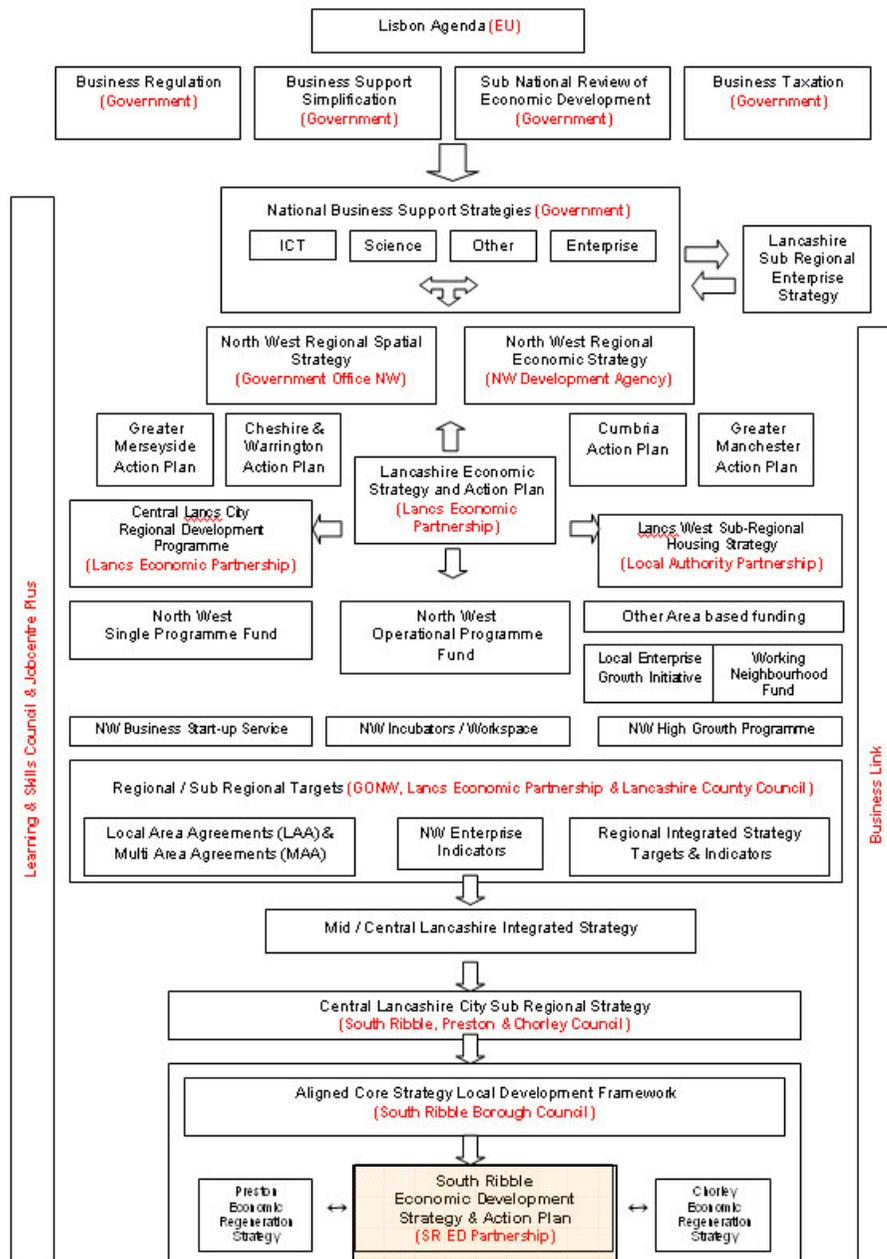
Section 106 agreements

Section 106 of the Town and Country Planning Act 1990 allows a local planning authority (LPA) to enter into a legally-binding agreement or planning obligation, with a land developer over a related issue. The obligation is sometimes termed as a 'Section 106 agreement'.

Sub National Economic Development and Regeneration Review (SNR)

Budget 2006 announced that the 2007 Comprehensive Spending Review would be informed by a series of policy reviews, one of which was a review of sub-national economic development and regeneration to consider how to strengthen economic performance in regions, cities and localities throughout the country.

Appendix 5 – Strategic Fit



Appendix 6 – Strategic Environmental Framework

Global - Kyoto Protocol

Protocol to the convention UNFCCC which set legally binding targets to industrialised countries to reduce their collective emissions of greenhouse gases by 5.2% compared to 1990.

European - EU Sixth Environmental Action Plan

Aims to prevent climate change and protect nature and biodiversity through ensuring the sustainable use of natural resources and management of waste. Relevant directives also include European Directive 92/43/EEC which promotes the maintenance of wildlife and fauna taking account of economic, social, cultural and regional requirements.

Government - Countryside and Rights of Way Act

Objectives are to protect SSSIs, AONBs and strengthen wildlife enforcement legislation. Objectives also include encouraging people to pursue outdoor recreation and provide access for all in the countryside.

Department for Communities and Local Government

Provide various planning policy guidelines which include tourism, recreation, biodiversity and sustainable development. These include PPG21, PPG17, PPG15, PPS9, PPS7 and PPG4.

DEFRA - Biodiversity Strategy for England

Sets out a programme for the next 5 years to make the changes necessary to conserve, enhance ecosystems and ensure biodiversity considerations become embedded in all main sectors of public policy.

Agenda 21

A non-binding framework for action to achieve sustainable development by reducing pollution, conserving resources and protecting natural habitats and wildlife. Actions are local to encourage individuals, businesses and governments in making choices for development that help society and the local environment.

National Cycling Strategy

To encourage cycling as a healthy form of sustainable transport.

Rural White Paper “The Future - a fair deal for rural England”

Facilitates the development of dynamic, competitive and sustainable economies in the countryside. Maintains and stimulates communities and secure access to services to those who live and work in the countryside. Increases opportunities for people to get employment from the countryside.

UK Climate Change Programme

UK plans to deliver Kyoto target to cut its greenhouse gas emissions by 12.5%, and move towards its domestic goal to cut carbon dioxide by 20% below 1990 levels by 2010.

Lancashire's Biodiversity Action Plan

Objectives to protect biodiversity throughout Lancashire from the commonplace to the most threatened and endangered species.

Ambition Lancashire

(Sustainable Community Strategy for Lancashire) - Objectives to protect and enhance the natural environment, species and assets and reduce health inequalities and provide opportunities for Lancashire people to lead healthier lives.

A Vision for the 21st Century

(LCC Local Agenda 21 Strategy) 2002 - Objectives include to maintain and enhance areas of biodiversity; seek opportunities to create new habitats; reduce CO₂ and greenhouse gas emissions and that these are included in Local Transport, land use and economic development plans.