



RURAL DEVELOPMENT PROGRAMME FOR ENGLAND

PENNINE LANCASHIRE

A Local Development Strategy

2009 - 2013



Foreword

The Pennine Lancashire Local Development Strategy aims to ensure a focus for the sustainable rural development of Pennine Lancashire from 2009 – 2013 as part of the Rural Development Programme for England.

The Rural Development Programme for England is a jointly funded £multi-million investment programme by the UK Government & the European Union to safeguard and enhance the rural environment, improve the competitiveness of the agricultural and forestry sectors and foster competitive and sustainable rural businesses and thriving rural communities.

Pennine Lancashire is a partnership between the local authorities of Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale.

The Strategy will provide a framework and direction for the activities that will be undertaken by the Pennine Lancashire Local Action Group. Key to the success of the programme will be the involvement of local people and local businesses, and organisations across the public, private, community and voluntary sectors, to work together for the long-term benefits of rural Pennine Lancashire.



1. Appropriateness of the partnership

1.1 Name of the Local Action Group

‘Pennine Lancashire’ (comprising the fully eligible and partially eligible rural wards of Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale).

NB: Every effort will be made to minimise the use of acronyms in the text, however the following are likely to appear most frequently:

RDPE – Rural Development Programme for England

LAG – Local Action Group (primarily in reference to the Pennine Lancashire LAG)

LDS – Local Development Strategy (Pennine Lancashire LDS)

LES – Lancashire Economic Strategy

RES – Regional Economic Strategy (Northwest)

1.2 Contact Details

Craig Matthews
Rural Regeneration Officer
Ribble Valley Borough Council
Church Walk
Clitheroe
Lancashire
BB7 2RA

Tel: 01200 414531
craig.matthews@ribblevalley.gov.uk

1.3 Membership of the Local Action Group (LAG)

Following local consultation across the community, a Pennine Lancashire Rural Forum has been created and key local players have been brought together to form a Pennine Lancashire Local Action Group (LAG).



The Pennine Lancashire LAG area is characterised by extensive community networks and partnerships that work closely together providing exactly the opportunity for a community voice to be the driver behind the activities of the LAG. This network feeds up through a range of bodies, represented in those listed in section 1.2. This provides an ideal mechanism to develop and deliver a Leader approach in the most appropriate way for Pennine Lancashire.

Consultation

During consultation, local residents, businesses, and representative groups across all sectors in the Pennine Lancashire area were contacted in order to draw a broad level of cross sector knowledge, expertise and experience that will contribute to the future work and decision making of the LAG. This activity culminated in a Pennine Lancashire Public Consultation Event held on the 22nd July 2008 in Clitheroe – details of which can be found in the annexes to this strategy.

The Membership of the Pennine Lancashire LAG has been drawn from a broad range of cross sector representatives to reflect the diversity of the LAG area. The balance of the LAG membership has been brought about to represent both individuals and groups across the area.

Stakeholders have agreed that the Pennine Lancashire LAG will report on a regular basis to the wider Pennine Lancashire Forum of representatives private, community and voluntary sectors in the area, taking into account issues to ensure that adequate

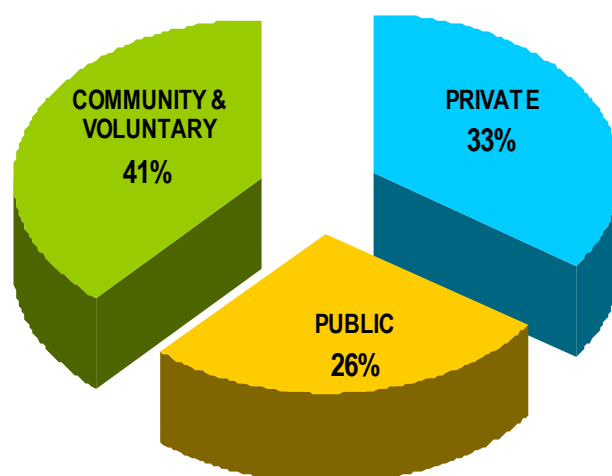
representation is to be made at local and neighbourhood level. The Forum will act in a number of ways:

- *Act as a sounding board to address the key issues that affect the ongoing development of Rural Pennine Lancashire*
- *Utilise the knowledge and skills of local people, who truly understand their communities*
- *Act as a sounding board to assist the development of ideas and initiatives to support the objectives of the Pennine Lancashire Local Development Strategy*
- *Establish ways of monitoring performance of the LAG and relevant organisations and partnerships against the agreed priorities and objectives*
- *Facilitates the exchange of information and best practice to ensure that it is shared and disseminated through networking, including with other county rural forums, existing rural networks and non-member organisations*
- *Encourages relevant rural research into key issues relevant to the LAG area.*

On an ongoing basis, activities of the LAG and the programme will be circulated and further input will be actively encouraged. All contacted will be invited to circulate the information to any other organisations that they feel relevant and to promote the programme across the community they encompass ensuring that all have the opportunity to be involved. Through this process, the Pennine Lancashire Rural Forum will evolve into a healthy, cross-sector representational body for the LAG area.

Balance of the Pennine Lancashire LAG membership

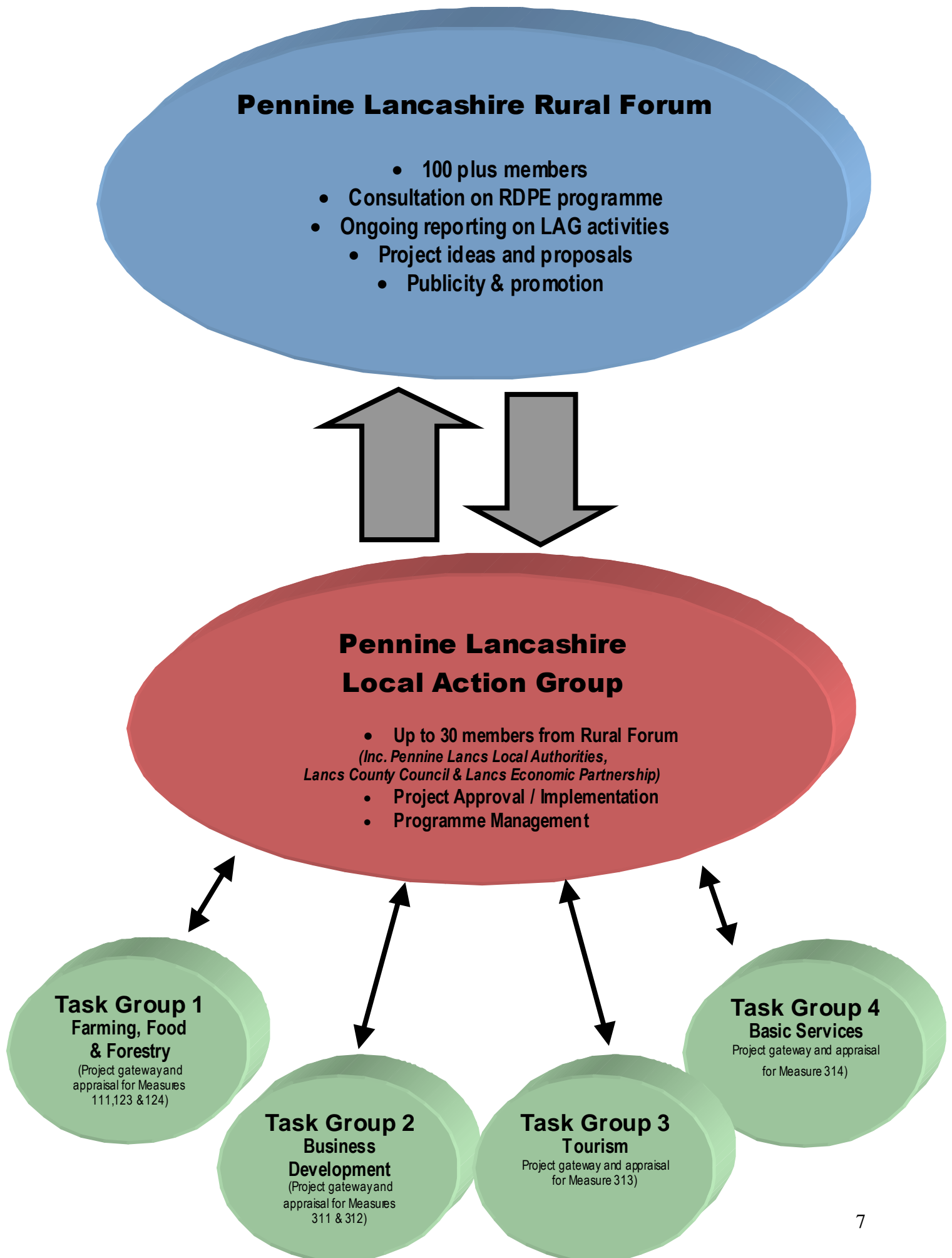
Presently, the private, community and voluntary sectors comprise of 73% of the total membership of the Pennine Lancashire LAG with the public sector making up the remaining 27%. It is accepted that the balance of membership may vary during the lifetime of the programme, however, these figures emphasise the commitment of the public sector partners that the membership balance will always be weighted in favour of the private, community & voluntary sectors.



1.4 Details of Local Action Group Members

Organisation	Contact name	Sector	Expertise
Blackburn with Darwen Borough Council	Gwen Kinloch	Public	Public Services
Bowland Bio Fuels Ltd	Ralph Assheton	Private	Business Development
Burnley Borough Council	Sarah Yorke	Public	Public Services
Burnley Strategic Partnership	Representative	Voluntary	Local Services
Business Link	Khalid Saifullah	Public	Business Support
Community Futures	Mark Gutteridge	Voluntary	Local Services
Council For Voluntary Services (Hyndburn & Ribble Valley)	Christine Fish	Voluntary	Local Services
Country Land & Business Association	Jim Rodgerson	Private	Business Development
English Farming and Food Partnerships	David Hall	Private	Agriculture/Business Dev
Forestry Commission	Penny Oliver	Public	Public Services
Groundwork Pennine Lancashire	Peter Jordan	Voluntary	Local Services
Raising the Roof Productions Ltd	Zilpa Hartley	Private	Business Development
Hyndburn Borough Council	Representative	Public	Public Services
Hyndburn Strategic Partnership	Representative	Voluntary	Local Services
Lancashire County Council	Elliott Lorimer	Public	Public Services
Lancashire Economic Partnership	John Bailey	Public	Public Services
National Farmers Union	Anthony Guest	Private	Business Development
Natural England	Sarah Wilson	Public	Public Services
Northern Rural Partnership	John Atherton	Private	Business Development
Pendle Borough Council	Hanna Latty	Public	Public Services
Pendle Enterprise Trust	Kevin Clark	Private	Business Development
Pendle Tourism Forum	Martin Cleavear	Voluntary	Local Services
Ribble Valley Borough Council	Craig Matthews	Public	Public Services
Ribble Valley Strategic Partnership	Ayleen Evans	Voluntary	Local Services
Rossendale Borough Council	Fraser Nash	Public	Public Services
Rossendale Leisure Trust	Gary Hood	Voluntary	Local Services
Rossendale Strategic Partnership	David Ingham	Voluntary	Local Services

1.3 Organisational Chart

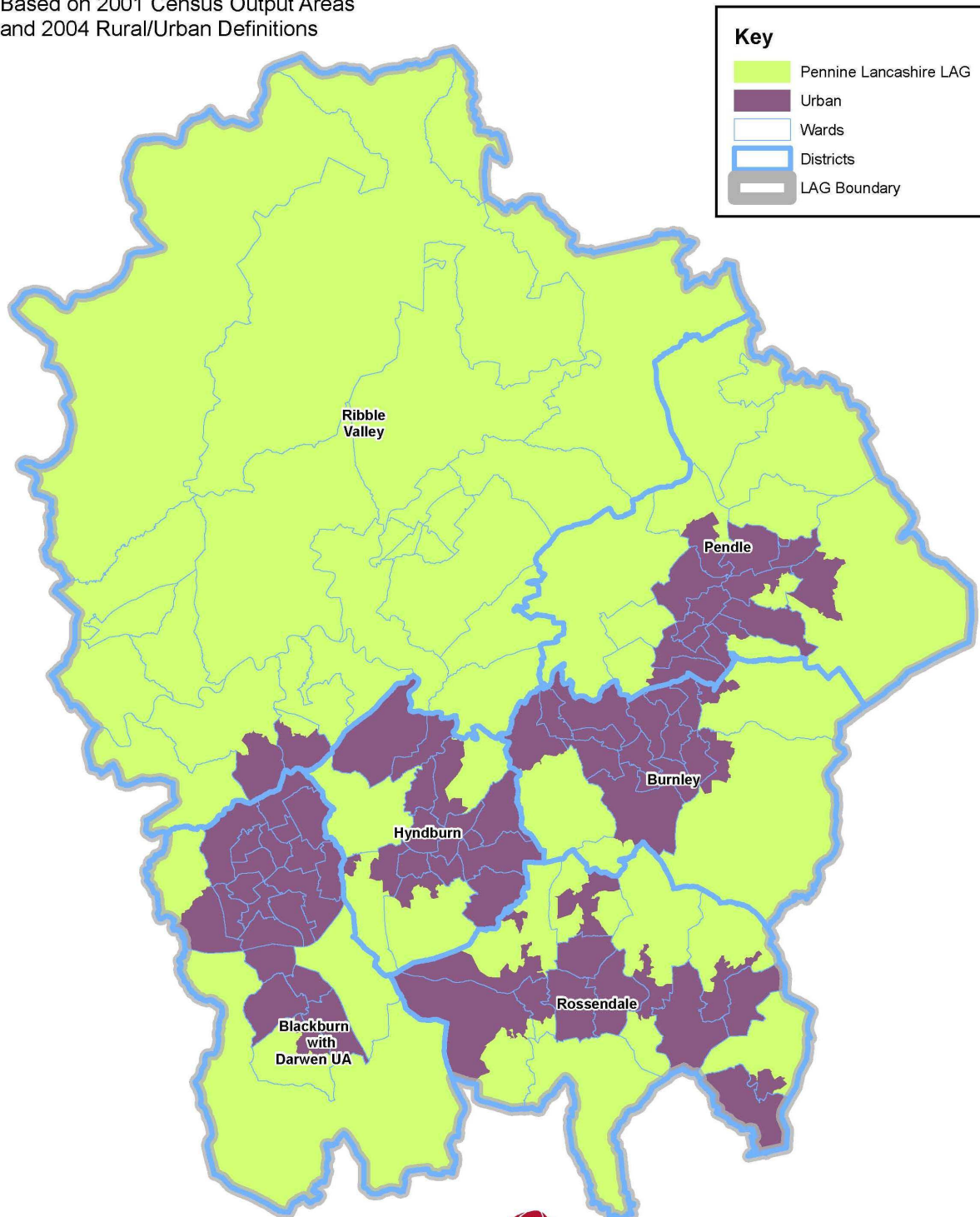


2. Coherence of the Area

2.1 Map of the Pennine Lancashire LAG Area

Proposed Pennine Lancashire LAG Area

Based on 2001 Census Output Areas
and 2004 Rural/Urban Definitions



Lancashire
County Council



Information Management Team
Strategic Planning & Transport Environment Directorate



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2.2 List of Rural Wards (and Population) in Pennine Lancashire LAG Area

Blackburn with Darwen District

Fully Eligible (All COAs included in LAG)	Eligible Population	Partially Eligible (Rural COAs included in LAG)	Eligible Population
East Rural	1 923	Livesey with Pleasington	467
North Turton with Tockholes	4 190	Whitehall	220
Total			6 800

Burnley District

Fully Eligible (All COAs included in LAG)	Eligible Population	Partially Eligible (Rural COAs included in LAG)	Eligible Population
		Briercliffe	613
		Cliviger with Worsthorne	2 711
		Coal Clough with Deerplay	212
		Hapton with Park	1 894
Total			5 430

Hyndburn District

Fully Eligible (All COAs included in LAG)	Eligible Population	Partially Eligible (Rural COAs included in LAG)	Eligible Population
Rishton	7 350	Altham	338
		Immanuel	343
		St Oswald's	751
Total			8 782

Pendle District

Fully Eligible (All COAs included in LAG)	Eligible Population	Partially Eligible (Rural COAs included in LAG)	Eligible Population
Coates	5 508	Blacko and Higherford	113
Craven	5 589	Boulsworth	1 182
Earby	5 999	Foulridge	1 506
Higham and Pendleside	1 672	Reedley	146
Old Laund Booth	1 586	Southfield	107
		Waterside	156
Total			23 564

Ribble Valley District

Fully Eligible (All COAs included in LAG)	Eligible Population	Partially Eligible (Rural COAs included in LAG)	Eligible Population
Aighton Bailey and Chaigley	1 623	Clayton-le-Dale with Ramsgreave	825
Alston and Hothersall	2 565	Wilps hire	233
Billington and Old Langho	2 335		
Bowland Newton and Slaidburn	1 243		
Chatburn	1 324		
Chipping	1 337		
Derby and Thornley	3 049		
Dilworth	2 395		
Edisford and Low Moor	2 886		
Gisburn Rimington	1 289		
Langho	2 303		
Littlemoor	2 815		
Mellor	2 505		
Primrose	3 036		
Read and Simons tone	2 535		
Ribchester	1 535		
Sabden	1 371		
St Mary's	2 865		
Salthill	3 095		
Waddington and West Bradford	2 636		
Whalley	2 892		
Wiswell and Pendleton	1 289		
Total			49 981

Rossendale District

Fully Eligible (All COAs included in LAG)	Eligible Population	Partially Eligible (Rural COAs included in LAG)	Eligible Population
Eden	3 544	Facit and Shawforth	1 591
		Goodshaw	262
		Greenfield	240
		Greensclough	1 428
		Helmshore	457
		Whitewell	1 746
		Worsley	763
Total			10 031

Total Population of the Pennine Lancashire LAG Area is 104,588

2.3 Cohesiveness and Commonality

The Pennine Lancashire LAG area has been identified because its social, economic and environmental features are consistent across the whole area. It has long since held a distinctive geographical character, encompassing the six local authority districts of Blackburn with



Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale. Its southern areas house a polycentric mix of historic industrial towns which were key drivers during the industrial revolution, whilst, moving further north and eastwards, a very distinctive and coherent rural area emerges, with its own identity that transcends local authority boundaries.

The local authorities in the LAG area have a strong economic and social coherence. These distinct interactions are identified in the Lancashire Economic Strategy (LES) and Co-ordinated Actions for Rural Lancashire (CARL). As such they have joint representation on the Lancashire Rural Practitioners Steering Group and have established a track record of working together on rural and other issues. Partners from across the Pennine Lancashire area recognise the need to work together to address the common issues faced in the area and to promote the areas assets.



As long ago as 2000 partners from across the region developed a proposal to develop an East Lancashire Regional Park as an exciting way of linking culture, heritage and the arts with the natural environment, helping to forge a positive new identity for the

area. This programme did much to build a shared identity across the area and to develop projects that worked across traditional boundaries.



Panopticons (2003-2008) was a unique and ambitious arts and regeneration project at the heart of the Regional Park initiative, led by the Lancashire Economic Partnership. The project was set up to erect a series of 21st-century landmarks, or Panopticons, across East Lancashire as symbols of the

renaissance of the area. Panopticons was funded by the Northwest Regional Development Agency, the Lancashire Economic Partnership, the Northern Way, Arts Council England North West and Lancashire County Council.

The East Lancashire Regional Park was the first of its kind in the North West. It has since planted over 300 hectares of woodlands and created over 15 kilometres of new paths, along with the development of new cycleways and bridleways. This network of recreational and commuter cycle ways, bridleways and footpaths link together urban and rural areas for the first time making it possible to mix business and pleasure. Much of the thinking developed through this programme has subsequently been picked up and taken further through work on Green Infrastructure and the Elevate initiative.

2008 will see the launch of the third Pennine Lancashire Festival of Food and Culture following on from the successful events held in 2006 and 2007, providing another example of public and private organisations from across the area working together to promote the distinctive food and tourism offer of Pennine Lancashire.



Market Towns – Key Service Centres

The area has a dense pattern of villages and a number of small market towns – Clitheroe and Barnoldswick service the two most rural districts in Pennine Lancashire – Ribble Valley and Pendle. These towns act as vital local service centres for surrounding villages, centres for employment, leisure, recreation and tourism. The community engagement with market towns shows good community connection to the LAG area. In particular, the Districts of Ribble Valley and Pendle are recognised by DEFRA as Rural Economically Lagging Areas having ‘Significant Poor Rural Economic Performance’ (see map on Page 22).



Access to key service centres becomes of critical importance for older people. The outlying areas around Barnoldswick and Clitheroe contain the highest proportions of resident population over the age of 65 in Pennine Lancashire, as much as 1 in every 4 residents (see map on page 23).

Also, a map on page 28 also contains details of the resident catchment areas for both Barnoldswick and Clitheroe, which emphasises the importance of these two key service centres.

Clitheroe hosts two secondary schools, a sixth form, a community hospital, health centre and dental surgery which all serve both the town and its wider hinterland. The town is also a focus point for distribution of local produce through weekly street markets, farmers markets and livestock sales. Along with Gisburn, the livestock market in Clitheroe handles the majority of livestock from within the LAG area and also draws in much breeding stock from beyond the southern and western edges of the area where no similar markets exist. The town is also a major focus for delivery of professional services to surrounding communities with 8 Banks & Building Societies, 7 Solicitors and 6 Accountancy firms being based in the town.



Barnoldswick is identified as a Key Rural Service Centre (Market Town) of Sub-Regional significance in the North West Regional Spatial Strategy. In light of this role Barnoldswick has been included in the area supported by a number of previous and existing rural programmes, such as the NWDA Market Towns Initiative,

the current Lancashire Leader+ LAG area, the NWDA funded Enterprising Rural Communities, Pathfinder in Practice, East Lancashire Objective II and Lancashire Rural Recovery Programmes. Barnoldswick has therefore also been included within the proposed Pennine LAG area to allow support of this Key Service Centre and to ensure continuity with existing policy in this area.

Barnoldswick is the principal town in the predominantly rural area of West Craven, an area which includes the villages of Bracewell, Earby, Foulridge, Kelbrook and Salterforth. Weets Hill, one of the highest points in Pendle, overshadows much of West Craven, and offers one of the lowest altitude crossings of the Pennine watershed. As with much of The Pennine LAG area, the agricultural outlook of the area is characterised by dairy and sheep farming.



Barnoldswick itself is a compact town which hosts one large secondary school with a sixth form and a health centre and dental surgery serving the wider West Craven area. The town is also the principle focus for professional services to surrounding communities with 5 banks and building societies, 5 solicitors and 3 Accountancy firms being based in the town. Barnoldswick, in addition, is a major focus for employment in

the northern part of Pendle, unusually, for a rural market town it is a significant manufacturing centre, with almost two-thirds of the town's 4,500 employees working in this sector.

Many of the surrounding villages are small with limited facilities and services and there is a sense of isolation for young people and the elderly. Public transport is limited although community based schemes do meet the needs of some older and disabled people.

For many, the car is a primary form of transport and long distance commuting is common, south to Blackburn, Burnley and further still to the urban areas of Greater Manchester, west to Preston, and in some cases east to Leeds and Bradford.



2.4 The Rural Context

Pennine Lancashire is an extensively 'rural', predominantly upland area with a long history of mining, quarrying and textiles. The associated mill towns and villages sit in valleys separated by often-significant areas of open countryside. Agriculture is dominated by marginal hill farming, principally sheep and suckler cows, with some beef and



dairy in the valley bottoms. Pennine Lancashire has a wide range of habitat types and the landscape and wildlife attract day visitors from a wide area for informal recreation. Woodland cover, a mix of broadleaf and coniferous plantation associated with water catchments, is, however, on the low side. The area is very popular for outdoor activities including walking, cycling, mountain biking and horse riding. Whilst the footpath network is well developed, multi-use rights of way such as bridleways are more limited.



Agriculture in the area is exclusively pastoral in nature and ranges from traditional hill farms over much of the area through lowland beef and sheep to some dairy farming in the valleys. The area is very popular for walking with many well used footpaths and public rights of way, as well as areas of historical and geological

interest. A large amount of open moorland has been made accessible through concessionary agreements, although much of this area is wet and difficult to access.

Pennine Lancashire is a place of rural and urban interface, where areas of significant landscape value adjoin post-industrial urban areas, where pockets of remote

countryside are connected by a modern road network, and where remote rural communities exist within the travel to work and service catchments of major towns within the area and of the adjoining cities of Preston and Manchester.

This close relationship with urban areas presents a significant challenge to the inherent sustainability of the rural area whilst also offering great opportunities to secure future prosperity. There is considerable potential to support



activity under the RDPE measures selected for the area to build on the work of the East Lancashire Regional Park, the branding work undertaken by Elevate and proposals to improve connectivity between communities through development of the areas Green Infrastructure. This activity will contribute towards expanding the tourism offer, to diversifying agriculture, expanding forestry and improving the product offer, supporting basic services and small-scale business development.

The village hall and church are often the only remaining community facilities and as across much of rural Pennine Lancashire, small communities struggle to maintain these important community assets, with a heavy burden often falling upon a small number of volunteers.

Housing is expensive in many villages and the availability of affordable housing is a key issue, with many low paid families finding it difficult to find a home. Significant social divisions exist even if masked by the appearance of relative affluence.

Pennine Lancashire has tremendous potential for both economic and community prosperity. It has a unique combination of natural resources and attractive conservation areas, as well as important economic assets both established and in development.

2.5 Impact on the Area

The Pennine Lancashire LAG members will ensure that the LDS will have an impact on the whole of the rural area by regularly monitoring progress aligned with the LDS strategic objectives. Each individual member of the LAG will be representative of a specific geographic area or sector from within the whole LAG area. Members of the LAG have a track record of delivering partner initiatives under the Pennine Lancashire brand that aim to maximise the impact on the whole area.

Each area will be apportioned indicative measure and activities, which will contribute to the LDS progress objectives. Ongoing monitoring will ensure that the spread of opportunities are maximised throughout the whole LAG area.

The LAG area itself encompasses two rural service centres or Market Towns – Clitheroe and Barnoldswick. Each of these serves a particular geographic purpose within the LAG area. Both Clitheroe and Barnoldswick have a number of vital services that contribute towards the overall economic vitality of the area (health services, banks and financial services, food retail and other essential services).

2.6 Administrative or Regional Boundaries

The LAG area does not cross any regional boundaries and is encompassed by the local authority boundaries of Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale districts.

3. Quality of the Local Development Strategy

3.1 Socio-economic and Environmental Analyses

Coordinated Actions for Rural Lancashire (CARL) was commissioned by The Lancashire Rural Development Board and published in June 2006. CARL provides a context for the development and delivery of integrated activity able to support the delivery of the Lancashire Economic



Strategy (LES) and Central Lancashire City Region Development Programme (CLCRDP) and provides common evidence based targeting framework for investment in rural Lancashire. The evidence base that supports the LES and CARL identifies a number of structural weaknesses in the economy of rural Lancashire that are reflected within Pennine Lancashire.

Specifically, the Lancashire sub-region has a decreasingly productive manufacturing sector through a lack of private sector investment. This is particularly pertinent to the change in manufacturing being experienced in Pennine Lancashire that in turn is having its impact on our rural communities. The service sector economy is not making good the deficits that exist in manufacturing and there is little evidence of wider entrepreneurial activity. A key objective will be to ensure those opportunities that exist in the more growth-orientated parts of the economy are realised whilst ensuring that assets in the less growth-orientated areas are harnessed creatively, supporting a transition to higher-value activity across the our patch.

In this context, the LES recognises that the opportunity for Lancashire is based upon how it can best turn the underlying assets such as those presented by Pennine Lancashire into tangible economic prospects. The aim of much activity being developed through the implementation of the LES will be to pursue an approach towards

encouraging knowledge-based industry and the competitive advantages that can be gained through the application of knowledge via a process of managed economic restructuring. There are clear opportunities presented by the programme to enable Pennine Lancashire not only to take advantage of this, to Lancashire's benefit, but also to secure a better future for the Pennine Lancashire rural community by linking its activities to the LES.

75% of the rural population within the Pennine LAG area are resident in the districts of Ribble Valley and Pendle. These districts are classified by DEFRA as a lagging rural area with significant poor performance as highlighted in the following map on page 18 of this strategy.

Low pay is widespread across much of Pennine Lancashire's rural areas; earnings are lower from work done *within* the rural districts than the level of 'residence' based household incomes. The evidence base shows that employers are less likely to train staff in the rural North West than elsewhere in the UK and in Pennine Lancashire the need to develop skills and provide access to training opportunities in the rural areas is a strong local concern. There is evidence pointing to lower levels of entrepreneurial skills and poorer management skills. Only one in eight employees that live in rural Lancashire works in the business and professional services sector.

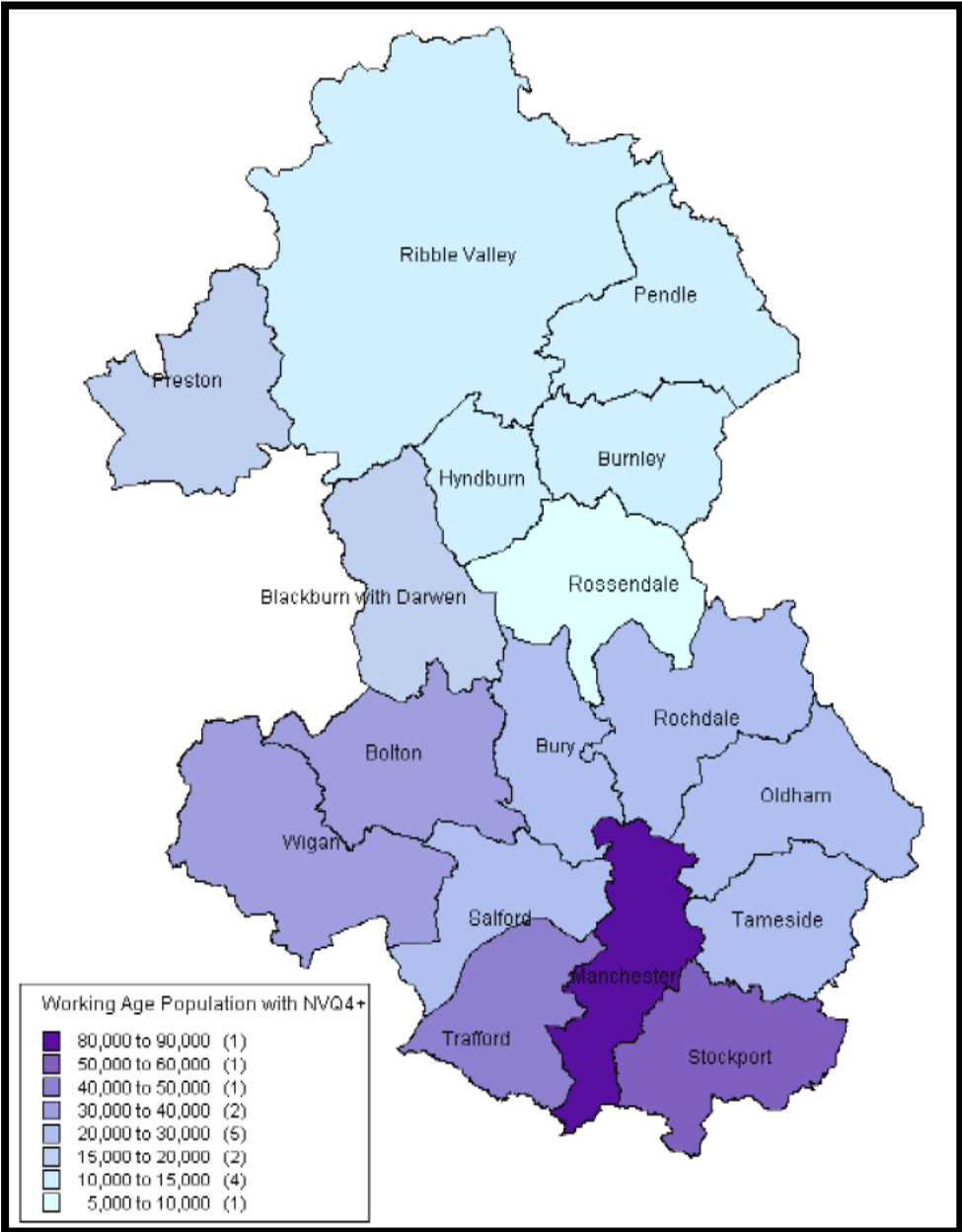
There are also indications that productivity in the agricultural and food sectors could be further increased by improvements in the level of skills and agriculture has the highest level of unqualified managers and the lowest participation in management training of any industry sector. Existing training is neither sufficiently sympathetic to the remoteness of rural residents and businesses nor tailored to the farming, food and forestry sectors and must be addressed across Pennine Lancashire's countryside.

The Pennine Lancashire LAG will develop initiatives to address these issues. It will move the local economy up the value chain by improving the processing and marketing of primary agricultural and forestry products, by restructuring of farm businesses through the development of diversified activities, (including tourism) by developing new products, processes and technologies through co-operation and by increasing participation in training and raising awareness of new technologies and business practices. Initiatives will build on existing work focusing on service delivery and

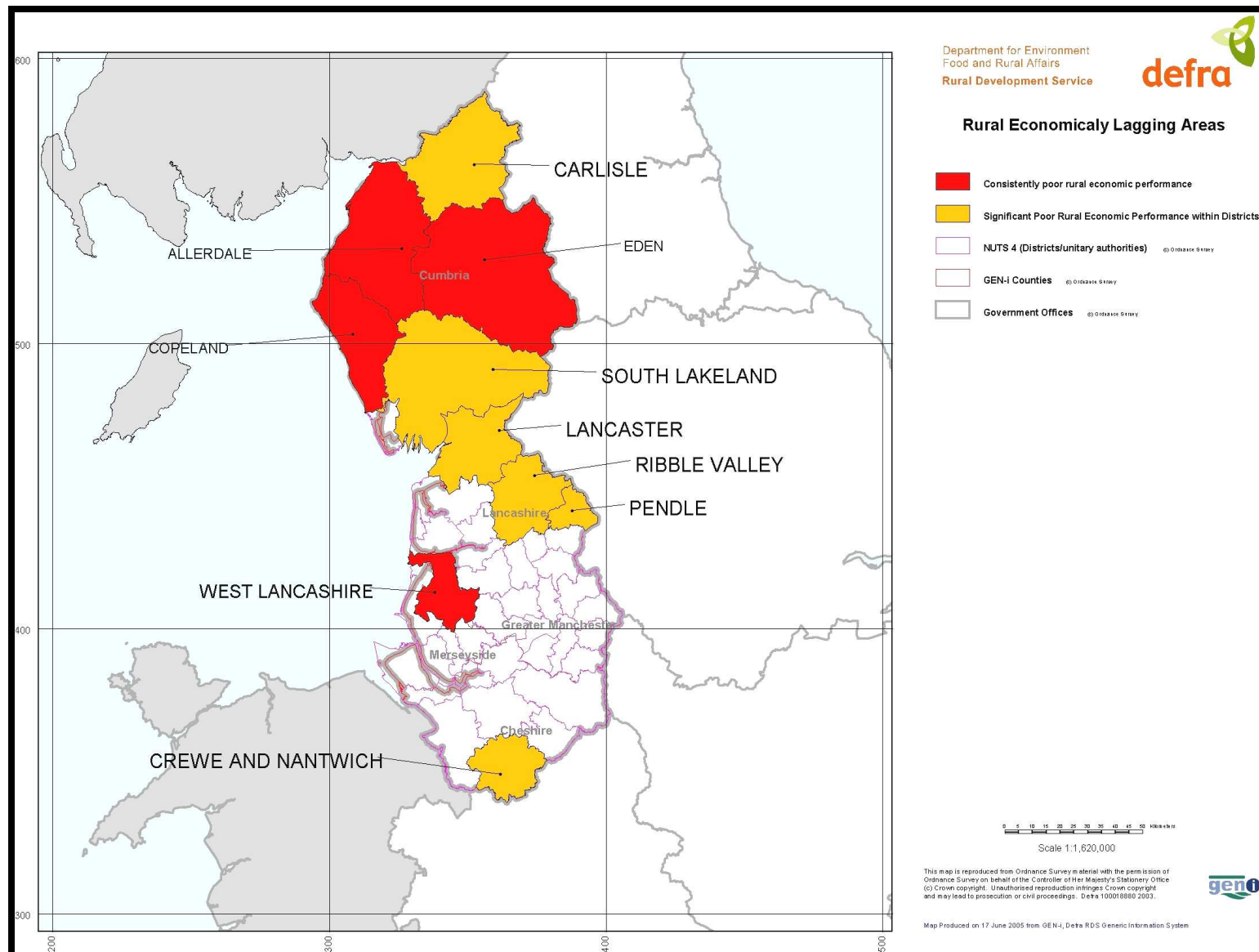
ensuring access to basic services to support the local community and its economy are delivered.

The delivery of the RDPE through the measures outlined within this proposal will address local need in a manner that is fully aligned with key sub-regional strategies including the LES and CLCRDP. These include the priorities of improving learning and attainment, up-skilling of the workforce to participate in opportunities created, provision of enhanced business support mechanisms and improving the quality of place offer.

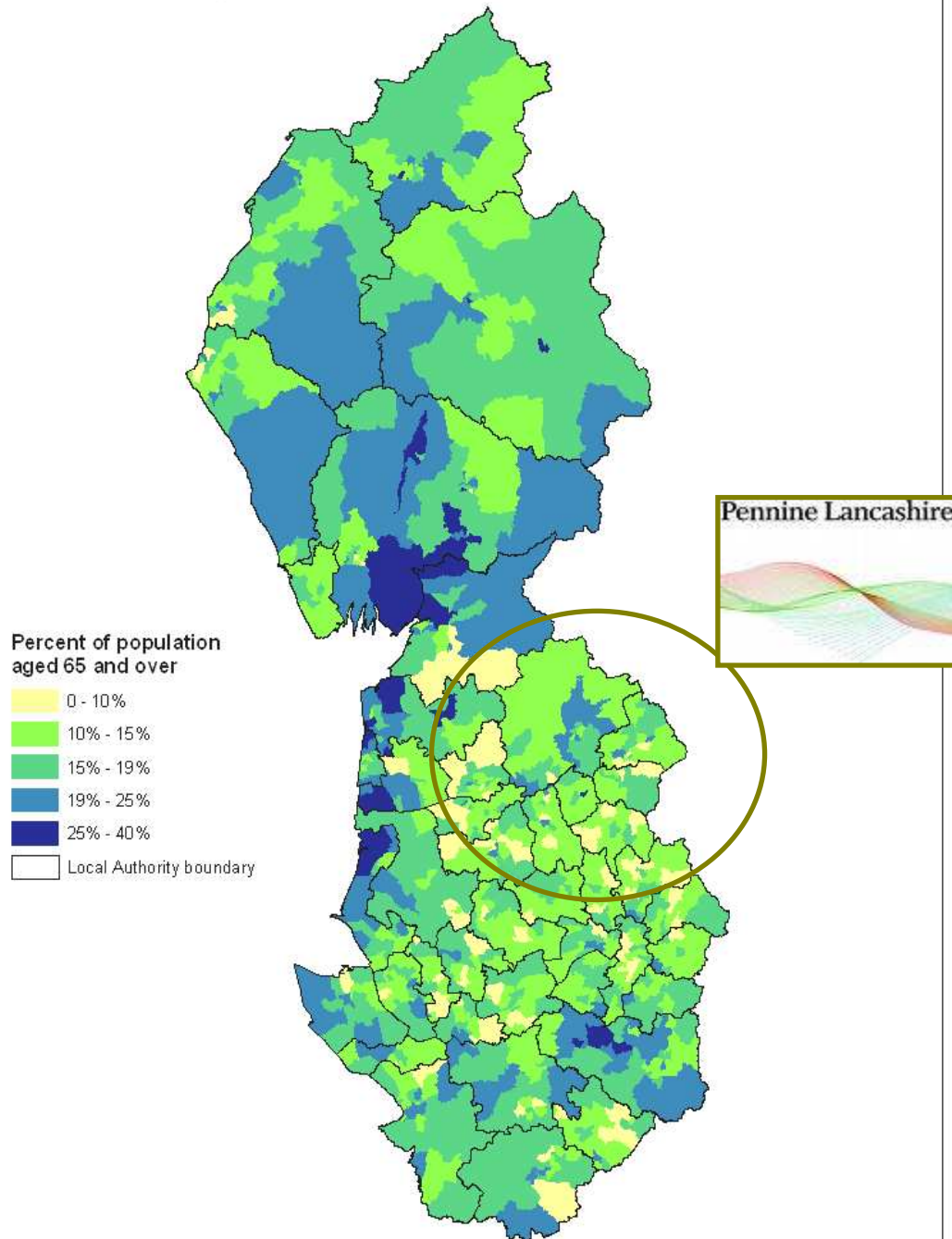
The following diagram highlights the need to improve learning attainment and improve workforce skills in Pennine Lancashire. It demonstrates a distinct weakness compared to neighbouring areas in relation to educational attainment amongst the Pennine Lancashire workforce (source: Learning & Skills Council).



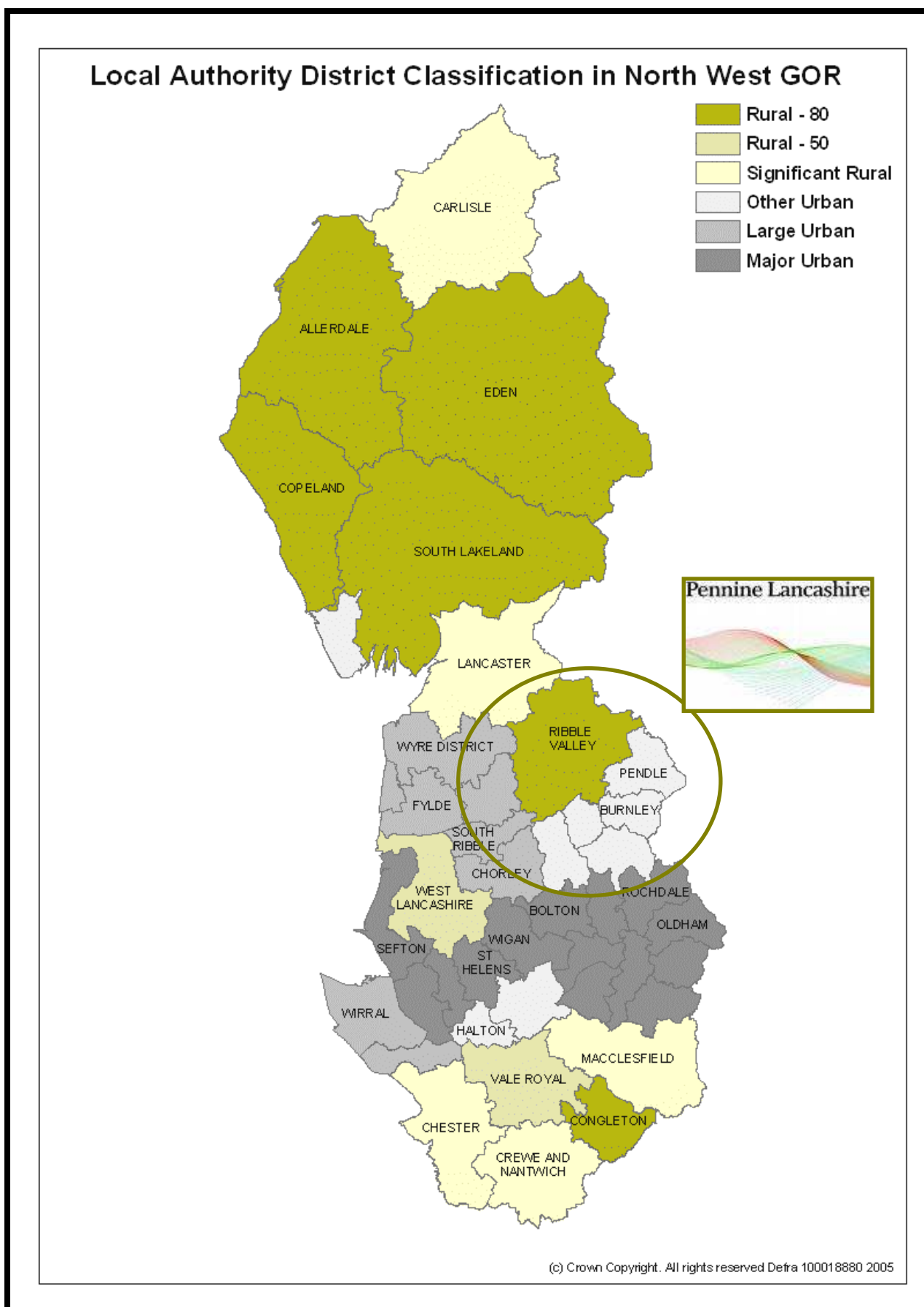
Socio-economic and Environmental Analyses Map



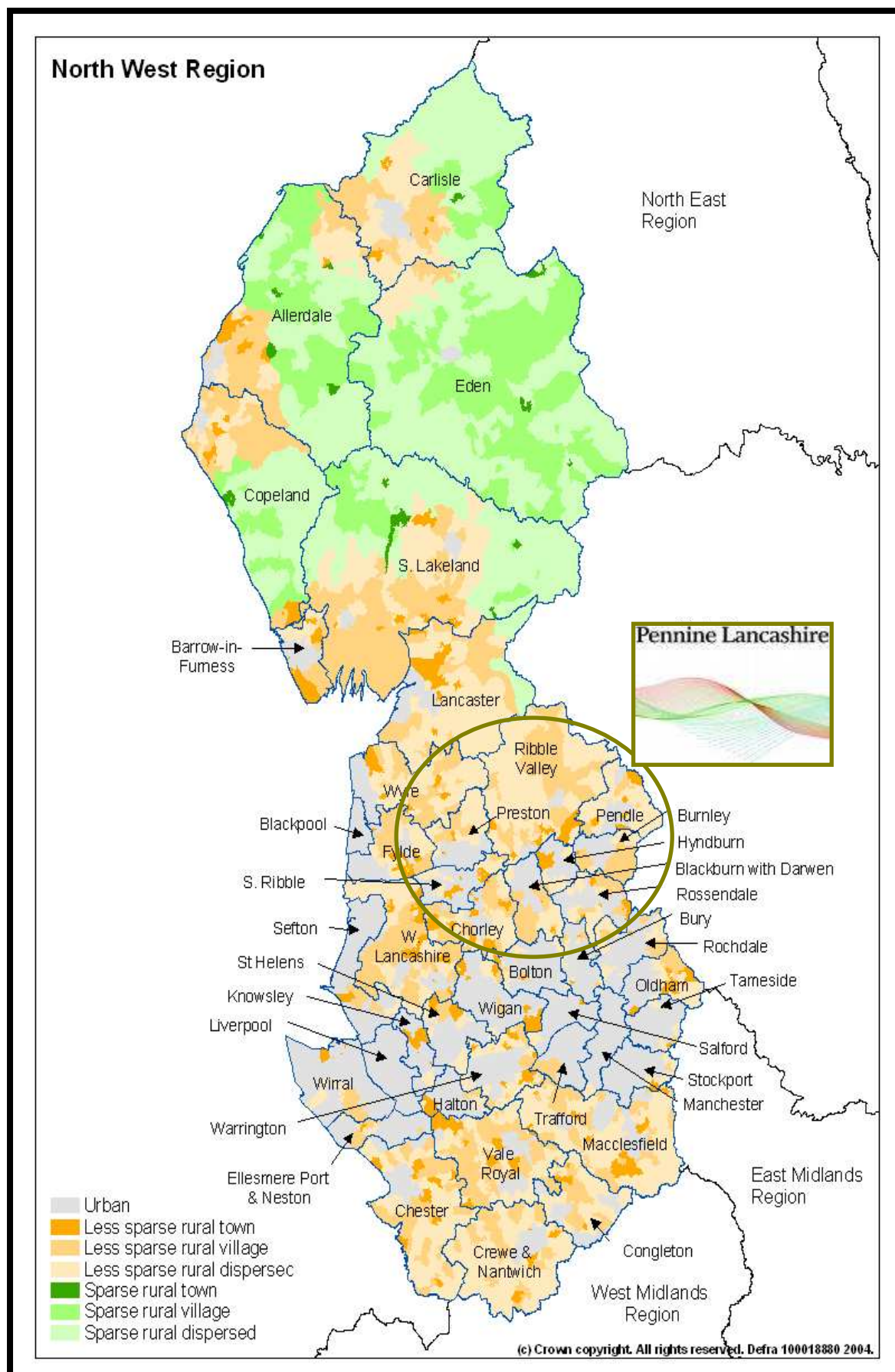
Percentage of Population Aged 65 and Over, by Ward (CAS) in the North West GOR, as at the 2001 Census.



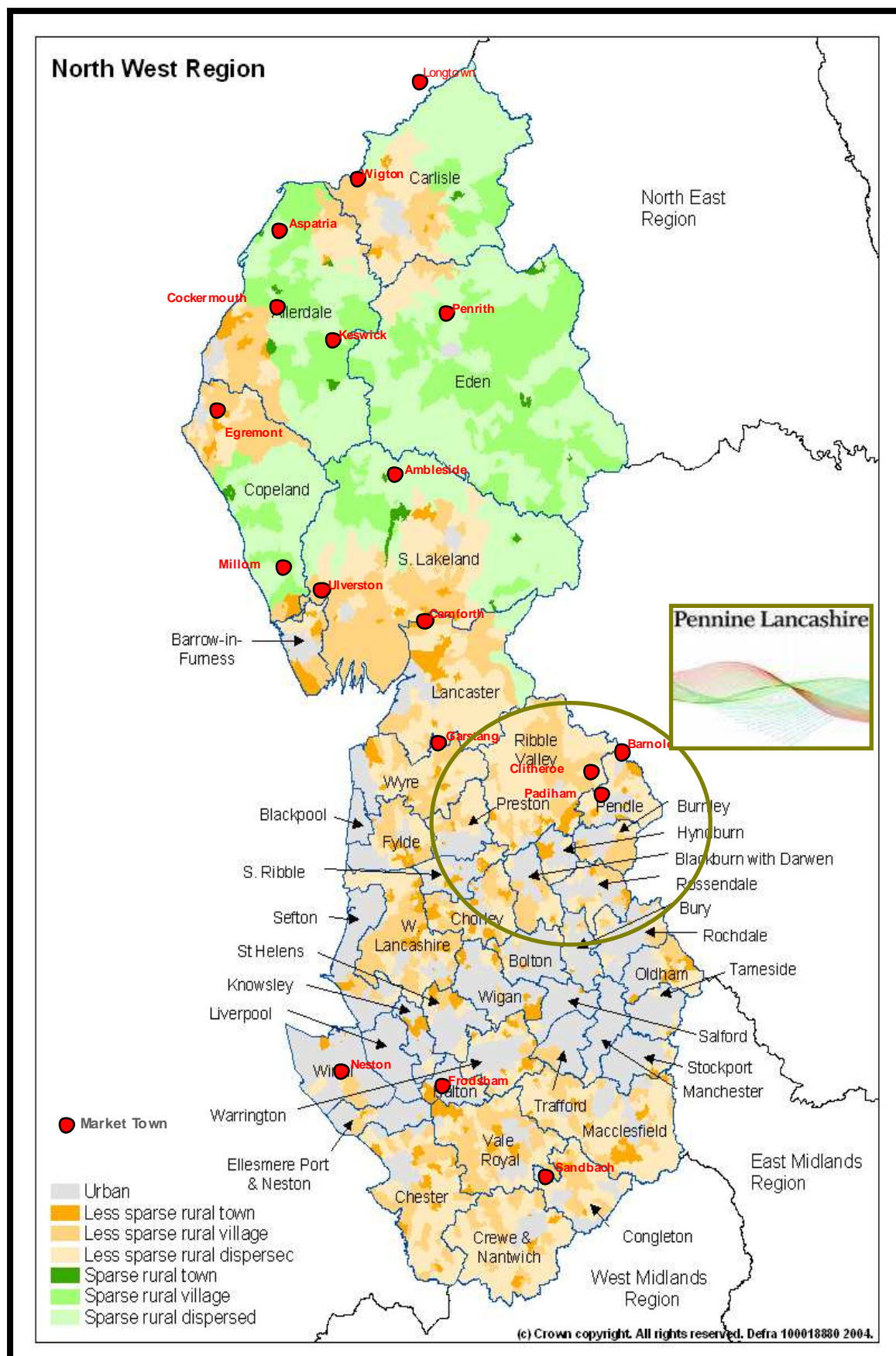
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Socio-economic and Environmental Analyses Map



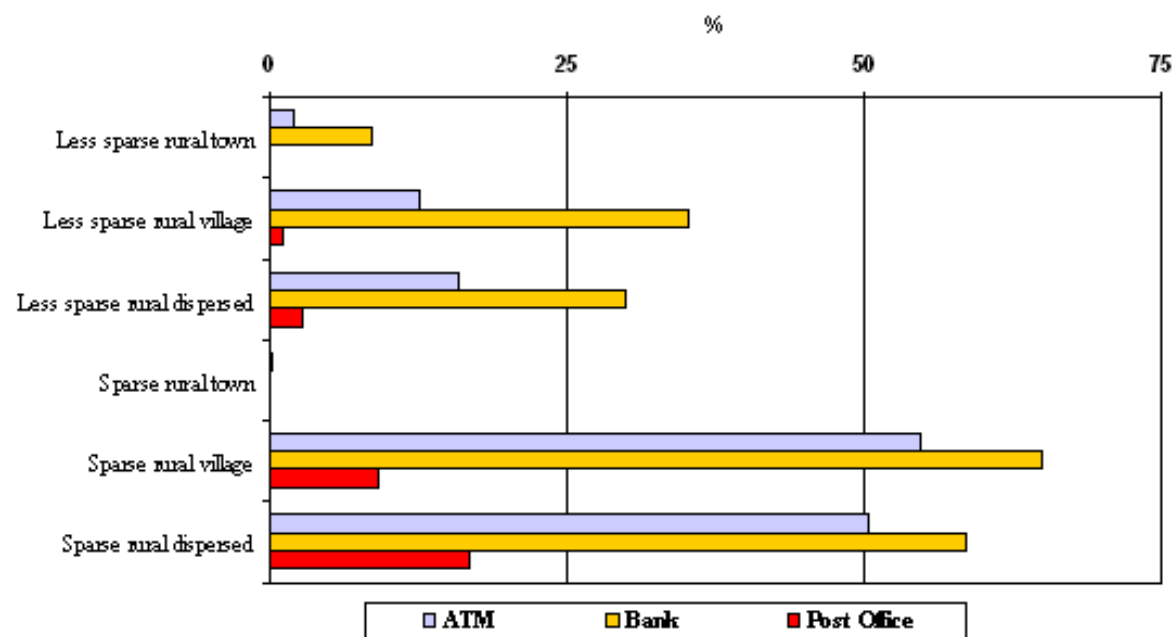
Socio-economic and Environmental Analyses Map



Socio-economic and Environmental Analyses Diagram

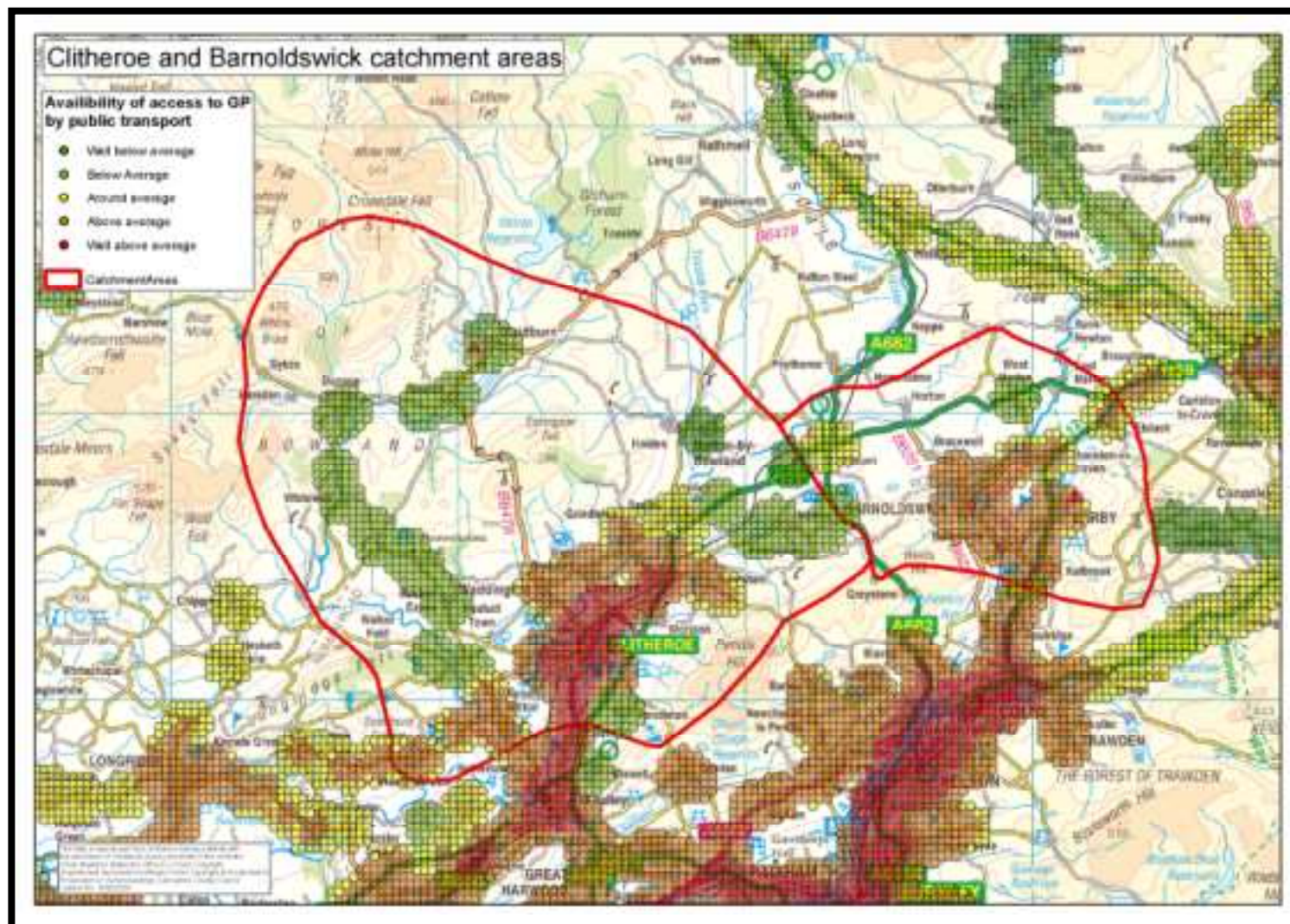
Access to Services

(% Households more than 4Kms from Service)

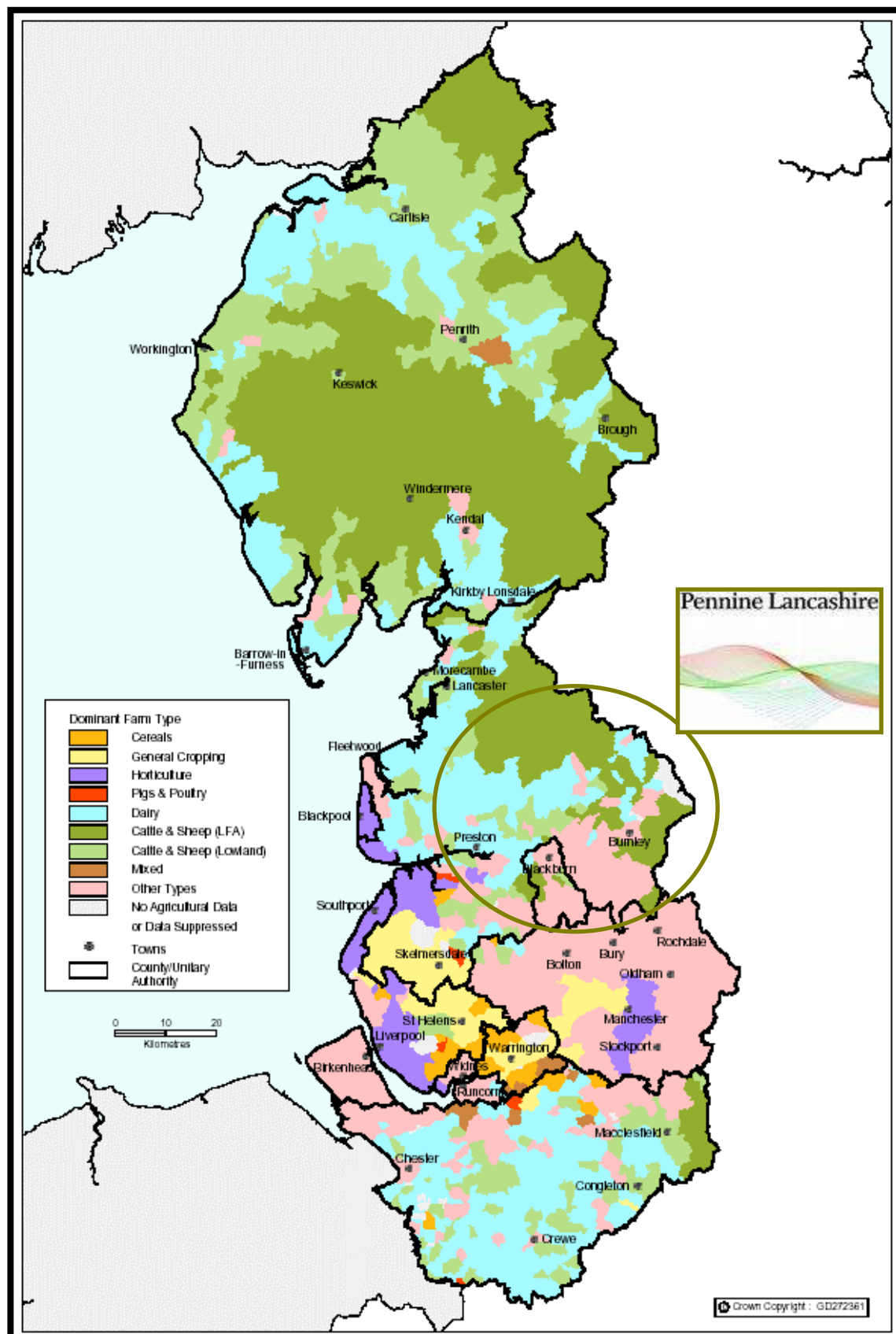


Source: Countryside Agency

Socio-economic and Environmental Analyses Map



Socio-economic and Environmental Analyses Map



3.2 SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Coherence of the Area • Natural Unique Landscape • AONB / Tranquillity • Tourism Offer • Real Community Spirit • Passionate, Bottom-up Approach to Rural Development • Partnership Working and Communication • Local Knowledge and Skills Base • Established and Diverse range of Businesses • High Number of Entrepreneurs 	<ul style="list-style-type: none"> • Poor Levels of Academic Attainment • Scarce / Remote / Marginalized / Isolated Population • Poor Infrastructure / Accessibility • Lack of Good Rural Services • High Service Costs • Few Job Opportunities • Low Wage Economy • Out Migration of Young People • High Cost of Rural Living • Lack of Affordable Housing • Limited Funding Opportunities Available • Lack of Rural Diversification in some wards
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Further Develop the Rural Tourism Offer • Further Market the Natural Landscape • Promote the Historic and Cultural Environment • Farming Expansion and Diversification • Development of a Local Produce / Local Consumption Marque for Pennine Lancashire • Further Community Engagement with under represented groups • Further Develop the Social and Business Networks • Move into Bio-energy as a Viable Business and Community Resource • Real Opportunity to Make a Difference with the New Leader Approach 	<ul style="list-style-type: none"> • LAG Governance Structure has to be Efficient and Effective • High Levels of Bureaucracy in the Grant Making Process • Loss of Natural Assets due to Socio-Economic Development • Inability to Reverse the Aging Population • Continued Out Migration of Young People • Competition for Limited Funding • Loss of Focus on Deprived Areas • External Influences (Foot and Mouth Disease, Blue Tongue, Global Credit Crunch, Affordable Housing, High Fuel Prices etc.) • Restrictive Rural Legislation • Continued High Cost of Living

3.3 Aims

The overall aim of the Pennine Lancashire Local Development Strategy is:

‘To promote sustainable and integrated rural development of the rural Pennine Lancashire area in a way that respects local distinctiveness and brings about significant improvements to the local economy and environment with the full engagement of local people.’

3.4 Objectives

In order to address this wide range of issues, the LAG partners propose to implement the objectives and activities identified in the Lancashire Sub-regional Plan for Axis 1 and 3 of RDPE.

The principal objectives of this plan are to:

- The promotion of energy efficiency, sustainable use of energy, and increasing capacity for renewable energy
- The diversification of the forestry and woodland sector, and increasing added value in woodland products
- Increasing the competitiveness and sustainability of the farming, woodland and food sectors
- Promoting sustainable local tourism which connects people and places
- Increasing the growth of micro enterprises and social enterprises
- Supporting sustainable local communities and services

Full details of proposed actions can be found in the common measure templates. A summary, the key actions within Axes 1 and 3 of the programme is summarised in the following section

3.5 Actions Matrix & Budgets

All budget allocations are subject to further negotiation between the three proposed Lancashire Local Action Groups and Lancashire Economic Partnership.

AXIS 1 DELIVERY			
	Measure 111	Measure 123	Measure 124
Title	Vocational training and information actions	Adding value to agricultural and forestry products	Cooperation for development of new products, processes and technologies
Allocation 2009-13	£300,000	£1,050,000	£290,000
Pennine Lancashire Priority Areas	<p>Flexible learning opportunities that meet the needs of the agricultural and forestry sectors</p> <p>Topics to include:</p> <ul style="list-style-type: none"> • Business management • Marketing • ICT in business • Good Farming Practice Workshops • Activities to promote sustainable land management practices; i.e. soil, nutrient, manure and conservation management • Waste management and resource efficiency • Animal Health and Welfare • Technical skills updating and training for specific enterprises 	<p>Support will be provided for;</p> <ul style="list-style-type: none"> • Processing/adding value to products • New product development • New process development • New technology development <p>Businesses will be supported through grant aid providing;</p> <ul style="list-style-type: none"> • Capital funding for development • Revenue support for specialist advice • Revenue support for marketing 	<p>Collaboration between two or more producers, processors or other enterprises for:</p> <ul style="list-style-type: none"> • Processing/adding value to products • New product development • New process development • New technology development • Transaction costs associated with collaboration <p>Costs eligible for support will be:</p> <ul style="list-style-type: none"> • Capital funding for development • Revenue support for specialist advice • Revenue support for marketing

TOTAL AXIS 1 BUDGET = £1,640,000

AXIS 3 DELIVERY				
	Measure 311	Measure 312	Measure 313	Measure 321
Title	Diversification into non-agricultural activities	Business creation and development	Encouragement of tourism activities	Basic services for the economy and rural population
Allocation 2009-13	£500,000	£490,000	£200,000	£260,000
Pennine Lancashire Priority Areas	<p>Support for all types of farm diversification excluding Annex 1 activities.</p> <p>Grant aid will be made available to provide;</p> <ul style="list-style-type: none"> Capital funding for development Revenue support for market research and feasibility studies Revenue support for marketing, product development, branding and design costs Revenue support for technical skills acquisition, coaching and mentoring Revenue support for bespoke training intrinsic to individual project applications Revenue support for technical support to help new businesses become established and to help existing businesses to consolidate and expand 	<p>Support to existing micro-enterprises or to persons wishing to set up new micro-enterprises not involved in Annex 1 activities.</p> <p>Grant aid will provide;</p> <ul style="list-style-type: none"> Capital funding for development Revenue support for market research and feasibility studies Revenue support for marketing, product development, branding and design costs Revenue support for technical skills acquisition, coaching and mentoring Revenue support for bespoke training intrinsic to individual project applications Revenue support for technical support to help new businesses become established and to help existing businesses to consolidate and expand 	<p>Provision to improve the quality of existing rural products to enhance the visitor facilities and experiences of tourism assets</p> <p>Grant aid will provide;</p> <ul style="list-style-type: none"> Capital funding for development Revenue support for feasibility studies Revenue support toward the cost of establishing collaborative initiatives Revenue support for marketing and market development activities Revenue support for bespoke training intrinsic to individual projects Revenue support for technical support to help new businesses become established and to help existing businesses to improve the quality of their services, consolidate and expand 	<ul style="list-style-type: none"> Development of community buildings to provide services Developing community enterprises to provide key services e.g. childcare/eldercare Development of outreach service solutions Development of community transport solutions Development of the capacity of rural communities and their representatives Improvement of joint working across Public Sector service providers Energy services – e.g. woodfuel based heat/and or power system for village/community buildings

TOTAL AXIS 3 BUDGET = £1,450,000

TOTAL BUDGET FOR AXIS 1 & 3 = £3,090,000

3.6 Strategic Fit

The delivery of the RDPE through the measures outlined within the Pennine Lancashire LDS are aligned with and will contribute towards the objectives of a number of regional strategies including the Regional Economic Strategy, (RES) and Regional Spatial Strategy, (RSS). They also



fully align with key sub regional strategies including the Lancashire Economic Strategy (LES) and Central Lancashire City Region Development Programme (CLCRDP). These include the priorities of improving learning and attainment, upskilling of the workforce to participate in opportunities created, enhanced business support mechanisms and improving the quality of place offer.



The Lancashire Economic Partnership, (LEP) has established a set of six strategic headline priorities, three spatial and three thematic, with Rural forming one of these priorities. Developed from a sound and robust evidence base, the Lancashire Economic Strategy, Sub-regional Action Plan, CARL and the

LIP will assist in delivery of these identified economic priorities, ensuring the economic well-being of the sub-region as a whole whilst specifically supporting local interventions, which will have at least sub-regional impact.

Lancashire Economic Strategy

The Pennine Lancashire Local Development Strategy forms one of the means of delivering rural aspirations as part of a wider Lancashire Economic Strategy (LES). The evidence base that supports the LES identifies a number of structural weaknesses in the sub-regional economy.



Specifically; the sub-region has a decreasingly productive manufacturing sector through a lack of private sector investment; the service sector economy is not making good the deficits that exist in manufacturing and there is little evidence of entrepreneurial activity. A key objective for the sub-region will be to ensure those opportunities that exist in the more growth-orientated parts of the economy are realised whilst ensuring that assets in the less growth-orientated areas are harnessed creatively, supporting a transition to higher-value activity across the sub-region.

In this context, the LES recognises that the opportunity for Lancashire is based upon how it can best turn these assets into tangible economic prospects. The aim of much activity being developed through the implementation of the LES, CARL and LIP will be to pursue an approach towards encouraging knowledge-based industry and the competitive advantages, which can be gained through the application of knowledge via a process of managed economic restructuring.

The implementation of the Pennine Lancashire LDS will also ensure that the wider-value at play in Lancashire is developed. This includes traditional manufacturing, land based and smaller tourism enterprises, which play an important role in delivering sustainable economic, social, and particularly in terms of the rural area, environmental benefits.

The vision for Lancashire set out in the LES is conceptualised through an approach that seeks to exploit the competitive advantage of existing sectors and businesses within Lancashire and address market failure. Part of this ensures that Lancashire supports the economic growth of other areas. The objective is to move the Lancashire economy up the value chain. Many of the proposals within the RDPE directly support this objective.

Northwest Regional Economic Strategy

The Regional Economic Strategy (RES) is the rolling 20 year strategy to shape the future economic direction of the Northwest with a particular focus on activities in the three years 2006 to 2009. The RES sets out a clear and measurable vision for the region, and outlines clear policies to deliver this



vision with the actions required. The Pennine Lancashire LDS contributes to the RES vision and directly supports a series of Actions. The Lancashire Sub Regional Implementation Plan sets out in more detail how the measures link to the RES Actions.

Lancashire Sub Regional Implementation Plan

The delivery of the RDPE through the measures outlined within these documents is aligned with and will contribute towards the objectives of a number of regional strategies including the Regional Economic Strategy, (RES) and Regional Spatial Strategy, (RSS). They also fully align with key sub regional strategies including the Lancashire Economic Strategy (LES) and Central Lancashire City Region Development Programme (CLCRDP). These include the priorities of improving learning and attainment, upskilling of the workforce to participate in opportunities created, enhanced business support mechanisms and improving the quality of place offer.

In terms of delivery of the LIP and in achieving effective delivery of the RES in the sub-region, co-ordination, implementation and delivery of the identified activity in the Sub-regional Action Plan and Regional Support Programmes will be essential. This will ensure that activity and specifically, measures 123 & 124 and 311 & 312 within the LIP will result in improved connectivity, efficiency and value for money.

The North West Rural Delivery Framework



The North West Rural Delivery Framework (NWRDF) integrates and joins up delivery across the full range of activities impacting on rural areas and communities.

RDPE investment in rural Pennine Lancashire will be directed by the LAG but will

be primarily focused on promoting the competitiveness and growth of rural businesses (e.g. farming, forestry, tourism) by investing in a range of activities and services including training and business advice tailored to rural needs and start up businesses. A number of strands of activity will also contribute to improving access to services.

The NWRDF identifies six rural priorities for the region:

1. Maximising the economic potential of the region's rural areas.
2. Supporting sustainable farming and food.
3. Improving access to affordable rural housing.
4. Ensuring fair access to service for rural communities.
5. Empowering rural communities and addressing rural social exclusion.
6. Enhancing the value of our rural environmental inheritance.

The Pennine Lancashire LDS will directly support priorities one, two, four, five and six of the NWRDF.

Regional Forestry Framework (Forestry Commission)

The Pennine Lancashire LDS also supports the six key action areas in the Regional Forestry Framework:

1. Enterprise and Industry
2. Regional Image
3. Bio-diversity and Landscape
4. Health Well-Being and Quality of Life
5. Climate Change and Energy
6. Supporting and Resourcing the Sector

Most important here is Action Area 1 Enterprise and Industry which includes:

- Specialist training
- Improved business advice to the sector
- Co-operation in the sector

Lancashire and Blackpool Visitor Economy Strategy 2006-2016

The Visitor Economy Strategy has been developed to uphold, reinforce and add value to the Regional Economic Strategy (RES) and the Regional Spatial Strategy (RSS) for the Northwest. Its primary aims are to:-

- To improve the product associated with tourism 'attack brands' and 'signature projects'.
- To develop the economic benefit of the region's natural environment.
- To invest in quality public realm, greenspace and environmental quality.
- To implement a Business Tourism Strategy to develop the quality and range of facilities within the region.
- To develop and implement a Visitor Information Strategy for the region.

Pennine Lancashire Integrated Economic Strategy

The Integrated Economic Strategy for the Pennine Lancashire sub-region is currently being developed by the Pennine Lancashire Local Authorities. It will focus on the period up to 2020 and examine the trajectory of the key economic indicators within the sub-region and identifies other related factors which combine to influence its overall economic performance. Having identified the key areas of underperformance, it proposes strategic interventions to secure a positive shift in direction across each of those indicators. Much of the work undertaken by the Pennine Lancashire LAG will influence this.



The drive to improve Pennine Lancashire will take many years of sustained effort. The main failings in the economy need to be addressed, together with the key actions needed by the partners across the sub-regions, working together with government and regional stakeholders. At the end of the plan period it is intended that the economy of Pennine Lancashire economy will:

- Demonstrate real confidence and dynamism, mirrored in the attitudes and ambitions of the community in general.
- Be characterised by high rates of new business start-ups and low business failure rates.
- Be supported by an education and training system tuned into, and responsive to, the needs of businesses within the area.
- Be diverse and responsive to external economic pressures and new opportunities as they present themselves; technology and innovation will feature strongly in terms of investment and capabilities.
- Demonstrate successful, transformational projects and role models, which will act as the catalyst for continuing investment and success.
- Feature much lower levels of deprivation with a narrower gap between the more and less prosperous areas.
- Enjoy a business support infrastructure of the highest quality, enabling companies to improve their competitiveness and contribution to the overall prosperity of the area.

4. Financial and Administrative Capacity

4.1 Accountable Body

Lancashire Economic Partnership (LEP) will act as the Accountable Body for the delivery of the Pennine Lancashire Local Development Strategy.

The Partnership has a Forum and an Executive Board supported by a partnership office support structure. The Programmes Management Team (PMT) within LEP will support the LAG on a day-to-day basis.



LEP will utilise established systems set up and approved for the management of programmes under the Single Regeneration Budget, the Single Programme and the current Leader+ programme to manage delivery of RDPE under LAGs in Lancashire.

Project claims will be received by the PMT on behalf of the LAG. The PMT will make initial checks for eligibility of spend and achievement of outputs. The Finance and Administration team will then verify these claims, and compile and submit a claim each month to the NWDA for payment. LEP's auditors, Ainsworth's, verify the accounts annually.

A letter from the Accountable Body is incorporated in the appendices to this strategy.

4.2 Management Partners

All members of the Pennine Lancashire LAG will act as key management partners for the delivery of the programme, with the assistance and guidance of local authority members (Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribbles Valley and Rossendale), who will each have a dedicated place on the LAG along with Lancashire

Economic Partnership, Lancashire County Council, The Forestry Commission and Natural England. The LAG will draw members from the Pennine Lancashire Rural Forum and a range of existing of other established networks across the LAG area and will use this network to publicise the progress of the programme, to circulate calls for projects, and to draw upon specialist support and knowledge when developing and appraising potential projects

A dedicated Programme Management Team will support management and development of the LAG and its potential projects. Staff will be employed on behalf of the LAG by LEP and based within the LAG area in accommodation provided by an appropriate partner organisation. There is also the opportunity to be community based with a non-public sector partners being explored as host.

A letter of support from each of the Pennine Lancashire LAG District Authorities is contained within the appendices to this strategy.

4.3 Monitoring & Evaluation

Monitoring of administration and management costs will be carried out by the programme support team within Lancashire Economic Partnership (the Accountable Body). The LAG will monitor the core costs of running the programme with the accountable body.



The programme support team using established systems will also carry out financial monitoring of individual projects. This covers the requirements of Article 4 of Commission Regulation (EC) No 438/2001.

Project evaluation will be covered within this process, using output definitions as determined by the England Rural Development Programme & NWDA.

4.4 Project Implementation

The group will identify and fund projects that meet the needs of the locality in line with the Lancashire Sub-regional Implementation Plan and consultation with the Pennine Lancashire Rural Forum. The development of projects will be conducted through individual task groups as identified in the diagram on page 5 addressing issues such as need and axis integration prior to recommending to the LAG for implementation.

4.5 Management & Administration Costs

The total cost of the Local Development Strategy will cover all the RDPE funding (as outlined below) and any other sources of match funding in respect of the funds available for projects, i.e. minimum of 80% of the total.

£	2009	2010	2011	2012	2013	Total
Axis 1 Projects	350,000	350,000	400,000	400,000	140,000	£1,640,000
Axis 3 Projects	350,000	350,000	350,000	350,000	50,000	£1,450,000
Management and Admin (Including Development, Training, Marketing & Events)	125,000 (Including Development, Training, Marketing & Events)	125,000 (Including Development, Training, Marketing & Events)	125,000 (Including Development, Training, Marketing & Events)	125,000 (Including Development, Training, Marketing & Events)	£110,000	£610,000 (Including Development, Training, Marketing & Events)
Annual Totals	825,000	825,000	875,000	875,000	300,000	3,700,000

Community projects should be eligible for funding from the programme up to 100% but as appropriate, the LAG might seek to lever in parish, district and other eligible contributions.

Some members of the Pennine Lancashire LAG have previous experience amongst of delivering LEADER model programmes, and it is apparent that an allocation for core management and administration costs of c. 17-18% is considered realistic for the effective delivery of this type of programme. Furthermore, it is envisaged that

forthcoming discussions between the Lancashire LAG areas and LEP should also result in further economies of scale being achieved regarding the appropriate costs required to successfully deliver and complete their relative programmes.

The limit on the share of the LAG budget for running the LAGs is 20% of total public expenditure on the Local Development Strategy. Under the LEADER+ Programme around 2% of LDS budgets were typically been spent on acquisition of skills and animation (i.e. in new areas or where partnerships are expanding to include new members, capacity-building on key activity areas, ability of LAG to think strategically etc.) It is envisaged a similar amount will be spent under the RDPE. However, the level of animation and skills development required will differ between LAGs depending on the needs identified as part of the development of local strategies. In the case of the Lancashire West LAG, this is still to be determined.

4.6 In - Kind Contributions

Contributions in kind can relate to the provision of goods, services and staff time. Included would be the provision of land or real estate, provision of equipment or materials, research or professional activity or unpaid voluntary work.

Any provision of contributions in kind would be agreed beforehand as part of the approval process for an individual project. All in kind contributions would be costed using either an accepted market value or materials or goods, or actual salary costs for an individual's time. Auditable records will be kept which can accurately demonstrate the actual time or costs involved.

4.7 Equality and Diversity

The Pennine Lancashire LAG wholeheartedly supports the principle of equal opportunities in employment and its working practices. It aims to encourage, value and manage diversity and it recognises that talent and potential are distributed across the population and it recognised that diversity adds value.

The Pennine Lancashire LAG recognises that many people in our society experience discrimination. Discrimination is acting unfairly against a group or individual through for

example exclusion, verbal comment, denigration, harassment, victimisation, a failure to appreciate needs or the assumption of such needs without consultation.

Discrimination can be direct or indirect (where there is a requirement or condition on all, but which has an adverse impact on a particular group and cannot be justified).

All forms of discrimination are unacceptable, regardless of whether there was any intention to discriminate or not. All those involved in the programme have a duty to co-operate with the Pennine Lancashire LAG to ensure that this policy is effective in ensuring equal opportunities and in preventing discrimination. LAG members and staff should report all suspected discriminatory acts or practices or cases of bullying or harassment to Lancashire Economic Partnership as the accountable body.

Equal Opportunities Statement: -

The Pennine Lancashire Local Action Group (LAG) aims to create a culture that respects and values each others' differences, that promotes dignity, equality and diversity, and that encourages individuals to develop and maximise their true potential. It aims to remove any barriers, bias or discrimination that prevent individuals or groups from realising their potential and contributing fully to the programme and to develop a culture that positively values diversity.

It is committed wherever practicable, to achieving and maintaining a programme of activity that broadly reflects the local community, which it seeks to represent. Every possible step will be taken to ensure that individuals are treated fairly in all aspects of their involvement with the Pennine Lancashire LAG. All those involved in the delivery of projects will be expected to also follow this policy.

Projects and project managers will be expected to demonstrate their commitment to equal opportunities and this will form part of the appraisal process. It is the responsibility of the Pennine Lancashire LAG with assistance from programme staff to monitor effectiveness, and to review and develop the policy where necessary. Monitoring and review will take place annually and form part of the annual governance.

Each employee, volunteer, consultant, trainer, facilitator or LAG member is responsible for his or her own compliance with this policy. Breaches of the Equal Opportunities

Policy will be regarded as misconduct and could lead to disciplinary action against employees, appropriate action against a member of the LAG, termination of contracts for services of consultants or trainers, or withdrawal of volunteer agreements.

Staff will ensure that all new employees, volunteers, and LAG members will receive induction on the policy and that consultants, trainers and facilitators will be fully informed. Appropriate training and guidance will be provided to develop equality and diversity. The policy will be widely promoted, and copies will be freely available.

4.8 Communications and Publicity Strategy

The success of Pennine Lancashire depends on effective communication. The first actions of Pennine Lancashire LAG will be to determine and implement an effective communications strategy. The delivery of the consultation and engagement will be from within the wider partnership and the Pennine Lancashire Rural Forum. Key



partner resources will assist this communication and engagement.

Information will be disseminated to all outlining the scope of the programme as a whole. There will also be direct promotion of the programme's objectives and resources to particular sectoral interests offering them the ability to develop suitable projects to take forward relevant aspects of the programme.

Project operators who have received funds from the Programme will publicise the fact that their projects are part-funded by the European Union and DEFRA, and will be required to display plaques and stickers to that effect for the full required term. Any requirement to publicise the involvement of the NWDA in the programme and its constituent projects will also be complied with.

5. Fit with RDPE Objectives

5.1 RDPE Axes 1, 2 & 3

European Union rural development policy is outlined in Council Regulation (EC) No 1698/2005, under which it is characterized by 'continuity and change'. Under the policy, each member state can choose from a menu of measures, under which they receive financial support for integrated rural development activities. Under the policy, there are three commonly agreed policy objectives known as axis. The three axes are: -

- Improving the competitiveness of agriculture and forestry
- Supporting land management and improving the environment
- Improving the quality of life and encouraging diversification of economic activities.

Axis One - Improving the competitiveness of agricultural and forestry sector

The focus of axis one is to maintain the economic contribution that agriculture plays within the EU through improving the efficiency and competitiveness of land based sectors and to strike a balance between farm viability, environmental protection, and the social dimension of rural development. The axis supports the enhancement of competitiveness and to foster innovation to raise the economic performance of agriculture. Activities supported must also take advantage of the opportunities offered through diversification of economic activities, improving food quality and safety, adding value to products that consumers demand, as well as non-food products, biomass production and improved environmentally friendly production techniques.

Axis Two - Improving the environment and the countryside

Axis two aims to ensure the delivery of environmental activity under the banner of sustainable rural development by encouraging land based industry to preserve and enhance the natural space and landscape. Part of axis will involve the making of payments to compensate land-based businesses for undertaking environmental activity, which protects and improves environmental resources. The ethos of the axis is to target EU priorities such as combating climate change, enhancing biodiversity and water quality, or reducing the risk or impact of natural disasters.

Axis Three - Quality of life in rural areas and diversification of the rural economy

Axis 3 is based around a 'living countryside' and aims to support the social and economic fabric and reduce depopulation in rural areas. It does this by supporting interventions, which invest in the broader rural economy, such as basic services and infrastructure, to increase the quality of life in rural areas. A key element of this measure is the sustainable growth of rural communities and the development of new employment opportunities, particularly for the young and women. The axis also promotes the use of up-to-date information and communication technologies, diversification towards non-agricultural activities, assistance for off-farm activities, and strengthening the links between agriculture and other sectors of the rural economy. Within each axis, there are measures, under which interventions can be supported.

5.2 Measures from Axis 1 & 3

Detailed below are the individual measures of the Rural Development Programme for England and the Northwest Regional Implementation Plan that the Pennine Lancashire LAG will deliver.

AXIS 1: -

MEASURE 111 – 'Vocational training and information actions'

To raise the overall level of skills in the farming, food and forestry sectors to improve business competitiveness and sustainability and to ensure high environmental and quality standards.

To provide a range of accessible training and knowledge transfer opportunities to meet the needs of the sector to increase participation in training and raise awareness of new technologies and business practices.

Equip those working in the farming, food and forestry sectors to:

- Develop business management and marketing skills to improve business performance and connection with markets

- Adopt the use of ICT and new technologies to improve business management techniques
- Be better informed of new developments and business practices within the sector; including animal health and welfare and renewable energies
- Enable them to adopt land management practices that protect resources, enhance the countryside and environment, reduce waste and use resources efficiently
- Develop skills to support primary processing in the agriculture and forestry sectors
- Have relevant technical skills to ensure high environmental and quality standards and business performance

MEASURE 123 – ‘Adding value to agricultural and forestry products’

“The objective ... is to improve the processing and marketing of primary agricultural and forestry products through investment in improved efficiency, renewable energy, new technologies and new market opportunities, ... to improve the overall performance of the enterprise” (*Rural Development Programme for England 2007-2013*, p. 5-212, para. 765) and develop new competitive enterprises.

Support will be provided for;

- Processing/adding value to products
- New product development
- New process development
- New technology development

MEASURE 124 – ‘Cooperation for development of new products’

The objective of this measure is to ensure that the farming, food and forestry sectors can take advantage of market opportunities through widespread innovative approaches in developing new products, processes and technologies. For this purpose, co-operation between farmers, the food and the raw materials processing industry and other parties will be encouraged.

Collaboration between two or more producers, processors or other enterprises for:

- Processing/adding value to products

- New product development
- New process development
- New technology development
- Transaction costs associated with collaboration

Support will be provided to meet costs associated with preparatory operations such as design, product, process or technology development and tests and other tangible and/or intangible investments related to co-operation (such as legal fees/accountancy costs), before the use of the newly developed products, processes and technologies for commercial purposes.

Costs eligible for support will be:

- Capital funding for development
- Revenue support for specialist advice
- Revenue support for marketing

Axis 3: -

Measure 311 - Diversification into non-agricultural activities

The objective is to support the restructuring of farm businesses through the development of diversified activities that provide alternative income sources creating and developing new competitive businesses and new income streams.

Measure 311 will provide support for all types of farm diversification excluding those listed under Axis 1. Grant aid will be made available to provide;

- Capital funding for development
- Revenue support for market research and feasibility studies
- Revenue support for marketing, product development, branding and design costs
- Revenue support for technical skills acquisition, coaching and mentoring
- Revenue support for bespoke training intrinsic to individual project applications
- Revenue support for technical support to help new businesses become established and to help existing businesses to consolidate and expand

Measure 312 - Business creation and development

The objective is to provide support “for the creation and development of micro-enterprises with a view to promoting entrepreneurship and creating employment opportunities. Given the high proportion of micro-enterprises among rural businesses, a key objective of the measure will be support for achieving the growth aspirations of small rural businesses.” (*Rural Development Programme for England 2007-2013*, p. 5-300, para. 1196.)



In order to boost the competitiveness of the business base within rural areas of the sub-region particular emphasis will be placed on the creation and development of micro-enterprises involved, or seeking to become involved, in high growth/knowledge economy sectors.

Grant aid will provide;

- Capital funding for development
- Revenue support for market research and feasibility studies
- Revenue support for marketing, product development, branding and design costs
- Revenue support for technical skills acquisition, coaching and mentoring
- Revenue support for bespoke training intrinsic to individual project applications
- Revenue support for technical support to help new businesses become established and to help existing businesses to consolidate and expand

Measure 313 - Encouragement of tourism activities

Enhancing the environment and countryside – by focusing on positive improvements to the infrastructure and greater benefits of and for the natural and, historic environment and cultural heritage by promoting public access and understanding of the countryside.



Enhancing opportunities in rural areas – by developing initiatives that improve the quality of rural tourism by working with ‘cluster groups’ to identify niche and specialist markets. Skills, knowledge transfer and capacity building - by delivering ‘smarter marketing’ training courses and assisting small rural tourism enterprises with ‘on-line’ trading to develop bookable packages, providing knowledge transfer and innovation.

Support for infrastructure development in areas such as the Forest of Bowland AONB and the West Pennine Moors. Provision to improve the quality of existing rural products to enhance the visitor facilities and experiences, including the vast range of tourism assets that span heritage, faith tourism, wildlife, food & drink and outdoor pursuits, the regional and country parks, Public Rights of Way Networks and Bridleways.

Strengthening the rural product offer for the sub-region and developing new tourism opportunities in rural areas along the principles of eco-tourism and expanding on green tourism across the sub-region and improving the environmental performance of businesses.

Grant aid will provide;

- Capital funding for development
- Revenue support for feasibility studies
- Revenue support toward the cost of establishing collaborative initiatives
- Revenue support for marketing and market development activities
- Revenue support for bespoke training intrinsic to individual projects
- Revenue support for technical support to help new businesses become established and to help existing businesses to improve the quality of their services, consolidate and expand

Measure 321 - Basic services for the economy and rural population

“To improve or maintain the living conditions and welfare of those living in rural areas and to increase the attractiveness of such areas through the provision of more and better basic services for the economy and the rural population.” (*Rural Development Programme for England 2007-2013*, p. 5-307, para. 1216.)



- Development of community buildings to provide services
- Developing community enterprises to provide key services e.g. childcare/eldercare
- Development of outreach service solutions
- Development of community transport solutions
- Development of the capacity of rural communities and their representatives
- Improvement of joint working across Public Sector service providers
- Energy services – e.g. wood fuel based heat/and or power system for village/community buildings

Grant aid will provide: -

- Capital funding for development
- Revenue support for community capacity building activity, training and facilitation/technical support
- Revenue support for the establishment of new initiatives

Any activity that is a statutory responsibility of local or national government is excluded from support under this Measure.

The measures outlined in section 5.2 mirror exactly those set out in the Lancashire Implementation Plan for the RDPE.

6. Fit with Regional Implementation Plan

The Lancashire Economic Partnership (LEP), the Sub-Regional Partnership for Lancashire has established a set of six strategic headline priorities, three spatial and three thematic, with Rural forming one of these priorities.

The delivery of the RDPE in East Lancashire through the activity being developed by the Pennine Lancashire LAG is aligned with key sub-regional strategies in which LEP have a stake including the LES and CLCRDP.

LEP has therefore been closely involved in supporting the establishment of the Pennine Lancashire LAG, and is committed to facilitate the work of the LAG throughout the development and delivery of the RDPE programme.

The Pennine Lancashire LDS clearly demonstrates how it contributes to the 4 thematic areas identified in the North West RIP as follows:

- Making farming and forestry more competitive and sustainable
- Enhancing the environment and countryside
- Enhancing opportunities in rural areas
- Skills, knowledge transfer and capacity building

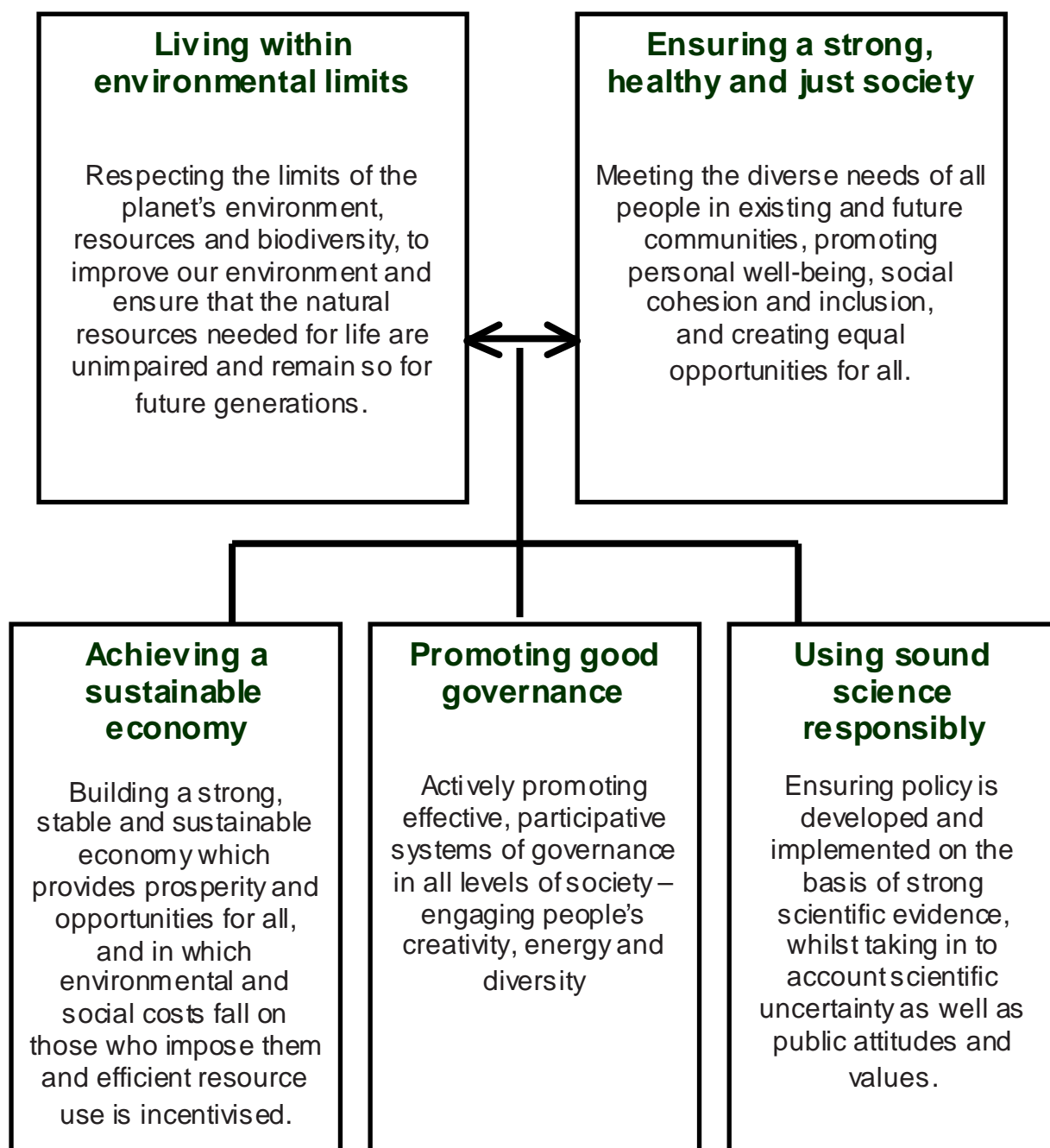
Fit with Regional Priorities

The LDS clearly demonstrates how regional delivery priorities will be promoted as follows:

- An ability to comply with Leader principles and EU Regulations
- Focus on tackling rural disadvantage
- Targeting on specific geographic areas, for example, lagging districts, pockets of deprivation
- Track record of delivery or work with experienced delivery agency
- Potential to lever in additional resources
- Ability to tailor interventions to local need based on experience

7. *Integration of Sustainable Development Principles*

The principles of sustainable development are integral to the Pennine Lancashire LDS. For effective delivery of this Leader programme, clear understanding and agreement of the principles of sustainable development are required. These principles are in line with the shared UK principles of sustainable development in the UK, which apply to the UK Government, Scottish Executive, Welsh Assembly Government and the Northern Ireland Administration.



Sustainable Development

The Rural Development Programme for England will be delivered to all people in the Pennine Lancashire area in ways that will enhance the quality of life for people today whilst protecting the local and global environment for the future. This will be achieved by working towards the following objectives:

- Minimise growth in carbon emissions.
- Make more efficient use of natural resources and produce less waste.
- Produce lower levels of pollution and improve the quality of our air, sea and river water.
- Create a more ecologically diverse natural environment.
- Communicate the contribution businesses, people and communities can make.
- Promote social inclusion by ensuring that basic needs for all rural Lancashire's citizens are met more locally and through sustainable transport solutions.
- Promote more opportunities for work for all sections of the community in a diverse economy.
- Create social, environmental and economic conditions, which lead to improvements in the health of rural Lancashire's citizens.
- Provide equal access to facilities, goods, services and people whilst respecting environmental limits.
- Ensure that lifelong learning opportunities are available to all by providing equal access to education, training and information.
- Empower all sections of the community to participate in the decision making process to create neighbourhoods and communities in all parts of rural Lancashire, which are valued by the people who live in them.
- Encourage enterprise and innovation to create sustainable solutions.

These sustainable development principles will be developed as the programme progresses alongside the Lancashire Environment Strategy 2005 - 2010, which is being advanced by the Lancashire Environment Partnership, for example.

8. *Commitment to Integration across Objectives of the 3 Axes*

Integration across all the axes of the RDPE is a key objective of the Pennine Lancashire Local Development Strategy and requires a close working relationship between many organizations.

Both the Forestry Commission and Natural England are involved as key delivery partners during the development of the Pennine Lancashire LDS, and have pledged their commitment and ongoing cooperation as members of the Pennine Lancashire Local Action Group, and their assistance to help build the capacity of the Pennine Lancashire LAG and encouraging its strategy to address environmental as well as socio-economic objectives.



Integration with Axis 2 will require adoption of a particularly proactive approach. The involvement of Natural England and the Forestry Commission will provide information of their relevant activities to the LAG, and also that they indicate their interventions in the area as a whole and individual wards and sub-areas.

The opportunities for integration between the axes will be assessed in relation to projects across all the proposed measures such as the agri-environment actions of Natural England and the woodland management actions of the Forestry Commission could compliment the work of many activities.

Micro-Enterprise Development



Encouraging entrepreneurial activity in rural Pennine Lancashire both within and outside of traditional land based industries

Integration Across the Three Axes

- Axis 1 – Vocational training
- Axis 1 – Use of advisory services
- Axis 1 – Improving economic value of forests
- Axis 1 – Adding value to agricultural & forestry products
- Axis 1 – Cooperation & development of new products
- Axis 3 – Diversification into non-agricultural activities
- Axis 3 – Micro-enterprise support
- Axis 3 – Encouragement of tourism
- Axis 3 – Basic services
- Axis 3 -Training & information

Bioenergy

To increase the production and use of biomass and biofuels in the Pennine Lancashire area

Integration Across the Three Axes

- Axis 1 – Vocational training
- Axis 1 – Use of advisory services
- Axis 1 – Improving economic value of forests

- Axis 1 – Adding value to agric & forestry products
- Axis 1 – Cooperation & development of new products
- Axis 1 – Improve & develop infrastructure
- Axis 2 – Afforestation measures
- Axis 3 – Diversification into non-agricultural activities
- Axis 3 – Micro-enterprise support
- Axis 3 – Encouragement of tourism
- Axis 3 – Basic services
- Axis 3 – Training & information

Sustainable Communities

Supporting rural communities in tackling social disadvantage through creating the conditions for growth to sustain viable communities.

Integration Across the Three Axes

- Axis 2 – Agri-Environment payments
- Axis 3 – Basic services
- Axis 3 – Training & information

Sustainable Farming & Forestry



To support the development of farming and forestry supply chain businesses in order to create a more effective farming and forestry sector

Integration Across the Three Axes

- Axis 1 – Vocational training
- Axis 1 – Use of advisory services
- Axis 1 – Improving economic value of forests
- Axis 1 – Adding value to agric & forestry products
- Axis 1 – Cooperation & development of new products
- Axis 1 – Improve & develop infrastructure
- Axis 2 – Agri-Environment payments
- Axis 2 – Afforestation measures
- Axis 3 – Diversification into non-agricultural activities
- Axis 3 – Micro-enterprise support
- Axis 3 – Basic services
- Axis 3 – Training & information

Tourism & Recreation



To support tourism and recreation as a driver for sustainable economic development in the Pennine Lancashire LAG area.

Integration Across the Three Axes

- Axis 2 – Agri-Environment payments
- Axis 3 – Diversification into nonagricultural activities
- Axis 3 – Micro-enterprise support
- Axis 3 – Encouragement of tourism
- Axis 3 – Basic services
- Axis 3 -Training & information

9. Commitment to Cooperation

There is a strong desire amongst the Pennine Lancashire LAG partners to ensure cooperation integration of delivery not just between Axes and within the LAG area but also between the RDPE and other rural interventions being delivered within the area and where appropriate across other rural parts of the county.



This cooperation will be facilitated on an operational level through the use of shared administrative support systems across all Lancashire LAGs and on a more strategic level through twice yearly meetings between LAGs and through involvement of LAG members in the Lancashire Rural Practitioners Steering Group and Lancashire Rural Affairs Forum.

Close coordination has already taken place between the three LAG areas proposed in Lancashire during the development of their respective Local Development Strategies. It has been considered common best practice for some time that all local authorities with particular concern for rural regeneration issues work together for the mutual and overall benefit of the area.

This activity has and will continue to work well in the interests of value for money, responsible use of both resource and finance and to share experiences, ideas and best practice across the Lancashire sub-region. In addition to working closely with other LAGs within Lancashire, the Pennine Lancashire LAG is committed to working in partnership to develop co-operation activity with adjoining LAGs outside the sub-region (e.g. South Pennines and Yorkshire Dales).

Regular meetings will take place between the lead partners from within each of the three LAG areas, and it is an aspiration of partners within Lancashire that the RDPE is delivered equitably across all eligible areas within the County.

In order to avoid duplication of effort in management of projects and to ensure consistency in the services delivered across all rural areas partners are developing an integrated delivery mechanism which will allow devolved local decision making and development of projects within each area, but which makes



efficient use of shared administrative resources available from the Programmes Management Team within the Accountable Body.

- The Accountable Body, minimising duplication and providing savings on ICT and office costs, will undertake facilitation and administration of LAG meetings.
- All LAGs will be provided with project appraisal, monitoring and verification services by an existing experienced Programmes Management Team based with the Accountable Body, reducing the need for each LAG to develop new systems and procedures, avoiding recruitment delays, and ensuring consistency of approach.
- Use of a single existing administrative function will allow greater coordination of common functions, such as development of promotional and publicity materials, and procurement where a common solution is desired.
- Representatives of all three Lancashire LAGs will meet together twice per year to compare issues being encountered and to share experience and best practice.

Integration between Axes 1, 2 and 3 within the LAG area will be achieved through the LAG taking a strategic view of projects, and encouraging projects to fill identified strategic gaps in the evidenced need of the LAG area.

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