RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No.

meeting date: 21 SEPTEMBER 2017
title: DRAFT RIBBLE VALLEY TOURISM DESTINATION MANAGEMENT PLAN
submitted by: JOHN HEAP, DIRECTOR OF COMMUNITY SERVICES
principal author: TOM PRIDMORE, TOURISM AND EVENTS OFFICER

1   PURPOSE

1.1   To consider a first draft Ribble Valley Tourism Destination Management Plan (DMP)

1.2   Relevance to the Council's ambitions and priorities:

- Community Objectives – To encourage economic development throughout the borough with a specific focus on tourism, the delivery of sufficient land for business development, and supporting high growth business opportunities
- Corporate Priorities – To sustain a strong and prosperous Ribble Valley
- Other Considerations – To develop with relevant partners measures to support the visitor economy

2   BACKGROUND

2.1   One of the key objectives of the Council is to encourage economic development throughout the borough with a specific focus on tourism, which it achieves through a number of services which impact on tourism, but primarily through the employment of a dedicated officer with a budget for promotional activity.

2.2   The work of promoting tourism is achieved very much in partnership with the private sector, and delivered through a number of ways. Whilst there is currently no bespoke tourism strategy for Ribble Valley, current work is guided by key priorities, developed with partners, and delivered in line with the Lancashire Destination Management Organisation's strategic plans.

2.3   The purpose of this report is twofold, firstly to inform the new committee about the nature and scope of the work undertaken in stimulating tourism growth. Secondly the appendix, to which this report relates, is a draft Destination Management Plan, which the committee are asked to consider for private sector consultation.

2.4   As well as dealing with future service delivery, the draft plan reflects on the current service in its introductory descriptions. This section of the plan is also designed to provide members of this new committee an overview of the current service, by way of an introduction.

2.5   Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

2.6   A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. "Tourism is the act of travelling to, and staying in, places outside one's usual environment for leisure, business and other purposes. Tourism includes day visits using the same criteria."

2.7   Tourism includes business tourism, social visitors staying for a function and day visitors i.e. anyone undertaking an activity that is not in their normal routine. These are important markets for Ribble Valley but not always recognised as tourism.

2.8   The visitor economy covers all aspects of the economy related directly or indirectly through the supply chain to the provision of services to visitors and benefitting from their spending."(Visit Britain)

2.9   The visitor economy is a more inclusive concept than tourism, involving a wider range of activities and embracing the total visitor experience including the 'sense of place'. It depends upon public bodies and voluntary groups as well as private sector businesses.

2.10   The visitor economy has an interdependent relationship with a range of sectors including transport, retailing, catering, culture, heritage and entertainment, amongst others. The importance of these definitions for Ribble Valley is the recognition that the visitor economy is large and diverse including not only hotels and traditional tourist attractions but a range of local services and providers from transport to toilets, from the local cafe serving a visitor to the florist supplying a wedding venue.

3   GENERAL COMMENTS

3.1   The draft DMP once considered by committee will be circulated to the Ribble Valley Tourism Association and its members for comments, and then reported back for final approval by this committee.

3.2   The plan then becomes an effective performance management framework for the new committee with regard to tourism, reporting back periodically on its key actions.

3.3   There is no real necessity for wider consultation as the DMP is not a statutory document nor has it any influence beyond promoting tourism, by designing the way the Council works with partners. It would be for a wider tourism strategy to incorporate such aspects as Development control, Strategic Planning etc.

4   RISK ASSESSMENT

The approval of this report may have the following implications

- Resources - The DMP will have no additional financial implications without further committee consideration
- Technical, Environmental and Legal – None
- Political – None
- Reputation – Having a Destination Management Plan will enhance the Councils reputation to private sectors operators, by providing clarity on priorities and it may assist bids for funding, by demonstrating a joined up approach to service delivery.
- Equality & Diversity - None

5   IT IS RECOMMENDED THAT

5.1   Committee notes the introductory report,

5.2   Approves the draft Destination Management Plan for consultation, and

5.3   the plan returns to Committee incorporating comments from consultees for final approval.

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BACKGROUND PAPERS: None

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Economic Development 21.9.17 / Tom Pridmore

DRAFT

Towards a

Tourism Destination

Management Plan

CONSULTATION DOCUMENT

SEPTEMBER 2017

CONTENTS

**Towards a Tourism Destination
Management Plan**

What is a Destination Management Plan?

'Unique features. Multiple locations. Varied stakeholders. Destinations are the heart and soul of any visitor economy, but because each one is different, planning how to make the most of them can be a challenge.'

Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. "Tourism is the act of travelling to, and staying in, places outside one's usual environment for leisure, business and other purposes. Tourism includes day visits using the same criteria."

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The visitor economy has an interdependent relationship with a range of sectors including transport, retailing, catering, culture, heritage and entertainment, amongst others. The importance of these definitions for Ribble Valley is the recognition that the visitor economy is large and diverse including not only hotels and traditional tourist attractions but a range of local services and providers from transport to toilets, from the local cafe serving a visitor to the florist supplying a wedding venue.

1, Source Visit Britain Principles for Developing Destination Management Plans

A Destination Plan for Ribble Valley - Overview

Ribble Valley - Description

Welcome to the official centre of the Kingdom, a landscape which inspired Tolkien's 'Lord of the Rings', and linked to the famous Pendle witches. Home to historic abbeys, a castle and miles of beautiful countryside. A place to shop, walk and cycle, and moreover to taste and to feast. Authentic to the core, this is Ribble Valley, quintessentially English and just waiting to be discovered.

The Borough of Ribble Valley lies in the North East of Lancashire and, with an area of 585 square kilometres, is the largest district in the County. Over seventy percent of the Borough is in a designated Area of Outstanding Natural Beauty (AONB), a clear reflection of the landscape quality of the area.

There are two towns in Ribble Valley, Clitheroe, and the main administrative centre which is located at the centre of the Borough whilst Longridge, the other main town, lies in the west. The remainder of the area is mainly rural with a number of villages ranging in size from large villages such as Whalley, Sabden and Chatburn through to small hamlets such as Great Mitton and Paythorne.

Ribble Valley has excellent communications that open up the area to the rest of the country. The A59 is a main artery that dissects the Borough from the west through to the east, linking directly to the M6 and serving access routes to the M65 motorway. There are regular rail services from Clitheroe to Preston and Manchester. Airports at Manchester Liverpool and Leeds are all well within 2 hours drive.

Ribble Valley is extremely well placed to benefit from the Visitor and leisure economy, with a large percentage of the population of the North West of England within 90 minutes' drive.

Tourism in Ribble Valley

The visitor economy in Ribble Valley is buoyant, but with a growing population and the continuing demand for employment opportunities, there is still scope for sensitive development. Brand awareness for the area has improved in recent years, but there is still much to do to have Ribble Valley recognised as a first class tourism destination, where the value of its heritage and culture, are truly acknowledged and where people choose to visit, ahead of other major competitor regions in the north of England.

So what are the key attributes of Ribble Valley as a tourism destination?

Strong brand identity

Unique experiences

Reasonable accessibility

Extraordinary private sector

Strong themes and reputations

What are the key characteristics of the tourism product?

A buoyant and rapidly growing wedding sector

A creative, award winning food and hospitality sector

Stunning scenery for countryside walking cycling and outdoor pursuits

A feel-good factor, a nice place to live and visit

A rich retail sector, with varied, quality shopping experiences

A consistently high quality tourism offer

And of the people involved in tourism business-

An array of astute entrepreneurs willing to invest and take risks

Outstanding levels of customer service

Many family businesses, some with long local pedigrees

Private sector operators loyal to the Ribble Valley brand

Ribble Valley Borough Council and Tourism

Whilst Tourism is not a statutory function, it is one which is integral to the economy of the Borough, and it is one which the council is keen to pursue but in ways in which retain and enhance, rather than despoil, the character of the area. .

So what is the role of the Council in terms of tourism?

In preparing this plan, it is important to define the roles of the Council

Promoter – marketing the whole area

Coordinator - honest broker, creating partnerships

Facilitator - using public sector knowledge and resources

Advisor - to businesses, communities and events

Provider - of facilities such as the gallery and the castle

Guardian of the Environment – open spaces, streets and key buildings

It important to note that tourists, during their visit, will also interface with a much wider range of council services, such as parking, conveniences, parks, sport, leisure and the market.

With limited resources it is impossible to support or promote everything, so we must target resources towards:-

Priorities:

• Areas of growth

• Areas of potential

• Areas where we can make a difference

• Areas where we can facilitate action

• Areas where we can work together

The Strategic Context - Understanding local issues

The development of sustainable tourism is an important priority in the councils strategic plans, and is highlighted in two key strategic documents

The Corporate strategy makes it one of the priorities

Priority: To sustain a strong and prosperous Ribble Valley

Objective: To encourage economic development throughout the borough with a specific focus on tourism, the delivery of sufficient land for business development, and supporting high growth business opportunities

And it is highlighted in the Local Development Framework (LDF) - core strategy

KEY STATEMENT EC3: VISITOR ECONOMY

Proposals that contribute to and strengthen the visitor economy of Ribble Valley will be encouraged, including the creation of new accommodation and tourism facilities through the conversion of existing buildings or associated with existing attractions. Significant new attractions will be supported, in circumstances where they would deliver overall improvements to the environment and benefits to local communities and employment opportunities.

Context

Why the council take this approach?

Visitor expectations are constantly rising and the tourism offer must meet demands for quality and service. This applies to the attractions, retail businesses and the restaurant or cafe (food and drink sector) offering locally sourced produce. Also, the natural landscape is a valuable asset of Ribble Valley and a balance between promoting tourism and the protection and enhancement of the natural environment must be considered.

The Value of Tourism (latest survey 2015)

The value of tourism in any tourism destination is notoriously hard to measure; not least as the definition of tourism itself is never easy to define. Just taking, for example, Ribble Valleys amazing food offer, just how far does someone need to travel to be classed a tourist or visitor, and to what degree are local people enjoying different parts of Ribble Valley leisure tourists?

The model for measuring tourism performance adopted in Lancashire is called STEAM and the latest figures, collected by Marketing Lancashire for 2015 are summarised below. They are considered to be an underestimate of the true picture, not least given recent leisure developments in the area, but they do nonetheless create a year on year benchmark, and even as an underestimate, they reveal that tourism is a very large and important sector of the Ribble Valley economy.

In 2015 Ribble Valley recorded

- **3.83 Million tourism visits**

- **£206.400 million tourism spend**

- **2,927 FTE jobs**

- **The economic impact of tourism rising 2.3% (2014 – 2015)**

- **6,737 Visitor bed spaces**

- **4.7 million day visitor days and nights**

- **£116.474 million generated by Day Visits**

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Overview of Tourism in Ribble Valley 2017

Accommodation

There has not been an accurate tourism bedspace survey for a number of years, nor has there been any formal occupancy survey, so the following summary is derived from anecdotal evidence and observations/conversations with operators. It clearly illustrates the lack of accurate data, and highlights the need for more research.

In terms of position statement regarding accommodation in Ribble Valley.

> ➢ The accommodation stock is generally very good quality

> ➢ There are many award winning and highly rated businesses

> ➢ Accommodation is dominated by larger hotels and self-catering units

> ➢ There is a good geographical spread but there are some gaps in provision

In terms of business

> ➢ There is currently high demand particularly at peak times e.g. summer weekends

> ➢ Hotels are generally recording very high occupancy levels

> ➢ There appears to be high demand for touring caravan/motorhome/camping pitches

> ➢ Businesses that operate flexible bookings are reaping the rewards of new business

> ➢ The local wedding industry is boosting bookings and creating repeat/return visits

In terms of type of accommodation, our local stock includes

- Serviced - Hotels, Guest houses, boutique hotels, AIR Band B,
- Self-catering, mainly cottages
- Camping, caravanning, motorhome parks, holiday home parks, yurts, pods, glamping units
- Outward bound centres and Youth Hostels

Food and Drink Tourism

Ribble Valley has become one of the UK's premier food destinations, recently described 'the Dordogne of the UK', by the Times, while Clitheroe is the official food capital of Lancashire hosting an annual food festival that attracts tens of thousands of food enthusiasts, but it hasn't always been so. Ribble Valley Borough Council spearheaded the borough's recovery by launching the Ribble Valley Food Trail in 2007 with partners in the food sector. The trail became one of the borough's most talked about initiatives and went on to win numerous tourism, regeneration and communications awards, as well as unearthing some fantastic success stories, including several businesses that had successfully diversified following foot-and-mouth to become market leaders.

The trail played a significant role in the reputation of Ribble Valley as a desirable place to visit, and its impact on Ribble Valley's profile as a visitor destination far exceeded expectations. Building on the trail's success, Ribble Valley Borough Council decided to host an annual food festival in Clitheroe. The first Clitheroe Food Festival in 2009 was a modest event attracting around 800 or so curious shoppers. Now, in its seventh year, the festival showcases the very best Lancashire food and drink, and attracts up to 20,000 people from across the UK. Thought the economic impact has yet to be measured.

The other major factor in the area's success as a culinary hub has been an extraordinary range of innovative developments by the private sector, particularly in terms of gastro pubs high quality hotels, and non-English restaurants. This in addition to award winning delicatessens and niche cafes.

The popularity for food and drink in this area has grown at such a rate that it has had a major effect on local tourism and hospitality. Tourism is booming in Ribble Valley which is in no small part the result of the development of the quite sophisticated food and drink offer which, now quite varied in nature, contains many national award winning establishments in their own spheres. Fine and quality dining has enhanced Ribble Valley's reputation so much that it has boosted the accommodation and retail tourism sectors, as people come from afar to enjoy taste experiences and spend time in the area. This, in turn, has resulted in significant investment in tourism and hospitality generally, to meet growing demand and expectations for quality.

Business has been further boosted by a wave of interest in food, largely stimulated by new TV and media coverage, and there is a notable growth of interest in tasting food, cooking food and understanding its provenance. In order to provide help to direct visitors staying here, where there is a density of quality food experiences, the Council has created a new website dedicated to Ribble Valley food. Here visitors can not only find restaurants and cafes but also learn about the chefs and find places to buy food for themselves. www.ribblevalleyfoodheaven.com is just the latest development in a continuing food journey.

Wedding Tourism

A more recent development has been the rapid growth in interest for quality wedding venues, an opportunity which the Council and its partners have seized. A unique partnership of licenced wedding venues has been created, which is believed to be the first of its kind in the UK, where venues work with the council to develop a brand, based on a reputation of the perfect place to be married.

The success of the partnership can be attributed to a number of factors. Firstly, the strong brand identity of Ribble Valley, a place with great landscapes and a reputation for quality. Next, a local authority committed to partnership working. Then, by working together the group has recognised any wedding in Ribble Valley could potentially benefit any partner in the long run, whether through dining experiences or overflow accommodation, and that working collaboratively has great potential. Finally, every wedding venue in the partnership is quite different; therefore the options available to customers are very wide from castles to abbeys and country house hotels to barns. And, whilst each is unique they all share values of quality and outstanding customer service.

In the two years since its inception, the group has launched a website, hosted a visit by journalists, and attended national wedding fairs. It has organised the first valley wide wedding fair as well as hosted joint open evenings, called 'One Night in Heaven' enabling prospective customers to visit several venues in one evening. To help with promotions, the group has a produced a high quality publication, which is particularly useful to potential customers, as it offers a one stop shop for Ribble Valley venues.

Many venues are recording healthy increases in bookings, both throughout the year as well as on many days of the week, as opposed to the traditional events held on weekends. Also, the economic value of weddings in Ribble Valley spreads way beyond that of the actual wedding venue and into the wider economy, through shopping, wedding suppliers, accommodation, and local dining.

Weddings in Ribble Valley have become a powerful tool in stimulating tourism, by providing large numbers of first time staying visitors. Evidence suggests that many are converting to repeat visitors. Having enjoyed their time, they are returning for holidays the following year.

Benefits of wedding tourism

> - Direct employment and income
> - Indirect benefit to third party in accommodation and hospitality
> - Economic benefit to specialist suppliers
> - Repeat investments
> - Return tourism visits by guests

Wedding Heaven provides us with a successful model for partnership working

Heritage Tourism

Ribble Valley boasts an absolute wealth of heritage and historical places, and yet there is a sense that they do not get the appreciation, patronage and acknowledgement they deserve. This is seen as a major opportunity not least as there are a number of new prospects on the horizon, including:-

➢ Proposals to create a museum / visitor experience at Stonyhurst College
➢ The ongoing Roman excavations at Ribchester
➢ Developments arising from the Pendle Hill partnership heritage lottery fund initiative
➢ Widening access to some of the privately owned properties
➢ Growing interest in Heritage Open Days, - experiencing places normally private/charged

This is, of course, set against a backdrop of growing consumer interest in heritage, local history and genealogy

Ribble Valley has all the essential ingredients for a heritage destination of regional, if not national importance.

• Historic places

• Iconic locations

• Stories and legends

• People

There is work to be done for it to achieve the justifiable recognition it deserves

There is clearly a wealth of opportunities here to develop, explore and discover and that the natural way to achieve this is through the development of a trail or trails.

The following is required

Undertake an audit of 'Heritage Gems'.

Identify which have potential for tourism growth

• Access – Ownership
• Access - Physical
• Potential
• Key dates and anniversaries
• Links to other tourism sectors, e.g. accommodation and food

Identify partnerships and funding

Identify and develop trails

Attractions

Compared to many tourism destinations of a similar profile, Ribble Valley has relatively few actual paid-entry tourist attractions. There are a couple of farm or animal parks plus a few heritage attractions but the area is more dominated by non-paid entry destinations like garden centres, galleries, walks, picnic areas and retail based opportunities. There are also some attractions which are linked within tourism complexes. This overall picture does create limitations for attracting families, not least the apparent lack of all-weather facilities. All attractions, paid and non-paid entry, add to the vibrancy of the area for tourism and what is yet again evident is the quality of these experiences.

Rurality can be a challenge to our attractions, not only in driving distance but also in terms of signposting and location. Such attractions have to work hard to maintain business. There are also some extremely niche attractions, to which people will travel from across the country, and even the globe. These tend to be very specialist retail outlets or art galleries and they are significant because they regularly involve visitors staying overnight and enjoying local hospitality.

Activities

The Ribble Valley landscape also welcomes visitors involved for a multitude of sports and pastimes, each with the ability to benefit the visitor economy. The following are just some of those with a significant impact on tourism and, more importantly, with potential to grow.

Cycling- Hosting the Tour of Britain revealed the potential interest in cycling and it has been heartening to note the investments made in local cafés and hotels to accommodate cyclists. Interest in cycling is growing at a phenomenal rate and Ribble Valley is well placed to maximise this market

Mountain biking - Gisburn forest now contains first class mountain biking facilities which are proving very popular, however in order to become a true mountain bike visitor destination, where people come and stay rather than just day trip, more infrastructure needs to be developed. Proposal for a complimentary collection of trails on Longridge Fell are being explored

Walking - Ribble Valley contains first class countryside and a fantastic range of public paths to enjoy. Our own evidence shows that country walking remains enormously popular, and whilst there is scope for increasing visits by walking clubs, the main source of enquires without question comes from family groups seeking medium length, safe, self-guided circular walks but linked with a food offer. Such walks exist and are available in a plethora of media, from apps, leaflets, books and interpretive boards. Finding walks can be hard for the customer and there is a strong argument for pooling these into one generic series.

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Arts and Culture   Ribble Valley is experiencing a growth in interest in arts and culture, boosted by events like Create-Longridge and Clitheroe arts walk, and also several new galleries opening. This relatively new and progressive market has enormous potential but will rely on the development of partnership working and further trails to be successful.

Landscape and Countryside

One of the most endearing qualities of Ribble Valley is the scenery, making it a pleasant place to be. With the close proximity of urban populations. Ribble Valley is still a great 'drive out' not least when linked to the food offer. Pendle Hill and the Trough of Bowland are but two of the popular drives often quoted by the public, who still come in their numbers and invariably add lunch, tea or both to their excursion. And even with fuel prices rise there are no signs that this market, often represented by an older profile of visitor, is diminishing, moreover it is likely to grow. This is especially so in the short to medium term with the uncertainty of Brexit, exchange rates, and the potential for a boom in staycation holidays.

Event based Tourism

Events offer a unique opportunity to introduce a destination to new visitors and in Ribble Valley, there are some great examples, like Clitheroe Food Festival, Beat herders and the Jazz festival. These and many more now bring people in for overnight stays and we believe repeat visits at other times of the year

The Council frequently acts in an enabling role to encourage and support new events, but also in providing advice on planning and marketing. The best and most sustainable events are those which initiated locally, created small and built up over time gathering interest and volunteer enthusiasts along the way. These are more sustainability and grounded in communities.

Events also provide a valuable new offer for the itinerary of things to do for people staying in the area. Our big events are well attended but we perhaps underestimate the potential interest of smaller, often community events to visitors. It is often the small rural gathering which offers the most authentic local experience, and authenticity is one of the greatest tourism experiences. We need to ensure event information is readily accessible for customers businesses and event organisers.

The popularity of events is hard to predict generally and the Council could take the lead by initiating an event programme which seeks to spread the visitor load across the year.

Business Tourism

Ribble Valley is not particularly known for business tourism and yet it has a wealth of meeting and training facilities with opportunities big and small. Industry consultation suggests there is a resurgence of interest in 'office away days' and similarly breakaway activities for companies seeking 'clear blue skies'; to regenerate their teams. Ribble Valley has first class hotel conference facilities as well as the more outward bound style opportunities and is therefore well placed to maximise the market of business tourism

Group Tourism

Ribble Valley features an interesting cluster of potential coach-stop attractions, including quaint market towns, heritage attractions, food experiences, accommodation and scenic tour routes. Yet group travel to Ribble Valley is not something that has ever been properly targeted, and yet in many ways the area is well placed to maximise this growth market, not least as the trend is for group travel to involve more affluent, high spend visitors.

Group travel is a tourism market where collaborative working is critical to success, as excursions invariably involve multi venue itineraries. In order to take this forward, a number of tourism businesses in Ribble Valley recently joined together to create a plan to encourage more group visits into the area. The council, in partnership with the Ribble Valley Tourism Association, contracted a leading group travel consultant, to deliver a workshop on how to develop group travel in this area.

It was attended by some of Ribble Valley's leading tourism businesses, including attractions and accommodation providers. It also attracted representatives from tour guiding and coach operators. The workshop discussed ways to attract more, and better quality, groups from identified target areas.

A partnership group, coordinated by the Council, has been created to take the initiative forward. The group is keen to ensure that group travel is developed in sensitive and sustainable ways, by making information about suitable opportunities more accessible, and by identifying routes and opportunities capable of welcoming, and coping with quality group visits. The partnership will be launching a campaign this autumn, their work includes -

- Collate trails and itineraries
- Raise Travel Trade media awareness
- Collective attendance at Group Travel events
- Hosting Group Travel familiarisation visits
- Target key regional operators
- Recommend infrastructure improvements

Our Places

Settlements in Ribble Valley attract visitors for numerous reasons but fundamentally it is because they are attractive places with naturally welcoming experiences. Anecdotal evidence also suggests visitors can find our places hard to find both in terms of getting there but more so finding their way around them. They do not have the signposting regimes and public infrastructure normally associated with major tourism destinations. Our town and village centres offer quality, and often quirky tourism experiences, places of discovery and exploration. What will be important for the future if they are to survive in an ever competitive market is to examine each as a tourism experience. Visitors have certain expectations about the feel of a place and anticipate it being both welcoming and easy to navigate. An audit of each place, involving local businesses, may reveal how we can improve and ensure we increase our market share of the visit economy into the future. The other important objective is to decide, in terms of tourism, how we pitch each destination, rather than trying to be all things to all people, which in marketing terms can be expensive and resource hungry.

Here is a brief first attempt at identifying those strengths

> **Clitheroe** - Quality shopping, dining, heritage and market There is also a growing 'arts' scene.

> **Whalley** - Quality shopping, dining and heritage

> **Longridge** – Quality shopping, arts and gateway to walking in Bowland

If we concentrate on marketing the strengths of a place, other businesses will benefits. It is very important to identify these strengths, as they can replace and reinforce branding and marketing, particularly through imagery.

Our other places - Villages

With so many villages and settlements in the area, it impossible to describe each in terms of tourism in any meaningful detail, as each has its own charm and character, and each its own 'reasons to visit' Each place is nonetheless important in terms of visitor economy, and what will be important in the future is to identify and highlight the strength and unique qualities of each. This is particularly important in terms of sustainability and minimising the impact of tourism on small communities. Promotion and marketing must be sensitive to the individual needs and capacity of each place.

In evaluating our places we should consider it matching the following -

Destination Management - the Physical Experience

- ➢ A pleasant place to be (live)

- ➢ An easy place to visit

- ➢ Outstanding street scene/country scene environment

- ➢ Excellent visitor direction

- ➢ Excellent visitor information

- ➢ Excellent visitor interpretation

- ➢ Excellent visitor welcome and service

- ➢ One continuous experience

And in terms of the personal or customer experience -

Destination Management - the Emotional Experience

- ➢ A place that knows what it is and what its strengths and UPS's are

- ➢ A place that delivers expectations

- ➢ A continuous marketing journey (from decision to visit to leaving afterwards)

- ➢ A distinctive experience

- ➢ A place which leaves good memories

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Signposting (Brown and Cream)

Tourism signposting is illusive and almost impossible to now obtain. This is an aspect of visitor orientation which stimulates discussion and complaints, both from customers and business leaders. The standard brown and cream tourism signs not only provide route direction but their presence also creates an overall feel that a locality is customer friendly and a tourist friendly region. Current budgetary, and county council restrictions, minimise the number of tourism signs

Tourism employment and skills

The tourism employment figures discussed earlier are considered to be the tip of a very large iceberg in terms of employment in the visitor economy, with an extremely large number of people employed or connected to tourism, leisure and hospitality. There is also believed to be a considerable value of secondary spend hidden from the figures.

Local tourism businesses employ many skilled staff and there is a record of outstanding customer service, often recognised by a plethora of accreditations and awards.

There are however, from time to time, frustrations expressed within the tourism industry about shortages of staff in certain localities and also specific skill sets. In any strategy, where we are working towards enhancing the product and performance, it must be important to tease these issues out, quantify them and endeavour to work in partnership to address them, as they may yet pose a threat to business sustainability and quality standards. This is a distinct piece of work but which would be important to destination management

Visitor Information and Marketing

Annual Visitor Guide

Tourism is promoted through a variety of channels but unlike many destinations, there is still strong consumer and advertiser demand for a printed visitor guide. It fits the relaxed, quality nature of tourism in Ribble Valley. The guide takes the format of an informative magazine, printed to a high specification, something that is used not only as a promotional tool to attract people here, but to guide them whilst staying in the area. This dual purpose offer makes the guide more appealing to advertisers.

For 2018 the guide offer will be linked to the content of two websites. This means the editorial content of the guide is replicated in our primary tourism website. www.visitribblevalley.co.uk. Advertisers in the guide will now enjoy priority exposure on the website. So for example, if you are looking for accommodation, your search on the website will automatically offer guide advertisers first.

Similarly the new www.Ribblevalleyfoodheaven.com site which promotes local food suppliers and providers will feature guide advertisers first, with space dependent on advertising space bought in the printed publication. Every business in the guide will be featured, with the extent to which they are featured varying dependent on space taken in the guide.

This new approach not only responds to the growing demand for electronic information but provides a better deal for guide advertisers. It also gives the Council a justification for the way in which tourism information about individual businesses is presented electronically

The printed guide has a 25,000 print run, some of which are distributed through a national service, with a policy of minimal wastage, i.e. guides are supplied to outlets, such as tourist information centres on demand rather than in bulk. The guide is also distributed locally and is used by most local accommodation providers as a bedroom browser. The contract to produce the guide is the subject to a competitive process, involving the submission cost including sales, design and print.

> ➢ Quantity 25,000 guides with on-line and downloadable versions
>
> Distribution
> ➢ Via a national distribution centre (minimum waste)
> ➢ Tourist Information Centres nationally
> ➢ Direct mailing lists and campaigns
> ➢ Direct response to customer enquiries
> ➢ Advertisers in the Visitor Guide and local outlets
> ➢ Tourism promotional shows, local events and festivals

Tourist information

There is one visitor information centre located within the Platform Gallery and operated by the Council. It serves a dual role, visitor information centre and a progressive art centre, showcasing local artistic talent. The centre stocks a range of visitor information and is well located near the interchange and car parks to be the first port of call for many visitors.

There is also a small visitor centre operated by volunteers at Longridge in the heritage centre, again well located, this centre is an excellent first port of call, as well as a popular exhibition space.

Many of Lancashire's Tourist information centres have closed in recent years, or been amalgamated into other facilities. This is partly cost saving but also as a result of trends towards visitors using technology to source information. Ribble Valleys centres are still popular venues for visitors and provide a welcome sense of arrival.

Visitor Information Points

Mindful of the large geographical scale of the Borough the Council in partnership with the Ribble Valley Tourism association have established a network of visitor information points around the area. These points are located either in areas of high footfall, or in remote rural locations. They are in hotels, cafes and even churches, and help to make visitors feel welcome, and remind them they are in the distinct Ribble Valley area.

Tourism Related Websites and Social Media Accounts

A selection of websites and social media accounts currently target very specific markets. Statistical information and performance is monitored. The following is a summary.

<u>Websites</u>

www.visitribblevalley.co.uk	Primary tourism website for Ribble Valley
	Linked to Visit Lancashire accommodation and events database
	Large traffic volumes and linked too many other sites
www.ribblevalleyweddingheaven.com	Main website to learn about venues / suppliers
	Populated mainly by partners
	Small but valuable number of hits
www.rvta.co.uk	Website about the association primarily for members
www.clitheroefoodfestival.com	Official site for the food festival
www.ribblevalleyfoodheaven.com	Site devoted to Ribble Valley food
	Places to eat and buy food

<u>Social Media</u>

<u>Facebook</u>

Love Ribble Valley	Main account for visitors and locals
	3,000+ Followers and growing fast, good customer interaction
	Now driving actual business sales
Ribble Valley Wedding Heaven	Facebook site for RV wedding events/features
Ribble Valley Tourism Association	Membership site - advisory
Clitheroe Food Festival	Interactive Food festival site

<u>Twitter</u>

@goribblevalley	Fed by Love Ribble Valley FB above

Partnerships

There are two main organisations with which tourism regularly interfaces; here is an introductory description of each

Ribble Valley Tourism Association (RVTA) is a partnership of businesses covering all sectors of the visitor economy, including hospitality, accommodation, retail, and visitor attractions. The association works with Ribble Valley Borough Council and other agencies, to encourage the development of quality tourism in this area, whilst making sure visitors benefit the locality, and are sensitive to all who live here. Their purpose is to act as the Voice for the local tourism industry and to actively promote visitors to come and visit the Ribble Valley.

The association is the Councils main formal link with the private sector, and as a healthy representative organisation which is of great value, the Council provides them with administrative and secretarial support. The annual tourism awards are run in partnership with the association and their training and networking events help increase standards and business.

Marketing Lancashire, formerly Lancashire and Blackpool Tourist Board, is the destination management organisation (DMO) for Lancashire it works closely with VisitEngland and a wide range of public and private sector agencies. Their activities in marketing and communications are designed to grow the visitor economy and develop the destination as a great place to visit, work and invest. Marketing Lancashire is currently developing a strategy for the visitor economy. Based on analysis of the county's product strengths, its existing visitor profile and future opportunities, the vision for Lancashire as a visitor destination by 2020 is:

- To be recognised as one of the top five English counties for a refreshing and relaxing short break and an active family holiday.

- To be known nationally as a culinary 'must visit' destination because of the authenticity and quality of its food and drink, from field to table, locally sourced from the county's stunning valleys, plains, woodlands and coasts.

- For the county's cultural, countryside and heritage offer to be main reasons that visitors choose to visit Lancashire.

- To be recognised for its stunning 137-mile coastline that effortlessly combines seaside heritage and contemporary leisure experiences.

- To be a preferred location for corporate events and association conferences because of the choice and value for money of its venues and the breadth and depth of the tourism business

- A destination that offers outstanding customer service on a par with the best worldwide and is an example of best practice in offering accessible holidays.

Ribble Valley is well placed to lock in to most of these key priorities.

Thematic groups

There is no question that the most productive partnerships are those with either private sector around specific topics of interest as this has led to effective collaboration, idea sharing and joint funding. This has been proven by the wedding partnership and is anticipated from the new group travel partnership mentioned earlier. These provide excellent models for delivery of other areas of activity and themes

Other organisations

There are many more organisations which interface with the council's tourism activities, especially the chambers of trade and specific town and parish councils. More specific groups are mentioned I the action plan.

Setting the direction– Summarising evidence (SWOT)

Based on the evidence gathering analysis undertaken earlier the plan, the following SWOT analysis considers the key issues raised, and particularly focuses on opportunities which can be capitalised on, or where threats can be addressed. This SWOT analysis informs an action plan which will be used to address the aims and objectives for developing the value of the visitor spending in the destination which are described later.

Key Area	Strengths	Weaknesses	Opportunities	threats
Accommodation	Wide variety and good geographical spread. Occupancy levels above average	An under provision in certain types of accommodation, and not always meeting demand	Maximising off peak and off season times New facilities	Loss of business due to over demand at peak times
Food and Drink	Consistently high quality and value for money	Visitor access to obtain information about venues	Encouraging more food tourists from further afield	Competition from other areas
Wedding Tourism	Well-developed first class venues and suppliers Growth market with high value and wide benefits	Limited accommodation at peak times	New facilities coming on board New market interest from further afield Strong partnership	Competition from neighbouring areas Growth in DIY weddings
Heritage	Stunning array of heritage resources	Mixed quality interpretation Lack of infrastructure and orientation	New opportunities in pipeline and appetite for collaborative working	Lack of funding to develop products
Attractions	Good quality experiences	Limited range of family attractions, especially all weather	Create more opportunities in other themes for families	Competition and lack of funding

Key Area	Strengths	Weaknesses	Opportunities	Threats
Activities	Good quality experiences and facilities	Poor marketing and joined up working	New facilities being considered to strengthen product More businesses investing in facilities	Competition from other areas
Arts and Culture	Vibrant growing arts scene with new outlets and good partnerships forming.	Still developing, fragile infrastructure	New events attract new customer markets	Lack of partnership support
Landscape and Countryside	High quality visitor views and experiences	Lack of infrastructure and parking	New trails	Further increase in fuel prices and reduced public transport
Business Tourism	Fantastic facilities, Rural locations (Retreat/escape)	Rural locations(travel)	Better prices than the city	Competition from more accessible locations/venues
Events	Natural surroundings and great venues/locations /facilities	Timetabling not always controllable and can clash	Potential to bring new markets, Good for targeting off peak	Competition Lack of funding
Group Tourism	Great range of suitable products	Road infrastructure and parking in certain areas Poor brand knowledge	New markets, sustainable travel, manageable activity New partnership formed	Competition Lack of guides

Key Area	Strengths	Weaknesses	Opportunities	Threats
Places-Clitheroe Longridge Whalley Villages	Vibrant welcoming places

Good opening hours and parking | Lack of public realm

Poor sign posting

Limited customer information/ direction | All markets in DMP | Limited parking Potential congestion |
| **Tourism employment and skills** | Outstanding businesses and opportunities to learn | Dated perceptions of the hospitality industry | Promote tourism as a valuable career path | Increased pressure on businesses to recruit and find staff |
| **Tourism Signs** | There are some very well signposted facilities | Businesses continuing to fail to obtain tourism signposting | Continue dialogue with Lancashire County Council to address issues | Continued delays and refusals. Inappropriate signage despoiling the area |
| **Marketing and promotion** | Range of targeted media in place

Good performance management/ monitoring in place | Failure by some partners to engage | More private sector partnerships to tackle specific projects and themes | Loss of Funding

Ability to keep up with technology |
| **Visitor Information** | Good network of outlets and methods of conveying information | Gaps in provision in some localities | Further partnerships and arrangements for supply | Loss of funding |

The Tourism Vision - Where do we want to be?

The DRAFT tourism vision has been informed and developed from this over-arching vision, whilst recognising key strengths and opportunities identified in the SWOT analysis.

 THE TOURISM VISION

'Ribble Valley is a Tourism destination with distinctive and welcoming qualities, which helps the local economy to thrive and remains respectful of its impact on communities and environment'

The key principles associated with this vision are explained in more detail below. They will form the basis of all future activity.

'Distinctive and welcoming qualities – acknowledging the many and varied, high quality and customer focussed tourism products within the area, including, strong heritage, family friendly attractions, arts and culture, shops and markets and beautiful countryside. It also reflects the warmth of welcome to be experienced here

'*Respectful of its impact on communities and Environment* ' – acknowledges that tourism should not impact negatively on the lives of local people, and moreover that tourism should add value to their lives by providing wealth, employment and sustained rural services. Environment means that tourism should not at all ne harmful or despoil the landscape, much of which is an Area of Outstanding Natural Beauty.

Local economy to thrive – refers to being a quality, prosperous place to live, work and visit.

Destination Management Plan - Aims

Having evaluated tourism and its performance, the next stage is to conclude with some overall aims for the Destination Management Plan

Aims

1. To work in partnership to ensure that Ribble Valley as a destination, and its tourism experiences, are promoted as effectively as possible, though clear branding and marketing

2. To maximise resources by clearly targeting those markets that will provide the best return and the greatest likelihood of repeat visits.

3. To broaden the geographical and seasonal spread of visitors by encouraging new visitors, increasing the duration of stays, and capitalising on niche markets

4. To work in partnership to support the development of skills and training in the tourism and hospitality industry

5. To support sustainable tourism development and business growth

Aims to objectives

We now need to translate the overall aims into objectives, in order to begin the process of creating an action plan

Objectives

1. *To work in partnership to ensure that Ribble Valley as a destination, and its tourism experiences, are promoted as effectively as possible, through clear branding and marketing*

Branding the destination

Develop Ribble Valley as a strong brand reflective of its key tourism products
Develop sub brands for individual places in order that they will become recognised for their key strengths

2. To maximise resources by clearly targeting those markets that will provide the best return and the greatest likelihood of repeat visits

Targeted marketing activity

Encourage visitors to spend more per head, by promoting higher yield activities
Work with relevant partners to target key activities and markets for which the area has a strong identity

3. To broaden the geographical and seasonal spread of visitors by encouraging new visitors, increasing the duration of stays, and capitalising on niche markets

Attracting more staying visitors and repeat visits

Attract more staying visitors by targeting specific consumer groups, increasing awareness about products, events and itineraries.

Increasing length of stay

Encourage the duration of visitor stays by promoting awareness of the full range of services available and by encouraging partnership working around products

Promoting off peak tourism

The objective is to identify opportunities which can be maximised at off peak times of the week and also seasonally

Developing products

Identity areas where investment into new products and partnership working will develop an event, activity or location to make a significant difference to the tourism appeal

5. To work in partnership to support the development of skills and training in the tourism and hospitality industry

Celebrating success
Highlight the importance of tourism and tourism employment and to celebrate the achievements of people working in the industry

Developing skills
Maintain a dialogue with the private sector to help ensure that the local skills-needs are identified and addressed

Valuing the industry
Champion tourism as an industry and recognise its importance to the local economy

6. To support sustainable tourism development and business growth

Sustainable development

Support those new developments which are sustainable in terms of community and environmental integration, as well as business modelling

Help businesses grow by providing direct advice and signposting to relevant support.

Tourism Insights

Strive to achieve a better understanding of the local tourism industry, its value and performance

Action plan

1. *To work in partnership to ensure that Ribble Valley as a destination, and its tourism experiences, are promoted as effectively as possible, through clear branding and marketing*

Branding the destination

Action	Partner (s)	Timescale
a) Reinforce the Ribble Valley brand and develop the values	RVTA	
b) Develop a toolkit of facts, and images which reinforce the key attributes and the brand personality of Ribble Valley	RVTA FOB	
c) Work with local communities, especially the business sectors to develop brands and tool kits for each of the major place destinations	RVTA Chambers of Trade and relevant community groups	
d) Develop brands and toolkits around each of the major campaign themes below	RVTA RVWH, GRV and other groups to be determined	

2. ***To maximise resources by clearly targeting those markets that will provide the best return and the greatest likelihood of repeat visits.***

Targeted marketing activity

Action	Partner (s)	Timescale
Produce an annual visitor guide to promote Ribble valley for day visits and holidays, along with electronic versions and parallel website profiles	**BCC**	
Produce an annual marketing plan to promote activities events and attractions via various forms of social media and press	RVTA	
Raise the profile of Ribble Valley in joint marketing campaigns with Marketing Lancashire	ML	
Maintain Ribble Valleys position in relevant marketing campaigns	Various	
Develop an action plan for a Ribble Valley food campaign including a new trail comprising food experiences and places to buy local food	RVTA, Food Members	
Continue to support the Wedding Heaven initiative, growing its membership and extending its promotional campaigns and influence	RVWH partnership	
Create a better What's On promotional campaign awareness, including a collection of any events with potential for tourism	RVTA, ML	

3. To broaden the geographical and seasonal spread of visitors by encouraging new visitors, increasing the duration of stays, and capitalising on niche markets.

Attracting more staying visitors and repeat visits

Action	Partner (s)	Timescale
Develop an action plan to encourage more, and higher spend group visits, under the 'Go Ribble Valley' campaign	GRV	
Create a Heritage trail involving partners and products across Ribble Valley and launch a plan of action to enhance the heritage products available	PHP	

Increasing length of stay

Action	Partner (s)	Timescale
Promote awareness of the Ribble Valley tourism products through bedroom browsers, Visitor Information Points and other visitor services.	RVTA	

Promoting off peak tourism

Action	Partner (s)	Timescale
Initiate a campaign to promote business tourism, creating a database of facilities and opportunities and by engaging in targeted promotional activities with partners	RVTA	

To broaden the geographical and seasonal spread of visitors by encouraging new visitors, increasing the duration of stays, and capitalising on niche markets.(continued)

Developing products

Action	Partner (s)	Timescale
Identify new locations for mountain biking	Private sector/landowners	
Encourage more private sector establishment to invest in cycle facilities and to welcome cyclists	RVTA	
Establish and launch a series of circular country walks linked to local hospitality venues potentially under the banner 'Village Walks', and encourage businesses to participate in welcome walkers initiatives	RVTA	
Create a series of circular 'drive' trails or itineraries	**RVTA**	
Participate in the Pendle Hill heritage partnership	PHP, FOB	
Support Arts and Culture programmes, particularly Artwalk Clitheroe and Create Longridge	RVA, CL	
Promote Ribble Valley settings as locations for film and media by creating an image library and by responding positively to location searches	CENW	
Research garden tourism, linking the few events and attractions to other themes in this plan (e.g. groups and events)	RVTA	

4. To work in partnership to support the development of skills and training in the tourism and hospitality industry.

Celebrating success

Action	Partner (s)	Timescale
Support the annual Ribble Valley Tourism awards	RVTA	
Promote the achievements of the local tourism industry through press and media	RVTA, ML	

Developing skills

Action	Partner (s)	Timescale
Maintain dialogue with the private sector around skills-needs	RVTA	
Support the RVTA programme of networking and continuing professional development	RVTA	
Encourage the number of local tourist guides operating in the area	LBBG	

Valuing the industry

Action	Partner (s)	Timescale
Promote the value and importance of tourism to the economy	RVTA	
Ensure all Ribble Valley tourism businesses ARE recognised on various databases and websites	RVTA, ML	

5. To support sustainable tourism development and business growth.		

Sustainable development

Action	Partner (s)	Timescale
Provide advice to new and existing operators as and when it arises		

Tourism Insights

Action	Partner (s)	Timescale
Participate in STEAM economic model and help to encourage more representative results	ML	
Initiate and annual a tourism bedspace and product survey	RVTA	
Survey and maintain and database of specific tourism specialisms of local businesses	RVTA	

BCC	Burnley Creative Council	ML	Marketing Lancashire
CENW	Creative England North West	PHP	Pendle Heritage Partnership
CL	Create Longridge	RVA	Ribble Valley Arts
FOB	Forest of Bowland service	RVTA	Ribble Valley Tourism Association
GRV	Go Ribble Valley Group Travel partnership	RVWH	Ribble Valley Wedding Heaven Partnership
LBBG	Lancashire Blue Badge Guides		

RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No.

meeting date: 21ST SEPTEMBER 2017

title: EMPLOYMENT LAND MONITOR

submitted by: CHIEF EXECUTIVE

principal author: CRAIG MATTHEWS

1   PURPOSE

1.1   To receive an update on employment land within the Borough.

1.2   Relevance to the Council's ambitions and priorities

- Council Ambitions - In addition to Ribble Valley Borough Council striving to meet its three ambitions, it also recognises the importance of securing a diverse, sustainable economic base for the Borough.

- Community Objectives – The issues highlighted in this report will contribute to objectives of a sustainable economy and thriving market towns.

- Corporate Priorities - Delivery of services to all.

- Other Considerations – None.

2   BACKGROUND

2.1   Employment and a strong economy are important to the Ribble Valley and the Council has a responsibility to ensure that there is sufficient employment land provision in the area in order to facilitate employment and economic investment in the Borough and make preparations to meet with business, economic and employment growth needs for the future.

2.2   The Ribble Valley Core Strategy is the Boroughs central strategy within the Local Development Framework (LDF) that assists the Council in the delivery of housing and employment land, as well as the protection and enhancement of the environment. Its policies are supported by a sound evidence base.

2.3   A key document within this evidence base is the Ribble Valley Employment Land Study produced in 2013. which covers all industrial, warehousing and distribution uses, as well as offices and is primarily concerned with those uses included within the planning Use Class B – B1 (business offices/light industrial), B2 (general industrial) and B8 (storage and distribution) and assesses the supply, need and demand for employment land and premises (use class B) in Ribble Valley Local Plan period to 2028.

3   INFORMATION

3.1   The existing schedule of employment land in Ribble Valley is attached at Appendix A to this report. The Borough needs a balanced portfolio of land to accommodate a sustainable, growing economy that can respond to dynamic market conditions, changing business needs and working practices, and by initially establishing how much land there is, consideration can then be applied to how much land is is required in order to meet with and potential future demand within the Local Plan to 2028.

3.2   It is important not only how much employment land there is, but also its location, quality, type, suitability and availability, indicating which sites might be best safeguarded for employment uses, any sites that appear no longer suitable for employment uses at least in their present form, and any need for new allocations.

3.3   The Boroughs' Planning policies are intended to intervene in this respect to ensure, amongst other things, an appropriate balance between housing and employment uses in the Borough. Whilst the drive to deliver more housing is important to aid economic growth also, it should not be at the expense of losing important specific sites that could contribute to local economic development.

3.4   The original study conducted in 2013 showed at that time a baseline supply of approximately 20.00 hectares (ha) was taken into account, and the various calculations showed a number of outcomes, with the land take-up trend models and the two 'Policy On' scenarios suggesting a range of shortfalls, with the 'Policy Off' employment and labour supply models indicating a surplus, ranging from a low of 10.06 ha to a high of 24.66 ha.

3.5   Taking these into account, there were a number of key recommendations arising from the findings within the Study, and having full regard to the requirements of the NPPF to encourage and deliver growth through the planning system and specifically in relation to future employment land provision, the following measures were approved, in particular, that the Council seeks to identify further land allocations for B1 (a, b and c uses), B2 and B use in the order of 8 ha to meet the shortfall generated by the application of long term take-up performance.

3.6   As stated earlier, the above were approved based upon the original baseline figure from the 2013 study, showing at that time there was a current supply of approximately 20 ha of land with planning permission for employment use, so a further of 8 ha was required to meet the shortfall for the projected land take-up to 2028.

3.7   The schedule attached at Appendix A of this report shows an up to date list of current availability through existing permissions of employment land, broken down by use class (B class – office, industrial and storage) for the monitoring period, as well as details of land supply in previous years.

3.8   Development is now underway on some of these sites and once completed will be deducted from this table in the following year. Further additional sites to meet the future needs of business growth are currently being identified through Ribble Valleys' recently submitted Housing and Economic Development Plan Document (HED DPD), through which the Council is allocating land to help address, as a minimum, the residual employment land requirements as measured against the overall requirement and spatial distribution of employment provision set out in the Core Strategy.

CRAIG MATTHEWS   MARSHAL SCOTT
REGENERATION OFFICER   CHIEF EXECUTIVE

For further information please ask for Craig Matthews, extension 4531.

Application Number	Site Name	Site Area (ha)	Site Area B1(a)	Site Area B1(b)	Site Area B1(c)	Site Area B2	Site Area B8	Site Area Mixed	Floor Space (sq m)
3/2007/0619	B Dugdale & Son Ltd	0.148				0.148			1476
3/2006/0583	Samlesbury Aerodrome	0.800				0.800			8000
3/2006/0583	Samlesbury Aerodrome	1.179	1.179						11789
3/2009/0432	Samlesbury Aerodrome	0.930	0.930						9300
3/2008/0843	Samlesbury Aerodrome	0.003				0.003			26
3/2010/0283	Mill Lane Depot	0.013				0.013			134
3/2012/0184	Land r/o 90	0.007			0.007				75
3/2012/0219	Altham Pumping Station	0.069			0.069				697
3/2012/0558	Mill adj Primrose House	0.024		0.024					240
3/2013/0624	Country Cakes	0.366			0.366				366
3/2014/0333	Ribble Farm Fare	0.208			0.208				2080
3/2012/0942	Land Higher Standen Farm & Part Littlemoor Farm	2.250						2.25 B1a/B1b/B1c	22500
3/2015/0235	Former Genus Site	0.088			0.088				880
3/2015/0412	New Ings Farm	0.031				0.031			315
3/2015/0249	The Coppy	0.005				0.005			55
3/2015/0812	Unit 3-5	0.069	0.015	0.054					692
3/2015/0791	Clitheroe Business Centre	0.077	0.077						770
3/2015/0558	Former Golf Driving Range	1.045	0.095		0.203	0.747			10456
3/2016/0040	Calder Vale Park	0.233				0.233			2337
3/2016/0129	Backridge Farm	0.036						0.036 B1/B8	360
3/2016/0031	Chaigley Hall Farm	0.018			0.018				184
3/2016/0059	Whalley Industrial Park	0.037			0.037				375
3/2016/0943 3/2015/0944	Holmes Mill	0.121	0.101		0.020				1213
3/2016/0301	E & D Plant Hire	0.029				0.029			290
3/2016/0376	Unit 24	0.033				0.033			336
3/2016/0691 3/2010/0010	Jacksons Haulage	0.028			0.028				288
3/2016/0811	Unit 25	0.038				0.038			385
3/2016/0813	Monks Contractos	0.027				0.027			275
3/2016/0715	Land adj Former Genus Site	0.920	0.920					B1 only	9200
3/2016/0913	Unit 1 Union Mill	0.026			0.026				259
3/2015/0756	Bridge Hey Wood Caravan Park	0.020	0.020						205
3/2016/0962	Sykes Holt	0.220	0.160			0.060			2202
3/2016/1147	Backridge Farm	0.036	0.036					B1 only	360
3/2016/1033	Units 1-9	0.239			0.239				2390
3/2017/0080	Land adj Former Genus Site	0.920	0.920					B1	9199
TOTAL		**10.293**	**4.453**	**0.078**	**1.309**	**2.131**	**0.036**	**2.286**	**99709**

RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No.

meeting date: 21ST SEPTEMBER 2017

title: TOWN CENTRES UPDATE

submitted by: CHIEF EXECUTIVE

principal author: CRAIG MATTHEWS

1 PURPOSE

1.1 To receive an update on activities in connection with Clitheroe town centre regeneration.

1.2 Relevance to the Council's ambitions and priorities

- Council Ambitions - In addition to Ribble Valley Borough Council striving to meet its three ambitions, it also recognises the importance of securing a diverse, sustainable economic base for the Borough.

- Community Objectives – The issues highlighted in this report will contribute to objectives of a sustainable economy and thriving market towns.

- Corporate Priorities - Delivery of services to all.

- Other Considerations – None.

2 BACKGROUND

2.1 The Council are committed to ensuring the vitality and viability of the key service centres within the Borough (Clitheroe, Longridge and Whalley), and recognise that they represent an important resource of retail, service, leisure and employment provision.

2.2 In connection with this, the Council continues to support initiatives that contribute towards these aims, and work in partnership with local businesses and town centre groups to help ensure that the Borough's key service centres are economically successful and attractive places.

3 INFORMATION

3.1 Ribble Valley Borough Council has a long history of working in partnership with local stakeholders and business groups. The two main towns of Clitheroe and Longridge in the Ribble Valley serve both the local community itself and the surrounding settlements within Ribble Valley.

3.2 With a total population of approximately 57,000, the catchment areas to these destinations in the wider region are often limited by the catchments of the larger regional centres in neighbouring districts such as Blackburn and Preston predominantly. It is therefore important that regular monitoring takes place to ensure that the vitality and viability of these two town centres continues and the local

business community in both Clitheroe and Longridge play an important role to assist in the long term economic success of the area.

3.3 Recent experience and research highlights that the future context for retailing in town centres will be very different and that centres must therefore adapt to the changing policy and economic landscape. Along with the growth of out-of-centre retail development, the economic climate has had an impact on consumer spending which in turn has had a negative impact on the vitality of the high street nationally which has led to an increase in vacancy rates within many town centres, as retailers attempt to compete in this challenging market and property owners struggle to let their shops to retailers.

3.4 Clitheroe and Longridge, like other centres nationally, play an important role in serving the requirements of the local community on a day-to-day basis. They form a focal point for the surrounding area and provide a wide range of services that are accessible to the population, including retail, employment, leisure along with such things as financial and health services. Town centres also help to foster local pride, promote identity and contribute towards the aims of sustainable development.

3.5 Both town centres themselves are constrained to some extent by their historic street layouts and development density, however recent developments have occurred on some edge-of-centre sites, which have either added to or complimented the development mix, but such edge of centre developments can also act as a standalone retail destination to a certain extent.

3.6 The Council, in recent years also, has also assisted in the creation of Town Teams in both Clitheroe and Longridge. These have consisted of representatives from local interest groups, business, civic and other local stakeholders.

3.7 The Town Teams were originally formed to support the promotion and revitalisation of each their town centres, helping them to fulfil their potential as attractive, vibrant and successful locations, bringing together their skills and knowledge and developing links with other local stakeholders. These worked well as a sounding platform for the Council to enable early feedback on any potential or future projects and bring together ideas for other town centre projects. However both these groups have not met for some time.

3.8 The majority of engagement is focused through the towns' local business groups. For example, Clitheroe Chamber of Trade membership has grown steadily to around 130 from less than 60 in recent years. The continuing growth of the Chamber has also led to stronger partnership working with the Council in activities to promote visitors such as the www.visitclitheroe.co.uk website as well as a Facebook platform. The Shop Clitheroe loyalty card scheme also operates successfully to promote shopping in the town centre.

3.9 Likewise, Longridge Business Group has also enjoyed an active membership in recent years. They also have a website www.longridgeonline.com along with their own Facebook platform. The Longridge loyalty card scheme, branded as 'Longridge Does Shopping' also operates in the town.

3.10 There is a continuing need to work closely with these established business groups and continue to develop initiatives and priorities to support the town centres of Clitheroe and Longridge along with other service and retail centres in the Borough to help ensure that they are economically successful and attractive places. The Council

will continue to provide individual support, information and guidance directly to these business groups in Clitheroe and assist in partnership working on activities to support trade in each of their locations.

CRAIG MATTHEWS   MARSHAL SCOTT
REGENERATION OFFICER   CHIEF EXECUTIVE

For further information please ask for Craig Matthews, extension 4531.

RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No.

meeting date: 21ST SEPTEMBER 2017

title: BROADBAND IN RIBBLE VALLEY

submitted by: CHIEF EXECUTIVE

principal author: CRAIG MATTHEWS

1   PURPOSE

1.1   To receive an update update on Fibre Broadband services, its availaby, and future proposals for further rollout in the Ribble Valley.

1.2   Relevance to the Council's ambitions and priorities

- Council Ambitions - In addition to Ribble Valley Borough Council striving to meet its three ambitions, it also recognises the importance of securing a diverse, sustainable economic base for the Borough.

- Community Objectives – Delivery of services to all.

- Corporate Priorities - The implementation of superfast broadband and improved speeds for broadband in areas where it is currently not available will assist in sustaining a strong and prosperous Ribble Valley.

- Other Considerations – A competitive and sustainable economy will assist in the provision of local employment opportunities and business development.

2   BACKGROUND

2.1   Superfast Broadband (SFBB) refers to a range of measures to ensure businesses and consumers are best able to access the benefits of high speed broadband internet connections.

2.2   Superfast Lancashire is an ongoing programme of activity aimed at connecting the county's businesses where digital connectivity speeds remain a constraint, helping businesses to work more efficiently. Faster upload and download speeds also reduces the need for smaller businesses to travel – saving time, money and carbon emissions.

2.3   Lancashire's county and district councils, working with Lancashire Enterprise Partnership (LEP) made the programme happen by tapping into Broadband Delivery UK and the European Regional Development Fund, to deliver superfast broadband in partnership with BT. Through Broadband Delivery UK (BDUK), the government has defined SFBB as a speed of not less than 24Mbs (Megabits per second - the expression used to measure broadband speeds.

2.4   Such public investment can only be made in support of the extension of Superfast Broadband in those areas with deemed market failure, which is considered to be postcodes with no provider of Superfast Broadband services. In Lancashire, this

mainly constitutes many rural areas such as those within Ribble Valley, although not exclusively.

2.5   The majority of land in Ribble Valley is classified as rural and includes the Forest of Bowland Area of Outstanding Natural Beauty. Many important tourism assets are located in these rural locations, and agriculture represents the largest single land use in the area, people live in rural villages and "dispersed" communities, including hamlets. Having such a rural land mass presents many challenges to deploying superfast broadband in Ribble Valley; none more so than the distance of properties from broadband enabled exchanges / peering points and an innovative approach is often required for the more remote, rural and sparsely populated areas.

3   INFORMATION

3.1   The previous Lancashire Superfast Broadband programme began in 2013, which aimed to deliver High speed fibre broadband is being rolled out and giving access to 130,000+ premises, across Lancashire between 2013 and the end of 2015. Superfast broadband enables businesses to make their marketing digital, with the ability to reach customers through new, faster and easier-to-track social media platforms, such as Facebook and Twitter, which many are increasingly using for promoting their products. Superfast Fibre Broadband works at quicker speeds than standard broadband reducing the time taken to download and send files.

3.2   Superfast Lancashire is a partnership between Lancashire County Council and BT, with additional funding from the Government's Broadband Delivery UK, as well as the European Regional Development Fund, Blackburn with Darwen Council and Blackpool Council, and has now commissioned more than 500 of the 900 fibre broadband roadside cabinets it is installing across Lancashire. It is running alongside BT's own commercial rollout of the technology.

3.3   The network was originally delivered across seven phase. Phase 1 delivers coverage in Blackburn, Burnley, Caton, Chatburn, Forton, Galgate, Lancaster, Leyland and Preston. Superfast Fibre Broadband works at quicker speeds than standard broadband reducing the time taken to download and send files. During this around 40% of premises in the Ribble Valley received Fibre Broadband services through the BT/Openreach commercial rollout, predominantly through the Clitheroe and Longridge exchanges.

3.4   Superfast Lancashire completed the main phase of its programme at the end of June 2015 which will have enabled 97% Lancashire homes and businesses to be covered by the fibre broadband network. This roll out has now been delivered. The most recent new connections have been Bolton By Bowland, Chipping, Ribchester and Slaidburn

3.5   Also, the villages of Chatburn and Sawley have seen the arrival of high-speed fibre broadband into their villages and the completion of the engineering works means that most of the 500 premises in Chatburn and 150 premises in Sawley are now able to connect to high speed fibre broadband. These are served by exchanges in Chatburn, Mellor, Padiham, Whalley and Wilpshire, with some coverage also being provided in the most rural exchanges in Chipping, Dunsop Bridge and Bolton-by-Bowland. Chipping Parish Council is also planning to extend availability through a project being delivered in partnership with B4RN (Broadband for the Rural North), an organisation that specialises in the design and installation of fibre optic broadband networks.

3.6 Currrently, the new Superfast Extension programme is now underway and deliver Superfast access to another 12,000+ premises. These programmes will run in parallel to commercial activity delivered by BT and other providers, such as B4RN, and should result in 99% of Lancashire premises having access to Superfast Broadband by the end of 2017.

3.7 BT have stated that five years ago, only 17 percent of people in the Ribble Valley could access broadband speeds of more than 30Mbps, and that now more than 86 per cent of people can access those speeds. BT also state that overall, more than 97 percent of homes and businesses in Ribble Valley can access fibre broadband.

3.8 All remaining premises are now guaranteed at least a stable 2Mbit/s service by the end of the rollout programme. It is however at this stage important to recognise that whilst the Superfast Lancashire project does aim to extend high-speed broadband to the county's homes and businesses, this does still leave some businesses and homes without access to a high speed broadband service.

3.9 The businesses unable to access high speed broadband will predominantly be in the more remote rural areas and concern is being expressed by businesses in these areas that the download speeds they are currently achieving are not sufficient for them to successfully run their businesses.

3.10 Many of these rural businesses have to find alternative solutions for their broadband requirements which unfortunately come at a much higher cost than a connection through BT. It is important therefore that we continue to support businesses in our rural areas to ensure that they have the ability to access sufficient broadband speeds and that financial support is available to enable them to do this.

3.11 The Council will continue to lobby for broadband issues to be included as part of the Lancashire Growth Programme and support to be offered to existing businesses who require a better broadband connection with which to run their businesses.

CRAIG MATTHEWS   MARSHAL SCOTT
REGENERATION OFFICER   CHIEF EXECUTIVE

For further information please ask for Craig Matthews, extension 4531.

RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No.

meeting date: 21ST SEPTEMBER 2017

title: RURAL DEVELOPMENT PROGRAMME FOR ENGLAND 2014-2020

submitted by: CHIEF EXECUTIVE

principal author: CRAIG MATTHEWS

1   PURPOSE

1.1   To receive an update regarding the Rural Development Programme.

1.2   Relevance to the Council's ambitions and priorities

- Council Ambitions – The Council recognises the importance of securing a diverse, sustainable economic base for the Borough. The work of the Rural Development Programme aims to support this.

- Community Objectives – The issues highlighted in this report will contribute to objectives of a sustainable economy and thriving market towns.

- Corporate Priorities - Delivery of services to all.

- Other Considerations – None.

2   BACKGROUND

2.1   The Rural Development Programme for England (RDPE), also referred to at European level as LEADER, is jointly funded by the European Union and the Department for Environment, Food and Rural Affairs (DEFRA). The aims of the programme are to safeguard and enhance the rural environment, improve the competitiveness of the agricultural sector and foster sustainable and thriving rural businesses and rural economies across England.

2.2   In the previous Rural Development Programme, there were 28 Ribble Valley businesses and other local organisations that received financial support, and the Councils' Regeneration Team worked with Lancashire County Council and other Lancashire Districts on the current RDPE strategy, which runs up to 2020.

3   INFORMATION

3.1   The RDPE provides money for projects to improve agriculture, the environment and rural life. Funding goes to schemes to such things as improving the environment, increase the productivity of farming and forestry and growing the rural economy.

3.2   The current RDPE has four elements, these are as follows:-

- **Environmental Schemes (£3.1bn)** – around £900m of which will be available under the new Countryside Stewardship scheme for farmers and land managers who voluntarily manage their land in ways that benefit the environment to meet local priorities. Around £2.1bn will pay farmers and foresters who are already in environmental schemes from the previous programme.
- **Countryside Productivity (£141m)** – helping the farming and forestry industry to become highly skilled and new farmers to start-up their business. Helping

develop world class production and supply chains through working together to use the best new technology and innovation and by collaborating to develop their sectors.

- **Growth Programme (£177m)** – helping get new rural businesses off the ground and existing businesses to develop new products and facilities, investing in broadband and renewable energy and promoting rural tourism. LEPs and local partners will help us decide how to spend funds in their area.
- **LEADER (£138m)** – giving local communities the responsibility and resources to identify local needs and fund projects to meet them. Local LEADER groups will decide how to spend funds in their area. At least 70% of this will go directly on job creation and growth.

3.3 As detailed above, the LEADER element of funding is available to local businesses, communities, farmers, foresters and land managers. The total of £138 million is available and allocated to approved Local Action Groups (LAGs) throughout England between 2015 and 2020 under the scheme. LEADER is part of the overall RDPE, it is a French acronym (Liaison Entre Actions de Développement de l'Économie Rurale) which roughly translates as 'Liaison among Actors in Rural Economic Development'. Under the LEADER scheme applications for funding are made to a Local Action Group (LAG) for projects that create jobs, help business to grow, and benefit the rural economy,

3.4 Whilst the official EU launch of the latest programme began in 2014, from this time a number of agreements had to be established between the EU and the UK Government / Defra prior the roll-out and delivery nationally could start. Although rollout across the majority of the programme began in during 2015, the LEADER element of the programme could not be confirmed by DEFRA until final agreements were be signed-off with all the designated LEADER LAG groups at local level. The official start of programme delivery in Lancashire finally began in 2016.

3.5 To meet European Commission requirements as stated above, programme delivery in sub-regional areas such as Lancashire is overseen by Local Action Groups (LAGs). In Lancashire, as with the previous programme, 3 LAGs have been established to manage the RDPE programme of activity, with other elements also being delivered by Natural England and the Forestry Commission:

- **Lancashire North & Bowland** - (includes the rural areas of Lancaster, Ribble Valley, part of Pendle and part of Wyre).
- **Lancashire West** - (includes the rural areas of Fylde, West Lancashire, Preston and parts of Wyre).
- **Lancashire Pennine Moors** – (includes the rural areas Chorley, South Ribble, Blackburn with Darwen, Rossendale, Hyndburn, Burnley and part of Pendle. Also contains the adjacent Greater Manchester rural populations of Bolton, Bury, Wigan and Rochdale).

3.6 As stated above the Lancashire North and Bowland Local Action Group (LAG) area consists of the rural parts of the Lancashire Districts of Ribble Valley, Lancaster, Pendle (part) and Wyre (part). The total population within this area is 118,440 including the eligible population of the market towns of Clitheroe and Barnoldswick and includes the Forest of Bowland and Arnside and Silverdale (part) AONBs. The area incorporates the Bowland Fells and Bowland Fringe and Pendle Hill National Character Areas.

3.7 This is a different area to the previous LAG (under the previous programme Ribble Valley was within the Pennine Lancashire LAG), the rationale for this change has been based upon the geographic coherence of the area, quality and type of landscape as well as the potential for growth and opportunities in the Visitor Economy as well as many commonalities within the farming sector in the area. In the

Lancashire North and Bowland LAG area the four Local Authorities represented (Ribble Valley, Lancaster, Wyre and Pendle) automatically have a seat on the LAG Executive.

3.8   The Lancashire North and Bowland LAG area has a distinctive character, with two Areas of Outstanding Natural Beauty (AONB), coastal areas along Morecambe Bay linking to Cumbria in the North (and through the Lune Valley) and the Fylde Coast in the South and sites of special scientific interest. In demographic terms, Ribble Valley is the most rural District in Lancashire and over two-thirds of the LAG area landscape is designated as 'uplands' and has been allocated £1,281,165 of funding from Defra to deliver the programme to distribute grants direct to business and other organisations to create and safeguard jobs in the area and develop the local economy across the six Defra themes of enterprise, farming, tourism, rural services, forestry, culture and heritage.

3.9   The first round of funding is aimed at Enterprises and Farming businesses and the focus is very much on job creation and growth of the business. Full details of the eligibility criteria can be found on our Rural Development Fund website at www.lancashire.gov.uk/rural-development along with other relevant guidance and information. The enterprise fund provides support for micro and small businesses (less than 49 full-time equivalent employees and non-agricultural) and farm diversification.

3.10   The application process is competitive in practice; therefore, there are no guarantees that an application for funding will be successful. Applications are appraised and assessed against a broad range of criteria but the primary focus is the creation of jobs, how the business will grow and the impact upon the local rural community. The Local Development Strategies (LDS) form the basis for delivery of the LEADER funding in Lancashire. The allocations for each LAG area are as follows:-

- **Lancashire North & Bowland** - £1,281,165
- **Lancashire West** - £1,340,205
- **Lancashire Pennine Moors** - £1,172,269

3.11   A copy of the Lancashire North & Bowland LDS is in the Members Meeting Room on Level C in the Council Offices. The financial allocations also, as detailed above, may fluctuate through the duration of the programme due to the fact that the funding has been awarded in Euros. Each LAG area has different characteristics; therefore, the calls for projects for each theme may differ slightly depending upon the geographical area. Further details explaining these can be found on the Factsheet attached at Appendix A to this report.

3.12   Each application is considered against the priorities identified in the LDS. 6 projects have now been approved in Ribble Valley with a number of further projects currently in development and the Lancashire LEADER website which hosted by Lancashire County Council continues to receive enquiries, which has created a database of over 800 groups, businesses, stakeholders and partners.

CRAIG MATTHEWS   MARSHAL SCOTT
REGENERATION OFFICER   CHIEF EXECUTIVE

For further information please ask for Craig Matthews, extension 4531.

LEADER Lancashire Rural Funding *fact sheet*

What is LEADER?

LEADER (a French acronym that translates as 'Liaisons among actors in the rural economy') is an EU programme that aims to provide funding for businesses and organisations looking to begin or expand their operations in rural areas. What separates it from other funding programmes is that it is delivered locally rather than nationally, with decisions on how and where the grant money is spent being made by an appointed Local Action Group (LAG) of key representatives from various organisations in the local area. Your Lancashire LEADER Team and LAGs benefit from a wealth of experience in a range of sectors and are here to help you with your application process.

As with any grant funding programme, the language and rules surrounding it can be daunting, but we hope this fact sheet goes some way towards helping you understand the programme's requirements, which in turn will help you when submitting an outline application.

LEADER Themes

LEADER funds must support one or more of the following themes:

- Increasing Farm Productivity
- Micro/Small Enterprises & Farm Diversification
- Rural Tourism
- Rural Services
- Culture & Heritage
- Increasing Forestry Productivity

A proportion of each LEADER area's funding has been allocated to a priority, to ensure a fair spread of funding across all types of organisations in the area.

The Local Action Group

As LEADER is intended to be a locally-delivered grant funding programme, all funding decisions are made by elected members of the Local Action Group, or LAG Executive. The LAG Executive consists of a range of local representatives from each of the LEADER priorities, as well as a spread of expertise from both public and private sectors.

Though a project may successfully pass through the outline application procedure, it is ultimately up to the LAG Executive to decide which projects to fund on the basis of value for money and the benefits they will bring to the local area. While a project may be fully eligible, the LAG's duty to ensure that the funding goes as far as possible means that no project is guaranteed to receive funding.

When Funding can be Claimed

Grant funding can only be claimed in arrears, so you must be able to pay for your project in the short-term, as grant payments will only be made once the work being claimed for has been completed and paid for. If you are claiming grant funding for items purchased using a hire- or lease-purchase agreement, you must have made all outstanding payments against the items and own them outright before any grant money can be paid.

Grant Rates

These vary depending on the organisation applying for the grant and the LEADER Priority under which their project sits, but the typical grant amount available is 40% of the total eligible project costs, with the rest of the money coming from other private sources – it cannot come from other public sources.

However, non-profit organisations may find that a greater amount of their eligible project costs can be covered – please ask the Lancashire LEADER Team for guidance.

Eligibility

Not every cost associated with a project will be eligible for LEADER funding, but your Programme Manager will work with you to assess which of your costs are eligible and which are not. As a general rule, LEADER funding is intended for immovable, capital items and it cannot be used for salaries, printed marketing materials, licences or in-kind contributions to the project.

You also cannot apply for funding to fulfil legal obligations of an existing operation – for example, an existing café could not request funding purely to build an accessible WC, but a completely new build project that included an accessible WC as part of a project, would be eligible.

The rules around eligibility can be complex and will vary depending on which LEADER Priority your project falls under, but a full list of ineligible costs will be included in the LEADER Applicants' Handbook and the Lancashire LEADER Team will be happy to advise you. Projects must be located in an eligible rural postcode.

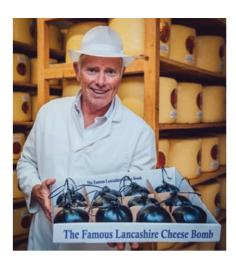Please contact the LEADER Team to check the postcode.

Application Process

One of our Programme Managers will work with you to help develop your project and complete an Outline Application, and if successful you will be invited to submit a full application. If your full application is eligible, it will then be presented to the LAG and a decision will be made within 40 working days of the closing date of your submission.

Jobs

The success of the LEADER programme is primarily measured on the jobs that are created as a result of the funding. These jobs are quantified by the number of full-time equivalent (FTE) positions created, which are defined as jobs requiring at least 30 hours per week. However, part-time jobs can be counted e.g. two 15-hour roles would constitute one FTE position.

Grant Amounts

The LEADER programme has a minimum grant amount of £6,000. Technically there is no maximum grant amount, but the LAG will always seek to provide value for money and spread the available funds across as many projects as possible.

Each LAG has allocated the funding to the different priorities according to their local area. Each LAG also has outputs to achieve and again the outputs are slightly different in each geographical area. Further details are available overleaf.

Notional funding allocations

Lancashire West	Lancashire North and Bowland	Lancashire Pennine Moors
Farming Total budget (approx.) £384,498 Average Grant size £48,062 Number of projects x 8	**Farming** Total budget (approx.) £201,031 Average Grant size £40,206 Number of projects x 5	**Farming** Total budget (approx.) £175,840 Average Grant size £43,960 Number of projects x 4
Enterprise Total budget (approx.) £512,664 Average Grant size £25,633 Number of projects x 20	**Enterprise** Total budget (approx.) £536,083 Average Grant size £26,804 Number of projects x 20	**Enterprise** Total budget (approx.) £527,522 Average Grant size £26,376 Number of projects x 20
Tourism Total budget (approx.) £128,165 Average Grant size £42,721 Number of projects x 3	**Tourism** Total budget (approx.) £268,041 Average Grant size £29,782 Number of projects x 9	**Tourism** Total budget (approx.) £234,454 Average Grant size £39,075 Number of projects x 6
Culture & heritage Total budget (approx.) £64,083 Average Grant size £64,083 Number of projects x 1	**Culture & heritage** Total budget (approx.) £134,020 Average Grant size £26,804 Number of projects x 5	**Culture & heritage** Total budget (approx.) £58,613 Average Grant size £58,613 Number of projects x 1
Basic Services Total budget (approx.) £128,165 Average Grant size £64,082 Number of projects x 2	**Basic Services** Total budget (approx.) £134,020 Average Grant size £22,336 Number of projects x 6	**Basic Services** Total budget (approx.) £117,227 Average Grant size £39,075 Number of projects x 3
Forestry Total budget (approx.) £64,083 Average Grant size £64,083 Number of projects x 1	**Forestry** Total budget (approx.) £67,010 Average Grant size £22,336 Number of projects x 3	**Forestry** Total budget (approx.) £58,613 Average Grant size £29,306 Number of projects x 2

We have been awarded the funding in Euros. Each year we will be allocated an amount based upon the exchange rate that year. Therefore the funding could increase or decrease depending upon the exchange rate.

RIBBLE VALLEY BOROUGH COUNCIL
ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No 9

meeting date: 21 SEPTEMBER 2017
title: CAPITAL MONITORING 2017/18
submitted by: DIRECTOR OF RESOURCES
principal author: ANDREW COOK

1   PURPOSE

1.1   To report progress on the approved 2017/18 capital programme for this Committee for the period to the end of July 2017.

1.2   Relevance to the Council's ambitions and priorities:

• Community Objectives – none identified.
• Corporate Priorities – to continue to be a well-managed council, providing efficient services based on identified customer need.
• Other considerations – none identified.

2   BACKGROUND

2.1   This Committee was not established until after the 2017/18 original capital programme was set, so no new capital schemes were originally planned for this Committee.

2.2   However, one scheme totalling £100,000, Economic Development Initiatives, has been transferred to this Committee from Policy and Finance Committee, because the nature of the scheme is in line with the Committee's objectives.

2.3   Consequently, the 2017/18 capital programme for this Committee is made up of one scheme with a total budget of £100,000.

3   CAPITAL MONITORING 2017/18

3.1   The table below summarises the progress on this Committee's one capital scheme, as at the end of July 2017. Annex 1 shows financial information and budget holder comments to date for the scheme.

Cost Centre	Scheme	Original Estimate 2017/18 £	Scheme Transferred from Policy and Finance Committee £	Total Approved Budget 2017/18 £	Actual Expenditure including commitments as at end of July 2017 £	Variance as at end of July 2017 £
ECDVI	Economic Development Initiatives	0	100,000	100,000	0	-100,000
	Total	**0**	**100,000**	**100,000**	**0**	**-100,000**

3.2   At the end of July 2017, there has been no spend on the Economic Development Initiatives scheme. At this stage, development opportunities to bring forward land for employment are being reviewed and will be reported to this Committee. It is anticipated that this capital scheme be considered to help support any emerging initiatives that arise as a result of that report.

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4   CONCLUSION

4.1   At the end of July 2017, there had been no spend on the Economic Development Initiatives scheme. At this stage, development opportunities to bring forward land for employment are being reviewed and will be reported to this Committee.

SENIOR ACCOUNTANT   DIRECTOR OF RESOURCES

ED1-17/AC/AC
31 August 2017

For further background information please ask for Andrew Cook.

BACKGROUND PAPERS – None

ECDVI - Economic Development Initiatives

Service Area: Regeneration
Head of Service: Colin Hirst

Brief Description of the Scheme:
The project is to establish a general source of pump-priming and pre-investment funding to support the delivery of the Council's economic priorities. The bid particularly seeks to support our high growth sectors in the provision of land and premises or tourism infrastructure where applicable. The Council needs to be able to develop and respond to initiatives that will support delivery of business growth. In order to develop schemes, funding needs to be available to undertake works in areas such as valuation and feasibility assessments, due–diligence, initial planning and design work. As projects progress funding needs to be available to support acquisition, marketing and development. Specific funding for land or premises would be the subject of separate bids as required.

Projects include identifying options to deliver employment land, schemes to support high growth business opportunities and necessary infrastructure to support our rural business base including Tourism.

Revenue Implications:
Unspecified – general revenue costs would be anticipated to be contained within existing budgets.

Timescale for Completion:
Key milestones will depend upon the individual projects developed.

Capital Cost:

	£	Actual Expenditure and Commitments as at end of July 2017 £	Variance as at end of July 2017 £
Original Estimate 2017/18	0		
Budget Moved from 2016/17	100,000		
Total Approved Budget 2017/18	100,000	0	-100,000
Actual Expenditure 2016/17	0		
ANTICIPATED TOTAL SCHEME COST	100,000		

Progress - Budget Holder Comments

July 2017: Development opportunities to bring forward land for employment are being reviewed and will be reported to this Committee. It is anticipated that this capital scheme be considered to help support any emerging initiatives that arise as a result of that report.

December 2016: There are no appropriate economic development opportunities in progress currently which are likely to be funded from this economic development capital pot before the year-end. It is recommended that the revised estimate is reduced to nil and the £100,000 budget is moved to 2017/18.

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Economic Development Committee – Capital Programme 2017/18

September/October 2016: No change from July 2016 comments - There are no appropriate economic development opportunities in progress currently which are likely to be funded from this economic development capital pot.

July 2016: There are no appropriate economic development opportunities in progress currently which are likely to be funded from this economic development capital pot.

May/June 2016: The one site acquisition proposal being seriously considered will not now go ahead, as resolved by Policy and Finance Committee. There are no other appropriate economic development opportunities in progress currently which are likely to be funded from this economic development capital pot.

March 2016: One site acquisition investment was being considered in 2015/16, but no confirmation was in place for the acquisition to go ahead at year-end. Slippage of the 2015/16 underspend is requested to fund both the pump prime costs associated with the site acquisition being considered and any further economic development opportunities that may arise.

January 2016: The site acquisition approved by this Committee in October 2015 is the one economic development opportunity in progress currently that will require investment support funding from the Economic Development Initiatives budget. At this stage, the actual timing of the site acquisition and any support costs to be funded from this budget is not confirmed. Any unused budget from 2015/16 will be moved into 2016/17 as slippage.

September 2015: The District Valuer has secured initial agreement with land owners on values and details are being progressed to acquire a site. Expenditure has been drawn from other revenue budgets to fund pre-investment works so far.

July 2015: The Council has instructed the District Valuer to negotiate the purchase of some land on one scheme and we are currently awaiting the outcome of this. Expenditure has been drawn from other revenue budgets to fund pre-investment works so far.

September 2014: The Council continues to seek land for potential economic development. Expenditure has been drawn from revenue budgets to fund pre-investment works to date.

July 2014: The Council continues to seek land for potential economic development.

March 2014: Projects have not reached a stage where capital is required. Expenditure has been drawn from other revenue budgets to fund pre-investment works.

September 2013: Work on the scheme has been undertaken, however expenditure has been revenue based rather than capital.

July 2013: An area of land has been identified and measures are being taken to secure the land for industrial development.

March 2013: The Council is continuing pursuing the acquisition of land for employment purposes.

September 2012: No further progress since June 2012.

June 2012: Initial discussions have been held with relevant landowners. The District Valuer has been instructed to prepare valuation advice on potential sites. This advice has been received and is being given further consideration. The Asset Management Group has considered site options. An options report will be prepared once options are determined. Expenditure will be required on feasibility reports once an option is agreed and on pre–acquisition and due diligence processes.

RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO ECONOMIC DEVELOPMENT COMMITTEE

Agenda Item No 10

meeting date: 21 SEPTEMBER2017
title: REVENUE MONITORING 2017/18
submitted by: DIRECTOR OF RESOURCES
principal author: TRUDY HOLDERNESS

1   PURPOSE

1.1   To let you know the position for the first four months of this year's revenue budget as far as this committee is concerned.

1.2   Relevance to the Council's ambitions and priorities:

❖ Community Objectives – none identified

❖ Corporate Priorities – to continue to be well managed Council providing efficient services based on identified customer need and meets the objective within this priority, of maintaining critical financial management controls, ensuring the authority provides council tax payers with value for money.

❖ Other Considerations – none identified

2   FINANCIAL INFORMATION

2.1   Shown below, by cost centre, is a comparison between actual expenditure and the original estimate for the period. You will see an overall underspend of £1,588 on the net cost of services.

Cost Centre	Cost Centre Name	Net Budget for the full year £	Net Budget to the end of the period £	Actual including Commitments to the end of the period £	Variance £	
ALBNM	Albion Mill	1,000	6,925	7,032	107	G
INDDV	Economic Development	106,510	6,189	6,191	2	G
TURSM	Tourism and Events	107,100	19,929	18,232	-1,697	G
	Net Cost of Services	**214,610**	**33,043**	**31,455**	**-1,588**	

2.2   The variations between budget and actuals have been split into groups of red, amber and green variance. The red variances highlight specific areas of high concern, for which budget holders are required to have an action plan. Amber variances are potential areas of high concern and green variances are areas that currently do not present any significant concern.

Key to Variance shading	
Variance of more than £5,000 (Red)	R
Variance between £2,000 and £4,999 (Amber)	A
Variance less than £2,000 (Green)	G

2-17ed

2.3   All variations in the period April to July 2017 are less than £2,000, which currently do not present any significant concern.

3   CONCLUSION

3.1   The comparison between actual and budgeted expenditure shows an overall underspend of £1,588 on the net cost of services.

3.2   The current variations do not present any significant concern. However this situation can fluctuate depending on activities that take place.

TRUDY HOLDERNESS   DIRECTOR OF RESOURCES
SENIOR ACCOUNTANT

ED2-17TH/AC
4 September 2017

BACKGROUND WORKING PAPERS

Original Estimates approved by Committee
Economic Development Committee budget monitoring working papers 2017/18

For further information please ask for Trudy Holderness.