

1. INTRODUCTION & PURPOSE OF THE PLAN

1.1 Against some measures the Derbyshire Dales economy performs relatively well. Unemployment is low, business density and survival are high and the skills base strong. However, Dales wages remain low and, despite almost full employment, economic growth lags behind other areas. Growth is constrained by the slow pace of new housing and employment land delivery, connectivity constraints, lingering economic uncertainty affecting business confidence, limited exporting, and difficulties for some with recruitment. In common with the rest of the country, tough trading conditions continue to affect the high street and the economy needs to respond to the challenge of climate change. By consolidating strengths, building up higher value sectors and deriving competitive advantage from quality of place, working closely with partners and businesses the Economic Plan seeks to deliver sustainable economic growth over the longer term.

1.2 Addressing these issues requires a sustained and focused approach. Based upon updated analysis of the district's main economic challenges and opportunities, the Economic Plan looks forward 15 years. It builds on the Council's previous economic plan priority for higher-value jobs growth (in place of lower paid / lower skilled roles) and aligns with the timeframe for delivery of the adopted Derbyshire Dales Local Plan. **Its purpose is to provide a strategic framework for the District Council and its partners to support the sustainable growth of the Derbyshire Dales economy.** The Plan includes actions we will undertake with others, those we will need to undertake ourselves and the longer term outcomes we're working towards. It also provides a basis to influence future Local Enterprise Partnership (LEP) and Government spending, in particular with regard to the proposed **Shared Prosperity Fund (SPF)**.

1.3 The Plan takes its lead from the District Council's emerging Corporate Plan (subject to Member approval) which identifies **People, Place and Prosperity** as priorities for the next four years, with particular emphasis on the theme of **Prosperity: Supporting Better Homes and Jobs**.

1.4 A number of key **principles** underpin the Plan and guide our approach to delivery. These are to:

- continue the previous policy shift **from job creation more towards productivity growth**
- **accelerate** the delivery of strategic growth sites
- **retain established firms** and **grow the proportion of businesses with 10-20 employees**
- **change perceptions** of the Dales to help attract new, higher value investment (as well as visitors)
- deliver **sustainable rural economic growth** in support of D2N2's Local Industrial Strategy (LIS)
- further strengthen **partnership working** and pursue external funding to enable delivery
- **utilise District Council assets** to support economic growth where possible
- **grow the business rates base** and increase local spend **to support delivery of Council services**
- promote the Council's **One Team, One Council, One Purpose** approach
- **prioritise limited resources** on stimulating economic growth.

2. EVIDENCE BASE – SUMMARY NARRATIVE

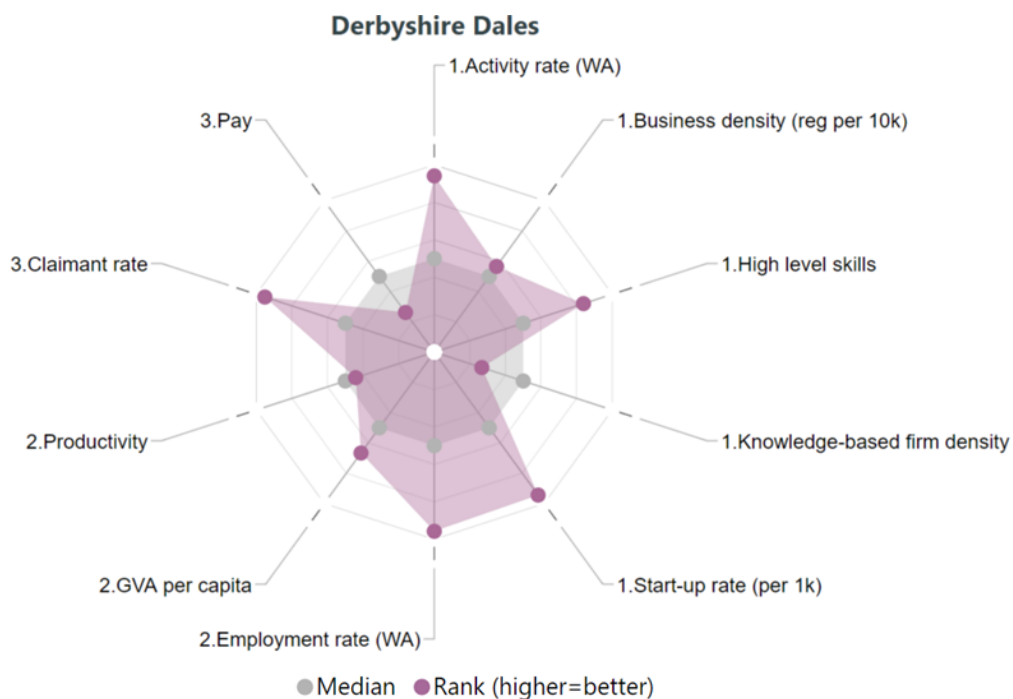
2.1 In common with other rural areas the **Dales economy is characterised by a predominance of smaller businesses**. The majority of firms (87%) employ less than 10 people, some 6% employ up to 20 and 3% employ 50+, including larger employers of strategic importance to the local economy.

2.2 The Dales **economy performs relatively strongly** with regard to economic activity rates, employment rate, **business start-up rates, working age population with higher level skills** (NVQ L4 or above) and low unemployment. Available employment outstrips the working age population and as a result the area is a net in-commuting location. **GVA output per head is above the national average, as is business density** – with nearly 4,700 enterprises (excluding those not registered for VAT or PAYE) and population of 71,800 **the Dales has the highest proportion of businesses per head of all Derbyshire districts**.

2.3 The district also has a **resilient business base demonstrated by strong business survival rates**. 92% survive the first year (equivalent to the national average) but longer term survival rates are higher with 69% surviving at least 3 years (61% in England) and 47% surviving 5 years (43% in England). **Self-employment** and levels of homeworking are also well above the national average.

2.4 However, **average workplace earnings** - median workplace earnings in the Dales fell by 7% in the period to 2018 and now stand at £375.90 per week (all jobs) - (the lowest earnings levels in Derbyshire with the exception of North East Derbyshire), **productivity** (output per hour worked per FTE) and **proportion of knowledge based businesses are all below average** and point to key weaknesses within the local economy.

2.5 Whilst GVA output per head is healthy, estimated **GVA growth for the Dales over the last 5 years stands at 3% (£45m), the lowest of all D2N2 districts**. Data compiled to prepare the UK Competitiveness Index 2019 provides a useful summary of the main strengths and weaknesses of the Dales economy:

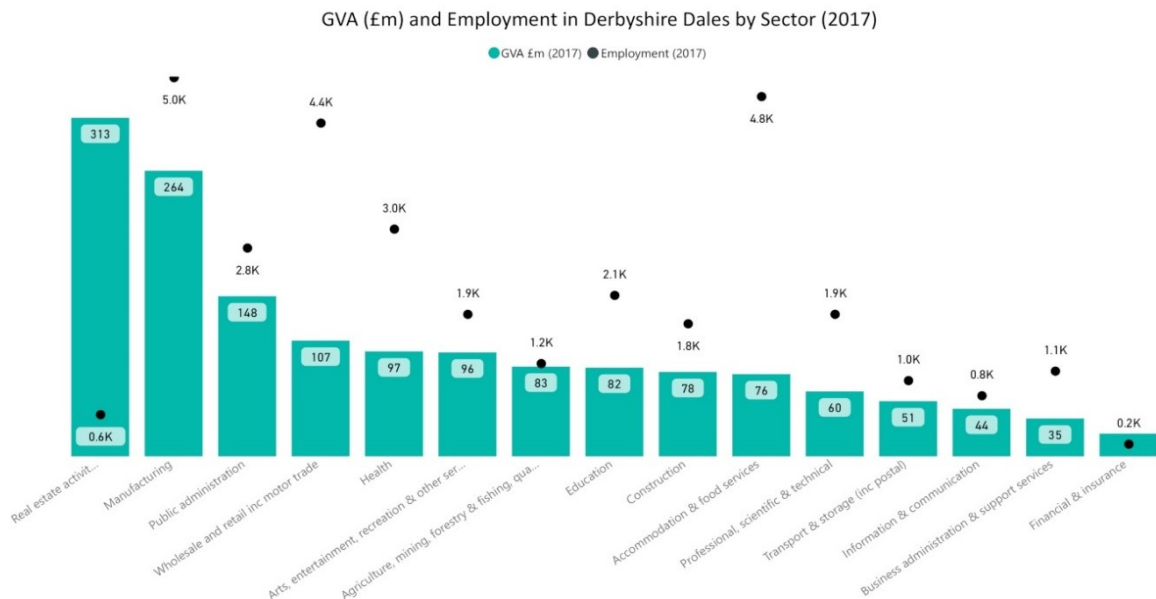


Source: D2N2 visualisation of 2019 UK Competitiveness Index data, Nottingham Business School

2.6 Comparing GVA with employment sectors also highlights a number of key traits. Excluding real estate activities (understood to be linked to the large number of second homes) **manufacturing is the largest sector both in terms of economic value and employment** (£264m and 5,000 employees). Accommodation & food services (4,800 employees) is the next largest employer. **A strong visitor economy is important to the health of the Derbyshire Dales economy** with latest STEAM estimates indicating that the Derbyshire Dales receives over 5m visits a year. Our location in the middle of the country in particular provides opportunities for day visits and short breaks throughout the year. The contribution of accommodation & food services to the local economy is higher in the Dales than all other D2N2 districts bar one. However, GVA is significantly lower. Notably the **professional, scientific & technical** and **Information & Communication sectors are under-represented** and combining Public Administration, Health (includes private sector care homes) and Education also underlines the district's **continued over-reliance on public sector employment**.

2.7 Although smaller employers, **Agriculture and Extractive Industries (inc. haulage) remain key 'underpinning' sectors** for the economy and Dales communities. As well as an important industry, farming maintains and enhances the landscape, one of the area's key assets, and supports wider supply chains. **The exceptional rural landscape of the Dales and wider Peak District, and character market towns close to urban centres, create opportunities for economic growth that other rural areas do not share**. Extractive industries in the Dales and High Peak contribute 7% of the UK supply of minerals and aggregates with 14.8mt

extracted in 2015, helping underpin the national growth agenda. However, the industry is facing a **skills shortage** with around 55% of the sector’s national workforce aged over 45 with just 17% under 35¹.



Source: ONS current price estimates (balanced) 2017 and NOMIS/BRES 2017

2.8 The latest Dales business survey² and recent market assessments³ undertaken on behalf of the Council continue to indicate a **pressing requirement for new, good quality employment floorspace**:

- 45% of businesses said their current premises would no longer be suitable in 5 years’ time or less
- 38% have expansion plans and a further 7% said they didn’t but only because they ‘...are not able to find suitable premises’
- 47% of those considering expansion require new premises, particularly light industrial
- 1.5yrs supply of industrial space <5,000sqft remains available based on current average take up rates and circa 3.5yrs of office space (current lack of quality/purpose built space).

2.9 The Dales **skills and occupational profile offers competitive advantages but also highlights weaknesses**. Nearly 50% of residents hold degree equivalent qualifications and over 40% work in high-level jobs (professional and managerial roles). However, **too few highly skilled residents work or run a business in the Dales**. Conversely 18% hold Level 1 NVQs or no qualifications at all. Take-up of higher level apprenticeships⁴ has also plateaued - with the exception of High Peak, the Dales is the only Derbyshire district not to have seen an increase in recent years. There is also a need to raise aspirations amongst younger people

2.10 The **ageing demographic presents real challenges** for the economy going forward. The anticipated reduction in working age population over the next two decades means a smaller labour force to support a larger economically inactive population and challenges in servicing a population spread across a large rural area. Housing affordability is also a significant issue for the district. With a ratio of 9.28, the **Derbyshire Dales is one of the least affordable local authority areas in the East Midlands** ranking within the bottom 15% of local authority districts based on median house price to median gross annual workplace-based earnings.

2.11 Business surveys also indicate **broadband connectivity remains a significant concern**. The main issue currently restricting business operations remains inadequate broadband availability (31%) and 61%

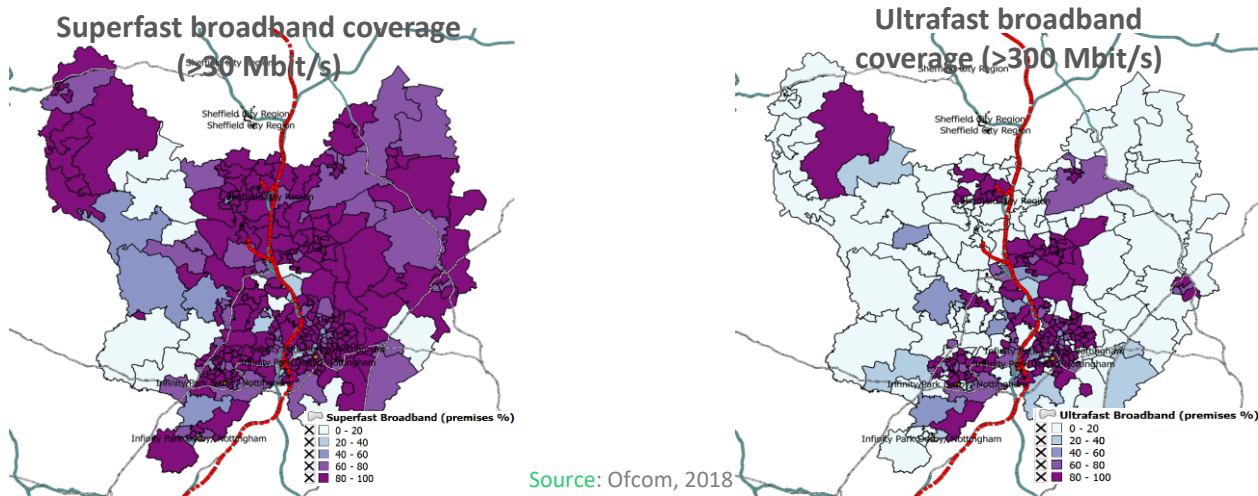
¹ Pye Tait Consulting, Labour Market Intelligence Study October 2016

² Derbyshire Dales Business Survey, QA Research October 2018

³ Thomas Lister Market Assessment, June 2019

⁴ Department for Education, Apprenticeships Data Pack 2014/15 to 2017/18, December 2018

identified the potential to improve business productivity if improvements to broadband were made. The Digital Derbyshire roll out has made significant strides in recent years and take up rates in the Dales for Phase 1 are now at 56% in areas served. However, the picture regarding coverage and speeds remains mixed:



2.12 Like most towns up and down the country the **high streets in our market towns are facing increasing pressure**. The continuing shift nationally to on-line purchasing and rise in home delivery are both contributing to spend 'leakage' and reducing the potential for linked shopping. Employment within the retail sector has also seen a significant drop since the economic downturn of 2008. Planned housing developments in and around the edge of our market towns will help increase demand for services but there is an increasing need for town centres to adapt and shift more towards combined shopping/leisure/community destinations.

2.13 The Derbyshire Dales also **shares other common challenges**, notably:

- **access to services and poor physical connectivity** across a large rural district;
- **loss of younger people from the area** and mobility to access work and training opportunities
- persistent **pockets of deprivation** often hidden alongside relative affluence and more widespread issues regarding barriers to affordable housing and access to services
- **reducing energy use/carbon emissions through energy efficiency**, particularly in traditional industries

2.14 Finally, the potential for **economic 'shock'** during the period of the plan post EU exit is significant. Of those expressing an opinion in the last Business Survey, more considered Brexit would have a negative impact. Regarding future plans, of those planning investments 65% indicated they propose to continue. Feedback from East Midlands Chamber surveys suggests ongoing uncertainty over the future relationship with the EU and 'short termism' in decision making is increasingly affecting investment decisions. Depending on the Brexit outcome, as well as a forecast rise in interest rates, analysis⁵ suggests a fall in productivity (with the exception of food processing) and export disruption for the manufacturing sector, problems for some sectors accessing skills and weaker investment in professional services. A change in tariff arrangements and any reduction in agricultural support payments will also have a significant impact on the rural economy.

FROM EVIDENCE TO INTERVENTION: KEY MESSAGES

- *Economic growth has plateaued in part due to a shortage of readily available sites and premises*
- *The shrinking labour market is set to continue as more people reach retirement age*
- *Manufacturing remains the largest sector and greater value is needed from the visitor economy*
- *More better paid jobs are needed in higher value sectors replacing lower skilled, lower paid roles*
- *The Dales continues to lag behind other areas regarding access to fast broadband*
- *More Small to Medium sized firms need to be supported to grow and increase productivity*
- *Housing affordability remains a key barrier to retaining younger people and employment growth*
- *Further potential exists to utilise quality of place and 'natural' capital as economic attractors / drivers*

⁵ Experian Analysis, 2019

3. LOOKING BACK – KEY ACHIEVEMENTS OVER THE PREVIOUS PLAN PERIOD

3.1 The Economic Plan 2014-2019 identified six action areas. Headline progress against each is set out below (including key actions from the Visitor Economy Plan).

3.2 Deliver Derbyshire Dales Business Advice (DDBA):

Approaching 500 start-up and established businesses supported:

	15/16	16/17	17/18	18/19	Totals
100-120 new start businesses (inc. Launchpad)	31	26	16	25	98
200-300 established businesses assisted	133	101	78	76	388
40-50 Dales firms supported to access grants or loans	0	22	9	16	47

- *Over the last three years DDBA has helped clients secure offers of external grant funding approaching £1.5m, with projects supported helping to create over 120 jobs*
- *Highest level of business engagement of all D2N2 districts in first years of Growth Hub*
- *Business start-up programme (Launchpad - completed 31/03/19) engaged over 80 clients, including 31 entrepreneurs thinking of starting a business. The programme helped create 18 jobs*

3.3 Increase Site Promotion:

- *Derbyshire Dales Investment brochure, Investment Site summaries and Economic Profile of the Dales published in 2019 to support inward investment enquiries and Commercial Property database updated*
- *Invest in the Dales Place Branding initiative under development for 2020/21*

3.4 Improve Business Engagement:

- *Regular programme of events to discuss challenges facing local businesses and promote business support programmes available (run in partnership with Business Peak District and Growth Hubs)*
- *Biennial Derbyshire Dales Business Survey delivered (2016 and 2018) - 200 business responses to each*
- *CLT Buddying continuing with firms of strategic importance to the Dales economy*
- *Successful launch of annual Derbyshire Dales Chief Executives' Forum July 2018*
- *Close working with Matlock Community Vision CIC to develop proposals for the Bakewell Road site*
- *Monthly PR and business e-newsletter sent to a circulation list of 500 and growing*

3.5 Support Enterprise Peak District package delivery (working with Business Peak District):

- *Quarterly meetings with Digital Derbyshire and Peak District National Park Authority to influence Derbyshire Broadband rollout targeting business parks, industrial estates and not spot areas*
- *Over 600 businesses signed up to the Inspired by the Peak District brand with over half in the Dales*
- *317 Derbyshire Dales businesses supported by the ERDF funded Developing the Visitor Economy project led by MPDD receiving business support via workshops and events*
- *89 Dales visitor economy businesses assisted by the Pedal Peak for Business project (led by PDNPA working in partnership with the District Council and MPDD) promoting cycle tourism - over 40% received grants totalling £92,000 to install new cycle facilities*
- *Four guides with accompanying videos covering the Bakewell, Ashbourne, Matlock and Hope Valley areas launched containing 20 new cycle route maps plus Cycle Tourism Toolkit*

3.6 Ensure Grant and Loan funding is available to Dales Businesses:

Working in partnership the Economic Development Team has:

- *Supported the preparation of the successful PEAK LEADER 2014-2020 bid submission, securing £1.57m for the wider Peak District and undertaken project appraisals*
- *Held events to promote take up of LEADER and EAFRD rural development programmes - £1.3m secured by Dales businesses supporting the creation of 94 jobs*
- *Assisted 20 project applications (highest in Derbyshire) to Derbyshire Business Support Grant Scheme*
- *Established Rural & Farming Network sub-group to develop Shared Prosperity Fund 'Asks'*

3.7 Site Development:

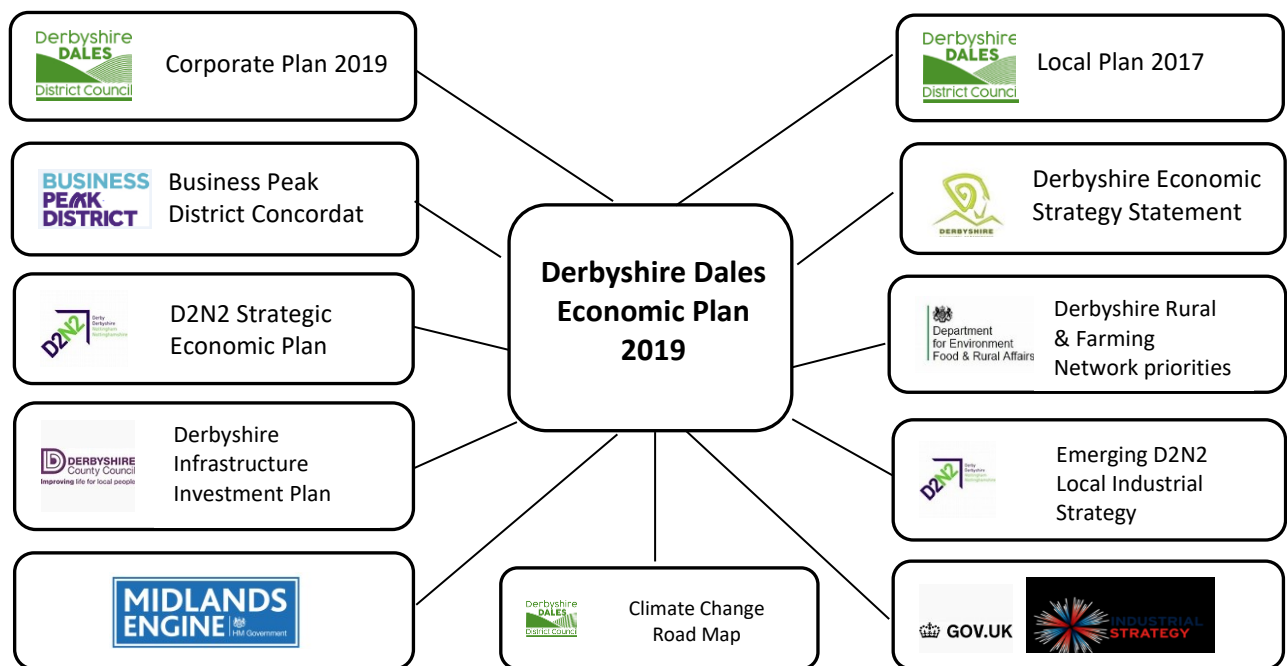
- Feasibility study into Dales Local Growth Fund (following review scheme not taken forward)
- Commercial Advisory services procured to support the Council's commercial development agenda
- Feasibility work to bring forward employment land at Middleton Road/Cromford Road, Wirksworth
- Working in partnership with the County Council: £1m LGF allocation secured towards the cost of enabling infrastructure – access and link road – to facilitate the accelerated delivery of serviced land and employment floorspace to form Ashbourne Business Park (at Stage 2 Business Case stage)
- Progress has also been made by partners on other sites: £3.35m grant approved by D2N2 to support infrastructure works including new bridge at Riverside Business Park, Bakewell enabling 130,000 sqft new commercial floorspace (including new Premier Inn hotel) supporting over 150 new jobs

3.8 Other Activities:

- Facilitated annual Eroica Britannia vintage cycling festival annually since 2014
- Updated and relaunched 'The Limestone Way' guidebook and marketing campaign delivered
- Continued successful joint working with local businesses to provide Visitor Information Points
- Supported the Heights of Abraham in resolution of pedestrian access to base station

4. LOOKING FORWARD – GROWING THE DALES ECONOMY

4.1 **Strategic Context:** The Derbyshire Dales Economic Plan links with a number of strategies at the local, County, LEP and national level:



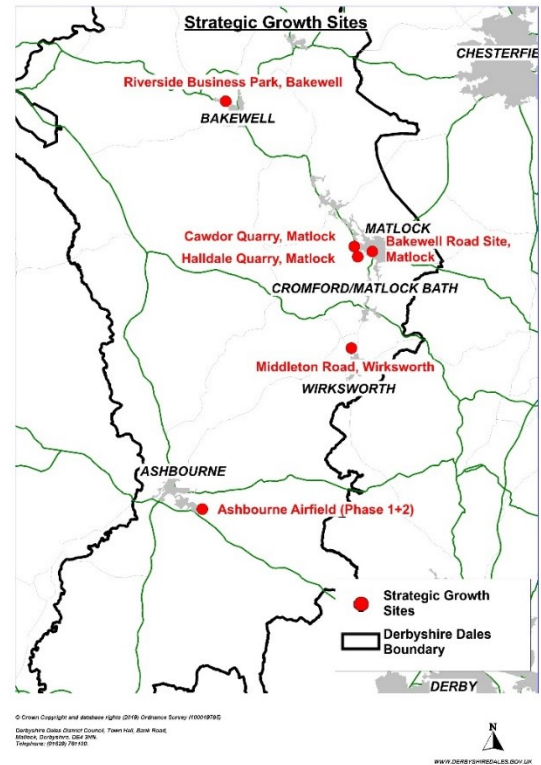
Delivering economic growth is a shared ambition across each of these strategies. More recently, driven through the Government's Industrial Strategy, D2N2's Strategic Economic Plan and emerging Local Industrial Strategy, emphasis has increasingly shifted towards boosting productivity and earning power.

Since 2014, the Derbyshire Dales Economic Plan has sought to enable higher-value jobs growth within the district. This Plan retains a similar emphasis, carrying forward the previous programme of work alongside other targeted measures to support productivity growth. The Plan in particular seeks to align with and influence D2N2 strategies following the Government requirement to remove overlaps between LEPs. However, the Council remains a non-constituent member of the SCR Mayoral Combined Authority to enable continued strategic collaboration on issues of shared interest and will continue to signpost businesses and individuals to legacy programmes available from Sheffield City Region (SCR) until the end of the agreed transition period (2019-2021).

The Plan also draws on key findings from the **Peak District ‘Think Tank’⁶** hosted by the University of Derby and research undertaken by the University of Lincoln⁷ to guide future rural development policy. Providing the conditions for more high quality, well paid jobs and an increase in the delivery of affordable homes were identified as key actions from the Think Tank to avoid the area becoming a ‘green graveyard’ for an ageing population. Rural economy research points to a combination of supply-side (rural assets that can be leveraged to deliver greater competitive advantage) and demand-side factors (mechanisms to increase market size and reach) to release greater opportunities for growth, innovation and productivity gains. Applying the guide to the Derbyshire Dales, on the supply-side investment is particularly needed in business premises and digital infrastructure and on the demand side more value needs to be captured from supply chains and through increasing the regional to international export potential of local goods and services.

4.2 Sites and Infrastructure: The lack of readily available sites and premises is preventing business expansion and in some cases has resulted in firms relocating outside of the district. The ability to attract new business investment to support planned housing growth is also being constrained.

Despite evidenced need and demand, private developers are reluctant to deliver workspace in rural areas due to the higher cost of developing smaller units on a speculative basis, short term leases typically required and level of return. Higher upfront development costs – many allocated sites are former quarries – are also a barrier with developer interest often focused on more profitable residential development. Because the market is failing to deliver employment land at the rate required, where appropriate, the requirement for public sector funding (external then Council) will be considered. This will include the potential to accelerate housing delivery in support of the Council’s five year housing supply target.



Working with private landowners, the District Council will continue to prioritise delivery of six Strategic Growth Sites in Ashbourne, Bakewell, Matlock and Wirksworth. The development of land off Ashbourne Airfield Industrial Estate, the largest employment location in the Dales and focus of the manufacturing economy remains the priority, followed by the delivery of commercial floorspace within the central area along the A6, an important growth corridor. Key town centre development opportunities will also be pursued using underutilised assets. Beyond strategic sites, **employment development on other brownfield sites will continue to be pursued**, particularly in the central area.

Working with partners, the Council will also continue to pursue wider infrastructure improvements including: speeding up implementation of mobile phone connectivity and high speed broadband - particularly serving employment locations - the ‘lag’ in rural connectivity remains a real issue and is undermining the competitiveness and growth potential of rural economies; identified strategic highway infrastructure schemes to improve the Dales network; and completing key visitor economy infrastructure to capture further value from the growth in leisure cycling.

4.3 Business Support: Although SMEs (particularly smaller businesses) form the core business base, the district is also home to a number of important larger employers including Moy Park (part of the Pigrim’s Pride Group) with c1,000 employees based at Ashbourne. Retaining these employers alongside growing small and

⁶ Think Tank, Buxton Dec 2018

⁷ Releasing the Potential of Your Rural Economy, 2019

medium sized businesses is key to maintaining the health of the rural economy. **Particular emphasis will therefore be placed on providing assistance which helps sustain and grow businesses already here, both large and small.** Businesses in rural areas need tailored support and funding programmes which reflect the different scale of activity and additional challenges of operating in a rural context. The Council will continue to pursue support from D2N2 and Government's Shared Prosperity Fund which meets the needs of Dales businesses. **Key 'asks' include a LEADER style rural development programme to support small businesses.**

The **Dales proximity to urban centres** provides both market and supply chain opportunities - beyond the visitor economy. Support will be provided to maximise these opportunities and capitalise on the area's natural capital, building on already strong business to business linkages and the area's enterprising and creative culture. Initiatives will also be promoted which give local businesses a marketing edge.

The number of businesses assisted and significant success in helping local companies access finance demonstrates the value of investing in dedicated business support services delivered at the local level. District Council funding matched by the EU will enable the **Derbyshire Dales Business Advice service** (part of the D2N2 Growth Hub) to continue with an increasing focus on signposting, advice and referral to enhance business productivity. Emphasis will continue on delivering practical, quality advice to clients, supporting business plans and funding applications, brokering specialist advice and hosting local business events. In preparedness for the EU Exit, the Council will continue to work with Government Departments, the Growth Hub and East Midlands Chamber to provide advice and support to businesses where ever it can.

4.4 Sector Specific Support: The previous economic plan defined key sectors for the Dales as those where there is either: a) significant existing employment and/or b) opportunity for higher value jobs growth. This Plan retains a similar approach. Whilst available support will continue to be promoted across sectors, particular focus will be given to **Manufacturing (esp. advanced activities and Food & Drink); Knowledge based/Creative and Digital Industries (CDIs), and the Visitor Economy.** Wider partnership interventions will also be pursued to help tackle specific issues such as skills shortages within the extractive industry and energy efficiency/carbon reduction across sectors and the growth of the low carbon economy, anticipated to grow by 11% by 2030. The approach will involve working with D2N2 and other partners to make support accessible.

4.5 Quality of Place: Part of the wider Peak District, the quality of the (natural and built) environment of the Derbyshire Dales and access to a skilled resident workforce provides an opportunity to attract new, higher value, small scale business investment into the area, helping to increase the quality of jobs available locally. However, the perception of the area is often one of traditional industries and a rural economy solely driven by farming and tourism. A new, shared place narrative is required to change perceptions of the Derbyshire Dales to help attract investment and new talent, developed through public and private sector collaboration. Once developed, this will sit at the heart of a new place branding initiative for the Dales.

Our **Market towns** provide centres of employment and services for residents and visitors therefore maintaining vibrant and attractive town centres is important. Enabling the delivery of strategic growth sites in and around our towns will help increase demand for services and footfall within town centres. The residents parking permit providing free parking before 11am and after 4pm will also assist. However, the Council remains well aware of the difficult trading environment continuing to effect retailers and will continue to pursue relevant external funding opportunities to support town centre regeneration. Further consideration will also be given to how remaining District Council assets within town centres can be used to enhance footfall and dwell time and opportunities to increase town centre living.

4.6 Skills / Workforce Development: Feedback from business surveys and the annual Dales CEOs Forum indicates **some firms continue to experience problems recruiting staff** to fill a range of roles from HGV drivers and production operatives to senior and more specialist roles. There is also a need to help younger people gain the skills and experience required by businesses and to access training opportunities where public transport options don't exist. Locally accessible training provision is required which is flexible around smaller business needs. **Helping improve the business skills of smaller business owners would also encourage economic growth, particularly around business strategy and forward planning.**

5. AIM, PRIORITIES & ACTIONS

5.1 Balancing the core objective of growing the local economy, current economic uncertainty and maintaining a sustainable approach, the strategic aim of the Derbyshire Dales Economic Plan is to develop:

AIM:

A resilient, higher value and more productive Derbyshire Dales economy

5.2 Achieving this aim requires planned, longer term sustainable economic growth. The Plan focuses on initiatives in the short to medium term (next 5 years) to continue the restructuring of the economy and improve the conditions for enhanced economic growth and productivity over the longer term. Retaining key themes from the last plan, **five priorities** provide the focus for activity:

PRIORITIES:

PRIORITY 1: Accelerating the delivery of strategic growth sites through provision of enabling infrastructure, with direct intervention where necessary to provide good quality commercial floorspace

PRIORITY 2: Providing 1:1 support to businesses and facilitating access to finance, particularly targeting growth companies, encouraging business investment in new technologies and directing intensive support to help increase productivity and exporting

PRIORITY 3: Supporting tailored initiatives to enhance productivity growth in established sectors (with significant existing employment) and higher value sectors (with opportunity for better paid jobs) – sector focus: Manufacturing (esp. advanced activities and F&D), Knowledge based / CDI and Visitor Economy

PRIORITY 4: Encouraging re-investment by established companies and attracting new investment by promoting the Dales as a business location, particularly targeting smaller scale, higher value activities

PRIORITY 5: Assisting employers access externally funded support programmes and finance to invest in workforce development, retain more younger people in the area in key sectors and improve recruitment in order to develop people of the calibre needed to drive up skills and productivity.

5.3 Doing everything needed to achieve the aim and priorities of the plan is a ‘big ask’ of the District Council. The majority of **actions are dependent on the joint commitment of partners** and other stakeholders (public, private and voluntary sector) **and on securing limited available external funding**. In addition to maintaining close partnership working, the recent LGA Peer Review also points to the need to review available enabling capacity to support delivery. Key actions / initiatives are set out below (priorities in **bold**) and a more detailed action plan will be prepared to support the Economic Plan. Progress will be reviewed annually and the action plan updated accordingly. **An overarching action remains to pursue programmes and funding support through the SPF which enable rural economic growth.**

ACTIONS	PARTNERS
PRIORITY 1: Strategic Growth Sites & Infrastructure	
Work with partners to secure delivery of Ashbourne Business Park and the Phase 1 housing allocation at Ashbourne Airfield through provision of a new access and link road off the A52	DCC, Private Sector, D2N2
Pursue funding to unlock employment land at Middleton Road/Cromford Road, Wirksworth and catalyse development through an initial phase of workspace	D2N2, Private Sector
Secure market interest in the Bakewell Road town centre development site, Matlock to help drive up spend and footfall within the town centre	MCV, DCC, Private Sector
Continue to facilitate discussions between Homes England and landowners to accelerate delivery of strategic sites and investigate the feasibility of the Council pump-priming sites	HE, Private Sector
Use Business Growth Discount to support eligible projects to enable business expansion or re-location to the district as new sites become available	Avarto, D2N2
Work with partners to pursue key infrastructure improvements including: Ashbourne Bypass, High Speed broadband to business sites, enhanced mobile phone connectivity; gaps in the White Peak Loop and electric vehicle charging points	DCC, DigD, D2N2, Defra
PRIORITY 2: Business Support to Enable Growth	

Deliver, as part of the D2N2 Growth Hub, a high quality, free, 1:1 business advice service to SMEs in the Derbyshire Dales with priority given to businesses with growth potential	D2N2
Provide practical assistance to help SMEs of all sizes to access external grant and loan support to deliver growth projects inc. from the D2N2 Business Investment Fund	D2N2, NCC
Broker specialist support inc. local events to increase SME productivity, exporting (inc. website internationalisation), innovation and opportunities in the low carbon economy	DCC, DIT, UoD D2N2
Maintain a regular programme of business engagement inc. monthly e-newsletters, quarterly events and annual Dales CEOs Forum	BPD, D2N2, LA Partners, EMC
Support the Council's Procurement Hub to simplify processes, increase social, economic and environmental considerations in major procurements and improve SME engagement	DCC, EMC, Private Sector
Provide support services to potential investors inc. district level data, key account management, supply chain information and maintain the Commercial Property database	DEP, Private Sector
Promote Government support and host local events to help businesses prepare for Brexit	EMC, D2N2
PRIORITY 3: Sector Specific Support	
Host workshops on specialist areas e.g. Patents, IP and R&D and encourage B2B networking	D2N2, BPD
Work with partners to develop tailored, entry level exporting events geared to businesses with up to 20 employees, and provide practical assistance with 1:1 follow up support	DIT, DEP, D2N2
Promote SME take-up of the DE-Carbonise Project (inc. grants) in the Derbyshire Dales	DCC, UoD
Promote the D2N2 Upscaler project to larger businesses and work with the Growth Hub to further develop the scheme to increase take-up amongst potential SME scale-up businesses	D2N2, NTU, EMC
Explore the need for / operation of a Dales Manufacturing Growth Fund providing access to specialist advice and finance to help SMEs introduce new systems & meet quality standards	Funded from Bus Rate receipts
Promote take-up of the Delivering a World Class Visitor Economy in Derbyshire programme to help SMEs benefit from growth markets inc. accessible, green and international tourism, continue to support VIPs and promote the area's walking, cycling and food & drink offer	MPDD, DCC, UoD, Private Sector
PRIORITY 4: Marketing the Derbyshire Dales as a Business Location	
Launch a Derbyshire Dales Place Branding initiative to change perceptions of the area, sell the district & encourage higher value activities, learning from successful schemes elsewhere	DEP, Private Sector
Examine the use of remaining Council / Public Sector assets to further support town centres	LA partners
Promote initiatives to maximise supply chain opportunities derived from the area's natural capital and raise the profile of local products and services inc. Inspired by the Peak District	BPD, MPDD, LA partners
PRIORITY 5: Skills & Workforce Development	
Encourage employers to invest in workforce development and training and business strategy utilising LEP programmes and promote the benefits of higher level apprenticeships	D2N2, DEP, UniS, Providers
Work with local employers to develop better links with schools to break down perceptions and boost interest in local sectors facing skills shortages and develop employability skills	D2N2, CEC, Sec Schools
Influence Derbyshire and D2N2 skills strategies to focus on developing higher level skills and skills programmes / training providers to deliver support <u>within</u> the district	D2N2, DEP, Providers,

6. OUTCOME MEASURES

The following high level measures will continue to be used to track our overall progress (trajectory shown):

- **Growth in higher-value jobs - Manufacturing, professional, scientific and technical jobs to grow from 6,250 in 2012 to 6,500 in 2020 and 7,000 in 2023 (Source: BRES)**
 6,875 jobs (2017)
- **Growth in workplace earnings: Differential between Dales and Derbyshire median weekly pay to reduce from £8 in 2013 to zero in 2020 and maintained thereafter (Source: ASHE)**
 Gap widened to £17 (2018) (based on all jobs inc. part-time (39%))
- **Growth in GVA from £1,421m in 2010 to £1,600m by 2020 and £1,750m in 2023 (Source: BRES)**
= £1,557m (2017) (TBC)
- **Growth in occupied employment land by 5 hectares by 2018/19 and 10ha by 2023/24 (AMR)**
 1.5ha
- **Maintaining the retail vacancy rate below the national average (ground floor)**
 Derbyshire Dales town centre vacancy rate 8% / England rate 10.3% (July 2019)