

South Derbyshire Economic Development Strategy 2007-2012

Contents

Page

Foreword (to be added)
Acknowledgements
Executive summary
Introduction
South Derbyshire context
Recent issues
Structural changes
Policy context
Statistical overview
Strengths and weaknesses
Overview
Vision
Objectives and Ambitions
Strategy implementation

Appendices

Appendix 1: Economic development
Appendix 2: Consultation
Appendix 3: SDLSP Vibrant Economy Group
Appendix 4: South Derbyshire wards
Appendix 5: Visitor economy

Acknowledgements

The Economic Regeneration team at South Derbyshire District Council would like to thank all those who have participated in the development of this Strategy.

Further information

Economic Regeneration, South Derbyshire District Council
Civic Offices, Civic Way, Swadlincote, Derbyshire, DE11 0AH, United Kingdom
Tel: +44 (0) 1283 595755
Fax: +44 (0) 1283 595720
Email: economic.regeneration@south-derbys.gov.uk
Web: www.south-derbys.gov.uk

Executive summary

Vision

To promote greater economic wellbeing in South Derbyshire, in order that it becomes a healthier, more prosperous and safer place to live with better jobs and prospects for local people and businesses.

Objectives and Ambitions

Raising Productivity	To enable people and business in South Derbyshire to become more competitive and innovative
Ambition 1	Raising skills levels, promoting a culture of learning and improving training facilities
Ambition 2	Attracting new inward investment and encouraging reinvestment by existing businesses
Ambition 3	Developing tourism and the woodland economy, maximising the potential of The National Forest to address rural issues
Ambition 4	Providing business support and innovation assistance, particularly in key growth sectors
Ensuring Sustainability	To provide the infrastructure for businesses and communities to thrive in South Derbyshire
Ambition 5	Improving accessibility to opportunities, particularly employment and training
Ambition 6	Providing sites and premises for future employment needs, co-ordinating provision with transport and other infrastructure
Ambition 7	Continuing the revival of Swadlincote town centre as a service centre and focus for the community and visitors
Achieving equality	To help all people in South Derbyshire to realise their full potential
Ambition 8	Overcoming employability barriers to entering the workforce, particularly amongst people facing multiple challenges
Ambition 9	Raising aspirations and expectations, particularly amongst young people

Introduction

The role of the District Council

The Local Government Act (2000) recognised the leadership role of local authorities (in this instance South Derbyshire District Council and Derbyshire County Council) in promoting the economic, social and environmental well-being of their areas. This encompasses a range of activities including 'economic development' (Appendix 1).

South Derbyshire District Council is involved in numerous economic development initiatives that directly contribute to the development of the local economy and workforce of the District. These include the following:

- Attracting inward investment – attracting businesses and employment to the District through the promotion of the area and available sites and properties, together with the provision of assistance to potential investors.
- Providing sites and premises for employment – including through maintaining a commercial property portfolio, providing assistance with improvements and as the local planning authority, identifying sites for future employment development.
- Attracting visitors – attracting visitors from the UK and overseas to South Derbyshire and The National Forest by promoting the area to potential visitors and securing improvements in visitor facilities, such as country parks and the town centre, in order to increase visitor spending with local businesses.
- Supporting business development – providing support to local businesses and tourism enterprises directly and through the development of sector or issue-based structures and support networks.
- Providing visitor information – informing visitors about events, attractions and accommodation in South Derbyshire and The National Forest and informing local residents about things to do and destinations throughout the UK - principally through the operation of a Tourist Information Centre and Destination Management System.
- Implementing economic development initiatives – providing services or delivering projects that enhance the local economy, for example developing the workforce, overcoming barriers to employment or improving the physical environment of the District, both directly and in partnership with other organisations.
- Undertaking research, feasibility studies and project development, and providing support to partnerships - in order to secure financial resources and enable economic development initiatives that contribute to the above activities, thereby benefiting the District and its deprived communities.

It should be noted that the District Council also provides a range of other services and functions that contribute to the quality of life and attractiveness of the area as a place to live, work and visit.

These include the following:

- undertaking heritage conservation and protection.
- street cleansing and grass cutting;
- provision of parks, sports and leisure facilities;
- operation of the Safer Neighbourhood Warden scheme; and,
- maintaining and managing Council homes.

Incentives and performance indicators

Currently revenue from business rates received by local authorities is paid to central government and then redistributed to local authorities by formula within the local government finance settlement. The Government is currently piloting the Local Authority Business Growth Incentive (LABGI) which is intended to provide an incentive for local government to promote economic growth in their area by allowing them to be rewarded for an increase in Ratable Value, above a certain (minimum) level.

LABGI does not change the existing arrangements for the setting of business rates and the redistribution of revenues, which remain outside the control of local government. However, if a local authority can show that the total net rateable value of commercial properties in its area has risen (above a set floor) it is rewarded with a grant proportionate to the increase. In two-tier areas, the LABGI grant is split - approximately two-thirds is received by the lower tier of government (District Council) and one third by the upper tier (County Council). Hence there is now a direct incentive for local authorities to encourage business development, particularly where this will increase the commercial floorspace within the District.

It is anticipated that in the near future the District Council's performance will be assessed by the Audit Commission on a range of economic regeneration performance indicators. The Commission is presently piloting a set of indicators that operate in a similar way to the current suite of Best Value Performance Indicators for other local authority services. This is discussed further in the section on Strategy implementation.

The role of the Strategy

The function of this Economic Development Strategy is to set out an understanding of the economic challenges and opportunities currently facing South Derbyshire and to put forward a vision for the further development of the District. The Strategy will also contribute to the development of other key documents, including the Local Development Framework and Social Inclusion Strategy.

Whilst the production of the Strategy has been led by the District Council, it sets out a common understanding and vision that has emerged from research and consultation with all interested parties (Appendix 2). Further, it describes a vision that cannot be delivered by the District Council alone – it will require the commitment of the numerous partner organisations operating in the District, including businesses, public bodies and voluntary/community sector organisations.

These organisations come together as a Local Strategic Partnership (LSP). An LSP is a single non-statutory, multi-agency body, which matches local authority boundaries,

and aims to bring together at a local level the different parts of the public, private, community and voluntary sectors. LSPs are key to tackling deep seated, multi-faceted problems, requiring a range of responses from different bodies. Local partners working through an LSP are expected to take many of the major decisions about priorities for their local area.

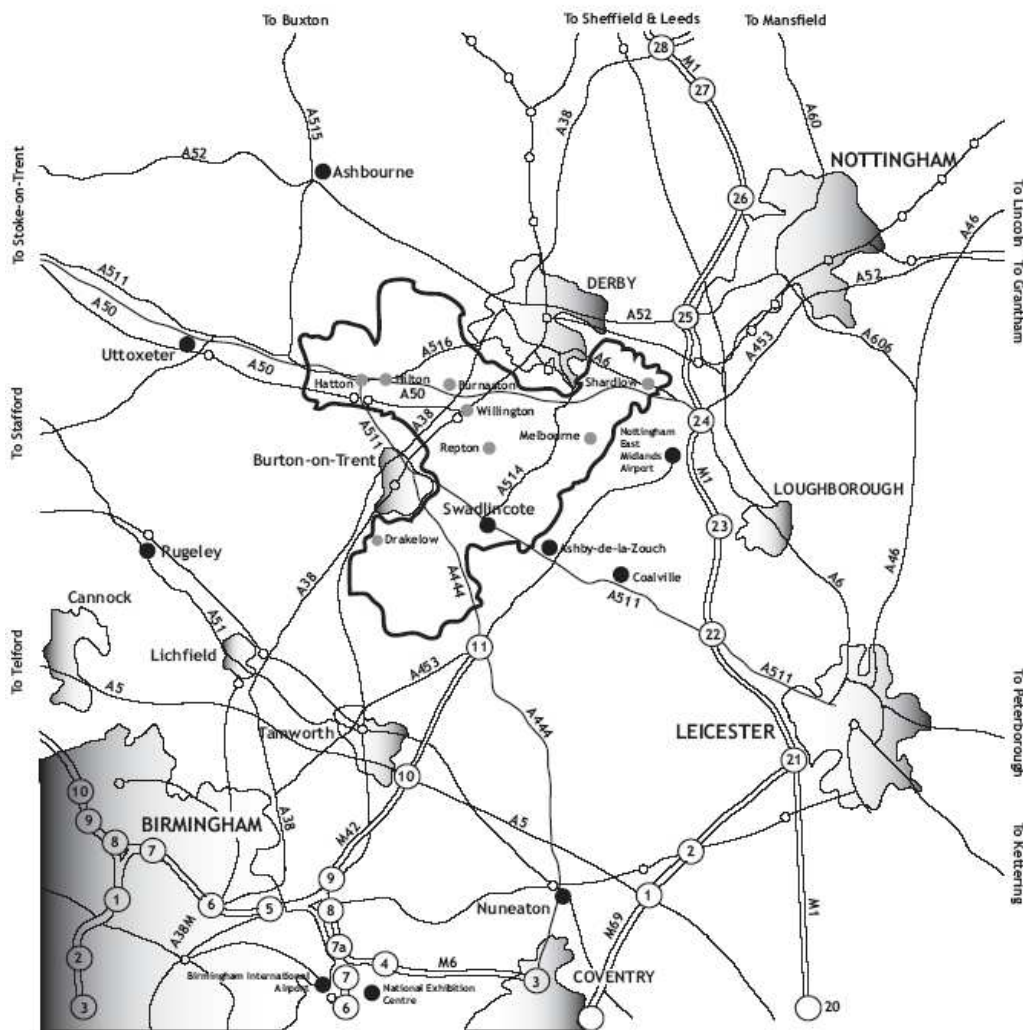
The South Derbyshire LSP has a Board and a number of theme groups, including the 'Vibrant Economy Group'. This Group is charged with promoting the economic development of South Derbyshire. As an overarching body, it aims to co-ordinate the activities of other local, sub-regional and regional agencies and partnerships contributing to the economic development of the District. It also aims to raise awareness of issues in South Derbyshire amongst key agencies, in order to attract external funding and other support. Membership of the Vibrant Economy Group includes public agencies such as Jobcentre plus and the Learning & Skills Council, business representatives such as the Chambers and voluntary/community organisation such as South Derbyshire Council for Voluntary Service (Appendix 3). The economic development activities of the LSP are supported by the Derby & Derbyshire Economic Partnership (DDEP) through an allocation of funding towards initiatives that support the aims of both organisations.

It is anticipated that the role of the LSP in determining priorities and spending within the District by a host of public sector organisations will increase over the next few years. In part, this reflects the growing importance of Local Area Agreements (LAAs). LAAs represent a fundamental change in the relationship between local, regional and central government. The LAA is an agreement setting out the priorities for a local area, developed and endorsed by the regional Government Office and local partners including local government and the Local Strategic Partnership. The LAA provides freedom and flexibilities to join up budgets and services in innovative ways that address specific local need. The aim is to collapse existing ring fenced funding into a single pot for each of four 'blocks'. In Derbyshire the four blocks have been identified as: Children and Young People; Healthier Communities and Older People; Safer and Stronger Communities; and Sustainable Communities (which encompasses Economic Regeneration).

South Derbyshire context

South Derbyshire, located in the centre of England, includes the rolling countryside to be found in the valleys of the River Trent and Dove - with historic villages, including Melbourne, Ticknall and Repton – and the market town of Swadlincote. In the north of the District, Shardlow on the Trent & Mersey Canal is one of only two inland canal ports to survive largely intact. Figure 1 shows the position of the District in the sub-region.

Figure 1: Location of the District of South Derbyshire



Crown Copyright. All rights reserved. South Derbyshire District Council. OS Licence No. LA 100019461. 2004

The District is also at the heart of The National Forest where, in just ten years, almost seven million trees have already been planted. As Britain's boldest environmental project, this is a 'forest in the making' where part of the nation's future heritage is being created - providing an extensive green link between the ancient forests of Charnwood and Needwood. The dramatically changing landscape is bringing economic, environmental and social benefits through the creation of woodland sites and attractions for local people and visitors alike. Around one third of The National Forest is within South Derbyshire District.

As such, South Derbyshire is a largely rural district, with two main settlements and a host of villages and hamlets surrounded by countryside. It covers an area of approximately 34,000 hectares (340 sq km) and has a population of 86,500 (ONS Mid 2004 Estimate). To its north, the District is bounded by the city of Derby and to the north west stretches towards Ashbourne and the Peak District. The town of Burton upon Trent in East Staffordshire lies immediately to the west where the Rivers Trent and Dove create the county boundary. On its eastern side South Derbyshire extends from the river Derwent to the east of Derby, south along the Trent and then along the Leicestershire border. The southern boundary is shared with the counties of Leicestershire, Warwickshire and Staffordshire.

South Derbyshire is steeped in history with stately homes scattered across its hills and valleys. The jewel in the crown is Calke Abbey, the second largest country house in Derbyshire after Chatsworth; Calke is hidden from public view as befitted the home of a reclusive family and offers a fascinating mixture of finery and faded splendour. Also to be found in Swadlincote is TG Green, home of the world-famous and highly collectable blue and white 'Cornishware'.

The main population and employment centre of the district is Swadlincote, with other sizeable settlements being Melbourne and the villages of Hilton, Hatton, Repton and Willington. For many years Swadlincote was important for mining and pottery manufacture due to its location on the South Derbyshire Coalfield. However, in the latter part of the 20th Century these industries declined dramatically.

Today, South Derbyshire has been the fast growing district in the County for almost two decades and has one of the fastest growing populations nationally. In recent years significant new development has taken place in both Swadlincote and Hilton. There is good access to the regional and national road network with the A50 and A38 each running through the District. The economy of the north of the District is very much inter-linked with that of the city of Derby, whilst Swadlincote and the southern parishes relate much more closely to the adjacent settlements of Burton, Moira and Ashby.

Recent issues

In economic development terms, South Derbyshire has experienced a period of overwhelmingly positive change in the last few years. This has been underpinned by high levels of inward investment, the continued growth of key local employers and the rapid development of The National Forest. This has been supported by a range of economic development activities led by organisations in the public and voluntary/community sectors.

Economic development developments in South Derbyshire over the last few years have included the following:

- Major inward investment successes at Dove Valley Business Park (a former airfield near Foston) including Futaba Industrial UK (automotive components), JCB Power Systems Limited (diesel engines) and Truma (UK) Limited (heaters and accessories).
- Expansion of tree coverage within The National Forest to 16% (originally 6%), accompanied by a growth in visitor accommodation and facilities.
- Introduction of a grant scheme to support the development of wood-related businesses in The National Forest.
- Opening of a Tourist Information Centre at Sharpe's Pottery Museum in Swadlincote, including a kiosk offering 24 hour access to information about local accommodation, attractions and facilities.
- Conclusion of a range of European and national government funding programmes and associated partnerships that had supported development activities within the District, including Single Regeneration Budget and Rural Development Area designations; This loss of eligibility has been associated with both the termination of national programmes and the improving economic circumstances of the area.
- Further development of The Old Post Centre (Newhall) and Findern Access Centre, providing enhanced facilities for local communities.
- Major inward investment successes at Tetron Point (a former coal site in Swadlincote), including Bison Concrete Products Limited (flooring units and structural components) and Fakro GB Limited (roof windows).
- Introduction of 'Access to Work' - a package of public transport services, jobs fairs and other promotions encouraging and facilitating the take-up of new employment at East Midlands Airport.
- Development of the successful National Forest & Beyond visitor marketing campaign attracting rising visitor numbers – South Derbyshire attracted 3.7 million visitors in 2005, together with £116.4 million of visitor spend which supported over 2,000 jobs.
- Preparation of a masterplan for Swadlincote town centre – setting out a vision for the public realm and identifying future development sites.
- First new development at Hilton Business Park (a former Ministry of Defence storage depot) for Daher Sawley (logistics equipment and services).
- Further development of Rosliston Forestry Centre as the first 'gateway' site for The National Forest, including extended visitor centre facilities and log cabin visitor accommodation.
- Establishment of 'Creativeness' which provides support for social enterprise development in the voluntary and community sector.

- Loss of a number of long-standing manufacturing/engineering companies from the District, together with some of their former sites to non-employment uses.
- Development of the Destination Management System – an electronic database of visitor attractions, accommodations and facilities which provides information to websites and Tourist Information Centres and enables on-line booking – promoting the development of local businesses.
- Further investments by existing companies, including Roger Bullivant Limited (pre-cast walls and reinforced panels), Keystone Lintels Limited (building products), Nestlé (coffee production) and Toyota Motor Manufacturing UK (increase in production capacity and development of European training centre).

Structural changes

Restructuring of economic development support has continued over recent years. Increasing emphasis has been placed on the regional level, with Business Link and the Learning & Skills Council restructuring on a regional rather than county basis. Regional Development Agencies (RDA) have gained further powers and influence including responsibilities for tourism and business support. In the East Midlands, the RDA has sought to create sub-regional bodies through which to deliver some of its functions.

Structural and organisational developments in economic development impacting upon South Derbyshire over the last few years have included:

- An expansion of the role of the regional development agency – the East Midlands Development Agency (EMDA) - which now includes responsibility for tourism, business advice and the economic development-related activities of the former Countryside Agency.
- Creation of East Midlands Tourism (EMT) as a subsidiary of EMDA, replacing the Heart of England Tourist Board (HETB) which no longer has a formal role in the East Midlands region. EMT was established by EMDA following a government announcement that England's nine regional development agencies would take over responsibility for tourism. Its role is to oversee delivery of EMDA's tourism strategy 'Destination East Midlands', allocate funding and measure the successful delivery of key targets, as well as contribute to national priorities.
- Introduction of the Derby & Derbyshire Economic Partnership (DDEP) as one of seven Sub-regional Strategic Partnerships (SSPs) established by EMDA to support and deliver sustainable economic development within the region. The DDEP area encompasses Derby City and the five Derbyshire County districts of Amber Valley, Derbyshire Dales, Erewash, High Peak and South Derbyshire. DDEP is a company limited by guarantee governed by a board, which is supported by an executive or programme management team. EMDA has delegated resources to DDEP to assist in the delivery of project-based activities that contribute towards the achievement of regional aims and objectives.
- Formation of County-based Destination Management Partnerships (DMPs), including 'Visit Peak District & Derbyshire' which covers the County of Derbyshire (including Derby City and the whole of the Peak District) and is charged with fostering the economic success of the tourism industry while enhancing the quality of life of local people and safeguarding the environment by providing drive and coherence to destination marketing and visitor services, by helping operators to maximise their effectiveness and profitability, and by championing improvements to the quality and scope of the tourism product. The activities of the National Forest & Beyond campaign have been revised to complement those of the new DMP.
- Restructuring of the 'Business Link' business advice service, which has come under the control of EMDA and will in future operate on a regional rather than county basis. EMDA aim to provide a high quality focussed Information, Diagnosis and Brokerage (IDB) service in line with nationally agreed parameters. The intention is that this should deliver improved quality and consistency of the customer offer and be more straightforward for customers and partners to engage with. The delivery of assistance to pre-start, new

start and micro businesses is also being restructured by EMDA, though on an SSP basis.

- Reorganisation of the Learning & Skills Councils to operate on a regional rather than County basis and take responsibility for all post-16 education in England (other than the university sector) including the planning and funding of Further Education colleges; school sixth forms; work based training for young people; workforce development; adult and community learning; information, advice and guidance for adults; and education business links.
- Formation of the South Derbyshire Local Strategic Partnership (SDLSP). The Partnership's Board is the 'executive arm' of the SDLSP, providing strategic direction and acting as a 'champion' for local issues. The focus of the work of the LSP is the delivery of the South Derbyshire Community Strategy and Action Plan.

Policy context

A number of the strategies impacting upon economic development in South Derbyshire are highlighted below, however these are only a few of the wide range of policy documents consulted during the strategy development process.

A Flourishing Region: Regional Economic Strategy for the East Midlands 2006-2020 (East Midlands Development Agency)

The Strategy identifies some major global economic drivers, including the emergence of Asian economies, rising energy costs, the impact of climate change, and pressures on communities and localities arising from the unevenness, not just the pace, of change. The East Midlands faces particular issues in relation to globalisation, as a result of its traditional strengths in manufacturing. Demographic changes (including the ageing population and migration) are particularly significant in the region, alongside the lower than average skill levels. The region also faces challenging health issues and will need to capitalise on shifts in energy production away from traditional coal burning strengths.

The Strategy recognises that to increase productivity to match and then exceed UK levels, actions need to be focused on the key economic drivers:

- **Skills:** Addressing the relatively high proportion of people with no qualifications and enabling more people who are in work to develop higher level skills.
- **Innovation:** Helping to increase investment in research and development by businesses, particularly small and medium sized enterprises – and ensuring far more good ideas are translated into new or improved products or services.
- **Enterprise:** Improving rates of company formation and survival, and creating a culture of enterprise which begins at school.
- **Investment:** Improving levels of investment in the service sector, so the region is equipped to maximise the opportunities from this fast-growing part of the economy.

The vision is that by 2020, the East Midlands will be a flourishing region – with growing and innovative businesses, skilled people in good quality jobs, participating in healthy, inclusive communities and living in thriving and attractive places. The vision is underpinned by three main themes:

- **Raising productivity:** Enabling our people and businesses to become more competitive and innovative.
- **Ensuring sustainability:** Investing in and protecting our natural resources, environment and other assets such as infrastructure.
- **Achieving equality:** Helping all people to realise their full potential and work effectively together to enrich our lives and our communities.

Summary of the Regional Economic Strategy aims:

	Strategic Priorities	Aim
Raising productivity	Employment, learning and skills	To move more people into better jobs in growing businesses. In order to raise productivity we must also raise the skill levels of people already in employment, so action to increase the proportion of the adult workforce gaining new skills will be a priority. This will help to get more people into better jobs in growing and competitive businesses.
	Enterprise and business support	To become a region of highly productive, globally competitive businesses. To help the East Midlands become a region of highly productive, globally competitive and innovative businesses, we will target provision of business support and raise the profile of enterprise, supporting new business creation and overcoming barriers to growth of small businesses, including developing social enterprises.
	Innovation	To develop a dynamic region founded upon innovative and knowledge focused businesses competing successfully in a global economy. To help the region compete successfully in the global economy, we will ensure businesses are helped to become more innovative through deployment of new technologies and processes, and ensuring that our universities play their role by continuing to develop leading edge research and development. The following four sectors have been identified as having potential to make the greatest contribution to the East Midland's economy and would benefit from intervention: transport equipment, construction, food and drink, and healthcare.
Ensuring sustainability	Transport and logistics	To improve the quality of regional infrastructure to enable better connectivity within and outside the region. Recognising the important role of transport and connectivity in raising productivity, we will target and prioritise investment, improve accessibility, tackle travel demand to reduce congestion and minimise harmful environmental impacts and realise the economic benefits of airports.
	Energy and resources	To transform the way we use resources and use and generate energy to ensure a sustainable economy, a high quality environment and lessen the impact on climate change. We need to transform the way we use energy and resources to make the transition to a low carbon economy and will promote the development and deployment of renewable energy technologies and support businesses to exploit new opportunities and to secure financial savings from more efficient use of resources.
	Environmental protection	To protect and enhance the region's environment through sustainable economic growth. In order to provide for our economic growth to be sustainable, we will seek to protect the environment and promote sustainable design best practice, along with improving damaged industrial environments and promoting cleaner production processes.
	Land and development	To ensure that the quality and supply of development land, and balance between competing land uses, contributes towards sustainable growth of the regional economy. Recognising the importance of good quality employment land as a key input to our sustainable economic growth, we will work with the framework set through the Regional Spatial Strategy and with planning authorities to improve the rate of re-use of land, and ensure provision of appropriate infrastructure – including transport, cultural and community infrastructure to allow the benefits of development to be shared.
Achieving equality	Cohesive communities	To increase life chances for all leading to stronger and more cohesive communities, a dynamic society and a stronger economy. In support of equality and diversity, we will encourage community engagement in neighbourhood renewal and develop capacity of local groups to improve community cohesion, thereby removing some of the disincentives to investment, and hence improve economic and employment opportunities, in some of our more challenging areas.
	Economic renewal	To ensure all people and communities have the opportunity to create new and sustainable economic futures. To share the benefits of economic growth and a rising quality of life. Disadvantaged areas need assistance in economic renewal, for example by providing responsive business support and reducing the impact of crime.
	Economic inclusion	To help overcome the barriers, or market failures, that prevent people from participating fully in the regional and local economy. To improve the opportunities of disadvantaged groups, we will pursue economic inclusion addressing barriers to labour market participation and improving skills and enterprise chances.

Draft East Midlands Regional Plan 2001-2026 (East Midlands Regional Assembly)

The Plan aims to secure the delivery of sustainable development within the East Midlands, through the following Core Objectives:

- a) To reduce social exclusion.
- b) To protect and enhance the environmental quality of urban and rural settlements.
- c) To improve the health of the Region's residents.
- d) To improve economic prosperity, employment opportunities and regional competitiveness.
- e) To improve accessibility to jobs, homes and services.
- f) To protect and enhance the environment.
- g) To achieve a 'step change' increase in the level of the region's biodiversity.
- h) To reduce the causes of climate change.
- i) To reduce the impacts of climate change.
- j) To minimise adverse environmental impacts of new development and promote optimum social and economic benefits.

The Plan proposes an annual housing requirement for South Derbyshire of 605 dwellings, of which 255 (42%) should be sustainable extensions to the Derby Principal Urban Area. Development in the remainder should be focused primarily on Swadlincote, including urban extensions if necessary.

Destination East Midlands: The East Midlands Tourism Strategy 2003-2010 (East Midlands Tourism)

The Strategy is divided into seven strands:

- **Branding and marketing:** The objectives are to define and build a powerful set of destination brands, to rationalise and harness integrated marketing using new media techniques, and to appeal to clearly defined customer segments.
- **Attractors:** The objective is to invest in excellence in those products and experiences that relate to the lifestyles of contemporary visitors and are capable of attracting high value visitors.
- **Infrastructure:** The objective is to turn the theoretical accessibility of the region into a reality, across information services, transport and getting around the region.
- **Business Skills and Training:** The objective is to encourage businesses that are capable of flourishing in the changing tourism environment and help to ensure that the skills that they need are readily available.
- **Performance Measurement:** The objective is to set up systems for comprehensively and reliably measuring and assessing the performance of the tourism industry to the benefit of both operators and public sector agencies.
- **Special Projects:** The objective is to prioritise and focus on projects that will have a major impact on the performance of the East Midlands as a destination.
- **Delivery:** The objective is to establish the principles for mechanisms that will ensure the delivery of the Strategy.

The Strategy identifies 'Growing The National Forest' amongst a select list of ten special projects. It also states that higher priority should be given to investment that:

- supports iconic brands;
- creates destinations;
- encourages higher value staying tourism; and,
- protects and improves the region's primary tourism assets of high quality natural and historic environment.

The National Forest is amongst the 'icons/potential icons', described as an international quality recreational resource in the making with the ability to attract people to the region and then disperse them to less well-known destinations.

Cross Regional National Forest Development Strategy (2003)

The Strategy sets out the following vision: The National Forest and surrounding area will be widely recognised as a high quality, well located area for living and working, with a dynamic rural economy. It will have a distinctive woodland environment with specialisms in wood related and other environmental technologies, and accommodating a mix of other high value, environmentally-friendly business activities. The area will have a strong tourism sector and a well educated resident population with appropriate skills. There will be a high level of interaction with the surrounding urban centres, but increasingly through virtual rather than physical means of communication.

<p>Strategic objectives</p> <ul style="list-style-type: none"> • To raise awareness of the area as a tourist destination and business location, enhance its image and increase the number of overnight stays. • To support the formation and growth of high value businesses in wood-related and other environmental technologies. • To realise the opportunities for attracting new investment compatible with a high quality natural and built environment. • To improve the co-ordination of transport initiatives across the area. • To support change towards less car-dependent patterns of activity, to reduce the impact of traffic on sensitive environmental assets and to develop alternatives to the car for those without access to one. • To support the development of skills and aptitudes appropriate to the new economy of the area and link these to new employment creation. • To nurture a high quality environment, with the Forest at its heart.
<p>Cluster development opportunities based on competitive advantage</p> <ul style="list-style-type: none"> • Tourism and leisure. • Environmental technologies, with a particular focus on wood-related and renewable energy industries. • ICT services, advanced logistics and other new technology based business activities (possibly including advanced engineering services and creative media).
<p>Supporting infrastructure</p> <ul style="list-style-type: none"> • Innovative transport. • Broadband. • Skills for emerging clusters. • Entrepreneurship and management training. • Climate for investment. • Innovation and incubation centres. • Sustainable communities.

Business Plan 2007-2010 (Visit Peak District & Derbyshire) (Awaited)

Business Plan 2005-2008 (Derby & Derbyshire Economic Partnership)

For the period 2005-08 Derby & Derbyshire Economic Partnership aim to deliver a comprehensive approach to economic development leading to real growth in the sub-region's economic performance. This will be achieved by focusing attention on a smaller number of projects, driven by the key priorities and policies identified at the regional level and applied to a sub-regional context that helps to meet the Partnership's aim to stimulate, develop and exploit a range of sustainable economic opportunities in Derby and Derbyshire to improve the economic prosperity, quality of life and overall environment for business, individuals, communities and visitors.

The Derby & Derbyshire Economic Partnership has identified the following four priority areas linked to the Regional Economic Strategy as the framework for investment:

Learning Skills for Employment and Life
Increasing the knowledge, skills, aptitudes and motivation of SMEs, individuals and communities. Key priorities will be: <ul style="list-style-type: none">• Increase engagement of employers in workforce development.• Increase the number achieving recognised qualifications at or equivalent to NVQ levels 3 and 4.• Increase participation, particularly within the SME business community in leadership, management development and entrepreneurship.• Encourage the retention of graduates through placements and employment programmes.
Energising Business and Entrepreneurs
The Partnership will play an active role in creating an environment and culture conducive to entrepreneurship and business success, supporting the creation and survival of dynamic, innovative and entrepreneurial businesses and helping them to be competitive and achieve their full potential in Derbyshire. Key priorities will be: <ul style="list-style-type: none">• Promote and encourage positive attitudes to entrepreneurship, innovation and business across the wider community.• Improve the availability of and access to finance for new and smaller businesses and for medium-sized firms with growth potential.• Provide opportunities for people to establish and sustain viable social and community enterprises.• Support the start-up, diversification and development of businesses in rural areas, market towns and other hard to reach communities.• Encourage more business to maximise international trade development opportunities offered by EU enlargement.• Encourage Derbyshire businesses to invest in and make effective use of information and communication technologies.
Infrastructure for a Modern Economy
The infrastructure of the economy – land, buildings, transport and communications – are its very foundation. To support business and employment development businesses and the workforce need to have a modern and sustainable infrastructure and therefore the quality, not just the quantity, of infrastructure will remain key concerns for the Partnership. Key priorities will be: <ul style="list-style-type: none">• Identify and bring forward high quality, strategic employment sites in order to support business and employment development.• Support the renewal and modernisation of urban areas within and around Derby City in conjunction with Derby Cityscape.• Support and enhance the infrastructure of market towns within the County to realise economic and community development objectives.• Working with partners to develop the tourism infrastructure in the sub-region.• Promote strategic environmental improvement schemes.

The Community Strategy for South Derbyshire 2005-2010 (South Derbyshire LSP)

The Partnership has a vision for South Derbyshire over the next five years. This vision is: 'Working together for a better South Derbyshire'. To help deliver the vision, the strategy focuses on six broad themes, reflecting the concerns raised by the communities of South Derbyshire. The aim of the Vibrant Economy theme is to deliver 'Better jobs and prospects for local people and businesses'.

Two priorities have been identified:

- Developing and sustaining the local business base.
- Encouraging inward investment and doing business in South Derbyshire.

From these two priorities the Vibrant Economy Group has identified five action areas:

- Understanding and supporting local businesses.
- Attracting and supporting businesses which can support vulnerable people.
- Developing the workforce.
- Improving access to employment opportunities, especially by public transport.
- Progressing projects which have an immediate impact on the local economy.

Corporate Plan 2006/09 (South Derbyshire District Council)

The Council's vision is to: 'Make South Derbyshire a healthier, more prosperous and safer place to live'. It intends to achieve this by taking actions that will:

- Enhance the quality of life of all South Derbyshire residents.
- Safeguard the environment now and for the benefit of future generations.
- Put residents at the centre of Council decision-making.
- Secure continuous improvement in the quality and efficiency of our services.
- Support local businesses and create a climate for good inward investment.

Actions are grouped into six cross cutting themes comprising:

Theme 1	Safer and Healthier Communities - including crime and disorder, antisocial behaviour, activities for young people and public health.
Theme 2	You at the Centre – including community consultation, sustainable communities, recycling & composting, environmental improvement and recreation & leisure.
Theme 3	Higher Quality Services – focuses upon improvements in the quality and efficiency of services.
Theme 4	Prosperity for All – including social exclusion, housing needs and economic regeneration.
Theme 5	Rural South Derbyshire – focuses upon meeting the needs of rural communities.
Theme 6	Stronger in the Region - the Council's community leadership role, speaking up for South Derbyshire and the Community Strategy

Statistical overview

From a national perspective, recent years have seen a continuing decline in employment in primary industries, such as agriculture and mining. There has also been increasing evidence of the loss of traditional manufacturing and routine service jobs to lower cost economies in Eastern Europe and the Far East. Despite this, employment has continued to expand as a result of job creation in business services, the knowledge economy, tourism, personal services and, more generally, in the public sector. This has led to changing demands from employers in terms of their business needs from skills, to premises, to ICT. It has also led to a growing pace of change – with businesses needing to be more flexible and dynamic in an increasingly uncertain environment. This has been associated the growing importance of small businesses, particularly in terms of employment creation.

Within South Derbyshire, the impact of these and other national trends can be seen, together with the influence of more localised issues such as the area's industrial history. The geography of the District is also a factor, with the economic wellbeing of communities being heavily influenced by developments in neighbouring areas, in particular Burton, Derby and North West Leicestershire.

Table 1 sets out some of the headline indicators for the District. It also highlights that whilst some issues are identifiable at District level, such as below average numbers of students, above average levels of commuting (predominantly by car) and high numbers of manual workers, others are hidden by wide disparities between different parts of the District or exceptions such as Repton School. A map showing wards within the District may be found at Appendix 4.

Table 1: Headline indicators (2001; except unemployment figures July 2006)

Indicator	Most 'deprived' ward in South Derbyshire	South Derbyshire	East Midlands	England
Unemployment	2.3% (Newhall & Stanton) NB. 103 individuals	1.3% 728	2.4%	2.6%
Young unemployed (under 25)	50.0% (Melbourne) NB. 10 people	32.9% 240	31.9%	31.2%
Long-term unemployed (over one year)	25.0% (Hatton) NB. 5 individuals	10.3% 75	15.0%	16.2%
Economic activity	59.8% (Ticknall & Hartshorne)	69.9%	67.1%	66.9%
Self employment	7.5% (Swadlincote)	12.3%	12.2%	13.1%
Socio Economic Group:	(Newhall & Stanton)			
• Managers and professionals	14%	26%	24%	26%
• Other non-manuals	35%	36%	38%	42%
• Manuals	50%	38%	37%	32%
Distance travelled to work: Less than 5km	-	30%	42%	40%
Households with no car	(North West) 6%	16%	24%	27%
Limiting long-term illness	22% (Hartshorne & Ticknall)	18%	18%	18%
16 & 17 years olds in full time education	67% (Woodville)	78%	76%	78%
Full time students and schoolchildren aged 18-74	1.3% (Ticknall & Hartshorne)	2.0%	4.2%	4.3%
Highest qualification NVQ4/5	8% (Newhall & Stanton)	18%	17%	20%
No qualifications	40% (Hartshorne & Ticknall)	30%	32%	29%

Source: Census, ONS

The more detailed research undertaken in preparation for the Strategy (South Derbyshire Issues Paper) revealed that although there had been some improvement since the 1991 Census, there remained a contrast between the rural north and the Swadlincote area with its coalfield association. This is reflected both in the socio-economic profiles of wards and in the employment structure. Training and educational qualifications also reflect the general trend of a more prosperous north and a poorer south. While the gap between these areas seems to have narrowed, the picture of deprivation in some urban areas remains a matter for some concern, and may indicate that the improvement has been driven by in-migration masking the extent of persistent deprivation in the older parts of the Swadlincote urban area.

'Real unemployment' provides an alternative perspective on unused capacity in the local labour market. The conventionally reported unemployment rate reflects a 'claimant count' and, it is argued, under represents the 'real' level of unemployment. The notion of real unemployment aims to adjust and extend these figures to provide a fuller picture. It includes estimates for those who are unable to claim benefit (unemployed people identified by the Labour Force Survey), and makes allowance for those on government schemes, those pushed into early retirement, and those who claim sickness benefit but who are likely to be available for work. In this way it seeks to provide a more realistic indicator of the proportion of people seeking and/or available for work.

The data for South Derbyshire would appear to reflect its former coalfield status – recorded real unemployment rates are four times the official claimant count figure and much closer to regional and national averages (Table 2). The level of real unemployment within the District has fallen since 1997 when the study was last conducted.

Table 2: Claimant count and 'real unemployment' estimates (January 2002)

Area	Claimant count (%)			Real unemployment (%)			Change 97-02 (%)
	Male	Female	Total	Male	Female	Total	
South Derbyshire	2.3	1.3	1.9	7.6	8.9	8.2	0 to -2
East Midlands	4.2	1.8	3.2	8.8	8.8	8.8	NA
Great Britain	4.7	1.9	3.5	10.2	8.6	9.5	NA

Source: CRESR

The 'Local Economy Audit Model' may be used to undertake a strategic 'mapping and measuring' analysis of the profile and performance of the economy – benchmarking across a range of economic indicators:

- Economic scale: comparative size or 'economic mass', position and status in wider regional and national economy;
- Dynamism: Recent growth performance and capacity – direction and pace of economic change;
- Sector structure: Depth and composition of high growth and high value added industrial sectors;
- Enterprise: Profile and performance of the small business sector ('enterprise culture'); and,
- Labour market: Quality and depth of the skills base and workforce profile.

South Derbyshire was found to be underperforming on three of the four factors (Table 3). In terms of Economic Scale, the relatively small size of the District may be a factor, however it may also point to a dependence on out-commuting. Performance in terms of Dynamism and Enterprise is only marginally below the Great Britain average, aided by healthy business formation and self employment rates and a growing population. However, growth in employment is below average. Sector Structure is the weakest factor highlighting the District's focus on traditional industries and undeveloped service sector. In the Workforce composite a very low unemployment rate offsets a poor performance in terms of the skills of the workforce.

Table 3: Local Economy Audit Model - Economic profile of South Derbyshire (2004)

	South Derbyshire score	East Midlands score	Great Britain score
Population (2001)	58.3	80.4	100.0
Business Rateable Value (2000)	41.4	64.6	100.0
Employment (2002)	34.1	75.4	100.0
Economic Scale composite	44.6	73.4	100.0
Employment change (1998-02)	78.1	94.8	100.0
Change in business stock (1998-2002)	103.2	98.3	100.0
Projected population change (1996-2006)	103.1	101.2	100.0
Dynamism composite	94.8	98.1	100.0
% Consumer services (2002)	82.0	92.1	100.0
% High-tech manufacturing (2002)	21.9	86.2	100.0
% Knowledge-based services (2002)	72.6	71.4	100.0
Sector Structure composite	59.3	71.1	100.0
Business formation rate (Av. 2000 & 2001)	92.2	97.1	100.0
36 month survival rate (from 1996)	99.6	99.5	100.0
% Self employed (2001)	101.8	95.0	100.0
Business population rate (1999)	81.6	92.5	100.0
Enterprise composite	93.8	96.0	100.0
% Knowledge workers (2001)	94.0	91.4	100.0
% Unskilled/semi-skilled workers (2001)	84.6	83.3	100.0
% NVQ4 & 5 (2001)	86.3	81.7	100.0
% NVQ1 or no qualifications (2001)	97.3	94.8	100.0
Unemployment rate (October 2003)	200.0	109.1	100.0
Workforce composite	112.4	92.0	100.0

Source: ECOTEC

Table 4 sets out the occupation by industry of residents of South Derbyshire. Employment in 'Agriculture, forestry and fishing', 'Energy, coal and water' and, in particular, 'Manufacturing' have all declined over the period, though remain above national averages. Meanwhile employment in 'Construction' has grown marginally and in 'Services' significantly. It should be noted that the District has significant levels of out-commuting to neighbouring employment centres and therefore there may be differences between the occupations of residents and the workforce of local businesses.

Table 4: Socio-economic profile of South Derbyshire (1981-2001)

Economically active residents by industry	South Derbyshire 1981	South Derbyshire 1991	South Derbyshire 2001	England 2001
Agriculture, forestry and fishing	4.5	2.5	2.0	1.5
Energy, coal and water	14.0	10.6	1.4	1.0
Manufacturing	35.0	25.3	24.7	14.8
Construction	5.0	6.8	6.7	6.8
Services	41.6	54.4	65.2	76.0
Not stated	-	0.5	-	-

Source: Census

NB. This presents an indicative picture only – categories have been amended over time

Table 5 outlines the number of jobs in each sector in South Derbyshire and provides comparisons with the East Midlands and Great Britain. It should be noted that this data is taken from the Annual Business Inquiry (ABI) which is based upon a sample as opposed to the more comprehensive Census data.

There are some 28,800 jobs in the District, over 70% of which are full-time positions. Over a quarter of all employment is in manufacturing – more than twice the national average. Toyota accounts for more than half of the 7,600 manufacturing jobs. Employment in construction and tourism are also above regional averages. Around two thirds of jobs in South Derbyshire are in the service sector. In comparison with regional and national averages, many parts of the service sector are under-represented.

Table 5: Local jobs by sector (2004)

	South Derbyshire (employee jobs)	South Derbyshire (%)	East Midlands (%)	Great Britain (%)
Total employee jobs	28,800	-	-	-
Full time	20,800	72.4	67.0	68.0
Part time	7,900	27.6	33.0	32.0
Manufacturing	7,600	26.3	17.4	11.9
Construction	1,600	5.6	4.8	4.5
Services	19,000	66.2	75.8	82.1
Distribution, hotels & restaurants	5,000	17.2	25.1	24.7
Transport & communications	1,800	6.3	5.7	5.9
Finance, IT, other business activities	5,300	18.3	15.2	20.0
Public admin, education & health	6,100	21.1	25.5	26.4
Other services	900	3.3	4.3	5.1
Tourism-related	2,300	7.9	7.5	8.2

Source: ABI, 2004

NB. Percentages based on total employee jobs

There are some 2,500 businesses in the District, the majority of which are very small; 87% have less than 10 employees, 98% have less 50 employees (Table 6). Toyota is the only business with more than 1,000 employees.

Table 6: Businesses by no. employees (2005)

	0-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000+	Total
No.	1,915	330	175	115	35	20	5	0	0	2,600
%	74	13	7	4	1	1	0	0	0	100

Source: ONS (Inter Departmental Business Register)

NB. Rounding excludes Toyota with some 5000 employees

Over the last decade the stock of businesses has risen by over 27% (around twice as fast as regional and national averages) (Table 7). Business formation rates are up some 44% (compared with 8% for England). The net change in stock has been positive every year, exceeding 100 businesses in some years.

Table 7: Stock of businesses (1996-2005)

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	% Change
No. Businesses (stock at start of year)											
South Derbyshire	2005	2010	2075	2150	2200	2250	2280	2385	2455	2555	27.4
East Midlands	110995	111385	113125	115140	116675	118270	119615	121425	123565	125335	12.9
England	1362780	1376895	1410325	1444360	1469825	1491410	1504355	1517745	1541255	1558950	14.4
Business Formation (registration)											
South Derbyshire	180	220	235	205	225	205	270	260	280	260	44.4
East Midlands	10665	11460	11525	11185	11615	11250	11970	12835	12385	12015	12.7
England	144820	159935	160360	155630	157815	149460	155770	168250	160565	155635	7.5
Business Closures deregistrations)											
South Derbyshire	180	150	165	155	170	175	165	190	185	200	11.1
East Midlands	10275	9720	9510	9650	10015	9905	10155	10695	10615	9765	-5.0
England	130705	126505	126325	130170	136230	136520	142375	144740	142870	133230	1.9
Net change (registrations less deregistration)											
South Derbyshire	5	65	70	50	50	30	105	65	100	55	-
East Midlands	390	1740	2010	1535	1595	1340	1810	2140	1770	2255	-
England	14115	33430	34035	25465	21585	12945	13395	23510	17695	22410	-

Source: VAT Registrations/Deregistrations by Industry

The number of businesses per head of population may be used as a proxy for productivity. On this measure, the District has outperformed regional and national growth rates over the last decade and now stands above the East Midlands average (Table 8).

Table 8: Number of businesses per head of population (1996-2005)

No. Businesses/ head of population (Start of year stock per 10,000 resident adults)	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	% Change
South Derbyshire	334	328	334	339	347	351	351	360	361	372	11.4
East Midlands	342	341	345	350	353	356	357	359	361	363	6.1
England	355	357	365	372	377	380	380	381	385	386	8.7

Source: VAT Registrations/Deregistrations by Industry

Around half of businesses are in retail, wholesale, estate agency and other business activities (Table 9); 12% are in agriculture and forestry. It should be noted that whilst just 9% of businesses operate in manufacturing, these employ a significant proportion of the workforce.

Table 9: Businesses by industry (2004)

	Industry	SIC	Stock	%
1	Agriculture, Forestry and Fishing	A, B	300	12
2	Mining and quarrying; Electricity, gas and water supplies	C, E	5	0
3	Manufacturing	D	220	9
4	Construction	F	330	13
5	Wholesale, retail and repairs	G	505	20
6	Hotels and restaurants	H	185	7
7	Transport, storage and communications	I	160	6
8	Financial intermediation	J	10	0
9	Real estate, renting and business activities	K	635	25
10	Public administration: Other community, social and personal services	L, O	145	6
11	Education, health and social work	M, N	40	2
Total			2,535	100

ONS (VAT Registrations)

The local economy of South Derbyshire encompasses a broad range of businesses, with particular concentrations in the following sectors:

- Manufacturing (much of which is transport-related).
- Construction and construction products.
- Food and drink (from agriculture, through processing to retailing).
- Tourism and leisure (including associated retailing and services)
- Distribution, storage and logistics.

It is notable that these sectors are not dissimilar to those identified by EMDA for the East Midlands region. Each of these sectors has differing needs, requirements and prospects for the future – the following provides a brief overview:

Manufacturing

- Whilst employment in manufacturing generally has fallen steadily, it remains well above national levels. The District may well face further losses in the future amongst its traditional manufacturing and engineering businesses in the face of strengthening overseas competition. However, in the past this has been partially offset by growing production and employment elsewhere, particularly amongst the District's world-class manufacturing businesses. More recently the District has also benefited from the relocation to the area of suppliers to major assemblers located within the District or in neighbouring areas, such as Rolls Royce at Derby and JCB at Rocester. This sector includes Toyota which opened at Burnaston in the early 1990s and has since grown steadily both in terms of production and number of employees. By 2006 employment had grown to some 5,000, providing roughly one in six of jobs in the District. A new training centre has recently been constructed at Burnaston reflecting its position as the Global Production Centre for the Europe region and Toyota has announced that the new Auris model will be made at the plant.
- Key employers include: Extec (mining equipment), Futaba Industrial (car components), JCB (diesel engines), The Tabletop Group (ceramics), Toyota (car assembly), Trelleborg Sealing Solutions (for the aerospace and automotive industries) and ZYTEK (engines).

Construction and construction products

- The District has a significant construction sector, with over 300 companies ranging from the domestic scale to those involved in major civil engineering projects. The sector is presently very healthy with good prospects for the future. It has benefited from growing demand for housing and recent investment in public infrastructure projects and facilities such as schools and hospitals. Locally, the Regional Development Plan anticipates major growth within the District, including new housing and possibly a new gas-fired power station at Drakelow which offer significant opportunities for the further growth of employment. The District also benefits from the proximity of raw materials, such as aggregates extracted from the Trent valley. However, the construction sector is traditionally susceptible to national economic circumstances in terms of their impact on the housing market and business investment. Businesses include a number of large supply chain companies manufacturing and distributing construction products, such as Bison, and others that are recognised as innovators in their fields such as Framing Solutions and Roger Bullivant.
- Key employers include: Bison Concrete Products, Central Joinery, FAKRO (roof windows), Framing Solutions (domestic steel frames), Hanson Aggregates, Keystone Lintels and Roger Bullivant (groundworks and pre-cast concrete products).

Food and drink

- There are some 300 agricultural-related businesses in the District, the majority of which are small family businesses typically with falling employment numbers. Agriculture and in particular smaller dairy farms in lowland areas are facing a period of change and uncertainty arising from, amongst other things, changes to the Common Agricultural Policy, the introduction of Single Farm Payments and the revision of the England Rural Development Programme. Undoubtedly, farmers will increasingly be subject to market forces and thus a higher degree of risk. There is also the continuing threat of food and animal health scares. This is likely to fuel further diversification, aided locally by the woodland and visitor economy potential associated with The National Forest. This picture contrasts with expansion in processing and retailing. Cranberry Foods, with a major plant at Scropton is the UK's second largest turkey producer with some 900 employees and 70 growing farms nationally. Expansion of the Nestlé factory at Hatton is underway to produce capsules for the Dolce Gusto home coffee machine. The food and drink sector also includes suppliers of equipment and materials to the brewing industry in Burton upon Trent, although this has seen significant contraction in recent years. The District's two supermarkets, including the recently opened Morrisons store in Swadlincote town centre, are amongst its largest employers.
- Key employers include: Cranberry Foods (processing), Dairy Crest (milk processing), Nestlé (coffee), Morrisons (retail), Perrigo/Peter Black Healthcare (vitamin and nutritional supplements), Sainsbury's (retail) and Wilson Vale (catering).

Tourism and leisure

- The tourism and leisure sector is growing and currently employs 2-3,000 people. There are some 190 businesses providing accommodation and food and drink, together with a much larger number of businesses in associated retailing and service industries. Businesses in this sector are predominantly small, such as Bed & Breakfasts, but also include national chains such as Days Inn, Menzies, Ramada and Wetherspoons. The development of The National Forest has been key to recent growth - in terms of visible planting, new access opportunities and, in particular the creation of facilities such as Rosliston Forestry Centre and Conkers (just over the border in North West Leicestershire). The marketing and promotion of The National Forest has undoubtedly given the area a much higher profile as a visitor destination. East Midlands Airport, which now has nearly 7,000 people working for more than 100 companies located on or near the airport, has created opportunities in customer service operations but also the potential for associated accommodation provision and attraction of in-bound tourism. The Airport's masterplan envisages further growth in the coming years. Notably the sector includes significant public and voluntary/community sector enterprises such as Rosliston Forestry Centre and Sharpe's Pottery Museum.
- Key facilities include: Calke Abbey (National Trust), Ramada Newton Park, Menzies Mickleover Court, Rosliston Forestry Centre, Days Inn, Sharpe's Pottery Museum, Swadlincote Ski Centre, The Beehive Farm.

Distribution, storage and logistics

- There are some 160 businesses engaged in transport, storage and communications in the District. This reflects South Derbyshire's location on an east-west axis in the centre of the country's road network and in close proximity to East Midlands Airport. The Airport is the largest 'pure' freight airport in the country, with the express delivery industry one of the UK's fastest growing economic sectors - boasting an employment growth rate six times that of the UK as a whole. Locally, the logistics sector has benefited from the growth of manufacturers who outsource individual stages of production and/or operate Just-In-Time (JIT) manufacturing with minimal stock holding. NYK Logistics, for example, operate a dedicated automotive in-bound logistics operation at Findern - consolidating and sequencing materials prior to JIT delivery to Toyota. NYK is one of the fastest growing logistics companies in the UK with over 4,500 employees. The District's central location is crucial in being able to fulfil the widest possible range of logistics requirements. Demand for facilities close to major manufacturing outlets (possibly with rail access) is anticipated to continue, together with larger warehouse units increasingly sought by regional and national distribution centre operators driven by retailers seeking to rationalise their operations in one large centre and by third party logistics operators who serve these retailers.
- Key employers include: ATL Limited, Jeffrey's Group, NYK Logistics UK Kuehne+Nagel and R Swain & Sons Ltd.

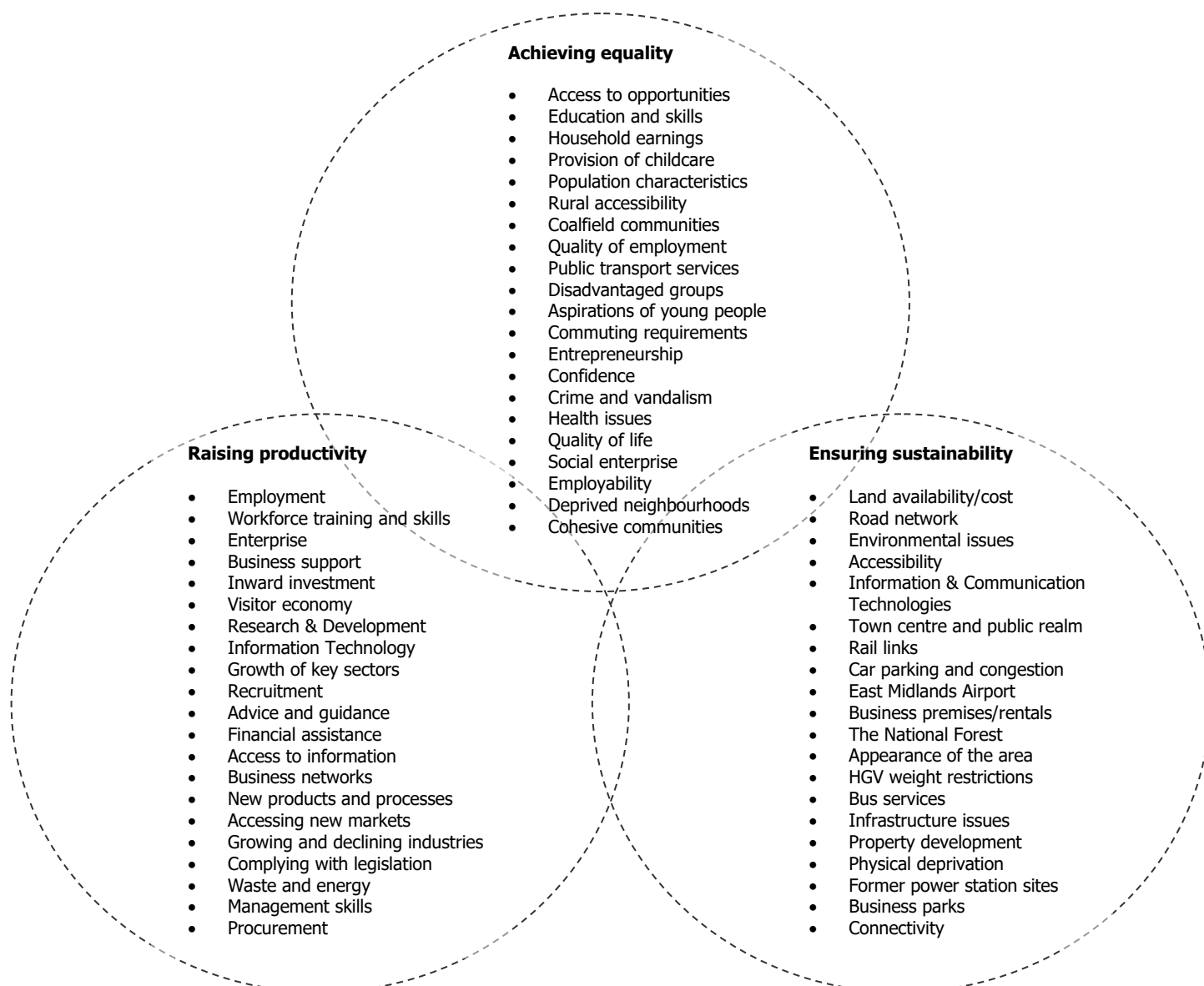
Strengths and weaknesses

The key economic development issues identified through the research and consultation processes are summarised in Figure 2, grouped under the broad headings below and then considered in terms of strengths and weaknesses in the following tables:

- Raising productivity (business development).
- Ensuring sustainability (business infrastructure).
- Achieving equality (people and communities).

The Strategy's role in terms of 'promoting economic, social and environmental well-being' and 'making South Derbyshire a healthier, more prosperous and safer place to live' may be seen most immediately in terms of Achieving Equality but is fundamentally underpinned by Raising Productivity and Ensuring Sustainability.

Figure 2: Inter-linkage of business, infrastructure and community issues



Raising productivity

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ability to attract inward investment, drawing on proximity to national road network, airports, The National Forest and existing major businesses • A young and growing population, together with access to a large labour market catchment in neighbouring areas (eg. Burton, Derby) • Above average levels of economic activity • Growing business sectors (eg business services, wood-related, tourism) • Planned further employment growth within the District (eg Dove Valley, Hilton) and beyond (eg. Westfield, East Midlands Airport) – the Airport is estimated to have supported 9,000 jobs in 2001 with Derbyshire the largest beneficiary – predicted to rise to 27,000 jobs by 2030 • Proximity to Higher Education institutions with associated training and Research & Development capabilities • Unique visitor attractions (eg. The National Forest, Calke Abbey, Shardlow Inland Canal Port, Swadlincote Ski Centre and industrial heritage such as Sharpe’s Pottery Museum) • Over 20% of firms intend to recruit additional staff over the next 12 months (SD 100) • Presence of world-class businesses, including major manufacturers and thus supply chain opportunities (eg. Toyota, JCB, Nestlé) • Predominance of small businesses indicating a potential for dynamism and employment creation • A central UK location close to the cities/markets of Birmingham, Derby, Leicester and Nottingham • Above average levels of business formation (% change in VAT registered businesses in 2003: +3.4%; England +1.2%) • Evidence of a healthy small business sector in Derbyshire in terms of sales volumes, profitability and plans to recruit additional staff (FSB 2006) • Potential to reinstate the Derby & Sandiacre Canal and create a touring loop for visitors, linking Shardlow to the centre of Derby. • Great potential in ‘The National Forest’ brand in terms of both visitor and inward investment marketing. 	<ul style="list-style-type: none"> • Dependence on traditional/vulnerable sectors, in particular manufacturing/engineering which are struggling in an increasingly competitive environment • Declining industries in rural areas - mining, agriculture, power generation • Existing low workforce skills and changing/higher skill requirements associated with the District’s changing business structure • Below average numbers of residents with a highest qualification at NVQ 4/5; Above average numbers of residents with no qualifications • Deficiencies in workforce skills important to the attraction of high value added inward investment • A narrow economic base, with limited evidence of new and growing sectors • Challenges for businesses in complying with increasing (and frequently changing) legislation and regulation (eg. health & safety, environmental, planning, waste disposal, recycling) • A need to develop skills in effective marketing, including e-marketing • Limited availability of conference and business training facilities • Limited tourist facilities and visitor accommodation (hotels and other provision) with which to maximise the potential of The National Forest and East Midlands Airport; Undeveloped evening economy in Swadlincote • Limited public financial assistance for business development, including premises, support and financial assistance (which is also complex/time consuming to access) • Limited networking between businesses and with public agencies • Lack of support for innovation and the development of new products and processes • Lack of support for vocational training provision • Potential vulnerability in that a small number of manufacturing businesses employ a significant proportion of the workforce • Employment in the nationally growing sectors of banking, business, other services and the public sector is underrepresented compared with the national average • Some evidence of skills shortages; Particular concerns regarding literacy, numeracy and technical skills in Derbyshire (FSB 2006) • Low levels of awareness of business support available

Ensuring sustainability

Strengths	Weaknesses
<ul style="list-style-type: none"> • District has outstanding communication links and accessibility to the national road network (A38, A42, A50, M1, M42) • Proximity to Birmingham International Airport and East Midlands Airport (a key European express freight hub) – increasingly important for global and knowledge-based businesses • A range of development land often available at lower land/rental costs than in neighbouring areas (though rising), including both traditional industrial estates and high quality business parks • Constrained land supply in neighbouring areas, in particular Burton and Ashby, adding to demand in South Derbyshire • A catalyst in The National Forest for a range of environmental and wood-based projects (eg using wood chip for heating) • Further major brownfield sites with potential for redevelopment, including the former power stations at Drakelow and Willington, and within the designated area of the Swadlincote-Woodville Area Action Plan • Significant development sites within the town centre with potential for retail, leisure, office and other business uses • Major business parks currently under development with outstanding transport links (including rail access), a large workforce catchment, new site infrastructure and the capability to accommodate all sizes and types of business activity • 42% of businesses think that South Derbyshire is a good or excellent location for business; 21% think it is poor or very poor (SD 100) • High land prices and tight labour markets in the South East, South Midlands and the 'Golden Triangle' are encouraging large warehouse operators to consider locations further north • Arrival of Morrisons supermarket as first major investment in the town centre in some years, including extensive additional free parking in the town centre • Disused or freight rail lines with the potential to be upgraded for freight or passenger use, such as The National Forest line. 	<ul style="list-style-type: none"> • Limited supply of small and 'grow-on' workspace (units and offices), including managed accommodation on flexible terms with support available • Limited supply of retail premises available, particularly larger units • Little speculative development; Design & build and freehold ownership constraints on some available employment land; limited availability of smaller plots; limited provision for less intensive/attractive employment uses • Little employment land available in the Swadlincote urban area • Poor appearance of some business premises and parts of the District, especially within Swadlincote, including on highly visible arterial routes • Little existing good quality office space and a lack of dedicated sites in attractive/accessible locations on which to promote new office development • Poor road links to and within Swadlincote itself; Congestion hotspots and parking issues in both urban and rural areas • Constraints on business operation imposed by weight restrictions on HGVs in the District and neighbouring areas; Limited river crossings; Lack of secure HGV parking; Loading/delivery problems caused by poor parking • No rail links between Swadlincote and other centres, including East Midlands Airport • Poor bus and rail links to employment sites, especially north-south links • Poor quality of the town centre and market, together with the public realm in some other areas • Issues of sites and premises allocated for employment uses not being on the market • Poor industrial estate signage in some areas • Limited public transport services vital to access services and opportunities, especially in rural areas and to employment growth centres; Residents of Swadlincote have not greatly benefited from employment developments along the A50 • Poor mix of retail provision in town centre, including the market, with an emphasis on convenience shopping and a lack of national multiples

Achieving equality

Strengths	Weaknesses
<ul style="list-style-type: none"> • Low claimant unemployment (1.4% in April 2006), though rising faster than elsewhere in Derbyshire (up 30% on April 2005) and closer to the national average in former coalfield areas • High levels of population growth (+19.2% 1981-2001; Eng +8.1%) • The National Forest is an extensive recreation and leisure facility, with potential benefits for health and quality of life • Attractive rural areas and historical features • Low levels of crime compared with national averages • Relatively affordable housing • Low levels of deprivation: South Derbyshire is ranked 142 out of 354 local authority districts – better than most neighbouring districts; 32 of the District's 54 Super Output Areas (SOAs) are in the 50% least deprived; However this hides the fact that other areas are amongst the country's most deprived – 8 are in the third most deprived. Parts of South Derbyshire are highlighted in the Indices of Deprivation (2004) in terms of: employment deprivation – involuntary exclusion of the working age population from the world of work; health deprivation and disability – areas with relatively high levels of people who die prematurely or whose quality of life is impaired by poor health; and education, skills and training deprivation – education deprivation for young people and lack of skills/qualifications amongst working age adults • Just 4% of the District's population live in the most deprived SOAs in England (ID2004) • High levels of economic activity, though quality of employment is an issue - few 'knowledge workers', and above average manual working, part-time employment, and hours/week (34% of the population work 45+ hours/week; 28% England 2002/03) • Low levels of Job Seeker's Allowance (JSA) claimants – 1.2% of the resident working age population, compared with 2.1% in the East Midlands (July 2005) • Just 4% of the population claim Incapacity Benefit, though some wards, in particular Newhall & Stanton are significantly higher (August 2005) 	<ul style="list-style-type: none"> • Low staying-on rates post-16 in Swadlincote and post-18 across the District; Below average numbers of students (aged 18-74) • Ability to secure higher quality employment and higher incomes constrained by skills levels • Limited access to training opportunities/facilities within the District • High levels of commuting, revealing a dependence on employment in neighbouring areas (including some in declining sectors); Of the District's 41,500 workers, just 16,500 (40%) work in the District; the District's resident workers exceed the jobs located in the District by 12,500 (Census, 2001) • Growing employment demands associated with both high levels of economic activity and a growing population • Poor levels of health, including age Standardised Mortality Rates for ischaemic heart disease, stroke and respiratory diseases well above national averages (1991-97) – possibly linked to mining • Potential for divides to emerge within the local community, for example a north-south divide seen in socio-economic groups, qualification levels and employment; Residents in the north of the District look towards Derby and benefit from the opportunities and higher paid employment there • Limited expectations and aspirations, particularly amongst young people • Employability challenges/barriers to entering the workforce, including travel, attitudes/commitment, 'a work ethic' and Basic Skills (literacy and numeracy) • Perceptions and fear of crime and disorder; Vandalism and anti-social behaviour • Growing demands on community facilities and services arising from the population growth • A perceived lack of pride in the area amongst some residents and, similarly, a lack of sense of community amongst more recent incomers to the District • Limited support for the development of social enterprises • Emerging affordable housing issues, especially in rural areas • Limited numbers of higher quality jobs available within the District • Shortcomings in the retail, leisure, entertainment and food & drink offer available within the District

Further information is contained in a range of research documents, in particular:

- Derby & Derbyshire 'State of the Sub-region' Economic Assessment (ECOTEC, 2004)
- Much more than trees 2: Measuring the social and economic impact of The National Forest (Centre for Economic and Social Regeneration, Staffordshire University, 2004)
- South Derbyshire Employment Land Review (Roger Tym & Partners and Lambert Smith Hampton, 2006)
- South Derbyshire Issues Paper (South Derbyshire District Council, 2006)
- South Derbyshire 100 Business Survey (Groundwork Derby & Derbyshire and South Derbyshire District Council, 2006)

Overview

The changing District

In many respects the District has successfully regenerated itself, having enjoyed an extended period of generally positive change. Much of physical legacy of the coalfield era and past industries has been successfully reversed through new business and housing development on brownfield sites. Indeed many of the headline economic indicators, such as unemployment and economic activity are now positive.

However, the District level indicators mask some persistent issues that have been hidden by a more wealthy and skilled incoming population often commuting to work outside of the District. Some of the core problems of the District remain but are now less visible. Serious weaknesses exist, for example, in the traditional industrial base and in the physical conditions in Swadlincote urban area, including the town centre. Meanwhile, pockets of deprivation persist in both urban and rural areas of the District.

This is not unexpected. Former coalfield areas are often characterised by comparatively low levels of educational achievement and skills long after the physical evidence of mining has disappeared, and are frequently described as having cultures of low aspiration and expectation. This pattern typically persists: the educational achievement of coalfields children and young people is currently lower than the national average, as is often the case with deprived areas that have experienced economic decline. Research by the Coalfields Communities Campaign (CCC) has highlighted, "low skill levels and poor academic results as an on-going problem in Britain's former coalfield communities". The CCC found that, "At school, pupils are seriously under-achieving in the crucial years between 14 and 16, leaving with results much poorer than the national average. The problem is compounded by low levels of literacy and numeracy amongst adults – often the parents of the current school generation".

In South Derbyshire, people in the Swadlincote urban area and the southern parishes are more likely to have no qualifications than the national and regional averages. Conversely, people in rural wards in the north of the District are less likely to lack qualifications than the national and regional averages. Similarly, the people most likely to have higher qualification (NVQ4/5) are most likely to live in the rural north of South Derbyshire and least likely to live in Swadlincote and the southern parishes. These patterns are reflected in social classes and other indicators. Whilst the north of the District has benefited from proximity to Derby, good communications and the creation of new employment along the A50 – progress in the south of the District has been slower.

The way forward

The economy of South Derbyshire has undergone rapid transition in recent years and the indications are that this will continue, given that the identified patterns of growth and decline in key business sectors are common with regional and national trends. Due to its location, the District will always be heavily influenced by the fortunes of neighbouring settlements, in particular Ashby, Burton and Derby. It will also be affected by the plans of the major employers in the locality such as East Midlands Airport and Toyota.

In the context of a changing economy, there will be a need to assist the transition process. New businesses in growing sectors will need to be established and existing businesses assisted in diversifying into new products and technologies. This will require re-skilling amongst some existing employees and a more general raising of skills levels amongst the local workforce to reflect the growing demands of employers.

In addition to a skilled workforce, the District will need to be able to offer the sites, premises and associated infrastructure to attract inward investment. Meanwhile, if local communities are to gain the maximum benefit from investment, links between areas of need and opportunities such as training and employment will need to be enhanced. Further assistance to enable the most vulnerable people to enter the workforce may also be required.

In order to improve the quality of life for local people there is a need to enhance Swadlincote town centre and other community facilities and to continually raise the quality of employment available. Greater employment in, for example the 'knowledge economy' (managerial, professional and associate professional jobs) will be necessary to provide a greater range of employment opportunities and create a stronger, more diversified local economy. Particular attention will be required to sectors offering growth potential such as the visitor and woodland economies, whilst assisting areas under pressure such as rural communities. There is also a need to raise aspirations amongst young people and to link these to the opportunities that are emerging in the growing business sectors.

A period of continued growth is anticipated for South Derbyshire, underpinned by the significant levels of development envisaged in the emerging Regional Development Plan. A growing population, combined with existing high levels of economic activity and out-commuting, emphasises the need to create additional employment opportunities, many of which will need to come through inward investment. This highlights the need for a 'big vision' for the District in which the need to provide for a growing workforce is considered together with employment land needs and demands on transport and other infrastructure and facilities. It will also need to consider the impact and relationship of developments in neighbouring areas.

As such, the emphasis of the strategy is around sustaining and creating employment, at all levels but especially higher skill/waged opportunities. To achieve this, the District will need to build on its inherent strengths, such as communications and land availability, in order to attract businesses with growth potential.

There is a need for a positive, forward looking approach that will promote investment, accelerate the process of economic development and ensure that local residents benefit from it. The District will need to identify the means and support necessary to achieve this. There will be a need to adapt to new structures, to further enhance the role of the Local Strategic Partnership in economic development, to develop new public and private sector partnerships and to look beyond administrative boundaries in considering local economies, transport networks and travel to work areas. As such, The National Forest potentially provides a unique opportunity and focus for economic development.

The National Forest

The creation of The National Forest is undoubtedly the key economic development initiative impacting upon the District and one of the Country's most ambitious environmental initiatives, exemplifying sustainable development. It is transforming 200 square miles of the Midlands and includes parts of Derbyshire, Leicestershire and Staffordshire. The area encompasses a variety of landscapes including the ancient forests of Needwood and Charnwood and parts of the industrialised Midlands Coalfield and Trent Valley. The aim of the National Forest Company is to create a mosaic of land uses and activities, framed by 33% woodland cover, that will enhance the environment and economy of the area and improve the quality of life for residents.

In 1994 the Government established the National Forest Company, sponsored by the then Department of the Environment, to implement the strategy. The Company is now sponsored by the Department of Environment, Food and Rural Affairs. Woodland cover has increased from 6% to 16% of the area and visitor facilities, both new and improved, public access, community participation and other public benefits are growing rapidly year on year.

The Forest aims to fulfil a range of environmental, social and economic objectives, for present and future generations, bringing a wide range of benefits for local people, the UK as a whole and for the world environment. The key principles of The National Forest Strategy 2004-2014 are to:

- create a coherent and identifiable new entity known as The National Forest;
- transform the area through a purposeful conversion of land use on a significant scale and at an exception rate;
- be a recognisable forest – by expanding wooded cover to about one-third of the area;
- enrich a diversity of landscapes and wildlife habitats;
- be enjoyable, welcoming and accessible for all;
- involve local communities in the Forest's creation;
- stimulate and add value to social and economic development;
- be a working forest – contributing to national timber supplies;
- be sustainable – environmentally, economically and socially;
- be geographically diverse and sensitive to landscape, natural and cultural history; and
- help to integrate urban and rural environments.

The Forest area encompasses around half of South Derbyshire District but the impact is felt throughout. In terms of economic development, it is already contributing to a more attractive environment, particularly in the former coalfield areas - reversing the damage caused by past industries. It is also creating opportunities for the growth and development of small and medium-sized businesses, facilitating farm diversification and providing new sources of income and employment in rural areas.

As the Forest develops, the potential for new business and employment creation will be felt most directly in the visitor and woodland economies. Opportunities in the woodland economy range from nurseries, timber production and forestry contracting through to the processing of wood products and the use of wood fuel for heat and power generation. Meanwhile, tourism and leisure opportunities are developing far

quicker than anticipated, including attractions, accommodation (of all types), heritage and wildlife sites, events and festivals, and food and drink outlets, together with the potential benefits for the sustainability of rural services and development of Swadlincote town centre.

However, in realising the Forest vision there are opportunities to exploit the economic development potential of the Forest further. The creation of a more attractive environment can, for instance, act as a catalyst for business growth and inward investment, and possibly a basis upon which to promote new business sectors such as the environmental economy.

Vision

The Strategy's vision for economic development in South Derbyshire is as follows:

To promote greater economic wellbeing in South Derbyshire, in order that it becomes a healthier, more prosperous and safer place to live with better jobs and prospects for local people and businesses

Objectives and Ambitions

This Vision will be pursued through three key objectives and a series of Ambitions:

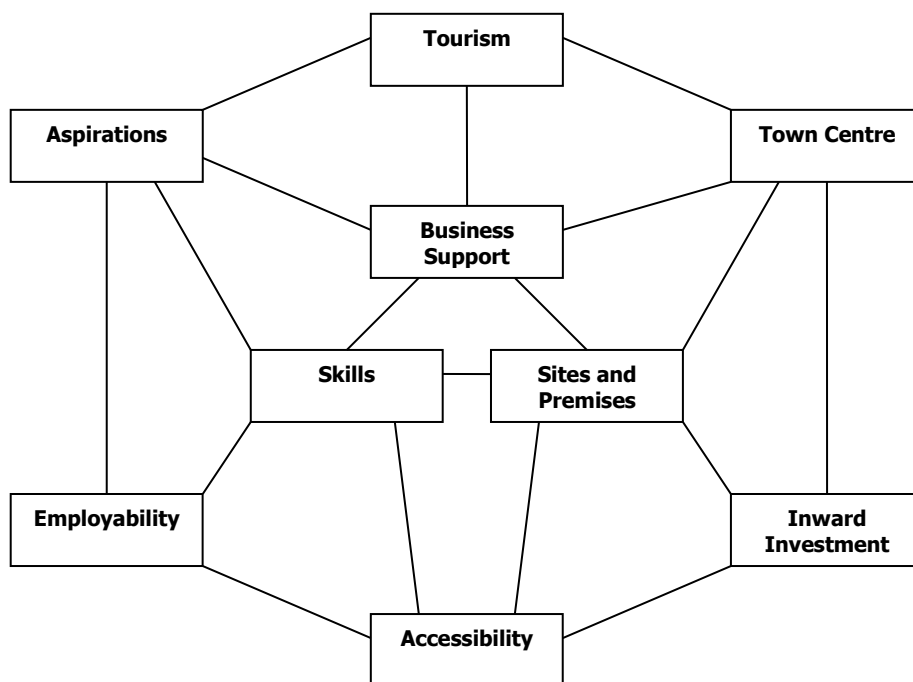
Raising Productivity	To enable people and business in South Derbyshire to become more competitive and innovative
Ambition 1	Raising skills levels, promoting a culture of learning and improving training facilities
Ambition 2	Attracting new inward investment and encouraging reinvestment by existing businesses
Ambition 3	Developing tourism and the woodland economy, maximising the potential of The National Forest to address rural issues
Ambition 4	Providing business support and innovation assistance, particularly in key growth sectors
Ensuring Sustainability	To provide the infrastructure for businesses and communities to thrive in South Derbyshire
Ambition 5	Improving accessibility to opportunities, particularly employment and training
Ambition 6	Providing sites and premises for future employment needs, co-ordinating provision with transport and other infrastructure
Ambition 7	Continuing the revival of Swadlincote town centre as a service centre and focus for the community and visitors
Achieving equality	To help all people in South Derbyshire to realise their full potential
Ambition 8	Overcoming employability barriers to entering the workforce, particularly amongst people facing multiple challenges
Ambition 9	Raising aspirations and expectations, particularly amongst young people

The actions of the Economic Development Strategy are expressed as Ambitions. This reflects the fact that the majority are dependent upon the joint commitment of the public, private and voluntary/community sector organisations operating in South Derbyshire. In some instances, they will also be dependent on successfully securing

external funding, in particular from the East Midlands Development Agency, East Midlands Tourism and the Derby & Derbyshire Economic Partnership.

It is apparent that the individual Objectives and Ambitions are heavily interlinked. This reflects the fact that disadvantaged individuals, communities and neighbourhoods often suffer from multiple forms of deprivation. Whether related to health, education, crime or access to opportunities, economic disadvantage is often at the core. Problems often derive from a combination of issues demanding multi-faceted solutions. The revival of the town centre, for instance, will be linked to factors such as success in attracting investment, the growth of tourism, the provision of business support and the availability of appropriate sites and premises (Figure 3).

Figure 3: Inter-linkage of strategy Ambitions



Raising Productivity	To promote the development of business in South Derbyshire from new start indigenous businesses through to major inward investors
Ambition 1	<p>Raising skills levels, promoting a culture of learning and improving training facilities</p> <p>Rationale:</p> <p>The District has recognised challenges in terms of staying-on rates and participation in Further and Higher Education, together with deficiencies in workforce and Basic Skills. With a changing economy both locally and nationally, higher levels of workforce skills are expected to be fundamental to future economic prosperity and growth.</p> <p>Approach:</p> <p>Action is required to promote a culture of lifelong learning amongst individuals and a commitment to workforce development amongst employers. Key to this will be the development of vocational skills amongst both young people, for example through apprenticeships, and amongst adults in terms of up-skilling and retraining where skills have become redundant. Training provision should be aligned with current skills shortages and the needs of industries that are growing locally. In the short term this could include improved transport links to facilities outside of the District, whilst in the longer term new provision may be developed locally.</p> <p>The achievement of this Ambition is closely linked to enhancing employability, improving accessibility and raising aspirations, particularly amongst young people.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Undertake research to establish vocational training needs and demands. • Engage employers and training providers in identifying current skills shortages and future requirements, aligning training provision with business requirements. • Explore the feasibility of expanding vocational training facilities in Swadlincote in order to improve access for local residents. • Explore ways to engage individuals and employers in training. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Derbyshire County Council, the Learning & Skills Council and education/ training providers, together with employers.</p>

Raising Productivity	To promote the development of business in South Derbyshire from new start indigenous businesses through to major inward investors
Ambition 2	<p>Attracting new inward investment and encouraging reinvestment by existing businesses</p> <p>Rationale:</p> <p>In order to replace employment that is being lost in declining sectors, address high levels of out-commuting and cater for a growing population the District will need to attract inward investment. South Derbyshire has a successful track record as a destination for relocating businesses to build upon. This can help to diversify the local economy by targeting sectors with growth potential and the ability to offer higher paid employment opportunities.</p> <p>Approach:</p> <p>South Derbyshire has a range of advantages including its central location, land availability and proximity to airports. There is scope to develop this further through the promotion of The National Forest brand and 'lifestyle' as a unique selling point and means of attracting more businesses that can offer high skilled employment in the knowledge economy. There is also scope to actively target growth sectors, to attract supply chain companies connected with existing major businesses and to explore hotel development, associated with East Midlands Airport and The National Forest.</p> <p>The achievement of this Ambition is closely linked with the availability of appropriate sites and premises for industrial, office and retail/leisure development, together with the associated transport and other infrastructure.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Maintain an online property database to provide information about sites and premises to potential investors. • Operate an enquiry and support service to assist potential inward investors. • Work with EMDA to assist Foreign Direct Investors and with DDEP to provide aftercare to investors once they have arrived. • Undertake marketing to raise the profile of South Derbyshire as a location for business, where possible collaborating with neighbouring areas. • Ensure the allocation of an appropriate quality and quantity of employment sites through the Local Development Framework to meet future inward investment requirements.

	<ul style="list-style-type: none">• Explore opportunities for the attraction of hotel development. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include East Midlands Development Agency and Derby & Derbyshire Economic Partnership, together with landowners and developers.</p>
--	---

Raising Productivity	To promote the development of business in South Derbyshire from new start indigenous businesses through to major inward investors
Ambition 3	<p>Developing tourism and the woodland economy, maximising the potential of The National Forest to address rural issues</p> <p>Rationale:</p> <p>Employment in predominantly rural sectors such as agriculture, mining and power generation has declined sharply in recent times. Meanwhile, businesses in the visitor and woodland economies have the potential to create new employment opportunities in rural areas. The National Forest can be further developed as a catalyst for a range of wood-related and tourism businesses, supporting the creation of a new nationally-recognised visitor destination. Usage by visitors can also enhance the viability of rural services. As the Forest develops there will be increasing scope for new initiatives, for example in alternative sources of power generation and sustainable construction.</p> <p>Approach:</p> <p>The District has a key role to play in contributing to the realisation of the vision for The National Forest, as described in The National Forest Strategy and National Forest Tourism Strategy (ref. Appendix 5), thereby maximising the benefits for the whole of South Derbyshire. The Forest provides a unique opportunity to support the development of new and diversification of existing rural enterprises, in a range of businesses from overnight accommodation to food and drink outlets, from forestry contracting to wood fuel. Meanwhile, the Airport offers the potential for in-bound and business tourism. Proactive support is required to support existing businesses and create new jobs in rural areas.</p> <p>The achievement of the Ambition is closely linked with the revitalisation of Swadlincote town centre and its evening economy, the provision of sector-specific business support and efforts to align aspirations with emerging employment opportunities.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Offer rate relief to businesses in designated rural areas or that are important to the local community. • Support appropriate development for employment uses in rural areas through the planning process. • Undertake destination marketing in partnership with sub-regional partners based upon The National Forest and county of Derbyshire, through traditional and electronic means, targeting both individuals and groups.

	<ul style="list-style-type: none"> • Operate a development programme for wood-related businesses, including grants, advice, training and support. • Operate a tourist information centre in Swadlincote to provide services to visitors and local residents. • Develop the Destination Management System – an online database of visitor information feeding visitor websites and TICs – and explore its integration with the destination website for the Forest. • Provide tourism sector-specific business development, in areas such as quality, use of ICT and marketing. • Continue to develop the District’s tourism product, for example through the development and promotion of walks and themed trails and support for Rosliston Forestry Centre. • Protect and improve natural and historic assets with visitor potential. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Business Link, East Midlands Airport and Visit Peak District & Derbyshire together with the National Forest Company and the National Forest & Beyond Partnership.</p>
--	---

Raising Productivity	To promote the development of business in South Derbyshire from new start indigenous businesses through to major inward investors
Ambition 4	<p>Providing business support and innovation assistance, particularly in key growth sectors</p> <p>Rationale:</p> <p>The local economy is undergoing transition, whilst general trading conditions are becoming increasingly uncertain, dynamic and competitive. This gives rise to a need to support modernisation, diversification and growth amongst indigenous businesses and explore means of supporting the formation of new businesses. There may be particular opportunities for the support of innovation and growth sectors.</p> <p>Approach:</p> <p>Small business survival and growth is based upon sustaining competitive advantage. This can be assisted through the sharing of ideas and good practice and pursuit of innovation. An innovation may just be new to the business concerned or be a totally new product, process or service. Innovation and the sharing of good practice can be encouraged through, for example, the provision of business advice, exploitation of ICT, access to broadband, development of businesses/management skills, access to specialist advice and the establishment of links with Higher Education institutions and centres of excellence. This may also be sector or industry specific, promoting networking, the creation of sector support structures (as has been achieved in tourism) or the development of supply chains. In terms of scale, this could be a grouping of town centre retailers through to transport equipment manufacturers collaborating at a regional level.</p> <p>Business support, together with the enhancement of skills and provision of appropriate sites and premises has been identified as underpinning the Strategy – and thus fundamental to the achievement of all other Ambitions.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Provide a support and signposting service to raise awareness of sources of advice and assistance, including information online. • Promote good environmental and health & safety practice amongst businesses by offering advice on performance and improvement. • Offer advice and financial assistance to businesses seeking to improve the safety, security and appearance of their premises, whilst also enhancing the quality of the local

	<p>environment.</p> <ul style="list-style-type: none">• Explore the provision of a package of, for example, advice, support, training, grant funding and networking opportunities for pre-start, new start and established micro businesses.• Support local chambers and other groups in promoting an active business community. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Derbyshire Business Link and Enterprise Agency, Groundwork Derby & Derbyshire and the Chambers.</p>
--	---

Ensuring Sustainability	To put in place the infrastructure for business to thrive in South Derbyshire
Ambition 5	<p>Improving accessibility to opportunities, particularly employment and training</p> <p>Rationale:</p> <p>Whilst the District is well connected to the national road network, links to Swadlincote itself are poor and public transport services limited. Improving links between centres of population and employment growth would ensure that local residents benefited from inward investment attracted to the District.</p> <p>Approach:</p> <p>Accessibility issues encompass the needs of residents, workers, businesses and visitors and demand a range of network improvements. Public transport improvements would help residents and workers to access employment opportunities and address the isolation of rural dwellers without access to a vehicle. Infrastructure improvements would help to reduce congestion and businesses constraints. Visitors would benefit from walking and cycling opportunities, bus services to attractions such as Conkers, or the re-opening of former canal and rail links, such as The National Forest Line. However, new public transport services are unlikely to be commercially viable, at least in the short term, and will require public or private subsidy.</p> <p>The achievement of this Ambition is closely linked with enhancing accessibility to employment and training opportunities and ensuring co-ordination with the development of sites and premises.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Provide a package of public transport services, jobs fairs and other promotions encouraging take up of employment at East Midlands Airport. • Explore HGV issues including parking provision and cross-border weight limit issues. • Pursue the implementation of the Swadlincote Regeneration Route, relieving congestion on a key arterial route and opening up new employment sites in Woodville. • Promote the improvement of infrastructure and public transport services through the Local Transport Plan.

	<p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Derbyshire County Council, transport operators and large employers, such as East Midlands Airport.</p>
--	--

Ensuring Sustainability	To put in place the infrastructure for business to thrive in South Derbyshire
Ambition 6	<p>Providing sites and premises for future employment needs, co-ordinating provision with transport and other infrastructure</p> <p>Rationale:</p> <p>New employment land will be required to provide for a growing workforce and changing business demands. The District will need to ensure that it can offer a range of sites and premises to businesses, from high quality office parks through to small industrial units, in both urban and rural areas.</p> <p>Approach:</p> <p>A long-term vision for the District is required, which co-ordinates employment land provision with other uses and transport infrastructure, and that takes into consideration neighbouring areas and their plans for future employment and housing growth. This will be achieved through the Local Development Framework process. Research has shown that two separate commercial property markets operate in the District – in the north based on the A50 corridor appealing to larger inward investors, and in the south on Swadlincote, which predominantly serves a more local relocation demand. It will be crucial that both of these needs continue to met through an adequate supply of available employment land. It is recognised that the local economy is changing and that new business sectors will have different land use demands to those of the past. Further that there will be a need to provide for both heavy industries and high quality office-based uses that may not be compatible. Public intervention will be required if market failure is to be overcome with respect to some specific sites and types of premises (eg smaller units) and to improve the appearance of the area. The provision of site infrastructure would also aid the attraction of inward investment. There is a need for proactive support to ensure that opportunities arising from the Airport are captured and that The National Forest realises its potential as a major visitor destination, including facilitating the development of visitor accommodation, attractions and facilities. Meanwhile, appropriate smaller scale development in rural areas can facilitate local employment creation.</p> <p>Sites and premises, together with the enhancement of skills and provision of business support have been identified as underpinning the Strategy – and thus fundamental to the achievement of all other Ambitions.</p>

	<p>Indicative actions:</p> <ul style="list-style-type: none"> • Maximise the economic development potential of the publicly owned property portfolios. • Ensure the supply of appropriate employment sites through the Local Development Framework process for all sizes and types of businesses. • Introduce a grant scheme to support the conversion of redundant rural buildings to new uses – offices, workspace or (if required) tourist accommodation. • Protect existing employment land from development for other uses in order to maintain a range of sites and premises for all types of businesses. • Develop and implement a masterplan for the land between Swadlincote and Woodville as an Area Action Plan under the Local Development Framework with the aim of increasing the availability of employment land in the area. • Explore ways of providing facilities for small enterprises, such as managed workspace linked to business support, small office and industrial units, meeting/conference facilities or incubation/ innovation centres linked to the Forest. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Derbyshire County Council, together with landowners and developers.</p>
--	--

Ensuring Sustainability	To put in place the infrastructure for business to thrive in South Derbyshire
Ambition 7	<p data-bbox="485 340 1310 409">Continuing the revival of Swadlincote town centre as a service centre and focus for the community and visitors</p> <p data-bbox="485 450 635 479">Rationale:</p> <p data-bbox="485 517 1326 831">The town centre has suffered a long period of decline and is overshadowed by neighbouring centres. However, a number of significant investments in retail and leisure provision in recent years, together with a growing and more prosperous local population and the visitor potential associated with The National Forest, offer real scope for a turnaround in fortunes. The appearance and vitality of the town centre is fundamental to perceptions of the District and to the creation of a focus for community life.</p> <p data-bbox="485 871 635 900">Approach:</p> <p data-bbox="485 940 1326 1464">The vision and recently completed masterplan for the town centre provide the basis for the collaboration of public and private sectors in the pursuit of an enhanced town centre. There is scope for significant retail, leisure, office and residential provision with substantial sites available within and adjacent to the town centre. Similarly, there is potential to recapture spending that is currently 'leaking' to neighbouring centres, through promoting support for the town centre and local businesses. Key to developing Swadlincote's attraction to visitors will be enhancing its image and attractiveness. This could be pursued through the promotion of local distinctiveness, possibly linked to the town's industrial heritage or location within The National Forest. There is a need to improve the appearance of the town centre and surrounding areas, together with key arterial routes.</p> <p data-bbox="485 1505 1326 1641">The achievement of this Ambition is closely linked with the provision of business support, the development of tourism and the ability to provide the sites and premises necessary to attract inward investment.</p> <p data-bbox="485 1682 759 1711">Indicative actions:</p> <ul data-bbox="536 1751 1299 2027" style="list-style-type: none"> <li data-bbox="536 1751 1299 1821">• Pursue the phased implementation of the town centre masterplan for the improvement of the public realm. <li data-bbox="536 1821 1299 1890">• Explore the potential for a cultural quarter based upon West Street. <li data-bbox="536 1890 1299 1995">• Promote private sector investment, including the development of the evening economy based upon new leisure uses and food and drink outlets. <li data-bbox="536 1995 1299 2027">• Work with businesses to improve their vitality and the

	<p>profile and perceptions of the town centre.</p> <ul style="list-style-type: none"> • Support the use of the town centre as a location for markets and events. • Maintain high standards of cleanliness, accessibility and free parking – a key advantage over neighbouring centres. • Provide grants to encourage the improvement of shop fronts and the external appearance of buildings within the Conservation Area. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition include landowners, developers, businesses, Chambers and other organisations with an interest in the town centre.</p>
--	---

Achieving equality	To support local communities to ensure that they benefit from the economic growth in South Derbyshire
Ambition 8	<p>Overcoming employability barriers to entering the workforce, particularly amongst people facing multiple challenges</p> <p>Rationale:</p> <p>Whilst levels of economic activity are generally high, experience has highlighted individuals excluded from the workforce. This is likely to be exacerbated by a decline in the demand for unskilled labour as the local economy changes. Exclusion may arise from a combination of barriers, such as low levels of literacy or numeracy, poor health, limited access to transport or low confidence.</p> <p>Approach:</p> <p>The aim is to establish effective means of assisting vulnerable people and the long-term unemployed to re-enter the workforce. This can be achieved through flexible working practices and the development of pathways to employment, for example through volunteering, assistance with CV/interview preparation or job placements. Further development could see assistance with travel or childcare, provision of training in community venues and the creation of Intermediate Labour Markets or development of social enterprises that can provide a stepping-stone into unsupported employment. Increasingly Basic Skills in english, maths and IT will be an essential requirement for even poorly paid employment.</p> <p>The achievement of this Ambition is closely linked to raising aspirations and skill levels and enhancing accessibility to training and employment.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Explore the nature and extent of barriers to entering the workforce, particularly for the long term unemployed. • Engage employers, seeking to change attitudes and raise awareness amongst businesses towards employing vulnerable people. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Derbyshire Chamber of Commerce, Derbyshire County Council, East Midlands Airport and Jobcentre plus.</p>

Achieving equality	To support local communities to ensure that they benefit from the economic growth in South Derbyshire
Ambition 9	<p>Raising aspirations and expectations, particularly amongst young people</p> <p>Rationale:</p> <p>In common with many former mining communities, there is a need to raise aspirations with regard to education and employment. Traditional attitudes to training and employment no longer reflect local economic circumstances. Encouraging a cultural change that raises expectations and links these to future employment opportunities will enhance the long term prospects of young people.</p> <p>Approach:</p> <p>This encompasses two key concepts, engagement and entrepreneurship. The first emphasises the need to engage some young people in the 'world of work' and to raise their aspirations and expectations regarding what they feel is achievable. The aim would be to encourage them to pursue a career rather than to leave school at the first opportunity accepting low paid employment in which they may subsequently feel trapped. Entrepreneurship is one approach, promoting an awareness of business skills and associated career options that will be valuable regardless of whether they decide to become self-employed. Other activities might encompass working with providers of careers guidance, work experience and youth programmes.</p> <p>The achievement of this Ambition is closely linked to enhancing skills and employability, whilst also aligning aspirations with future economic opportunities, including self-employment, in growing sectors.</p> <p>Indicative actions:</p> <ul style="list-style-type: none"> • Explore the nature and causes of low aspirations, particularly amongst young people. • Work with schools to promote entrepreneurship, raising awareness of business skills and self employment as a career option. <p>Key partners:</p> <p>Key partners in the achievement of this Ambition are likely to include Business Link, Connexions, Derbyshire County Council and local schools.</p>

Strategy implementation

Whilst some of the actions envisaged are core activities of the District Council, the majority will be undertaken in partnership with other organisations and may be dependent upon the securing of external funding. As such, the key delivery vehicle for the Economic Development Strategy will be through the South Derbyshire Local Strategic Partnership and in particular the Vibrant Economy Group (Appendix 3).

South Derbyshire Local Strategic Partnership

The Economic Development Strategy is closely aligned with the Local Strategic Partnership's current Community Strategy and Action Plan and will be a key influence on the Partnership's future policies and priorities. The Vibrant Economy Group oversees the distribution and monitoring of funding available to the Local Strategic Partnership from the Derby & Derbyshire Economic Partnership, which supports economic development initiatives in the area.

South Derbyshire District Council

In terms of actions specific to the District Council, these will be implemented and monitored through its Corporate Plan and Annual Service Plans.

Monitoring of progress

In addition to milestones and performance indicators agreed for individual projects and set out in District Council Service Plans and the Local Strategic Partnership's Action Plan, it is anticipated that a common set of indicators will be introduced nationally that are more outcome-focused. In May 2006 the Audit Commission published a set of pilot national and local performance indicators for economic regeneration. The aim is to provide a comprehensive set of indicators to enable users to understand their local economy, assist with the development of plans and strategies and to monitor progress and performance. There are two categories of indicator:

- National indicators – collated and published by the Audit Commission and the Office for National Statistics, these can be readily obtained for each local authority area via web sites (117 economic wellbeing indicators).
- Local indicators – a range of additional indicators that complement those available nationally. These require local authorities to set up systems to collect data – some of the data is available nationally but requires calculations to be conducted others require systems to be out in place to collect and analyse data (16 indicators, together with sub-indicators).

It is anticipated that the Audit Commission will identify five or six indicators as Best Value Performance Indicators for Economic Regeneration in the near future. However, in the meantime, a selection of the national indicators (linked to the Strategy Ambitions) will be monitored periodically.

Appendices

Appendix 1: Economic Development

Economic development is typically considered in terms of economic, social and environmental perspectives. However the causes of, and solutions to, each of these are often interlinked. The emphasis of economic development is typically around the safeguarding of existing and creation of new employment, of the highest quality achievable. This is pursued through the promotion of new business start-ups, the growth of existing businesses and the attraction of employers to the area. It also involves a host of activities that impact on employment creation, including transportation, the provision of sites and premises, crime and disorder, workforce development and so on. Intervention is considered where, for example, there is market failure, where groups have been excluded or where dramatic change is taking place. Local authorities have direct roles in economic development as regulators, employers and procurers of supplies but may also have a role in exploring issues, setting direction and facilitating action.

Appendix 2: Consultation

The development of the Strategy has progressed as outlined in the Project Brief approved by the District Council's Environmental and Development Services Committee. Desk research, exploring the current position of the District and key trends through the review of available statistics and existing studies was undertaken and included the preparation of an Issues Paper. This Paper was then used as the basis for series of consultation activities during 2006.

Member consultation

A number of events were held to inform Members about current development issues and gather their views on issues and priorities. These included a presentation to Members of the Environmental and Development Services Committee on 9 March 2006, a workshop on 23 May and a Tour of the District on 9 June.

The Workshop enabled Members to consider economic development issues from the perspective of both businesses and local residents. Following an extensive discussion, each Member was then able to prioritise the three issues from each perspective that they felt were most important.

Business and partner consultation

A questionnaire-based survey of one hundred businesses in South Derbyshire was conducted, predominantly by telephone, in partnership with Groundwork Derby & Derbyshire. A broad cross section of respondent businesses was achieved, with a mix of geographical location, size and sector. The businesses involved were then invited to a workshop on 12 July together with partner organisations, from the public, private and, voluntary and community sectors, to discuss the issues arising.

The well-attended event provided participants with an overview of the current position of the District and an opportunity to discuss and prioritise issues under three themes:

- People and Communities – for example, commuting and earnings.
- Business Development – for example, recruitment and assistance.
- Business Infrastructure – for example, development sites and HGV weight restrictions.

Issues into actions

Following analysis of the results and consultations and a review of the policy context draft proposals were prepared. Two events were then held in November to which all interested parties were invited. Here participants discussed amended and agreed the proposals and contributed to the development of more specific objectives. A presentation was also made to South Derbyshire Local Strategic Partnership's Vibrant Economy Group in December and the proposals debated.

Draft strategy

A Draft Strategy was completed in January 2007 and then ... [to be discussed]

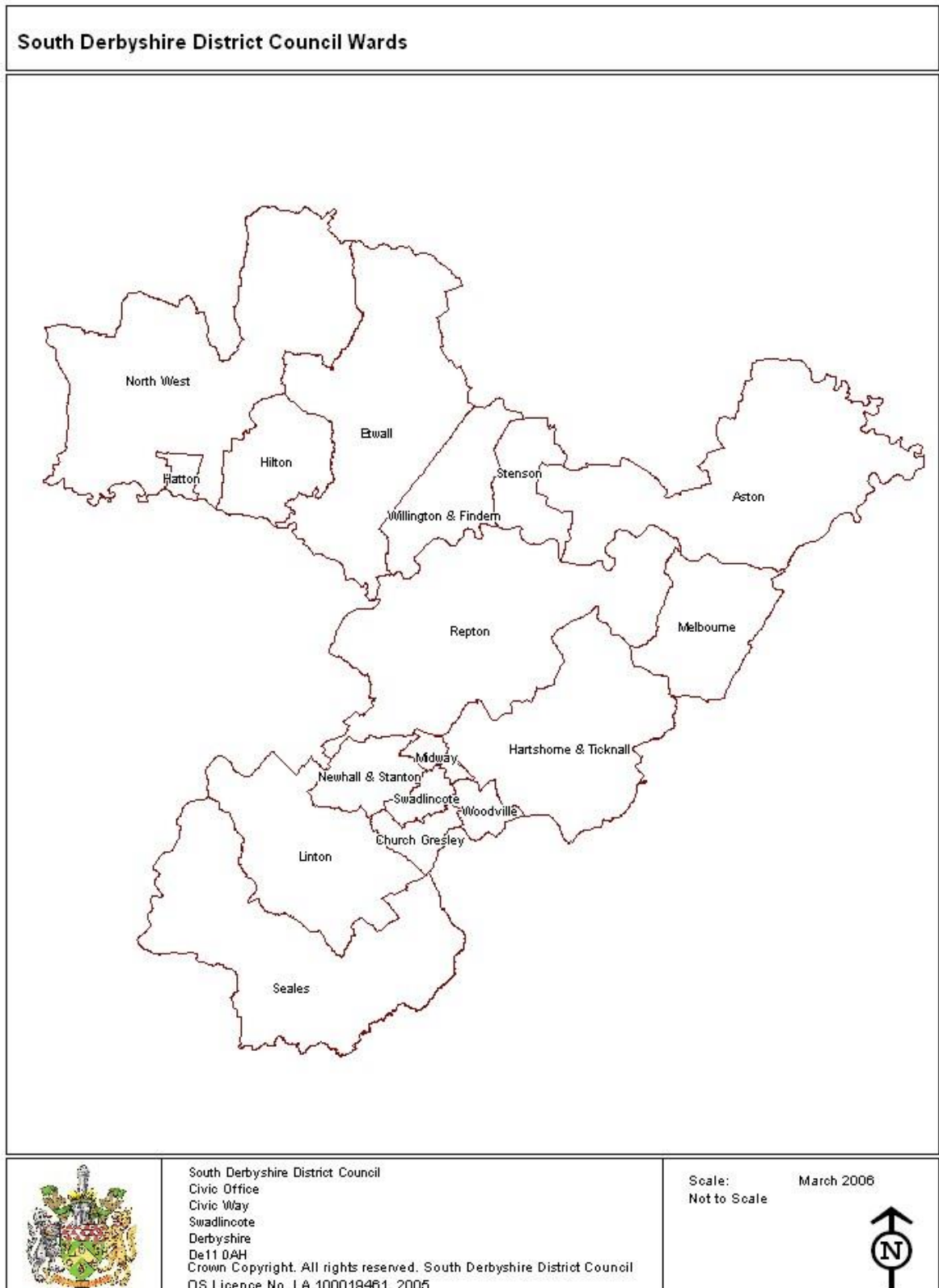
The Strategy will be presented to the Environmental and Development Services Committee on XX 2007 (tbc) for consideration by Members. Similarly, the Strategy will be considered by the Board of the South Derbyshire Local Strategic Partnership.

Appendix 3: SDLSP Vibrant Economy Group

The Vibrant Economy Theme Group of the South Derbyshire Local Strategic Partnership is the principal economic development partnership within the District. Participation is open to all organisations, whether from the public, private or voluntary/community sector. Membership in 2006 included the following:

Organisation	Sector
Burton College	Public
Business Link	Public
Derbyshire & Nottinghamshire Chamber of Commerce	Private
Derbyshire County Council	Public
East Midlands Airport	Private
Groundwork Derby & Derbyshire	Vol/com
Jobcentre plus	Public
Learning & Skills Council	Public
National Forest Company	Private
South Derbyshire Council for Voluntary Service	Vol/com
South Derbyshire District Council	Public
Swadlincote Chamber	Private
Toyota Motor Manufacturing UK	Private

Appendix 4: South Derbyshire wards



Appendix 5: Visitor economy

The District Council, through its ownership of facilities (eg Rosliston Forestry Centre), responsibilities with regard to maintenance of the public realm (eg parks, open spaces and the town centre), provision of visitor information (eg support of the Tourist Information Centre) and role in destination marketing has a greater role in the tourism sector than arguably any other business sector. In undertaking these activities, the Council is working towards the vision for The National Forest in partnership with Visit Peak District & Derbyshire (the Destination Management Partnership for Derbyshire). It should be noted that the Forest as a whole falls into three Destination Management Partnerships, including those in Staffordshire and Leicestershire.

East Midlands Tourism has commissioned an economic impact study of tourism across the entire region using the 'STEAM' model. Following the collection and analysis of data for 2003, 2004 and 2005 it is now possible to consider trends. Latest research shows almost 3.637 million visitors to South Derbyshire in 2005, generating a total spend of £116.41 million and supporting more than 2,060 full time equivalent jobs. This is comprised of 3,385,500 day visitors spending £87.92 million and 251,400 staying visitors spending a further £28.48 million. In almost every key indicator, tourism growth in South Derbyshire 2003-2005 was much stronger than the performance of tourism in Derbyshire and the East Midlands. In particular:

- Employment supported (+1.93%) increased at more than three times the East Midlands rate (+0.59%), and compares even more favourably with the fall across Derbyshire as a whole (-2.02%).
- Spend by all visitors (+6.09%) increased at more than double that for the East Midlands (+2.78%), and compares to a fall across Derbyshire as a whole (-0.16%).
- Spend by staying visitors (+13.29%) increased by more than double the increase across Derbyshire (+6.12%) and more than four times the regional increase (+3.26%).
- Although the increase in day visitor **trips** (+0.74%) was lower than the regional increase (2.50%) it compares favourably with the fall across Derbyshire (-3.11%), nonetheless the increased **spend** by day visitors (+3.94%) was better than the regional (+2.49%) or Derbyshire (-3.19%) figures.

	South Derbyshire			Peak District & Derbyshire			East Midlands		
	2003	2005	% change	2003	2005	% change	2003	2005	% change
Staying Visitors, trips	224,720	251,410	11.88%	3.19M	3.49M	9.40%	14.81M	15.38M	3.85%
Staying Visitors, nights	549,290	604,230	10.00%	9.05M	9.47M	4.64%	41.38M	42.74M	3.29%
Average length of stay, nights	2.44	2.40		2.84	2.71		2.79	2.78	
Spend by Staying Visitors	£25.14M	£28.48M	13.29%	£420.36M	£446.09M	6.12%	£1.960B	£2.024B	3.26%
Day Visitor, trips	3,360,650	3,385,540	0.74%	33.39M	32.35M	-3.11%	125.0M	128.13M	2.50%
Spend by Day Visitors	£84.59M	£87.92M	3.94%	£866.98M	£839.35M	-3.19%	£3.246B	£3.327B	2.49%
Spend by all types Visitors	£109.73M	£116.41M	6.09%	£1.287B	£1.285B	-0.16%	£5.206B	£5.351B	2.78%
Total employment supported, FTE	2,022	2,061	1.93%	24,510	24,015	-2.02%	94,563	95,124	0.59%

The District Council contributes to the objectives for tourism set out in The National Forest Strategy 2004-2014 and the **National Forest Tourism Strategy 2004-2009**. The Tourism Strategy sets out a mission statement: 'To create a new, national, tourism destination based upon substantial outdoor activity and a variety of new indoor attractions. Existing tourism attractions will blend with new Forest attractions and a growing and changing network of new woodlands, trails and sport and recreation facilities'. The principles of the Tourism Strategy are as follows:

- Developing the Forest as an exemplar of sustainable tourism.
- Developing a strong National Forest brand.
- Maintaining the highest standards of quality.
- Developing easy access both to the Forest area and within it.
- Working in partnership.

The objectives for the Tourism Strategy are to:

- encourage the sustainable growth and development of existing and new tourism attractions and accommodation promoting high quality facilities and customer service;
- increase visits of all kinds through tourism promotion and product development to achieve 5.8m visitors by 2014 and increase the percentage of overnight stays to 10%; and,
- monitor the effects of tourism and the effectiveness of tourism promotion.

The Forest is in a strong position to develop a very varied tourism product under a range of themes:

Tourism Theme	Visitor Potential
National Forest woodlands	Adding new woodlands each year with trails, picnic sites, forest art and special features (eg. arboreta)
Visitor attractions	Including Forest-themed attractions, existing attractions and future developments
Forest trails and access	Expanding the network for walkers, cyclists, horseriders and disabled users
Sport and recreation	Increasing the range of outdoor facilities in particular
Accommodation	Facilitating provision of a range of high quality and appropriate accommodation to attract overnight visitors
Heritage sites	Improving interpretation and visitor access
Wildlife	Developing opportunities for watching wildlife
Villages and countryside	Maintaining attractive villages and developing access to attractive countryside
Environmental education	Continuing to develop the Forest as an outdoor learning resource
Events and festivals	Using the Forest as a venue for Forest-related, sporting and other events and festivals
Food and drink	Identifying and promoting local speciality food and drinks

The Strategy identifies several distinct Tourism Development Clusters, around half of which impact on South Derbyshire. Within each Cluster there is potential for further tourism development to complement and create links with existing attractions. These areas are believed to offer the best opportunities for maximising tourism development over the next ten years (whilst accepting that they may not be the only areas where tourism development is suitable).

The Council collaborates with other members of the National Forest & Beyond Partnership to promote the Forest as a visitor destination. The Partnership promotes the whole of South Derbyshire and not just that which is within the designated Forest area. Tourism promotion is currently focused upon the following identified market segments which are reviewed periodically: empty nesters; family groups; and, school and group travel trade. Visitor marketing reflects the Forest's brand values and in turn helps to develop a strong Forest brand.

Within this context, a range of product development opportunities have been identified within the District:

Product	Opportunity
Repton	Repton is the former capital of Mercia, site of the only known Viking Camp in England, and home to the world-famous Repton Public School, as well as having a fine range of buildings of historic and architectural interest. At present there is no interpretative material, and unlike many other historic public schools Repton has not yet capitalised on its site (which as well as a number of unique buildings includes a small Museum not normally open to the public). The presence of a range of restaurants and inns adds further to Repton's potential appeal.
Melbourne	Melbourne is often described as the 'Jewel in the Crown of South Derbyshire' and has the greatest concentration of accommodation and attractions, yet is not promoted in its own right. Links with its name-sake in Australia, with the Victorian Prime Minister Lord Melbourne, and with 'the father of modern travel and tourism' Thomas Cook could all be exploited, as could the town's relationship with Calke Abbey, Staunton Harold, and the Donington Collection. Traffic management, brown signing and interpretative material could help to reduce congestion around the Hall and Church, and enhance tourism opportunities for shops and restaurants in the town centre. A link into the town from the nearby National Cycle Route could increase visits without

	increasing congestion.
Shardlow	Shardlow and the Trent & Mersey Canal remain little known or used compared to other parts of the canal network, and their potential could be exploited, including provision of interpretative material and identification of boating businesses in adjacent districts. Enhancement would also strengthen the appeal of the southern end of the National Heritage Corridor, as would the reinstatement of the Derby & Sandiacre Canal.
Swadlincote town centre	Tourism could assist in its development, though broadening of the facilities available to cater for the trend towards combined shopping and leisure trips, is seen as necessary to help ensure its future. Consideration could be given to how the Ski Centre, the indoor bowling facility at Gresley Old Hall, and the T G Green Pottery can be better associated with the town centre. The Christmas lights and associated fireworks display and street fair could be more widely promoted to bring more people into the town. Sharpe's Pottery Museum provides an opportunity to celebrate the area's industrial and cultural heritage in the setting of an early 19 th Century pottery, and is home to Swadlincote Tourist Information Centre (including a 24 hour visitor information kiosk). Other measures could include the erection of interpretative material related to the town's industrial history (i.e. Coal & Clay), whilst holding events in the town centre and parks could bring visitors into the town, who would otherwise only visit the rural areas.
Countryside	Countryside in the Melbourne/Calke/Ticknall/Foremarke area could provide further opportunities for walking, cycling and water sports which could be based upon an interpretative centre and trail, located at one of the reservoirs or Calke Abbey.
Themed tourism	The development of 'themed' tourism within the District, such as for example an historic gardens trail or industrial heritage trail (possibly in association with neighbouring authorities).
Walking	A pro-active approach could be taken to the creation of a network of routes linking attractions within and around the District to facilitate 'green' tourism, including between National Forest sites in South Derbyshire and the 'hub' of the Forest at Conkers; extending the National Heritage Corridor braided route south-east to Shardlow; and linking Melbourne, Ticknall, Calke and the reservoirs. Means of making more readily available the wide range of trails leaflets produced by village societies and the Ramblers Association could also be investigated to attract more walkers to the District. A walking festival could be used to promote the District's trails and attract visitors staying at The National Forest's new Youth Hostel.
Cycling routes	Similarly, the District Council's Cycling Strategy gives a high priority to developing routes serving leisure facilities, including links to major National Forest and tourism facilities.
Major events	Major events can help to attract staying visitors and good public relations opportunities. The potential for further events within the District could be investigated with interested parties. Efforts could also be made to maximise the benefit to South Derbyshire of events in neighbouring areas.

Further information is contained in a range of documents, in particular:

- The National Forest: Audit of Existing Visitor Infrastructure and Strategic Context (Locum Destination Consulting, 2005)
- The National Forest Visitor Infrastructure Project: Strategic Action Plan (Locum Destination Consulting, 2005)
- Economic impact of tourism in the East Midlands (STEAM, 2005)