

# Final Summative Assessment of Marketing Peak District and Derbyshire's ERDF Funded Project

## “Growing and Developing the Visitor Economy within Derbyshire - 2”



**September 2016 to April 2023**

**Summative Assessment Report April 2023**

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### Appendix A: Latest Project Logic Model

## 1 Executive Summary

- 1.1 Every European Regional Development Fund (ERDF) Deed of Grant places a requirement on all grant recipients to undertake a Summative Assessment. Marketing Peak District and Derbyshire have commissioned this evaluation and Summative Assessment to review the likely impacts of the Growing and Developing the Visitor Economy within Derbyshire Project across a range of economic, social and environmental outcomes and impacts. The study also identifies key lessons learned from the project that can be incorporated into the remainder of the delivery and inform future approaches to support the visitor economy.
- 1.2 In May 2019 Marketing Peak District and Derbyshire secured an extension to the part-European Regional Development Fund (ERDF) funded 'Growing and Developing the Visitor Economy' project. The extension supported the project with an increase in the ERDF investment to £1,269,328, matched with a total of £1,359,529 of public and private investment (an intervention rate of 48.3%). This allowed the project to continue its delivery that began in September 2016 through to 31<sup>st</sup> March 2023.
- 1.3 The initial focus of the project was across five key strands of activity:
  - *Pedal Peak Business Initiative*
  - *Inspired by the Peak District*
  - *Promoting Derbyshire Products*
  - *Supporting Market Towns*
  - *Delivery of new and emerging business support*
- 1.4 Within the extended programme there has been a stronger focus on driving up productivity within the visitor economy and subsequently increasing sub-regional Gross Value Added. A set of workshops were designed covering working in International markets, extending the seasonal offer, upskilling the workforce and improving quality. The Phase 2 programme also continued with a grants programme, but with a wider and more flexible offer that could support the objectives of the entire programme.
- 1.5 The COVID-19 outbreak changed the context for the project as for extended periods businesses were legally required to close, many staff were furloughed and individuals were prevented from travelling for non-essential purposes. The on-off nature of restrictions led to significant periods where many businesses had little or no income, interspersed with periods where restrictions eased and demand spiked.
- 1.6 The extended project has an overall budget of £2,635,872. The latest expenditure data (based on Claim 28 to the end of March 2023) shows the project had spent £2,628,984 which represents over 99% of the total project budget defrayed.

1.7 Across both phases of the project, the following range of activities were delivered:

- 225 topic based workshops
- 38 large scale networking events including;
  - 5 annual tourism conferences and an online tourism conference
  - 3 Accessibility Exchange conferences
  - 3 Tourism Awards Events
- 79 grants
- 30 Accessibility audits
- Attendance at a range of trade exhibitions including Chatsworth Country Fair, BBC Countryfile Live, BBC Gardeners World Live, BBC Good Food Show and the British Travel and Tourism Show.

1.8 As shown in Table 1.1 below, the project has been very effective in engaging businesses from within the visitor economy sector. The project has now completed its activity and is within 8% of its target of supporting businesses with a minimum of 12 hours, with a final output of 487 businesses supported. The formal C1 outputs only represents part of the activity of the programme, which since September 2016 has engaged a total of 936 businesses.

**Table 1.1 Project Outputs, Outcomes and Targets**

Output	Target to March 2023	Achieved March 2023	% of target
(C1) No. of enterprises receiving support	530	487	92%
(C2) Number of enterprises receiving grants	72	81	112.5%
(C4) No. of Enterprises receiving Non-Financial support	488	419	85.9%
(C5) Number of new enterprises supported	64	54	84.3%
(C6) Private investment matching public support to enterprises (grants)	£200,514	£199,802.9	99.6%
(C8) Number of New Jobs Created	24	24	100%
(C29) No. of enterprises supported to introduce new to the firm products	110	108	98.2%

1.9 The number of businesses receiving grants exceed the target by 12.5% and the amount of private matched funding to the grant scheme also hit target. This was partly due a reduction in the grant amounts to allow minimum projects of £1,000 which allowed far more businesses to access the grant fund.

1.10 On completion of the project the total number of jobs created within the sector has met the output target of 24. The project has enabled businesses to employ during a surge as the sector reopened after the pandemic. This is a real achievement as attributable job creation in the visitor economy is not an easy process to evidence.

- 1.11 According to the business survey, a total of 13% of businesses supported by the project reported they had created new jobs with each business creating 0.238 of an additional job. Across a combined total of 487 businesses supported by the end of the project, it is estimated total of 116 additional jobs would have been created.
- 1.12 Businesses were also asked to attribute their growth to the interventions on the project as part of the counter-factual impact assessment. A total of 43% of businesses stated their involvement in the project stimulated growth within the businesses, with a further 20% stating their involvement in the project accelerated the businesses activity and growth.
- 1.13 On this basis, an estimated 73.1 jobs were net additional impacts of the project. Based on the latest ONS data, Current Gross Value Added (GVA) per filled job within Derbyshire and Nottinghamshire is £49,729, this should generate a total of **£3.63m** of sub-regional Gross Value Added per annum.
- 1.14 The key objective for the project was to improve business productivity and turnover, which formed a component of the business survey. A total of 13% of businesses claimed the interventions of the project had a strong influence in this area, with 41% a moderate influence. Other areas the project had the greatest influence on was supporting businesses to seek new customers and market. A total of 69% of businesses stated the project had a strong or moderate influence in this area. The survey also identified the project had a strong or moderate influence on 46% of businesses with regards to enhancing the digital capacity within the business.
- 1.15 Businesses generally found the processes associated with the Growing and Developing the Visitor Economy in Derbyshire project very easy or easy. Just over half of all businesses found understanding their eligibility for the project Very Easy or Easy. Businesses were asked to score the overall quality of provision of the project out of five. The Marketing Peak District Workshops and Webinars activity was scored 4.34 out of five, the Inspired by the Peak District events and branding support was scored 4.11 out of five and the support to attend trade shows scored 3.54 out of five, although this element was perhaps most disrupted by the pandemic.
- 1.16 The Growing and Developing the Visitor Economy in Derbyshire programme had focussed on a range of issues and challenges facing the sector that are recognised as issues at a national level and that Visit England are also grappling with. The project has provided an excellent source of evidence on 'what works' in the visitor economy.
- 1.17 Local partners felt the Growing and Developing the Visitor Economy in Derbyshire had been a huge success and had helped grow the sector before the pandemic, help the sector overcome the challenges of COVID-19 and then navigate the subsequent opportunities and challenges as the economy, travel and international travel opened up again.

- 1.18 The Growing and Developing the Visitor Economy in Derbyshire operated under challenging circumstances and has had to adapt to considerable change. Its flexible design has helped the offer to remain relevant and robust to local businesses. The project has been particularly effective in supporting businesses to generate additional employment, which is a considerable achievement based on the impact of COVID-19 and the impact of the cost of living crisis and inflation on businesses.
- 1.19 The Summative Assessment has demonstrated the Growing and Developing the Visitor Economy in Derbyshire project, across both phases, offers very good value for money. Based on a £2.63m budget, this Gross Value Added represents a return on investment of £6.90 for every £1 invested and £13.80 for every £1 of ERDF invested.
- 1.20 Continual learning and reflection has been a strong feature of the project and this is the fourth Summative Assessment undertaken on the project in the six years the project has been operational – which some of the recommendations and conclusions feeding into the operation of the project.

## 2 Introduction and Project Background

- 2.1 In May 2019 Marketing Peak District and Derbyshire secured an extension to the part-European Regional Development Fund (ERDF) funded 'Growing and Developing the Visitor Economy' project. The extension supported the project with an increase in the ERDF investment from £743,201 to £1,269,328, against a revised total budget of £2,629,283 (at a 48.3% intervention rate). This allowed the project to continue its delivery from March 2019 (the end of the first phase of the project) to 31<sup>st</sup> March 2022. The project was subsequently extended further to the end of March 2023.
- 2.2 Every European Regional Development Fund (ERDF) Deed of Grant places a requirement on all grant recipients to undertake a Summative Assessment. Marketing Peak District and Derbyshire have commissioned this evaluation and Summative Assessment to review the likely impacts of the Growing and Developing the Visitor Economy within Derbyshire Project across a range of economic, social and environmental outcomes and impacts. The study also identifies key lessons learned from the project that can be incorporated into the remainder of the delivery and inform future approaches to support the visitor economy.
- 2.3 The Summative Assessment process draws from the project's revised Summative Assessment Plan and its associated Logic Model and also from previous Summative Assessments completed as part of both phases of the project. The process has been co-ordinated by S4W Ltd, drawing on a range of project performance data collated by Marketing Peak District and Derbyshire, a survey of beneficiary businesses and interviews with a number of businesses who benefitted from the interventions.
- 2.4 The Summative Assessment has been focussed on the impact of the COVID-19 on businesses in the tourism and hospitality sector and the role the project has tried to play in co-ordinating access to a range of wider business support offers, and how the project quickly adapted to meet the changing needs of businesses as they worked towards a full recovery following the pandemic and restrictions on travel.
- 2.5 This Summative Assessment report provides:
  - An evaluation of performance management data over second phase of the project to the end of March 2022 (and a further extension to March 2023)
  - Qualitative reflections of project progress and how the project has been supporting businesses through and coming out of the COVID-19 pandemic
  - Identify whether the programme is likely to achieve its aims and objectives
  - A net counter-factual impact assessment
  - Assess the likely value for money of the programme
  - The contribution of the project to supporting broader business growth and economic development objectives for Derbyshire
  - Recommendations and lessons learned for future activity to support the visitor economy across the Peak District and Derbyshire

### ***About Marketing Peak District and Derbyshire***

- 2.6 Marketing Peak District & Derbyshire (MPDD) is the Destination Management Organisation for the Peak District and Derbyshire area. It was established in 2005 to ensure growth and to support the Visitor Economy. MPDD is responsible for delivering tourism promotion and marketing activity nationally and internationally. The organisation's aim is to inspire more visitors into Derbyshire through great offers, short-breaks and products and experiences. MPDD is made up of all Local Authorities within Derbyshire, and more than 3,000 private sector tourism providers across the whole of the Derbyshire area.
- 2.7 MPDD's vision is to develop and grow a successful and sustainable tourism economy, working closely with a wide range of partners to make the Peak District and Derbyshire the destination of choice, regionally, nationally and globally.
- 2.8 In 2023, Marketing Peak District and Derbyshire, working with Visit Derby, were named as one of the first national Local Visitor Economy Partnerships (LVEPs) covering the Peak District, Derbyshire and Derby City. Through the LVEP status, the partnership will be able to access specialist training on topics like skills, business support, sustainability and accessibility best practice as well as support to make bids to the Government for funding to increase visitor numbers.
- 2.9 The designation of LVEPs was recommended in the de Bois review of how Destination Management Organisations across England are funded, the delivery of their roles and to identify better working models. The review was completed in 2021 and Government acknowledged and set in motion, through Visit England, the establishment of a national portfolio of Local Visitor Economy Partnerships.

### ***Growing and Developing the Visitor Economy in Derbyshire – Phase 1***

- 2.10 The original ERDF project ran from September 2016 until 31<sup>st</sup> March 2019. The first phase project was initially funded by a £743,201 ERDF grant as part of a £1,486,402 project. The project aimed to fill a gap in the business support offer to businesses in the visitor economy within Derbyshire, providing the information and support needed to grow and develop and to take advantage of emerging and growing trends in the visitor economy in the County.



2.11 The focus of the project was across five key strands of activity:

- ***Pedal Peak Business Initiative***, led by Peak District National Park, delivering a package of support for tourism businesses to welcome and promote themselves to cyclists and including a small grant scheme
- ***Inspired by the Peak District***, a branding initiative to help businesses develop a marketing edge from their association with the Peak District
- ***Promoting Derbyshire Products***, showcasing Derbyshire produce through Food and Drink Fairs and Farmers Markets, as well as linking producers with local businesses.
- ***Supporting Market Towns***, led by MPDD, worked with nine market towns in Derbyshire to develop a baseline report on key opportunities to grow the visitor economy. The process was supported by developing locally owned Action Plans and a small implementation budget.
- **Delivery of new and emerging business support**, to boost competitiveness amongst businesses in the visitor economy through the delivery of a range of workshops, which also supported the other strands of activity.

***Project Extensions - Overview, Aims and Outputs, Outcomes and Impacts***

2.12 The project was extended through a Project Change Request submission, formally submitted in May 2019, which extended the practical and financial completion dates until 30<sup>th</sup> April 2022. The extended project continued the main themes of the original phase but changed some of the focus and the way the project was delivered.

2.13 The Project Change Request increased the project budget to £2,635,872 which included £401,028 of capital budget and £2,234,844 of revenue budget.

2.14 Within the Project Change Request, the programme of workshops would have a stronger focus on driving up productivity within the visitor economy and subsequently increasing sub-regional Gross Value Added. A set of workshops were designed to be completed to a minimum of 12 hours of support covering the following themes deemed critical to improving productivity.

- Working in International markets
- Extending the seasonal offer
- Upskilling the workforce
- Improving quality

2.15 The Phase 2 programme also continued with a grants programme, but with a wider and more flexible offer that could support the objectives of the entire programme. The type of eligible activity included supporting improved accessibility, green tourism, promoting internationalisation of the visitor offer and a continuation of cycling tourism. The total grant pot for the second phase of the project totalled £200,000, offering 50% grants between a range of £1,000 and £10,000.

- 2.16 The submission and approval of the extension for the project occurred before the outbreak of the pandemic and the economic shutdowns that devastated the global economy. The visitor economy was particularly hard hit by the COVID-19 pandemic. Data from the UK Economic Outlook in January and July 2021 predicted that for 2020 the Accommodation and Food would decline by 41.1% in 2020 and by 18.7% in 2021 and the Arts and Entertainment Sector by 30.8% in 2020 and 4.4% in 2021<sup>1</sup>.
- 2.17 The COVID-19 outbreak changed the context for the project as for extended periods businesses were legally required to close, many staff were furloughed and individuals were prevented from travelling for non-essential purposes. The on-off nature of restrictions led to significant periods where many businesses had little or no income, interspersed with periods where restrictions eased and demand spiked.
- 2.18 COVID-19 restrictions in some form, including on international travel, have been prevalent for almost the duration of the extension period. This has meant much of the activity of the programme has had to adapt to both the changing circumstances of the pandemic and the changing needs of businesses.
- 2.19 As a result of the Pandemic and its impact on the delivery of the Growing and Developing the Visitor Economy project, a further Project Change Request was submitted in November 2021. This PCR further extended the project through to the end of March 2023 and changed the project outputs to those shown in Table 2.1.

**Table 2.1 Extended Project Outputs, Outcomes and Targets**

Output	Revised Target to March 2019	Target to 31 <sup>st</sup> March 2022	Target to 30 <sup>th</sup> March 2023
(C1) No. of enterprises receiving support	352	530	530
(C2) Number of enterprises receiving grants	40	86	72
(C4) No. of Enterprises receiving Non-Financial support	312	472	488
(C5) Number of new enterprises supported	18	64	64
(C6) Private investment matching public support to enterprises	£100,000	£200,514	£200,514
(C8) Number of New Jobs Created	18	26	24
(C29) No. of enterprises supported to introduce new to firm products	88	139	110

<sup>1</sup> UK Economic Outlook (January 2021 and July 2021) PwC

### *Accelerate Derbyshire context*

- 2.20 The ERDF project will complete its delivery on 31<sup>st</sup> March 2023. In March 2021 Marketing Peak District and Derbyshire were part of a wider consortium that secured Community Renewal Fund investment to deliver the Derbyshire Accelerator project. The investment includes an element to expand the scope of the grant and workshop offer of the Growing and Developing the Visitor Economy project.
- 2.21 The Community Renewal Fund project will offer a wider range of visitor economy events, support the delivery of £2,000 consultancy growth vouchers, support to develop businesses in market towns and a feasibility study for a visitor app for the area and a transport planning (Mobility-as-a-Service) app.
- 2.22 The original project was supposed to operate between May 2021 to December 2021. Delays to appraisals of Community Renewal Fund nationally meant the project was delayed to a November 2021 start and a completion date of June 2022. This was subsequently extended to the end of September 2022.

### 3 National and Local Visitor Economy Context

#### *A Changing Context*

- 3.1 Since the completion of the first phase of the project in 2019, much of the second phase of delivery has been focussed on supporting the visitor economy of Derbyshire through and out of the COVID-19 pandemic. The visitor economy, like most of the business to consumer sector, faced the greatest restrictions on face-to-face trading. However, in a sector that is based around travel, experiences and hospitality/food and drink, there are not activities that could not be replicated online.
- 3.2 The strategic context around both the Phase 1 and Phase 2 aspects of the project became less relevant as a result of COVID-19, even some of the longer term strategies such as the Strategic Framework for Tourism in England (Visit England) and the range of D2N2 and Derbyshire level sector plans. In their place has sprung a series of Economic Recovery strategies.
- 3.3 During February and March 2020, tourism was beginning to slow down as COVID-19 began to spread out of China and across the globe. In the UK a full lockdown came into force in late March 2020, with non-essential retail allowed to re-open from June 15<sup>th</sup> 2020 (albeit with social distancing measures in place) followed by a system of localised and tiered restrictions as required. In August 2020, all businesses were allowed to reopen.
- 3.4 In early November 2020 the second national lockdown came into force until early December – although a third lockdown was rapidly reintroduced in January 2021 which lasted until April that year – supported by a road map for returning society and the economy back to some form of normality. Initially outdoor venues and self-contained holiday accommodation could open, followed by more indoor venues in May 2021, coupled with further relaxing of meetings in groups.
- 3.5 In response to the restrictions placed on economy, a range of Government schemes were introduced to alleviate the impact on certain sectors of the economy.
- 3.6 Marketing Peak District and Derbyshire undertook a number of sector based surveys (8 business surveys and 2 consumer sentiment surveys between February 2020 and March 2023) which identified a number of key issues including:
  - All businesses had suffered a loss of revenue and 77% had lost more than half their revenue income
  - Only 9% of businesses had continuously traded through the first lockdown
  - 59% of businesses had access a COVID-19 business support grant

- 3.7 The re-opening and return to growth, which has been relatively rapid in some sectors, has caused some major issues for the visitor economy sectors. Rapidly rising salary costs as businesses began to re-hire as they re-opened have pushed competition for salaries upwards – with some businesses struggling to compete in a now very tight labour market (especially as BREXIT has reduced the opportunities to recruit from the wider EU).
- 3.8 Alongside supply issues in the labour market, there have been a broader set of supply chain issues, both related to COVID-19 and the economic bounce back and wider domestic and international factors. This has included escalating energy prices and an inflation rate at its highest level since 1992.
- 3.9 From the spring of 2022 the sector has had to cope with the cost of living crisis and rising energy costs and inflation, strongly driven by global events. The implications have been increasing costs for businesses at a time when household expenditure has been constrained. It has also had an impact on businesses ability to access finance to fund growth at a time when balance sheets have been impaired after the impacts of COVID-19.
- 3.10 The future for the visitor economy remains uncertain going forwards and the support on offer through the project has provide a consistent source of support to help businesses through these challenges.

#### *A New Strategic Context*

- 3.11 The changing context of COVID-19 also brought about a series of key policy and strategy changes for the visitor economy, utilising some of the policy initiatives of the Tourism Sector Deal, announced in 2019. This includes developing Tourism Action Zones, for which the Peak District has submitted a strong expression of interest which was subsequently succeeded by the DMO De Bois Review.
- 3.12 The key strategies of Visit Britain and Visit England both predate the worst of COVID-19 and remain to be updated as the changes that have affected the visitor economy have been significant and rapid. In June 2021, the Department for Culture, Media and Sport released the Tourism Recovery Plan – with the aim of reaching pre-COVID levels of domestic overnight stays by the end of 2022 and international overnight stays during 2023. Pre-COVID-19, the main benefits of international and domestic tourism were concentrated in London and some key honey pot areas of the UK. In concert with the Levelling Up agenda, there is a desire to spread the benefits across more of the UK.

- 3.13 As the sector returns to more stable growth, there is a desire to see a more productive sector – with a significant enhancement of the use of digital technology and innovation to improve the visitor experience and encourage a more all-year round offer. Stronger links with utilising and protection of cultural, environmental and heritage assets are also key outcomes to ensure the sector operates on a more sustainable footing.

#### *National Strategic Context*

- 3.14 The current Visit England/Visit Britain five year strategy runs from the period 2020 to 2025, but has largely been overtaken by events of the last few years. Coming out of the worst of the pandemic in 2021, the Government commissioned the De Bois review of Destination Management Organisations. During the pandemic, a time of national action to support the visitor economy, it became clear that localised support structures and Destination Management Organisations were fragmented and fragile and if effective recovery is to be achieved, then more robust structures will need to be in place.
- 3.15 Where there were Destination Management structures, these were deemed effective and stakeholders recognised they were an important element of the visitor economy infrastructure and a structure that needed to be strengthened.
- 3.16 The De Bois review recommended developing a national portfolio of accredited Destination Management Organisations. This included creating 15-20 Destination Development Partnerships and up to 40 Local Visitor Economy Partnerships. Both would be accredited by Visit England. The recommendation was for core funding for these organisations from Government and this is something that the Government will explore piloting one Destination Development Partnership in the first instance. The North East was selected as the pilot area (led by Newcastle Gateshead Initiative, Visit Northumberland and Visit Durham).
- 3.17 The local LVEP will be responsible for developing Destination Management Plans and to lead on business support, major events, local partnership working, securing wider funding and developing the visitor economy evidence base.
- 3.18 The Government response to the review included the creation of Local Visitor Economy Partnerships, to which Marketing Peak District and Derbyshire and Visit Derby submitted a successful proposal approved in April 2023.
- 3.19 The benefits of the new structure should improve collaborative working and reduce national fragmentation in the Destination Management landscape and provide an opportunity for LVEPs to be nationally recognised, working closely with Visit England and Visit Britain. It also clarifies the role of Destination Management amongst local partners and will help the sector to secure wider funds (including Devolution Deals and commercial sources), develop their staff and support local businesses.

### *Local Strategic Context*

- 3.20 Locally, the Derbyshire Economic Partnership oversaw the development of the Derbyshire Economic and Skills Recovery Strategy (2021 – 2025), which has seen the return to sustainable growth of the visitor economy as one of five key priorities. The key objectives include building the cultural identity of the county to act as a stronger part of the product mix, supporting Destination Marketing Organisation and ensuring the short-term impacts of COVID-19 do not have long term adverse effects on the sector.
- 3.21 Key opportunities within the sector include maximising further the World Heritage Site status of the Derwent Valley Mills, raising the profile of the Peak District (and wider Derbyshire) to have an international profile more akin to its domestic profile and to identify opportunities to expand the visitor economy into a more year-round offer. There also needs to be a stronger focus on sustainable tourism and as access to countryside and fresh air has been important for many during the pandemic, this plays to Derbyshire's strengths.
- 3.22 Also in 2021 Marketing Peak District and Derbyshire produced a new 5-year strategic plan, 'The Rescue and Rebuilding of Peak District and Derbyshire's Visitor Economy'. The plan development and implementation will be overseen by the Visitor Economy Recovery Board, representing both public and private sector partners and will focus the priorities of MPDD and a range of other partners.
- 3.23 The Plan follows many of the key themes of the Economic Recovery Strategy. The Plan highlights the critical importance of restoring consumer confidence to the visitor economy sector, as one of the core markets for the Peak District is the older age group, whose behaviour has been more adversely affected by the pandemic. Many people remained in the UK for leisure during the pandemic and it is important that the quality of product meets expectations going forwards to ensure the area can expand its offer in the domestic short and longer stay market.

3.24 The Plan identifies 10 key strategic priorities

- We will boost domestic tourism to the Peak District and Derbyshire
- We will position the Peak District and Derbyshire as a destination for the corporate sector
- We will support businesses to bounce-back, rebuild and grow
- We will rebuild international connectivity and grow inbound tourism
- We will become a destination for active travel and transport connectivity
- We will lead the way with sustainable tourism
- We will bid to become a Tourism Zone
- We will promote the sector as a place to be proud to work within
- We will work with partners to revitalise market towns
- We will support our local authority partners to deliver their Tourism Strategies

3.25 There is a clear link between developing a sustainable visitor economy in Derbyshire and a number of wider economic, social and environmental outcomes – including heritage and environmental protection, opportunities for young people, improving quality of life for local residents and providing improved local infrastructure.

3.26 The ability of sector during the pandemic to keep trading in light of ever changing restrictions has been built around utilising technology to manage bookings, using, for example, the TXGB digital marketplace and to provide a wider and improved experience for visitors, through product development.

3.27 A much stronger focus has been placed on engaging domestic visitors, as international visitors were anticipated to recover relatively slowly and creating more opportunities and a coherent offer to younger age groups, that would normally take holidays overseas, based around activities and bookable experiences in the great outdoors and wellness.

3.28 There was a recognition that economic recovery would need to be supported by bringing in new staff into the industry as many were likely to leave after a long period on furlough or redundancies.



## 4 Operational Context

- 4.1 The programme since its inception has been delivered as a consortium, with Marketing Peak District and Derbyshire as lead partner and the East Midlands Chamber acting as the Accountable Body for ERDF investment. There were a number of delivery/funding partners that have been part of the project, but roles have changed between the first and second phases.
- 4.2 The programme of workshops, which has been the main offer to businesses, had a new focus in the second phase of the project. The workshops were planned to be delivered as more of a thematic series of workshops (within a package of 12 hours of workshops) covering the following themes.
- Working in International Markets
  - Extending the visitor season
  - Upskilling the workforce
  - Improving the quality of the local offer
- 4.3 The workshop programme also offered a series of webinars to provide an insight into the barriers faced by visitors with additional needs, as part of an Accessibility Champions scheme. The process helped businesses undertake an audit of the business, create an online guide to accessibility within the business and market improvements in accessibility.
- 4.4 The onset of COVID-19 meant the workshop programme had to adjust to circumstances. Almost all delivery was moved to online in response to the restrictions of the pandemic and delivery had to reflect the changing needs of businesses in response to the pandemic and included Emergency Response to the Financial Crisis for the Visitor Economy and One-to-One COVID-19 legal surgeries. The workshop programme also morphed later on in the programme (when COVID-19 restrictions began to ease) into more mini-conferences to try and attract a wider range of businesses to attend, including some of the more medium sized businesses who would not normally attend workshops.
- 4.5 The role of the project team also changed significantly, operating as more of a COVID-19 hub for local visitor economy businesses and often providing direct input and support to businesses in response to specific enquiries. MPDD became a key conduit between the local sector and the range of national and local COVID-19 support and grants – providing a range of information to local businesses to encourage uptake of these schemes and providing intelligence to local and national agencies and Government Departments about the impacts.
- 4.6 As the structure of workshops changed, MPDD were inverted in longer term commitments to a programme of workshops. To ensure businesses committed to the entirety of the programme, a cancellation charge was introduced.

- 4.7 This approach was based on the lessons learnt from the first phase, where a significant number of businesses engaged on the programme was significantly in excess of the number of businesses that completed the 12-hour threshold to be classified as a C1 output.
- 4.8 Linked to the workshop programme was a range of activity to promote the key objectives of the project. This included developing a Hospitality Charter, launched in February 2022. The Charter aims to raise the profile of the hospitality industry, change perceptions of the sector and promote the sector as a career of choice.
- 4.9 Activity also included support to help businesses secure 'We're Good to Go' accreditation, demonstrating adherence to the Visit England led public health COVID-19 guidelines. The project also hosted a virtual Visitor Economy Conference in April 2021 and one in person conference in October 2022, and three Visitor Economy Awards in March 2020, March 2022 and March 2023.
- 4.10 The project aimed to help businesses with representation at a number of trade shows, although many such events were subsequently cancelled such as the Chatsworth Country Fair. Other trade events were active from Summer/Autumn 2021 onwards and Marketing Peak District and Derbyshire took a stand at the British Travel and Tourism Show at the NEC in September 2022, representing businesses across Derbyshire.
- 4.11 The Pedal Peak programme led by the Peak District National Park was continued into phase 2 as part of the grant programme focussing on job creation and accessing new visitor markets. However, the Peak District National Park were no longer delivery partners within the second phase.
- 4.12 The flexible grant funds offered grants of between £1,000 and £10,000 (based on a 50% intervention rate) to cover activities to improve productivity including:
- Cycling infrastructure such as cycle storage, maintenance equipment etc- available across Derbyshire not just in the Peak District National Park
  - Supporting the internationalisation of the business including website translation and booking/cashless payments systems to encourage international visitors
  - Developing a Green Tourism offer
  - Supporting accessible infrastructure to encourage more people with a disability to access Derbyshire tourism.
- 4.13 The onset of COVID-19 meant the grant programme was slightly repurposed to include COVID-19 digitalisation including activities such as updates to existing websites, online booking/cashless payment systems and other digital projects that help the business adapt to changing consumer behaviour. It also made the focus of creating jobs and accessing new markets much more difficult.

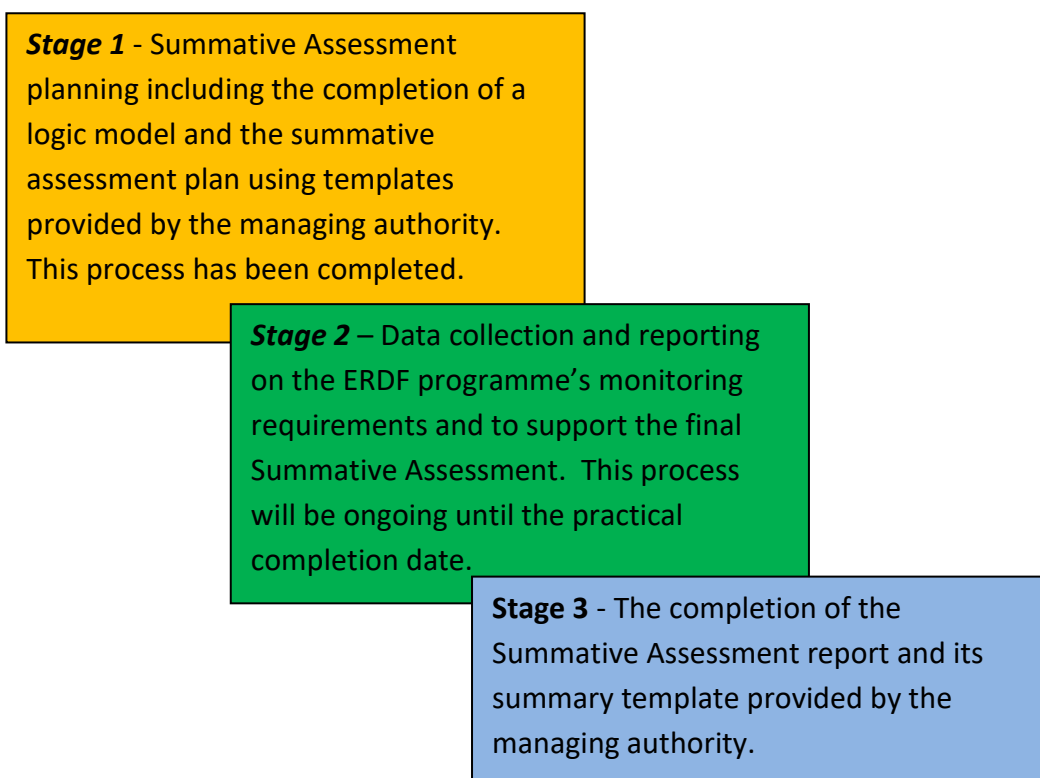
- 4.14 The 'Inspired By the Peak District' element of the project continued into the second phase, which was developed and championed by Marketing Peak District and Derbyshire, Business Peak District and the Peak District local authorities in the area. The project continued to champion the toolkit and deliver a range of workshops.
- 4.15 As the structure of the project changed, the governance and management of the project adapted accordingly.
- The Managing Director costs were reduced from 30% of their time to 20%.
  - The Deputy Director and Industry Engagement Executive were both 100% funded by the project.
  - The Inspired by the Peak District Project Officer increased from 2 to 3 days per week
  - The Market Towns Development Officer reduced from 5 to 4 days per week
  - The Project Monitoring Officer role was removed from the structure.
- 4.16 The composition of the Project Steering Group also changed to reflect the differing staffing and partners.
- 4.17 COVID-19 not only affected the businesses, it also had a major impact on the context for the project. As businesses reopened over the summer of 2021 and were exceptionally busy servicing with significant levels of pent up demand – the project stopped delivering any workshops over the peak summer period
- 4.18 The project aimed to provide opportunities for local tourism businesses to attend key trade shows and conferences, many of which were cancelled or delivered virtually due to COVID-19.

## 5 S4W Methodology and Summative Assessment Context

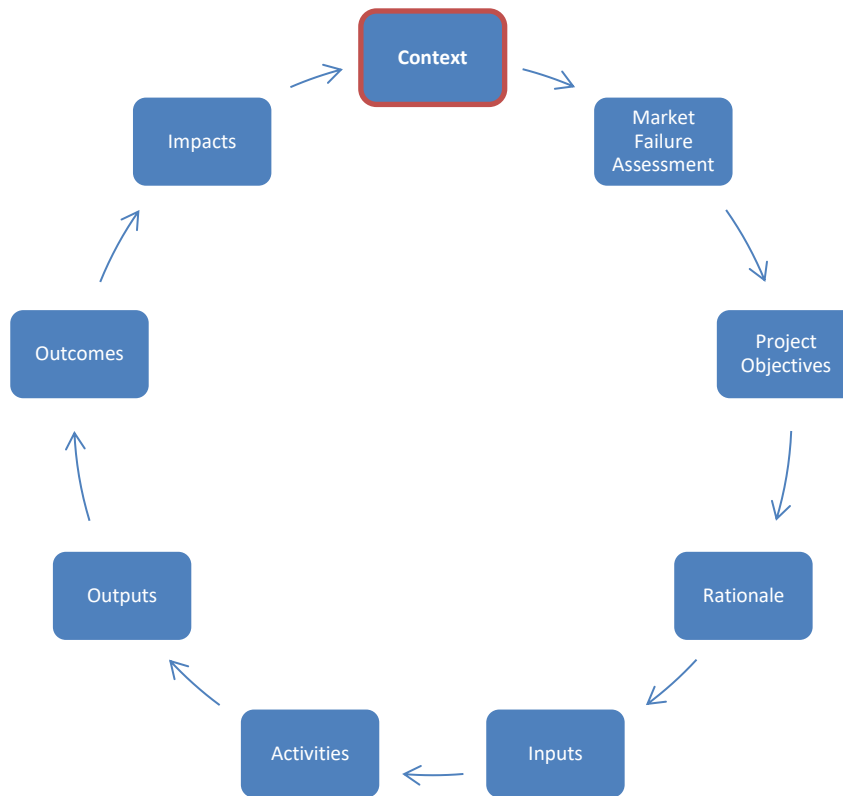
“Summative Assessments are intended to provide insights into project performance to enhance their implementation, reliable evidence of their efficiency, effectiveness and value for money, as well as insights into what and why interventions work (or not) and lessons for the future.” *Summative Assessment Guidance ERDF Programme, 2014-2020*

- 5.1 This report is the cumulation of the delivery of the Growing and Developing the Visitor Economy in Derbyshire project from September 2016 to Claim 28 (to 31<sup>st</sup> March 2023) covering both phases of delivery. This study builds upon an interim and final Summative Assessment completed near the end of the delivery cycle for the first phase and an interim Summative Assessment completed during the second phase.
- 5.2 The Summative Assessment process is based around three phases, which are shown in Diagram 5.1 below.

**Diagram 5.1 Summative Assessment Phases**



**Diagram 5.2 Summative Assessment Logic Model**



Source: MHCLG – Summative Assessment Logic Model

- 5.3 Diagram 5.2 identifies the ‘theory of change’ driven logic model for the project development, delivery and final Summative Assessment process. The Logic Model involves understanding the context within which the ‘Growing and Developing the Visitor Economy in Derbyshire’ project will operate and the market failure(s) it will try and address. The project has developed two Logic Models, one covering each phase of delivery.
- 5.4 From this process, a set of project objectives have been set, alongside a series of activities clearly linked to a set of outputs, outcomes and impacts.
- 5.5 The logic model is a key mechanism for ensuring learning and feedback is constantly incorporated into the delivery of the programme, how it effectively engages and supports beneficiaries, the quality of services it delivers and how it measures impact.
- 5.6 This final project Summative Assessment draws upon a range of quantitative and qualitative evidence to understand the initial impact the programme has had on the local visitor economy, how it is performing against its profiled targets and how the project can inform future interventions to support the visitor economy across Derbyshire.

- 5.7 It also considers the programme management structures, highlighting key learning points and making recommendations for actions to support businesses make the most of the area's growing visitor economy. The methodology has centred upon evaluating the following key issues:
- How the programme performed against its contracted outputs and outcomes
  - The level of uptake of the programme across Derbyshire
  - Qualitative perceptions of the programme, its performance, governance and management and its contribution to developing/growing the visitor economy
  - Key lessons learned and best practice
- 5.8 Some of the ERDF funded activity has been in the form of conferences, networking and open events, not all participants have been eligible to be classed as an output as some have been from non-trading organisations or public bodies.
- 5.9 Also, as the project was funded as an extension, businesses that have already completed 12 hours during the first phase of the project cannot be claimed as a separate output during the second phase – but those businesses that had engaged on the project and had been supported for under 12 hours could be counted as an output if they cumulated received over 12 hours over both phases.

#### *Business Survey and Impact Calculations*

- 5.10 The evaluation also draws from the results of a range of business feedback, including a survey distributed to all of the businesses engaged on the project by the Summer/Autumn 2021, to which 139 responses were received. The survey covered a range of different subjects including.
- Business background, activities and location
  - Length of time trading
  - Impact of COVID-19 on the business, mitigation and recovery strategies
  - Referral processes, engagement on the project, quality of service received
  - Experiences and impact of any grant received
  - Impact on jobs, turnover and new products
  - Attribution of the project to achieving the business impacts
  - Future business and investment priorities
- 5.11 The responses to the business survey have been used to calculate a self-reporting counter-factual to understand the impacts of the project (most notably in the form of jobs created) and the extent to which businesses attribute their business growth outputs and impact to their involvement on the project.

## 6 Performance Review

### *Project Expenditure*

- 6.1 The extended project has an overall budget of £2,635,872, which at a 48.3% intervention rate means ERDF forms £1,269,328 of the current project budget. The latest expenditure data (based on Claim 28 to the end of March 2023) shows the project had defrayed £2,628,984 which represents over 99% of the project budget defrayed.
- 6.2 The project has maintained a solid and consistent expenditure profile throughout its delivery cycle, despite the impact of COVID-19. As of Claim 19 to the end of September 2021 (the point when the interim Summative Assessment was completed) the project had already defrayed well over 80% of its budget.
- 6.3 The second phase project has been less reliant on the spend of other partners, which has allowed for a better control of expenditure and claims have been easier to accrue accurately. Marketing Peak District and Derbyshire have largely managed to maintain their core team over the duration of the second phase project.

### *Project Outputs*

- 6.4 Across both phases of the project, a broad range of activity was delivered by Marketing Peak District and Derbyshire and partners. Some of the activities are highlighted below:
- 225 topic based workshops
  - 38 large scale networking events including;
    - 5 annual tourism conferences and an online tourism conference
    - 3 Accessibility Exchange conferences
    - 3 Tourism Awards Events
  - 79 grants
  - 30 Accessibility audits
  - Attendance at a range of trade exhibitions including Chatsworth Country Fair, BBC Countryfile Live, BBC Gardeners World Live, BBC Good Food Show and the British Travel and Tourism Show.
- 6.5 The activity based above has been the driver for delivering the project's outputs. As highlighted in Table 6.1 overleaf, performance as the project completes, it has largely delivered within tolerance levels most of its contracted outputs. Delivery on the programme effectively ran up to the completion date in March 2023.

**Table 6.1 Project Outputs, Outcomes and Targets**

Output	Target to April 2022	Achieved March 2023	% of target
(C1) No. of enterprises receiving support	530	487	92%
(C2) Number of enterprises receiving grants	72	81	112.5%
(C4) No. of Enterprises receiving Non-Financial support	488	419	85.9%
(C5) Number of new enterprises supported	64	54	84.3%
(C6) Private investment matching public support to enterprises (grants)	£200,514	£199,802.9	99.6%
(C8) Number of New Jobs Created	24	24	100%
(C29) No. of enterprises supported to introduce new to the firm products	110	108	98.2%

- 6.6 The project has been very effective in engaging businesses from within the visitor economy sector. The project has now completed its activity and is within 8% of its target of supporting businesses with a minimum of 12 hours, with a final output of 487 businesses supported. The interim Summative Assessment estimated that the programme would ultimately reach 93% of its C1 target based on the profile of businesses on the programme at the time.
- 6.7 The formal C1 outputs only represents part of the activity of the programme, which since September 2016 has engaged a total of 936 businesses (this includes businesses that have completed an enrolment form and have gone on to receive at least some support from the project). This includes 61 businesses that are sat between seven and eleven hours of support.
- 6.8 The offer of the project was popular and businesses were allowed to access all the support they needed rather than just 12 hours and then being moved on. A total of 14 businesses engaged with the programme for over 80 hours in total.
- 6.9 This has been a considerable achievement, especially as the programme has had to navigate through the effects of the pandemic, for a considerable period of time move all delivery online and all this with an offer that was designed to be partly driven by a focus on face-to-face networking and workshops. During much of 2020 and 2021, many of the businesses the programme would have worked with had furloughed staff or were closed.



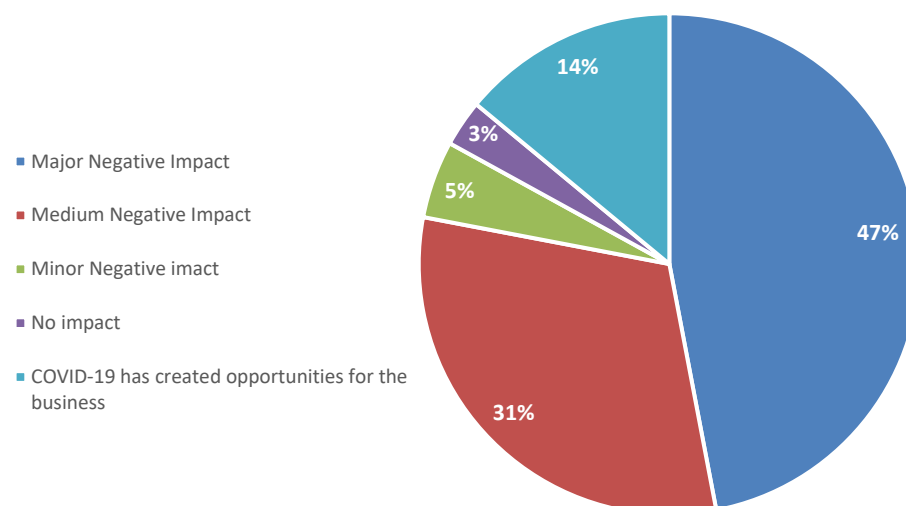
- 6.10 Many of the businesses that have engaged in the Growing and Developing the Visitor Economy in Derbyshire were also assisted through the Community Renewal Fund project – which will provided a complementary range of support including Growth Vouchers to buy in specialist consultancy support and growth grants to invest in small scale capital equipment.
- 6.11 The number of businesses receiving grants exceed the target by 12.5% and the amount of private matched funding to the grant scheme also hit target. This was partly due a reduction in the grant amounts to allow minimum projects of £1,000 which allowed far more businesses to access the grant fund.
- 6.12 This approach was particularly successful as during and after the pandemic a significant proportion of businesses had less spare capital to co-invest in new projects with any spare cash being utilised to protect or repair their balance sheets. This inevitably has had an impact on demand for larger grants.
- 6.13 Much of the demand that ultimately came forward was for projects that supported additional use of digital technology within businesses, which was a priority for the Growing and Developing the Visitor Economy in Derbyshire project.
- 6.14 The number of new enterprises being supported was projected to reach 86% of its target at the interim Summative Assessment and has ultimately come in at 84% of target. This is partly linked to the proportionate performance of wider C1 outputs but also reflective of the fact that starting a tourism/visitor economy business during the COVID-19 pandemic was clearly not an attractive or in many cases viable option during the various restrictions.
- 6.15 Many businesses in the visitor economy sector are property or asset based with a high proportion of owner-occupied visitor accommodation in often expensive property hotspots. This creates significant barriers to entry for new businesses into the sector, especially for young people.
- 6.16 The project was initially forecast not to meet its C8 output for the number of new jobs created within supported businesses. However, on completion of the project the total number of jobs created within the sector has totalled 24 and has met the output target. The project has enabled businesses to employ during a surge as the sector reopened after the pandemic.
- 6.17 This again is a real achievement as attributable job creation in the visitor economy is not an easy process to evidence. Firstly, many jobs in the sector remain seasonal which makes jobs created difficult to identify (especially as many businesses engage more in the off season) and often these jobs can be ineligible as ERDF outputs.

- 6.18 Secondly, the sector creates jobs in the supply chain rather than at the ‘front end’ through the outsourcing of a range of services. Many people in employment in the sector are on a self-employed basis (so not eligible as a job output) and many are on either low hours contracts or irregular shift patterns – which means staff frequently work more hours than their contracts.
- 6.19 Finally, the centre piece of the job creation aspect of the project was to be the grant fund, and this was largely re-purposed to help businesses through the pandemic.
- 6.20 The real level of current and future employment creation is better assessed using the project’s business survey – without using the strict eligibility criteria for ERDF. The process has been repeated in Section 6 covering both phases of the project.
- 6.21 With regards to the numbers of businesses developing new products, services and processes – the project has reached 98.2% of its projected outputs.
- 6.22 Overall, the project has performed very well, being able to commit all of its budgets when many peer ERDF projects have been unable to and being within a margin of error of all of its outputs. The project has delivered a quality and depth to its provision that has enabled businesses to access support through the duration of the Growing and Developing the Visitor Economy project and has not had to limit the level of support it can offer.

## 7 Wider Impacts of the Project

- 7.1 The project has delivered a much wider set of impacts than the rather narrow focus of ERDF outputs. The key objective of the programme initially was to support improvements in productivity in the sector, based around increasing the use of digital technology, extending the visitor season to make more effective use of visitor assets and supporting and encouraging businesses to upskill their staff. The project then also had to adapt to support businesses to survive and recover from COVID-19.
- 7.2 A total of 53% of businesses stated within the survey that they had not previously had any business support and a further 15% were unsure. Of the business that had received a Flexible Grant, a total of 65% stated it was the first publicly funded grant they had received. This demonstrates the programme is continuing to engage with businesses and a wider sector that normally do not receive support or investment.

Chart 7.1 Impact of COVID-19 on participating businesses



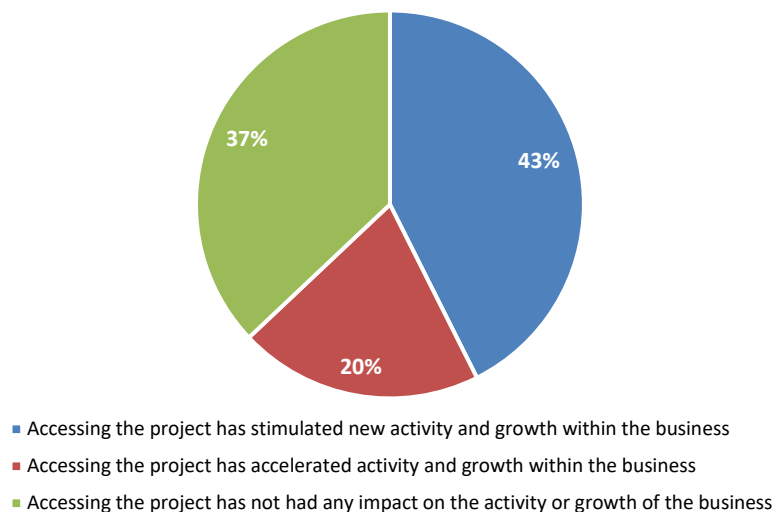
Source: Summative Assessment Business Survey

- 7.3 As part of the survey process and as context for the activity of the project, businesses were asked about the impact of COVID-19 on their businesses. Just under half of all businesses stated the pandemic had had a major negative impact, with a further 31% stating a medium negative impact. Overall this represents over three quarters of all businesses. A small but not insignificant minority (14%) identified that COVID-19 project has created opportunities for the business.
- 7.4 Businesses were asked if they had received a Government grant of any kind during the pandemic. A total of 82% of respondents stated they had had some grant support, which included Local and Additional Restrictions Grants, Cultural Recovery Fund, Furlough and Self Employment Income Support Scheme.

## Jobs Created

- 7.5 An analysis of jobs created was undertaken at the final Summative Assessment of the first phase of the project, pre COVID-19, which forms a better comparison of the performance of the project. A total of 13% of businesses supported by the project reported they had created new jobs with each business creating 0.238 of an additional job. Across a combined total of 487 businesses supported by the end of the project, it is estimated total of 116 additional jobs would have been created.

Chart 7.2      Reported impact of the project on business growth



Source: Growing and Developing the Visitor Economy in Derbyshire Phase 1 Summative Assessment (2021) S4W Ltd/MPDD

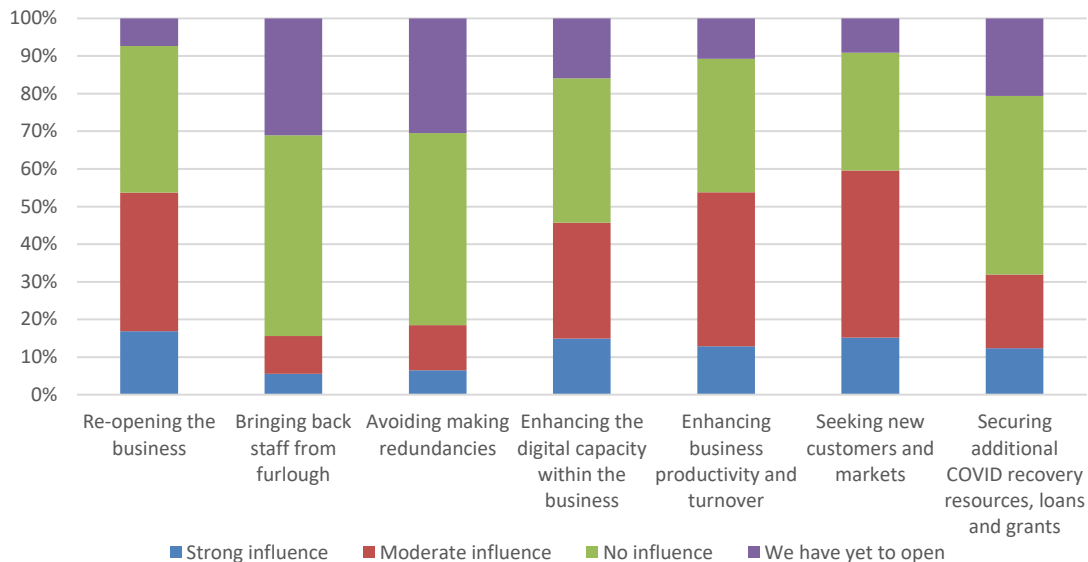
- 7.6 Businesses were also asked to attribute their growth to the interventions on the project as part of the counter-factual impact assessment. As identified in chart 6.1 overleaf, 43% of businesses stated their involvement in the project stimulated growth within the businesses, with a further 20% stating their involvement in the project accelerated the businesses activity and growth.
- 7.7 On this basis, an estimated 49.9 jobs were net additional impacts of the project, with a further 23.2 jobs being accelerated as a result of the project (totalling 73.1 net additional jobs).
- 7.8 Based on the latest ONS data, Current Gross Value Added (GVA) per filled job within Derbyshire and Nottinghamshire is £49,729<sup>2</sup>. On the basis of the **73.1 net jobs created by the project**, this should generate a total of **£3.63m** of sub-regional Gross Value Added per annum. If the impacts are sustained over a five year period it would generate a cumulative £18.15m of Gross Value Added.

<sup>2</sup> Regional gross value added (balanced) by filled job: Local Authorities by NUTS1 region (2021) ONS

## Wider Impacts

- 7.9 Chart 7.3 below demonstrates the range of wider impacts the support and investment from the project has had on businesses, including aspects of productivity, digital adoption and recovering from the COVID-19 pandemic.

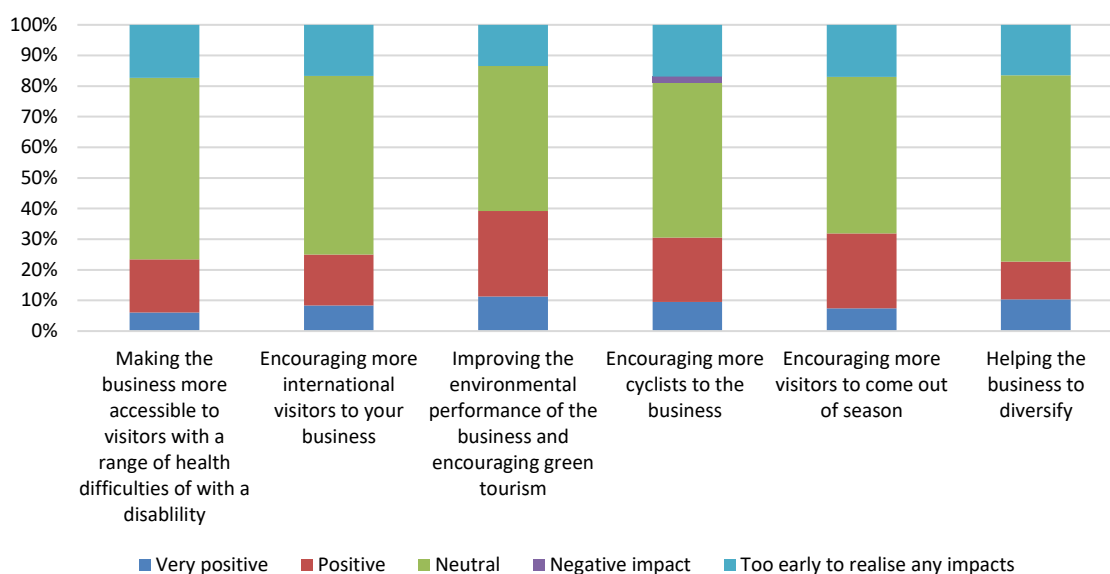
**Chart 7.3 Impact on a range of business impacts**



Source: Summative Assessment Business Survey

- 7.10 Over 50% of businesses stated the support of the project had either a strong (17%) or moderate (37%) influence on the business reopening again after COVID-19 restrictions. A total of 32% of businesses stated the project had a strong or moderate impact on the business being able to access additional COVID-19 recovery resources. The project has also had a positive influence on one in five businesses avoiding making redundancies (18%) and bringing back staff from furlough (15%).
- 7.11 The area the project had the greatest influence on was supporting businesses to seek new customers and market. A total of 15% of businesses stated the project had a strong influence in this area and a further 44% a moderate influence. The survey also identified the project had a strong or moderate influence on 46% of businesses with regards to enhancing the digital capacity within the business.
- 7.12 The key objective for the project was to improve business productivity and turnover, which formed a component of the business survey. A total of 13% of businesses claimed the interventions of the project had a strong influence in this area, with 41% a moderate influence.

**Chart 6.4 Impact on specific areas of business**



Source: Summative Assessment Business Survey

7.13 The survey also asked some questions specific to the business being able to take advantage of longer-term trends and opportunities within the visitor economy. Almost 40% of businesses stated the project had had a very positive or positive impact on the environmental performance of the business and encouraging green tourism. Over areas of key impacts include encouraging more visitors to come out of season (32% very positive or positive) and encouraging more cyclists to the business (31%). Despite COVID-19 restrictions, 25% of businesses felt longer term the project will help them to encourage more international visitors.

7.14 As not all of these areas identified will be relevant to every business, as the impacts are based on an average across all businesses – the impact on businesses where they are of importance is likely to be proportionately greater. A significant proportion of responses to the survey question stated it was still too early to realise any impacts.

*“Support has been good and has helped develop knowledge to grow business. Sadly, COVID-19 has had a negative impact and stalled many things. Hoping this will lessen in time and we will be able to get back to implementing the learning.”* Bolsover based creative business

*“The whole process has made me see my business from a different angle and created change in a positive way.”* Derbyshire Dales based retail business

*“The day course that I attended pre COVID was very helpful for improving and updating our accommodation. The Marketing Peak District webinars were also very helpful for dealing with the initial impacts of COVID.”* Amber Valley based accommodation business

*“Has been great support and provided quality networking and marketing opportunities. Our business continued throughout the restrictions of the last year and our sales increased due to online shopping.”* High Peak based Food and Drink business

*“Support from Marketing Peak District helped us to cope both practically and psychologically with the closure of our business for so many months.”* Amber Valley based accommodation business

*“There were very positive benefits of networking and peer-to-peer sharing that resulted from the Thornbridge Hall and on-line events (sharing weblinks to for sources of information etc).”* High Peak based accommodation business

### **Digital Adoption**

- 7.15 As part of the survey process, businesses were asked about the way the project has assisted them to utilise and deploy digital solutions to respond to some of the issues caused by COVID-19.
- 7.16 Some businesses had started using new software packages relevant to their sector, including Touchstay, an application for answering visitor enquiries, increased use of customer of group accommodation booking systems ranging from basic online diaries through to more complex visitor management systems, and technology to allow card payments or other online payment solutions such as Zettle.
- 7.17 A number of businesses with a direct retail offer had expanded their e-commerce offer, either directly through the business’s website or on wider platforms such as Shopify.
- 7.18 Many businesses stated they enhanced their use of social media and analytical software to ensure their online marketing was more effective, whilst others used their available time to redesign their websites. The project has also helped businesses to adapt to the basics required to run a business during the COVID-19 outbreak including home working and use of platforms such as Zoom and Teams.
- 7.19 Some businesses were digitising key documentation and making it available online or via email, such as Welcome Folders, food menus and feedback forms. This process has also included using QR codes in food and drink and accommodation businesses to link to bookings, providing feedback or requests and to obtain key information. Other businesses generated new or additional online content – including from a number of creative and retail businesses and retail businesses and some in more specialist fields developing podcasts or audio tours.

- 7.20 Some businesses used technology to automate or simplify processes that were previously done manually. Many food and drink businesses utilised wifi tablets and apps to order food during times when table service was required. Some accommodation businesses had invested in Digital Doorbell technology to allow virtual check ins.
- 7.21 There were a range of comments relating to the value of the workshop project in assisting business to understand the processes required to adopt technology, including from the perspective of the customer. This including providing advice on the implications on cancelling online bookings, how to utilise imagery and an overview of some of the various platforms available to businesses.
- 7.22 As part of the Business Sentiment Survey, undertaken by Marketing Peak District and Derbyshire during Q1 of 2023, a total of 69% of businesses stated that over half of all their bookings were taken online, whilst only 9% of businesses stated they had not had any bookings taken from online sources<sup>3</sup>.

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<sup>3</sup> Source: Q1 Business Sentiment Survey (2023) Marketing Peak District and Derbyshire



## 8 Cross Cutting Themes

8.1 Within the European Structural and Investment Funds programme are two Horizontal or Cross Cutting Themes that all projects across the European Union have to incorporate in their project development, delivery, monitoring and evaluation.

These two Horizontal themes are:

- Sustainable Development
- Equalities and Diversity

8.2 Across the project, Marketing Peak District and Derbyshire and other strategic partners worked within the principles of their own Equality and Diversity and Sustainability/Environmental policies. The process of procuring all contractors to the project also followed these principles.

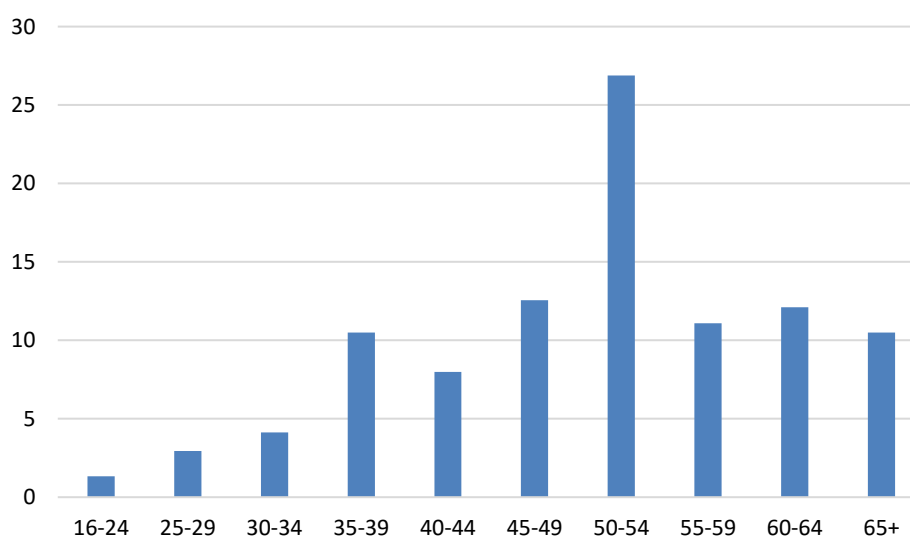
### *Equalities and Diversity*

8.3 The project set out to monitor the impact of the project on a range of equalities issues in terms of its reach, but also to identify equalities as a chance to develop business opportunities embedded within the delivery of the project.

8.4 As part of the monitoring process for the project, businesses were asked to identify the demographic of their ownership as part of the enrolment process when attending events, workshops or receiving support. Of the 823 businesses that completed that section of the form, 97.7% identified a White British majority ownership of the business.

8.5 A total of 60.5% of business representatives were female and 3.5% stated they had some form of disability. As shown in Chart 8.1 below, over one in four participants was aged between 50 and 54 and over half (50.5%) were aged between 45 and 59. Only 4.3% were aged under 30.

Chart 8.1 Age of participants engaging in the project (%)



- 8.6 A number of activities are being undertaken by this project to address equality of opportunities as follows:
- One of the main employee groups within the visitor economy are women, particularly the smaller rurally based businesses such as B&B's, local café's, craft shops. This project has provided a calendar of rurally located networking events. This assists with reaching the often rurally isolated businesses giving them the opportunity to network with fellow businesses and makes accessing business support achievable.
  - Outreach activity reaching rurally based businesses often women
  - MPDD has been committed to accessibility since it began in 2005. All venues used for events and workshops are assessed to make sure they are accessible, and event/workshops are delivered at a time of day that suits businesses.
  - The project has placed a strong focus on supporting accessible tourism through a range of workshops, support through the grant scheme and the development of an Accessibility Champions network and series of webinars
- 8.7 As part of the Quarter 1 2023 Business Sentiment Survey, undertaken as the project is drawing to its conclusion, a total of 33% of the 114 respondents stated they promoted their business as an accessible businesses and 36% stated they would like further help to become more accessible<sup>4</sup>.

### *Sustainable Development*

- 8.8 Marketing Peak District and Derbyshire have also committed to ensuring environmental good practice as part of the project, with Green Tourism forming a major thematic aspect of the project – delivering a range of workshops.
- 8.9 As part of the project's business survey process, businesses were asked about the long term impact the support of the project was like to have on the business' environmental performance. Almost 40% of businesses stated the project had had a very positive (11.3%) or positive (27.8%) impact on the environmental performance of the business and in encouraging green tourism.
- 8.10 The wider project has considered environmental issues as follows:
- Encouraging businesses to improve their offer and increasing overnight stays, supporting more visitors to consider and choose English destinations for a holiday. This will help to reduce the day visitor numbers and decrease trips abroad – having a positive impact on the environment.

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<sup>4</sup> Q1 Business Sentiment Survey (2023) Marketing Peak District and Derbyshire

- Extend the season – creating short break itineraries that encourage visitors across the shoulder months of the year, reducing the impact on the environment across the summer months when the destination is at capacity.
- Raise environmental awareness – by encouraging businesses to improve the quality of their product through increasing their environmental awareness, such as through Environmental Quality Mark workshops (EQM).
- The project has helped to raise the profile of the rural offer, promoting farmer’s markets and buy local initiatives – this has helped to encourage greater investment in rural economies and the overall offer
- MPDD have an environmental policy which is constantly evolving and have stated they will incorporate the findings of this project.
- MPDD will be launching a Sustainable Tourism Action Plan in 2023 building on the work to date creating a set of measurable outcomes. The Plan will work towards the vision of safeguarding our environment for the future, protecting local places, supporting local businesses and communities, and creating a compelling tourism destination that places sustainability at the heart of its visitor offer.

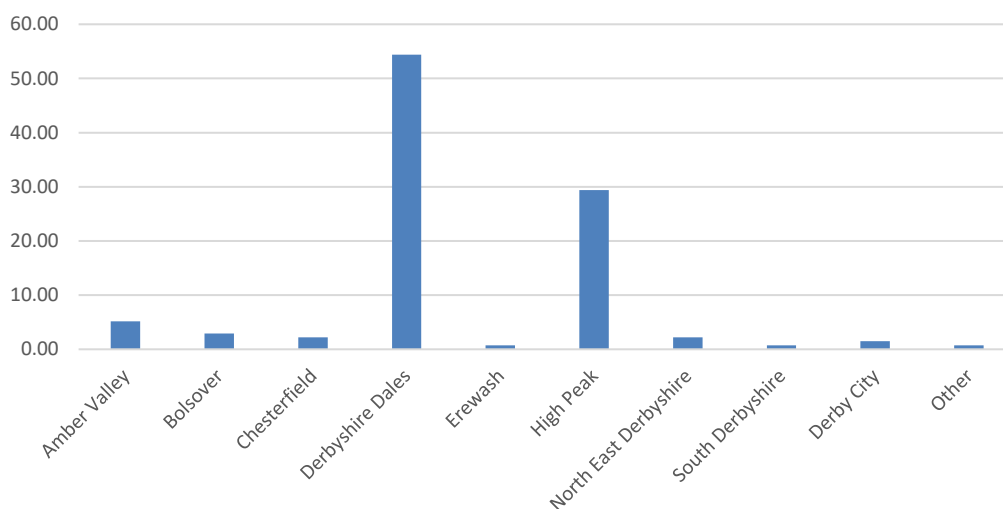
- 8.11 Finally, by incorporating a range of workshops, events, support and grants to develop cycling tourism, MPDD are developing green sustainable transport and tourism. However, some business felt there was an over-reliance on cycling as the only form of sustainable transport and some businesses were keen to utilise EV charging at their facilities and premises and there is presently no support or signposting as part of the project.
- 8.12 As part of the Quarter 1 Business Sentiment Survey 28% of businesses stated they promote themselves as a sustainable business and 36% stated they had a Sustainability Action Plan. Also, 53% stated they would like further support to develop a sustainable business plan.
- 8.13 In terms of sustainability actions within the business 31% stated they had installed renewable energy, 51% used local produce, 55% offered recycling on site and 55% were cycle friendly. A total of 27% of businesses had electric car charging facilities on site and of the businesses that didn’t, a total of 73% knew where their nearest charging point was.
- 8.14 ESIF Horizontal Themes have consistently formed a core element of the project – linked to creating opportunities for businesses to widen their market reach, the Growing and Developing the Visitor Economy programme has demonstrated it is an exemplar project in this area and has developed a model that other business support programmes could draw from.

## 9 Qualitative Review

### *Business Feedback*

- 9.1 As part of the qualitative review, the business survey featured a number of quantitative and qualitative questions about participant’s experiences of the project, including views on engagement of the project, quality and relevance of delivery and future support needs. This process was complemented by detailed interviews and case studies with seven businesses supported by the programme.

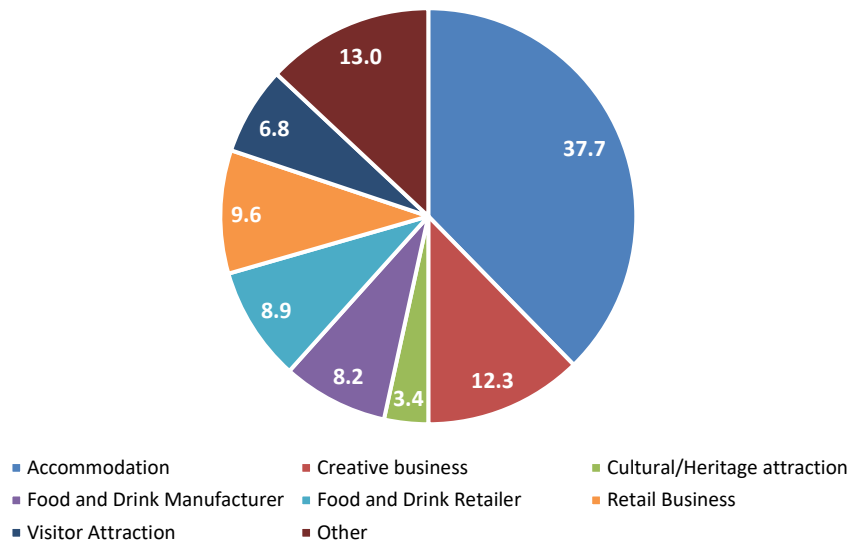
Chart 9.1 Location of Businesses completing the survey



Source: Summative Assessment Business Survey

- 9.2 Chart 9.1 above shows the location of businesses completing the survey (which is different from the measure of businesses that were captured as outputs – but provides an overview of the geographical penetration of the programme). The second phase of the programme was still heavily focussed on the Derbyshire Dales (54.4%) and High Peak (29.4%) areas. This demonstrates the difficulty of (a) being able to target specific geographical areas under lockdown conditions and (b) the relatively slow rate of change/turnover in businesses in the visitor economy.
- 9.3 The project had found it difficult to break away from the concentrations of visitor economy businesses in and around the Peak District, although there was a growing emphasis on Chesterfield, with the 2022 and 2023 Tourism Awards held at CASA Hotel and the 2022 Conference located at Peak Edge Hotel. Within the first phase of the project when delivery was on a face-to-face basis, the focus of outputs on Derbyshire Dales and High Peak was also at 90%. The change to hybrid delivery has not significantly changed this.
- 9.4 The Community Renewal Fund was also focussed on the High Peak and Derbyshire Dales which has further focussed resources on these areas.

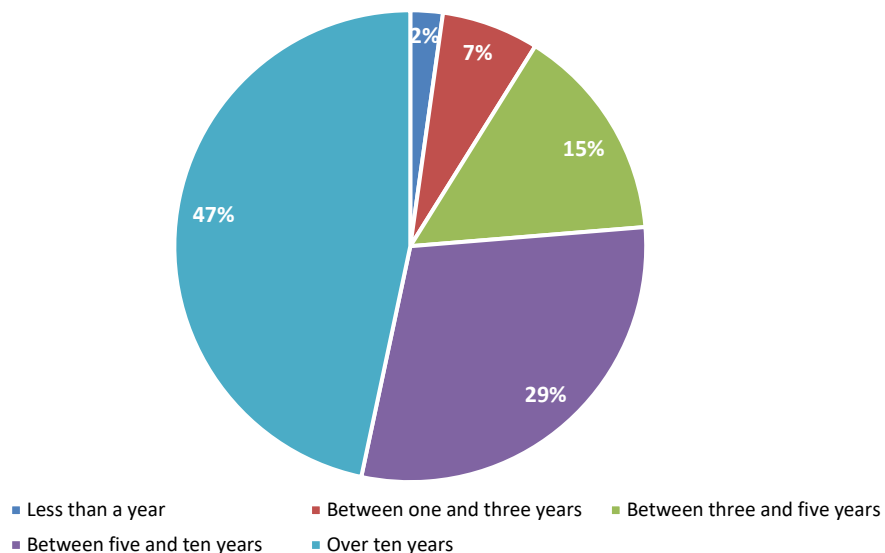
Chart 9.2 Type of business completing the survey



Source: Summative Assessment Business Survey

9.5 Chart 9.2 above represents the type of businesses completing the survey (as a representative of the wider programme). It demonstrates that almost 38% of businesses are accommodation providers, with other key business types including 'Other' (13%) creative businesses (12.3%), retail-based businesses (9.6%) and food and drink businesses (8.9%).

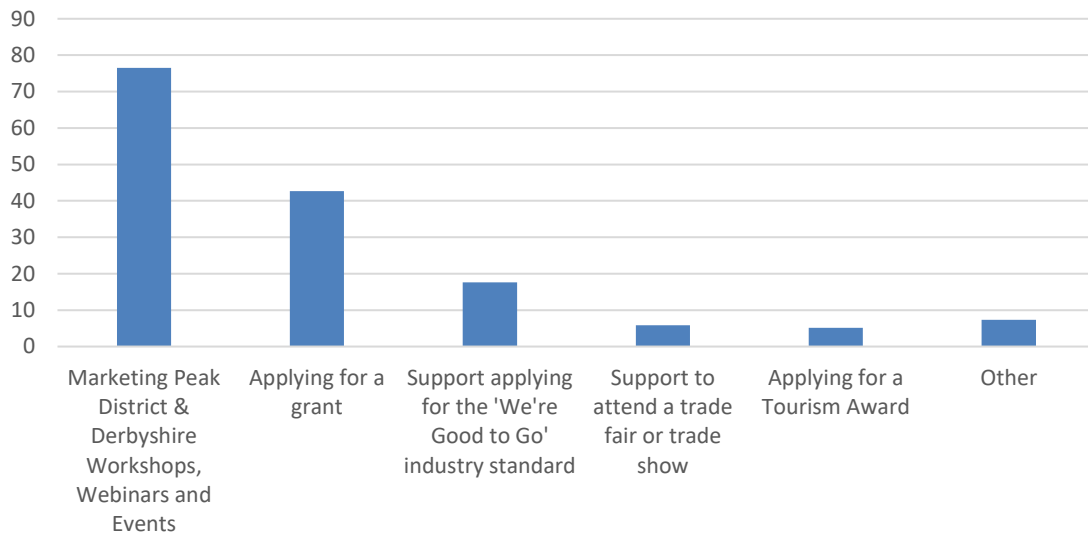
Chart 9.3 Age of business completing the survey



Source: Summative Assessment Business Survey

9.6 Chart 9.3 overleaf further demonstrates the challenge the project faced in supporting and engaging new start businesses and also the lack of turnover in the sector. Of all businesses surveyed, less than 2% were under a year old and less than 10% were under three years old. However, it also demonstrates the relative success of the project in engaging businesses that have been around for a significant period of time, but that have not normally engaged with business support.

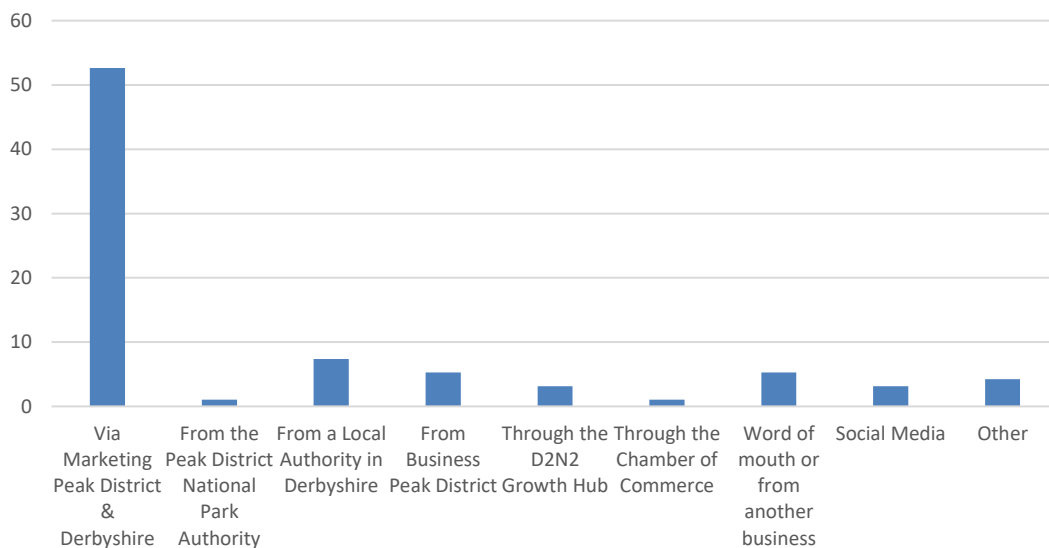
**Chart 9.4 Type of support accessed**



Source: Summative Assessment Business Survey

9.7 As shown in Chart 9.4 above, most businesses that completed the survey engaged with the workshops and webinars, followed by over forty percent applying for a grant. Just under 20% accessed support to achieve the 'We're Good to Go' industry standard and 6% for support to attend a trade fair/show.

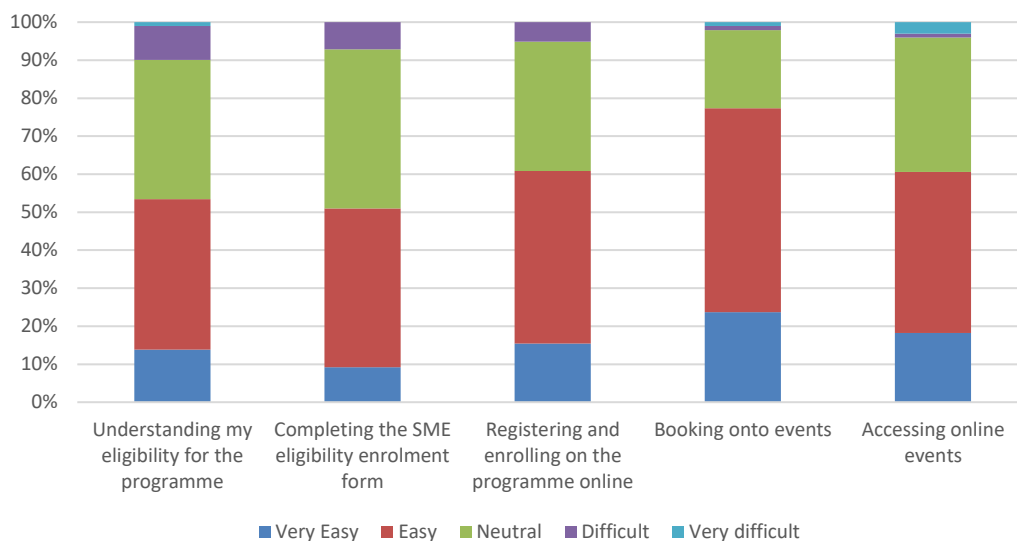
**Chart 9.5 How the businesses heard of the project**



Source: Summative Assessment Business Survey

- 9.8 Chart 9.5 overleaf shows that over half of the businesses that engaged on the project came directly from sources related to Marketing Peak District and Derbyshire. The other main sources, although significantly lower than MPDD were from Local Authorities, from Business Peak District and from word of mouth/from another business.
- 9.9 The importance of word of mouth was clearly demonstrated within the businesses that were interviewed, all of which were keen to develop and build their networks with business in similar fields. Unlike many other sectors, the visitor economy depends on the development of critical mass and businesses are often keen to collaborate and cross-market to demonstrate the depth of options and activities within their local area.
- 9.10 Referrals from other business support providers were low, including the Chamber of Commerce and the D2N2 Growth Hub, again reflective of the fact that many businesses that engaged on the project did not normally engage with the wider business support eco-systems.

**Chart 9.6 Views on the Processes of the Project**

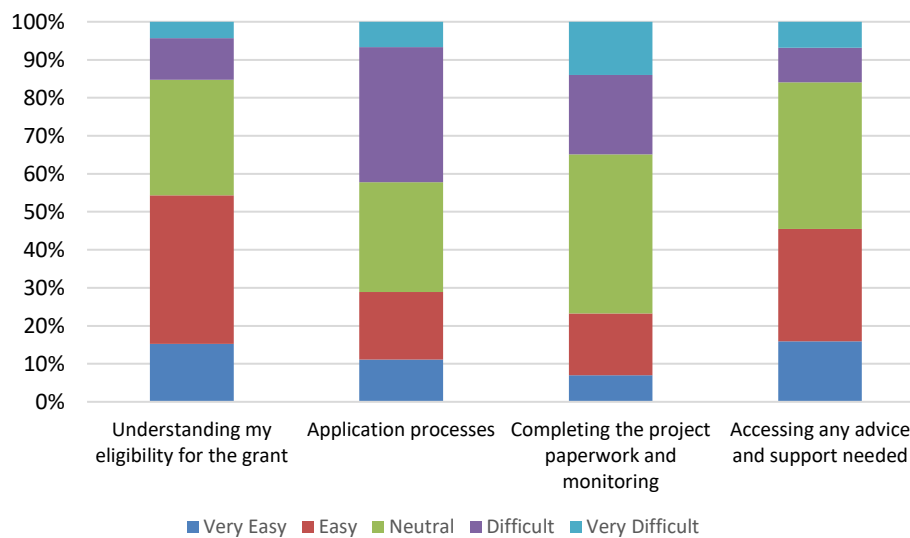


Source: Summative Assessment Business Survey

- 9.11 As shown in Chart 9.6 above, businesses generally found the processes associated with the Growing and Developing the Visitor Economy in Derbyshire project very easy or easy. Just over half of all businesses found understanding their eligibility for the project Very Easy or Easy, but the sector-based nature of the project meant some had found the process difficult. This also translated across into completing the SME eligibility enrolment form and registering for the activity online. Overall, businesses found the range of online events easy to book onto and attend.

- 9.12 Again, drawing from the business interviews, it can be difficult for owners of visitor economy businesses to physically attend workshops and events as they often need to be responsive to their guests and visitors. The hybrid delivery during and after pandemic allowed a new cohort of businesses to access online material whilst they were closed or operating well below capacity and the fact that events were online made them more flexible to access and removed the need to travel.
- 9.13 Businesses that applied for a grant (42% of all businesses completing the survey) were asked for their views on the processes associated with the application and monitoring process. Of the businesses that completed the survey, 93% were successful with their application.

**Chart 9.7 Views on the specific processes of the Grant Fund**



Source: Summative Assessment Business Survey

- 9.14 Overall, businesses found the processes around accessing grant funding mixed. Over 50% found the eligibility process Very Easy or Easy (similar to the rate for all businesses trying to understand their eligibility for the project), with only 15% difficult or very difficult and 45% found accessing advice when they needed it Very Easy or Easy. However, under 30% found the application process Very Easy or Easy and with regards to project paperwork and monitoring the respective figure was under 25%.
- 9.15 This figure is symptomatic of the ERDF processes being applied to relatively small grants – coupled with the inexperience of businesses in obtaining and managing external funding. It also reflects that quotation requirements can be difficult and problematic in obtaining relevant quotations.



9.16 Businesses were asked to score the overall quality of provision of the project out of five. The Marketing Peak District Workshops and Webinars activity was scored 4.34 out of five, the Inspired by the Peak District events and branding support was scored 4.11 out of five and the support to attend trade shows scored 3.54 out of five, although this element of the programme was perhaps most disrupted by the pandemic.

*“Marketing Peak District and Derbyshire have done an excellent job of supporting businesses through the COVID crisis, through this programme of support”*. Derbyshire Dales based accommodation business

9.17 Businesses were also asked about some of their future support needs and ideas for future workshops and grants as part of the business survey. The list below identifies some of the key areas that businesses identified as development needs.

- Face-to-face networking, which was something that businesses stated they had really missed during the pandemic
- Support to employ staff, which is a significant challenge across the board for the hospitality sector but especially in more rural areas
- Further support with social media marketing
- Support with Business Planning processes
- Support with staff wellbeing and mental health
- Developing podcasts
- Support and investment securing EV charging points
- Support accessing finance and funding
- Wider support and finance to understand how businesses can achieve Net Zero and improve sustainability
- Training on data protection and UK GDPR
- Marketing and doing your own PR
- The implications of extending opening hours

9.18 The latest Business Sentiment Survey identified that 95% of businesses in the visitor economy were worried about rising energy prices and 61% by rising inflation. In quarter 1 of 2023, 60% of businesses stated bookings were down the same time last year. There are a range of different challenges facing businesses and this Summative Assessment had demonstrated a clear theme that there is still need for support for the sector going forwards.

### *Partner Feedback*

- 9.19 The Growing and Developing the Visitor Economy in Derbyshire programme had focussed on a range of issues and challenges facing the sector that are recognised as issues at a national level and that Visit England are also grappling with. The focus of the project on accessibility, sustainability and growing a share of the international visitor market were consistent with Visit England priorities in the Tourism Recovery Plan and the likely focus of recently awarded Local Visitor Economy Partnerships.
- 9.20 The project had provided an excellent source of evidence on ‘what works’ in the visitor economy. Building bespoke and ongoing packages of support for the sector were important and the structure of the offer was something other Destination Management Organisations can draw from in future support packages. Of particular note to Visit England was delivering workshops for specific international market segments, which had been part of the programme.
- 9.21 Local partners felt the Growing and Developing the Visitor Economy in Derbyshire had been a huge success and had helped grow the sector before the pandemic, help the sector overcome the challenges of COVID-19 and then navigate the subsequent opportunities and challenges as the economy, travel and international travel opened up again.
- 9.22 Productivity was a major challenge for the sector and the need to get more outcomes in return for each member of staff. Staff and skills shortages were major challenges that had been exacerbated by BREXIT and improving the labour productivity of each worker was the most effective way of ensuring businesses can meet rising demand. Despite the success of the project, supporting businesses to adopt digital technology will still be a key theme for the sector going forwards.
- 9.23 The project had dovetailed well with the Accelerate Derbyshire Community Renewal Fund project, that had focussed on Derbyshire Dales and the High Peak. Marketing Peak District and Derbyshire had brought forward a range of businesses to access support and small grants and were a valuable partner in the project.
- 9.24 As EU Structural Funds are no longer the main driver for regional development and based on the changing eligibility and priorities of a range of economic development funds and plans, the Visitor Economy should now be seen as a sector that needs support and should be able to access investment on equal terms with other economic sectors.

- 9.25 It was recognised as a challenge for Derbyshire to try and spread the benefits of the visitor economy outside the core of the Peak District and the project was seen to have had mixed success in this area. There was a concerted effort to work across Derbyshire and demand was reasonable from these areas – but the project had naturally gravitated towards where demand was.
- 9.26 The designation of a Local Visitor Economy Partnership for the Peak District, Derbyshire and Derby was seen as a major platform to drive future growth in the sector and provide more of a focus for the sector to engage with national and local partners.
- 9.27 The project had raised the profile of the sector and has helped to lobby for inclusion in a number of interventions within the UK Shared Prosperity Fund programmes across the county.

## 10 Case Studies

### **Hoe Grange Holidays**



Hoe Grange Holidays are an award winning eco-friendly self-catering holiday accommodation set on a working farm near Matlock.

The business was entirely closed for long periods during the COVID-19 pandemic. During this time, business owner David Brown engaged with the ERDF project to identify longer term opportunities for the business.

David attended workshops on marketing, as direct marketing is a key mechanism to secure new business and to promote cycling tourism.

Before re-opening in July 2020, David received advice on the changing legal requirements, recommended cleaning protocols and ways to promote the business as being COVID safe. Summer 2020 proved to be a very good season.

The team at MPDD were extremely helpful and flexible. The support during the COVID-19 pandemic helped the business in a number of ways.

The wider marketing campaign for the area coming out of COVID-19 was very positive and brought in additional business.

David stated *'the help available during the pandemic was outstanding and really helped us to hit the ground running when we re-opened'*

### **Losehill House Hotel and Spa**



Losehill House Hotel and Spa is a four star hotel, spa, restaurant and venue in the heart of the Peak District.

During the first COVID-19 lockdown, Losehill worked closely with MPDD to look at how technology could improve the customer experience in the context of COVID.

The hotel received a 50% grant from the ERDF project to develop an automated check in system, which also allowed guests to use their mobile phones to act as door keys.

Paul Roden, the owner of the Hotel, stated *'MPDD are a vital part of the support offer for businesses. The support we received was brilliant and marketing is such an important part of this industry'*.

## **Great British Car Journey**



The Great British Car Journey is a new visitor attraction in the historic Derwent Valley World Heritage Site, focussed on the history of British cars. The attraction provides an interactive museum telling the history of British made and designed cars, a café, driving experience and venue.

The attraction opened in May 2021 and MPDD helped Director Eddie Hoare integrate into the local tourism sector and made introductions with local MPs and the head of the British Tourism Authority. MPDD have also helped the business to recruit staff.

*Eddie stated 'MPDD are experienced and know the patch. The direct support we received has helped us launch the business and build the partnerships we need for the business to succeed. The team have been doing a very, very good job'.*

### **Acclimatize**

Acclimatize is an outdoor adventure business based in Bonsall near Matlock. The business offers courses, adventures and activity days across a range of outdoor pursuits to individuals, groups and schools.

During COVID-19 lockdowns, the business remained closed and unable to trade and by 2021 the lack of custom was becoming a major problem.

Sharon Mitchell, the business administrator, engaged with MPDD and attended a number of marketing events. Sharon said that the events helped the business to increase their marketing and advise on their online presence. The improved online presence has resulted in more bookings and recover from the restrictions of COVID-19.

Sharon stated the support from MPDD was *'brilliant and the team were really helpful, down to earth and able to answer any queries'*.

### **Sheldon House**

## **SHELDON HOUSE**

Sheldon House provides Bed and Breakfast and self-catering accommodation, located near Monyash in an 18<sup>th</sup> century Grade II listed building. The business has been operating for over three years, but had only been open for 18 months before the COVID-19 pandemic.

Business owners Caroline and Mike Jiggins, like many businesses, were unsure of what support was available to them during the pandemic and what changes they may need to implement to begin trading safely again.

Caroline and Mike worked with MPDD to help reopen the business safely, to understand the changing legal requirements implemented as a result of the pandemic and to engage with other businesses across Derbyshire that were all suffering with the same complex issues.

Support from MPDD included a grant to improve the business website (including professional photography) to enable online bookings and support to install an electric vehicle charging point.

Caroline said *'the support from MPDD was invaluable, the Legal Seminars on COVID-19 were particularly useful and the input and advice helped us to develop our plans over the winter period of 2020. The team (at MPDD) were very supportive and going forwards our bookings have recovered, and the business has a bright future'*.

### **Discover Buxton**



Discover Buxton offer a range of tours of the Peak District town of Buxton, including walking tours, character tours and a replica Victorian Tram Tour. COVID-19 affected all of these activities as the business operates on a weekend only basis until April – so has limited revenue and the pandemic struck just before the period of increasing revenue.

Discover Buxton also previously operated on a 'cash only' basis, which was increasingly difficult to maintain during and coming out of the pandemic.

Grant support from MPDD allowed the business to adapt the website to make online bookings and payments, to make payments on the tram cashless and into introduce a Perspex screen and intercom for the driver.

Netta Christie, Managing Director of Discover Buxton, said *'the grant and wider support from Marketing Peak District helped enormously and we would not have been able to open up without it and keep our team safe'*.

Coming out of the pandemic, Netta felt there were more coach tours coming to Buxton and the tours were finding new opportunities within the group visit market.

## 11 Value for Money Assessment

- 11.1 Ensuring value for money for European Union Structural Funds investment is a key component of the current ESIF programme and of Summative Assessment guidance. The extended project has an anticipated expenditure of £2,628,984 of investment, which is anticipated to create 24 jobs (based on ERDF outputs) at a unit cost of £109,541 per job. However, when the projected 73.1 net jobs created as identified in the business survey are used in this calculation (as of section 7.7.) the unit cost falls to £35,964 per job.
- 11.2 The project has supported 487 businesses by the end of the project, which have been delivered at a unit cost of £5,398 per business. It is important to note that some businesses have had in excess of the 12 hours allocated and there will also be a significant number of businesses who have been touched by the project but not reported as an official output as they received less than 12 hours.
- 11.3 Finally, a total of 115 businesses developed new to the business products, services and processes as a result of support from the project, which translates to a unit cost of £22,861 per business.

### Benchmarked Costs

- 11.4 According to a report by Regeneris on the anticipated unit costs per output across the 2014-20 ERDF programme, the median benchmark for jobs created across ERDF projects should be £26,000 and the mean cost per job was £71,000<sup>5</sup>. The gross cost per wider job created in section 11.2 is well below the Regeneris mean cost – although based solely on ERDF outputs the project appears expensive.
- 11.5 With regards to businesses supported, the benchmark median unit cost for a medium intensity business supported output (which largely includes a component of grant) is in the range of £10,200. Again, the project is within the value for money thresholds set for ERDF projects. With regards to businesses supported to introduce new to the firm products/services, the median benchmark unit cost is £28,000, which again is below the unit cost the project.
- 11.6 On this basis, the Growing and Developing the Visitor Economy in Derbyshire project, across both phases, offers very good value for money. If the wider measure of jobs created is used, it is below the benchmark levels for all of the measures identified above. These figures are particularly impressive as COVID-19 particularly hampered this project, more so than many others, as most target businesses actually closed for long periods of the operation of the second phase.
- 11.7 Based on a £2.63m budget, this Gross Value Added represents a return on investment of £6.90 for every £1 invested and £13.8 for every £1 of ERDF invested.

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<sup>5</sup> Regeneris Consulting (2013) England ERDF Programme 2014-20 Output Unit Cost and Definitions

## 12 Conclusions and Recommendations

### *Conclusions*

- 12.1 The Growing and Developing the Visitor Economy in Derbyshire operated under challenging circumstances and has had to adapt to considerable change. Its flexible design has helped the offer to remain relevant and robust to local businesses.
- 12.2 The project has been able to defray all of its budget and will also deliver against most of its outputs. The project has been particularly effective in supporting businesses to generate additional employment, which is a considerable achievement based on the impact of COVID-19 and the impact of the cost of living crisis and inflation on businesses.
- 12.3 A total of 13% of businesses supported by the project reported they had created new jobs and it is estimated total of 116 additional jobs would have been created, of which 73.1 are a net increase.
- 12.4 On this basis, an estimated 49.9 jobs were net additional impacts of the project, with a further 23.2 jobs being accelerated as a result of the project (totalling 73.1 net additional jobs). This should generate a total of £3.63m of sub-regional Gross Value Added per annum. If the impacts are sustained over a five year period it would generate a cumulative £18.15m of Gross Value Added.
- 12.5 Feedback from businesses also highlighted the quality of delivery on the project, coupled with a broad range of impacts across a number of business activities including improving turnover and productivity, improving environmental performance, supporting businesses to extend the visitor season, improving accessibility and supporting cycling and green tourism.
- 12.6 The Growing and Developing the Visitor Economy has effectively embedded Horizontal Themes into its delivery programme. Some excellent practice has developed that has identified equalities and accessibility as an opportunity for businesses and also how sustainable tourism creates opportunities for local businesses.
- 12.7 This Gross Value Added represents a return on investment of £6.90 for every £1 invested and £13.80 for every £1 of ERDF invested.
- 12.8 The project has offered very good value for money for its investment and is likely to deliver a very strong legacy for its ERDF investment – as much of the visitor economy that the project has touched has increased their use of technology, has improved their productivity and has helped their routes to access new customers as the visitor economy continues its recovery.



### *Lessons Learnt*

- 12.9 Continual learning and reflection has been a strong feature of the Growing and Developing the Visitor Economy project and this is the fourth Summative Assessment undertaken on the project in the six years the project has been operational – which some of the recommendations and conclusions feeding into the operation of the project.
- 12.10 The project has adapted well to change, which has primarily been possible due to the flexible nature of the project, offering a matrix of networking, topical workshops, advice and guidance and small grants. This has made the programme flexible and has meant it can respond quickly to changing circumstances and changing business needs.
- 12.11 The project in its latter stages has effectively blended online and face-to-face offers to businesses and this is a positive template to take forward in an area that covers a wide and very rural geography like Derbyshire and the Peak District.
- 12.12 The focus of the project has been well aligned to both national priorities and local need. The project has focussed its offer on improving productivity through digitisation, green and sustainable tourism and improving the accessibility offer of tourism in the area. The legacy of this focus can clearly be seen in the results from the Business Sentiment survey, with 36% of businesses now having a sustainability plan and a third of businesses marketing themselves as being accessible.
- 12.13 The project has helped to develop a strong body of evidence that the impact of a range of economic issues has had on the sector, an understanding of ‘what works’ and has helped to understand the shape and nature of the sector within Derbyshire. This puts Marketing Peak District and Derbyshire in a strong position to continue this work in light of the requirements of the LVEP.
- 12.14 Small and targeted grants, both those of the Growing and Developing the Visitor Economy and of the Community Renewal Fund offer have proven very popular and ought to be a feature of future schemes. They have helped and encouraged businesses to invest in areas that normally would not be considered such as accessibility, promoting the business to cyclists, green tourism or expanding digital solutions in the business.

# Appendix A: Latest Project Logic Model

## Project

<b>Project Name:</b>	Developing and Growing the Visitor Economy in Derbyshire
<b>Project Reference:</b>	08R15P00279

Click on the arrows to navigate around the model. Tables can be edited directly in the model. To edit free text, click Edit under each title

### Context

[Edit](#)  
Derbyshire visitor economy is driven by SMEs. Growth opportunities exist if businesses can be productive, engage in new markets and improve their offer to visitors. Building on the learning from the first programme, the project will take extend the range of support and investment available to SMEs within Derbyshire's visitor economy, but will ensure there is more focus on taking advantage of the growing international market opportunities and developing a 'world class' destination. There will be more emphasis on supporting visitor economy businesses to embrace digitalisation.

### Market Failure Assessment

[Edit](#)  
There is currently a lack of sector specific support for the visitor economy across Derbyshire, which is largely SME and rural based (with hubs in key market towns). The visitor economy has some clear growth opportunities related to improving the quality of the offer, developing a world class destination, improving accessibility and attracting more international visitors to the area. We want to encourage businesses to take advantage of digitalisation, but understanding how this process can result in business growth requires an 'honest broker' role to undertaken to help businesses understand the private sector offer. Businesses often work in isolation, not exposed to new ideas and opportunities. Support is often generic and related to running the business, rather than developing the 'experience' the business can offer the customer.

### Project Objectives

[Edit](#)  
This proposal genuinely meets the needs of visitor economy businesses and will accelerate them to the next stage of growth by exploiting new and untapped markets through a range of activities specific to the sector and wider supply chain. The project will also concentrate on developing the vibrancy of key market towns in Derbyshire and working to build a 'world class' visitor destination. Business to business events will allow businesses to access knowledge, expertise, support and develop their own networks, partnerships and supply chains and we will also promote the opportunities to improve productivity and access new customers through increased digitalisation.

### Rationale

[Edit](#)  
Building on the experience of the first phase of the project, we have honed the second phase to be more concentrated on some of the largest opportunities for the sector in Derbyshire and focussed deliver on enabling businesses to take advantage of these opportunities - some of the delivery approach is similar (such as offering events, support for trade shows, networking and place based support for market towns). We have redesigned the grant funded element of the programme (including a stronger focus on job creation) and widened the scope to cover other topics including accessible tourism, digitisation, green infrastructure and activity to support cycling tourism. The previous Summative Assessment identified the quality of support on offer and the value businesses derived from it. The research also identified 43% of businesses stated their involvement in the had project stimulated growth within the businesses,

### Inputs

What	Value
ERDF Investment	£1,261,511
Matched Funding	£1,261,511
Partner activity	
Wider activity from MPDD	
Staff resources	

### Intended Impacts

What
5% annual increase in the value of the visitor economy as measured by STEAM
Increased membership of Marketing Peak District and Derbyshire
Support to extend the visitor season, reduce occupancy gaps and increase overseas visitors
Increase in overseas visitors to Derbyshire

### Outcomes

ID	Intended Outcome	How is it Measured?	Level	Baseline	Actual
1	Creating 20 additional jobs	Letter from company	Business		0
2	Improved business performance	Company accounts from Limited companies	Business	unknown until the evaluation	unknown until the evaluation
3	Improved business confidence	Business survey as part of evaluation	Business	unknown until the evaluation	unknown until the evaluation
4	Better engagement and offer for overseas visitors to	Business survey as part of evaluation	Project	unknown until the evaluation	unknown until the evaluation
5	High quality support for visitor economy SMEs	Feedback survey	Project	n/a	unknown until the evaluation

### Outputs

What	Value
C1 - Enterprises supported	530
C2 - Enterprises receiving grants	86
C4 - Enterprises receiving non-financial support	469
C5 - New enterprises receiving support	64
C6 - Private investment matching grants	200,514
C8 - Increase in employment in supported enterprises	26
C29 - No. of businesses introducing new to the firm	139

### Activities

What
Revised grant fund offering 40 grants to visitor economy SMEs
Expanding a 'Made in Derbyshire' campaign
Holding 2 sector conferences
Annual Business Awards in 2020, 2021 and 2022
Business support and advice and Market Towns programme