

Enterprise Village



“If it hadn’t been for LEADER+, I wouldn’t have had the opportunity to be part of the Enterprise Village at the Driffield Show, which helped promote my business to the public.”

Nicky Clacy, Papier Mache Sculpter

Issue	Response
<p>Market Failure</p>	<p>The rural East Riding of Yorkshire LEADER+ area is remote and in parts severely isolated. It suffers from economic and social exclusion. Rural, structural industries particularly agriculture is in decline and continues to shed jobs. The East Riding of Yorkshire LEADER+ Development Plan identifies this economic weakness and describes a weak business base and lack of capacity in the business sector. The plan identified the decline in agriculture as a particular area of concern. The plan also identified that the agricultural heritage of the area represented an asset, which if capitalised upon, could bring greater economic vitality.</p> <p>The Driffield Agricultural Show is an established, one day show committed to maintaining the heritage in the agricultural sector. The show noted the need for farmers to diversify and create new start and diversified businesses to maintain employment.</p>
<p>Rationale</p>	<p>The LEADER+ Development Plan aims to increase employment through developing new enterprise, improving skills, enhancing local heritage and supporting village and town services.</p> <p>The rationale for the Enterprise Village project was two fold:</p> <ol style="list-style-type: none"> 1. The Driffield Agricultural Show offered an opportunity to showcase new businesses to an established audience of typically 25,000 visitors. With a reputation for supporting the farming community, the show offered an opportunity for diversification businesses to demonstrate their products and services to a local and sympathetic audience. The benefit to the show was to further embed the show with local business, rather than bringing in businesses from outside the locality and thus diluting the local traditions and heritage of the show; 2. The training and support package provided to exhibitors as part of the project would raise the overall performance of new and existing businesses as well as instil confidence in these business owners which was often lacking given that they were

	<p>often new, diversified business in sectors they were not necessarily experienced in.</p> <p>The Drifffield Agricultural Show was considered to be a prime example of how the natural and cultural heritage of the area is promoted. The LEADER+ Programme was seeking to support new and develop local enterprises through drawing on the potential of the natural and cultural heritage.</p>
<p>Objectives</p>	<p>The project supported the primary theme of “Improving the Quality of Life in Rural Areas”, and delivered against the following LEADER+ Programme objectives:</p> <ol style="list-style-type: none"> 2 To support and develop new local enterprises, drawing on the potential of the natural and cultural heritage. 3 To develop a skilled & flexile workforce which can respond to local employment opportunities. 5 To support the strengthening of market towns as a nucleus for restructuring. <p>The Drifffield Show is an established agricultural show strongly rooted in the local business and agricultural community. It is strongly connected to the history and heritage of the area. This is a key aspect of the distinctive offering of this show compared to others. By encouraging local new start businesses to exhibit the reputation of the show is enhanced.</p> <p>Creating an Enterprise Village at the show gave new businesses immediate access to display their products and services to a large, local consumer and business audience at minimal cost. The training package assisted new businesses to gain key business skills often associated with displaying and selling. It also allowed new and isolated businesses to engage in some networking.</p> <p>Given the recognised decline in the agricultural sector across the LEADER+ area, agricultural businesses are a key target group for rural restructuring. The Enterprise Village concept offered a real opportunity to those seeking to diversify and create new businesses.</p> <p>The Drifffield Agricultural Show had also established a project supporting new start businesses by young people through the Growing Routes initiative. Growing Routes advisors were part of the steering group for the Enterprise Village project imparting the experience and knowledge to maximise impact and effectiveness. It also ensured the Enterprise Village project was complementary and built on the expertise of Growing Routes in their support of young people to establish new businesses. In addition, the Enterprise Village project worked with the LEADER+ COMBINE project to deliver a number of the local training initiatives.</p> <p>The project established links with Bishop Burton College to create further links with incubator opportunities and further training, and with Business Link. Support organisations also exhibited at the Enterprise Village such as FWAG, Bishop Burton College, Young Farmers, Yorkshire Organics, Business Link and Women in Rural Enterprise.</p>
<p>Activity</p>	<p>The Enterprise Village project aimed to create a culture of economic prosperity to rural business by providing a platform for rural diversification to showcase new and successful</p>

	<p>businesses. It established a dedicated tented village at the Driffield Agricultural Show for new and new start businesses to exhibit to an established footfall of 25,000 local visitors and businesses. The Enterprise Village was run for a total of six years. This exhibition space was available to new businesses, for up to three years. Initially it was free of charge in the first year, and then on a sliding scale of charges for the next two years.</p> <p>Businesses interested in the Enterprise Village concept were offered training days covering issues from marketing to tax law. Through it the aim was to have better managed and more confident business owners who were more capable of exhibiting to the public.</p> <p>The Enterprise Village itself was given separate promotion and marketing material both to attract businesses and visitors.</p>																																																
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<p>Output and result analysis</p>	<p>In general, the Enterprise Village project performed extremely well against its target outputs and results. Specific areas of particular over-achievement included “Output 5: Number of individuals/businesses/farms assisted” where the project exceeded its target by 180% and for “Output 1: Number of contacts made by advisory services” which exceeded its target by 933%.</p>																																																
<p>Value for money:</p> <ul style="list-style-type: none"> • Economy • Efficiency • Effectiveness 	<p>Economy</p> <p>The delivery of the project to date has been effectively and efficiently managed by the East Riding of Yorkshire LEADER+ Local Action Group. There is a robust system for reporting and dealing with claims. To the best of our knowledge the impacts could not have been secured at any lower cost to the public purse which demonstrates the project has been delivered economically</p> <p>Efficiency</p> <p>Extending over six years, the Enterprise Village project has been the longest running project in the LEADER+ Programme. In that time it has secured good levels of private sector match funding (26%) on a consistent basis. In key areas it has been extremely efficient with the cost (gross) to the public purse of £73 per contact made by advisory services and £187 per business assist to individuals/businesses/farms.</p> <p>Effectiveness</p> <p>A wide range of businesses have been supported through the Enterprise Village project. These include businesses adding value to their own produce such as farm shops, direct meat deliveries and ice cream made from milk on the farm. They also include businesses which have diversified away from core agriculture to offer products and services in different</p>																																																

	<p>markets including farm stay accommodation, design and creative services, photography, pest management, vintage car hire, holistic therapy, beachwear and hats. Our consultation with these businesses highlights the economic benefit of exhibiting and the confidence that comes from being part of a like-minded business community.</p> <p>The scope of this case study prevent us from carrying out detailed analysis of participating businesses but we did identify that a significant number exhibited at the Enterprise Village on more than one occasion and several businesses who started at the Enterprise Village went on to exhibit on the main showground.</p> <p>Furthermore the Enterprise Village project has been able to act as a focus for business, environmental and training support. Amongst its exhibitors are organisations who provide additional services to the farming and business sector including:</p> <ul style="list-style-type: none"> • Bishop Burton College; • FWAG; • Lantra; • Yorkshire Organic Centre; • Yorwoods; • Natural England; • Growing Routes; and • Business Link. <p>This has offered a focal point for the rural and isolated communities of the LEADER+ area to access the services of these organisations in one place. Feedback from the businesses attending the training sessions to assist them in development and promotion report that the sessions were good or excellent.</p>
<p>Learning for the future</p>	<p>Opportunity to recruit sponsorship</p> <p>Thanks to the support from the East Riding of Yorkshire LEADER+ Programme the Enterprise Village is now a well established and recognisable attraction at the Driffield Agricultural Show. Its presence and offer is well understood by visitors (individuals and businesses) and therefore offers an excellent opportunity for complementary businesses / organisations to benefit from its profile.</p> <p>We recommend that sponsorship packages are developed to attract relevant businesses and organisations to sponsor the Enterprise Village. Not only does the sponsoring business have its brand promoted to a captive target audience of 25,000 visitors it also has access to the exhibiting businesses and organisations. We would suggest that potential sponsors could include professional services for small business (e.g. legal, accounting, finance etc.) or education and training providers.</p> <p>It may even be appropriate to target businesses that have benefited from exhibiting in the Enterprise Village in the past (web-designers, transport companies etc.).</p> <p>Measure economic impact for individual businesses</p> <p>If a decision is taken to continue with the Enterprise Village project it is recommended that project managers allocate resource to carry out a more detailed analysis of the economic</p>

	<p>impact on participating businesses. It will be important that monitoring procedures are put in place at the beginning of the project and participating businesses are made aware of their responsibilities in terms of the level and sensitivity of evidence required. Establishing a well communicated, ongoing monitoring procedure from the beginning will greatly improve the ability to report on the economic impact of the project. This has benefits for future funding applications, attracting potential sponsors and in helping the shape the structure of the activity during implementation.</p>
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