

# **WDBC Our Plan Annual Delivery Plan 2016-2017**

## **Economic Development Programme**

**The Our Plan delivery plan establishes actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future. We want our communities to be places where businesses can develop and grow.**

**We want to make a positive contribution to the equality, fairness and spiritual wellbeing of our communities.**

**This part of the Delivery Plan sets out an Economic Development Programme and includes current activity and the future programme**

## Current Activity

This table sets out the activity supporting Economic Development that will be progressed during the 16/17 financial year. It is grouped under the following work streams that were established in the 15/16 Delivery Plan and have guided work until now.

- Business Engagement and Support
- Research and Intelligence
- Maximising Funding Opportunities
- Strategic Working

Economy - Creating places for enterprise to thrive and business to grow					
Workstreams	Activity	Method and resources	Outcomes	Where	Lead / resource available?
<b>Business Engagement and Support</b> <i>To signpost businesses to funding opportunities, best practice, training, changing legislation, apprenticeships, etc.</i>	Business Advice & Support	Provision of a Business Support service delivering information guidance and advice to local businesses. Business Information Point (BIP Okehampton) provide advice in WD. Cost £8,000 pa – WD only.  <b>Recommend to increase this funding to £15,100 pa for increased outputs and improvements in MI</b>	Quarterly monitoring of Business Support contract against pre-agreed targets.  <i>Number of businesses receiving support. This MI is to be grown for 17/18 to show outcomes of businesses started; businesses still in existence after 12/24/36 months; Number of jobs created.</i>	West Devon	Strategy & Commissioning (S&C)  Yes – largely outsourced. However, more contract monitoring is required – to be completed by L3 vacant post in S&C, supported by proposed new post.
	Business Advice & Support	Growth Hub  WD £2k pa but subject to European Investment being received by Devon CC	Information passed to local Business. Assistance with training, signposting, funding, advice  Continue whilst free of charge.  <i>Number of businesses receiving support. This MI is to be grown for 17/18 to show outcomes of businesses started; businesses still in existence</i>	SHWD	Strategy & Commissioning  Yes – largely outsourced. However, more contract monitoring is required – to be completed by L3

			<i>after 12 months; Number of jobs created.</i>		<i>vacant post in S&amp;C, supported by proposed new post.</i>
	Business Rates Discretionary Support	Promoted via Members, website and Business Rate team.	Inward investment / Business retention (Businesses given opportunity to reduce outgoings when expanding or remaining in area)  <i>No of businesses assisted No of additional jobs secured Value of discretionary benefit awarded Value of additional business rates secured</i>	SHWD	Strategy and Commissioning / Customer First  Yes – processes in place
	Regulatory and Licencing, Support and Advice	Better Business For All (BBfA) Regional partnership supporting regulation reduction and business advice.	<i>No of businesses assisted</i>	SHWD	Environmental Heath CoP  Yes
	Business Improvement District - BID	Active in Tavistock. For a BID to take place, a vote must take place within the boundary where the BID will act. This has recently been extended for a further 5 year period. All businesses invited to vote & consulted on what money collected will be spent on. All businesses in that defined area must pay a levy towards the BID (regardless of whether they voted favorably or not). The BID may subsidise parking, market the town etc. No ongoing funding directly from SHWD.	<i>Improved economic output from Tavistock.  WDBC provide support services to BID in return for £4k fee per annum.</i>	West Devon	Strategy & Commissioning & Finance CoP  Finance resources available.  <i>Proposed new economic delivery resource could forge greater ties with BID.</i>
<b>Research &amp; Intelligence</b> <i>To fully understand business needs</i>	Delivery of annual Town Benchmarking in Tavistock	Annual Reports Cost £350 for a “peoples and places” licence each town and Council resources used for fieldwork, data	Background Information to support policy and delivery	West Devon	Resources could be made available but only at expense of other activities.

<p><i>and to inform future plans, policy &amp; strategy.</i></p>	<p>and Okehampton</p>	<p>intepretation and analysis or £2k per town for turnkey solution</p>			<p>Outsourced solution to be pursued, due to complete Nov 2016 – overseen by Group Manager, S&amp;C</p> <p><i>Proposed new economic delivery resource would utilise the output of this work to fulfil identified role</i></p>
	<p>Asset Management Programme</p>	<p>Business Unit development Programme Work underway as part of capital programme and innovation invest to earn fund.</p> <p>New opportunities to deliver employment units and income generation to be sought</p>	<p>Part of Asset Management strategy to enhance income stream. Increased income streams and occupancy rates.</p>	<p>SHWD</p>	<p>Group Manager, S&amp;C and Assets CoP</p>
<p><b>Strategic Working</b> <i>To benefit from economies of scale and lobbying clout along with strategic policy development; partnering with other entities who hold shared values and goals</i></p>	<p>Local Enterprise Partnership HotSW (LEP) <a href="http://www.heartofswale.com">www.heartofswale.com</a></p>	<p>3 main areas of focus – people, place and business – with delivery on all of these points in various guises, eg pop up business café, growth hub service (advice for all), connecting devon and somerset, inward investment liaison and marketing.</p> <p>The LEP also manage the local transport board (LTB) Participation in City Deal and LEP initiatives to influence employment land, road, rail and broadband developments.</p>	<p>Set out a SEP (Strategic Economic Plan) for the LEP region in 2014 which was shared with Government. This is currently under review. LEP to work with districts, unitaries and counties on refresh. Success against these goals can be viewed via the LEP website, as part of their monitoring framework.</p> <p>Not necessarily a funding route for Council projects, but can advise and signpost for potential matches and can be used as an influencer in other funding decisions; mainly focus on big</p>	<p>SHWD</p>	<p>Director &amp; Group Manager, Strategy &amp; Commissioning</p> <p>However, proposed new Economic Development resource could strengthen relationships and increase Council focus on LEP</p>

		<p>Involvement in determining successful Growth Deal / European Structural Investment Fund (ESIF) / ERDF (European Regional Development Fund) business support projects and managing bank of projects, Regional growth Fund, Devolution, inward investment, etc.</p> <p>SHWD contribute £5k pa each towards LEP provision</p>	<p>picture investments / issues / infrastructure</p> <p>Operate an Enterprise Adviser Service – working with secondary schools, to make business part of curriculum to show students the possibilities of local jobs after school.</p>		<p>initiatives for the WDBC area</p>
	City Deal	<p>At present, not SHWD centric.</p> <p>No financial commitments</p> <p>Officer input into reviewing delivery plans, but this is focussed on city (Plymouth and Exeter delivery) and is led by those city councils along with DCC &amp; LEP.</p>	None within SHWD	SHWD	<p>Director &amp; Group Manager, Strategy &amp; Commissioning</p> <p>However, proposed new Economic Development resource could strengthen relationships and seek improved outcomes/ benefits for the WDBC area</p>
	Devolution Deal	Work with LEP, Devon & Somerset County and districts / boroughs regarding devolution plans	Ongoing work, nothing definitive delivered as yet, but increased collaboration is potential outcome. Officers / Members engaging across authorities to seek opportunities for efficiency and service improvements.	SHWD	<p>Director, Strategy &amp; Commissioning; elected members</p> <p>Yes – Other Group Managers likely to be involved and</p>

					engagement increases
	Peninsula Rail Partnership	Support	Lobbying partnership to help improve rail connections; could contribute by encouraging businesses to participate	SHWD	Group Manager, Strategy & Commissioning  Dependent on activity; a new Economic Development Resource could participate in this.
	Strategic Polices	Policies to support local economy / community	Completion of joint local plan to ensure it does everything it can to support economic growth & comply with national planning policy framework; discretionary business rate relief policy introduction; asset management strategy; Car Parking Strategy	SHWD	Strategy & Commissioning; Customer First; Commercial Services  Yes – though no lead specifically identified
	Strategic Site development	Partnerships and Liason over Opportunity Okehampton (as was) to bring forward employment units. Engagement with Devon County to support planning process	Worked with DCC to write off long term debt regarding overage on Okehampton land, enabling sites to be prepared ready for sale & build-out.	SHWD	Group Manager, Strategy & Commissioning  To be considered & resourced as need arises; proposed new economy resource can assist
	LEADER Programme:	European funded scheme, managed by DEFRA / Rural Payments Agency and project managed by DR Company.	Across the two LAG areas (not co-terminus with SH or WD), a total of 126 jobs are expected to be created, from	SHWD	Officers at SHWD (Strategy & Commissioning, Audit, Finance), DR Company

	Greater Dartmoor LEAF South Devon LAG	This is an economic programme, focussed on job creation, through granting of €4.4m of european funding between 2016 and 2020. SH & WD both have committed £16k pa each for 5 years.	105 separate projects. The target is one job per £12,000 of funding.  <i>Value of funding awarded</i> <i>No of jobs created / protected</i>		Currently resourced at expense of other work; a new economy resource would assume responsibility
<b>Maximising funding opportunities</b> <i>To ensure Council resources are used to their full potential and deliver added value.</i>	Economy Grants / Investment	<b>Tamar Valley Mining Heritage Project (TVMHP)</b> The TVMHP was set up in Partnership with the TV AONB. c£250k was committed by WDBC.  The site consists of the 'Tamar Trails' and some of the facilities supporting them (car parks, Trails Centre, interpretation, marketing, etc).  WDBC is committed to: <ul style="list-style-type: none"> <li>- Leases for 27 years costing circa £40K p/a (will rise with RPI)</li> <li>- Have a management agreement in place with the Tamar Community Trust who monitor and manage the trails on WDBC's behalf for £10,275 p/a (good value and works well)</li> <li>- Continue to run a 'Tamar Trails Partnership' - meets quarterly – essentially covers trail management/issues and marketing ideas</li> <li>- Provide funds for marketing – includes promotional material, printed and internet campaigns, events, etc – idea being to draw visitors who spend money at carparks.</li> </ul>	Economic and tourism / lesiure benefits to area.  The TVMHP saw several £7m invested by the Heritage Lottery Fund (HLF) into making mining structures safe, renovating heritage buildings (chapels), creating 25km of multi-use recreational trails, building a visitor centre, installing interpretation. WDBC acted as accountable body, and to secure the 25km of trails it entered a series of leases with circa 10 landowners. WDBC is under an obligation to the HLF to maintain the project works for a period of 10 years and maintain public access for 30 years from March 2013.  It was originally envisaged that increased car parking income would offset the cost of the leases. WD Resources Committee in circa 2014 accepted that there would be a £30-35K deficit on the Tamar Trails/TVMHP per annum as car park income has not been as great as forecast.  <b>Monitoring UPDATE planned for O&amp;S External</b>	West Devon only	Assets CoP & Vacant Level 3 post, Strategy & Commissioning  Yes

	Economy Grants / Investment	<p><b>Tavistock Townscape Heritage Initiative</b>  £10k pa committed towards THI, payable for 4 years until 2019/20. The Tavistock Townscape Heritage Partnership was set up by WDBC in 2008.</p> <p>It has both member and officer representation. Its main focus has been the Tavistock THI bid and preparing and reviewing the Appraisal and Management Plan, (both adopted by WDBC along with a Public Realm Strategy in May 2014). Funding support from the GD LEAF programme and s106 funds secured to deliver the THI scheme.</p>	<p>SLA in place for 16/17.</p> <p><b>Monitoring UPDATE delivered to O&amp;S Internal 11/10/16</b></p>	West Devon Only	<p>Place Making CoP / Development Management CoP</p> <p>Yes</p>
<p><b>Maximising funding opportunities</b>  <i>To ensure Council resources are used to their full potential and deliver added value.</i></p>	Economy Grants	<p><b>South West Museum Development Programme</b>  <a href="http://www.southwestmuseums.org.uk">www.southwestmuseums.org.uk</a>  £2k per annum, WD only. Payable to Bristol City Council in respect of the South West Museum Development programme support service for the area of West Devon for the period 1 April 2015 – 31 March 2016.</p> <p><b>Recommended that this funding is reduced to £1k for 16/17 and beyond</b></p>	<p>Memorandum of Agreement in place for 16/17 and 17/18. Been made aware that funding is under review. This money part funds the administration of a grant allocation from the Arts Council to support local museums. Accredited museums in West Devon of between can apply for grants of between £500 and £10,000. Dingles, Museum of Dartmoor Life and Tavistock Museum in West Devon benefited by c.£4k (total) in 2015 and several plan to reapply during 2016.</p> <p>The grants, consultancy and technical conservation advice offered by the service are only accessible to museums in LA areas where there is a live Memorandum of Agreement. The Arts Council look for LA commitment to</p>	West Devon Only	Place Making CoP / Group Manager / Vacant Level 3 post, Strategy & Commissioning



			<p>culture as a driver of local priorities for tourism, health and well-being and place-making.</p> <p>South West Development Programme supports local museums to meet national standards, deliver quality services, and maximise the funding available from national organisations and Arts Council England, for whom Museum Development is the natural regional and local conduit.</p>		
<p><b>Maximising funding opportunities</b>  <i>To ensure Council resources are used to their full potential and deliver added value.</i></p>	<p>Economy Grants</p>	<p><b>Villages in Action (VIA)</b>  <a href="http://www.villagesinaction.co.uk">www.villagesinaction.co.uk</a>          No payments made by SH as stopped 3 years ago.</p> <p>£8000 per annum paid by WD.          Spend approved by WD Leader / Exec Dir for 16/17. VIA made aware that this is under review.</p> <p>VIA is a community development organisation supporting and enhancing the vitality of rural communities through the arts. It exists to bring an expanding range of high quality arts experiences to all sections of rural communities by securing high quality artists, supporting local promoters and providing opportunities for local people to participate. By doing this, VIA supports the development of vibrant, sustainable communities.</p>	<p>SLA in place for 16/17 to ensure minimum of 18 performances in West Devon covering a minimum of 10 West Devon Venues</p> <p>WD members are made aware of events taking place through leaflets in pigeonholes.</p> <p>Agreed indicators are:</p> <ol style="list-style-type: none"> <li>1. Quarterly details of performances and workshops to be held within the Borough of West Devon (a minimum of 18 performances annually)</li> <li>2. Quarterly details of locations visited (a minimum of 10 different parish or town locations annually)</li> <li>3. Number of people attending each performance.</li> <li>4. Number of people attending each workshop.</li> </ol>	<p>West Devon Only</p>	<p>Place Making CoP / Group Manager / Vacant Level 3 post, Strategy &amp; Commissioning</p>