

OVERVIEW & SCRUTINY COMMITTEE

CHAIRMAN: Cllr Mike Haines

DATE: 9th April 2018
REPORT OF: Economic Development Review Group
SUBJECT: Teignbridge Economic Development Plan 2018-23

PART I

RECOMMENDATION

That Members review the draft Economic Development Plan 2018-2023 and recommend to the Executive Committee that it is taken forward for public consultation.

1. PURPOSE

The provide Members with the draft Economic Development Plan 2018-2023.

2. BACKGROUND

The Council's previous Economic Development Plan covered the period 2012-2015. Following the introduction of the Council's 10 year strategy it is necessary to develop a new Economic Development Plan that aligns to the strategy, in particular the 'Going to Town' and 'Investing in Prosperity' projects.

The Plan sets out what we do to support local business, to spur inclusive economic growth and to widen opportunities to our citizens. Mindful of the ever evolving nature of the economy it is recommended that the Plan has a five year timeframe, covering the period 2018-2023. This gives a sufficient period to forward plan for, but not too long that it becomes outdated too quickly.

The updated plan sets out a vision for the local economy derived directly from the Council Strategy, and proposes an approach of '5 Years 5 Ventures' to set out in more detail exactly what we'll do. Those ventures are:

- Supporting and Networking
- Driving Productivity
- Building Partnerships
- Catalysing Growth
- Cooperative Services

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3. MAIN IMPLICATIONS

The Plan will guide the Economic Development work plans and focus for the next five years. It will also inform how our resources will be focused, budgets identified, and services and projects prioritised to support economic growth.

The Plan includes the previously agreed Business Charter, which sets out the Council's commitment to businesses in the District on how it will act to support economic growth in its actions and its influences, and the quality of service businesses can expect in their dealings with the Council.

The Plan has been created in line with the actions set out in the 'Going to Town' and 'Investing in Prosperity' projects of the Council Strategy. It has also been informed by a wide range of feedback received from our engagement activities with the business community in Teignbridge in 2017 including: face to face meetings with businesses; the results of a 'How's Business?' survey sent out directly to Teignbridge based businesses and promoted widely via Social Media; responses to the annual Council Strategy survey.

A review of the previous Economic Plan was undertaken, a link to this review can be found at the end of this report. The review identified where the Council was successful in achieving its actions, and reasons why other actions were not achieved. For the latter, this related to projects that were outside the control or influence of the Council. This Plan therefore focuses only on actions the Council can undertake directly or can have an influence over, for example with partners or through lobbying.

The Plan also takes account of the wide variety of Plans and Strategies at a national, regional and sub regional level such as the Government's Industrial Strategy and the Heart of the South West Local Enterprise Partnership's Productivity Strategy.

The Plan is accompanied by a detailed Action Plan that goes into more detail on how the actions will be delivered, and timescales for and who will be involved in that delivery.

4. GROUPS TO BE CONSULTED

An Engagement Strategy has been drawn up to establish which groups and individuals we will target and seek feedback from. This will include Chambers of Commerce, business networking groups, Town and Parish Councils and neighbouring authorities.

Although we have targeted groups and individuals relevant to local business and economic decision making, we will also invite all members of the public to have their say.

5. WITNESSES TO BE CALLED

None.

TEIGNBRIDGE DISTRICT COUNCIL

6. TIME-SCALE

Subject to Member approval the consultation would be undertaken throughout May and June 2018. Following a review of the feedback a final version of the Plan will be brought back to Overview and Scrutiny Committee in September 2018, and then to Executive for endorsement in October 2018.

7. CONCLUSION

The Plan seeks to give greater clarity on how the Council will deliver its economic commitments as set out in its 10 year strategy. The Plan will be reported back to this Committee in September, and will continue to be developed with the Economic Development Review Group.

Neil Blaney
Economy Manager

Cllr Richard Keeling
**Chair of the Economic Development
Review Group**

Wards affected	<i>All</i>
Contact for any more information	<i>Neil Blaney – Economy Manager Tom Winters – Economy Projects Officer</i>
Background Papers (For Part I reports only)	<i>Appendix A – Draft Economic Development Plan 2018-23 Appendix B – Draft Economic Development Plan 2018-23 Action Plan Topic Papers available at www.teignbridge.gov.uk/oureconomy Review of the Economic Development Delivery Plan 2012-15 https://www.teignbridge.gov.uk/media/6074/appraisal-of-eddp-2012-2015.pdf</i>
Key Decision	<i>Recommend for consultation</i>
In Forward Plan	<i>No</i>
In O & S Work Programme	<i>No</i>

TEIGNBRIDGE DISTRICT COUNCIL

Appendix A

Teignbridge District Council

**Economic Development Plan
2018-2023**

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TEIGNBRIDGE DISTRICT COUNCIL

Introduction

Teignbridge District Council interacts with businesses on a daily basis through the services we provide and the support we offer. We have a small but important role to play in the local economy, a role which has been set out in this plan.

This five year plan, from 2018 to 2023, will set out how we will continue to directly support our local businesses, broaden opportunities for our citizens and spur inclusive economic growth across the district. Our commitment is to be solutions-based in the challenges we face and the opportunities we grasp.

The initiatives made in this plan will set in stone our ambitions and the direct actions we will take. We believe that a five year timeframe will give us sufficient scope for achieving our aims without losing relevance as the economic environment changes.

This plan is the end result of a wide ranging engagement strategy, which sought input from our businesses, our partners and the multiple departments which make up the council. We have also utilised the results of the annual survey of the Council Strategy, in particular those relating to the 'Going to Town' and Investing in Prosperity' projects. These contributions have helped us to formulate a diverse plan that understands our capabilities and our constraints.

National Context

The UK economy is on course for a period of great change. The coming years will flesh out our future relationship with the European Union and the future of UK trade policy. Since the financial crisis, growth has remained fairly volatile, with productivity stagnating and disposable income coming under pressure from the devaluation of sterling. However, general employment prospects have significantly improved since the 2008 downturn. Our plan recognises these immediate concerns.

As set out in the government's Industrial Strategy, one of the key national economic initiatives is solving the productivity puzzle. This will see drives to upskill our labour force, supporting research and development and improving infrastructure.

We must also set our sights further afield to the long run changes that have been observed. We expect to see major financial, technological, economic and social change over the next few years, although of course nobody can predict them all with certainty.

These 'disrupting' forces will change the face of our economic and social reality, challenging our conventions and demanding actions. The great disruptors of our time include:

- Climate and environmental change
- The impact of technological change
- An ageing population
- Rising inequalities
- The changing nature of work

We must be prepared to act where possible and appropriate, to embrace change and ensure it works to the benefit of all our citizens.

TEIGNBRIDGE DISTRICT COUNCIL

Local Context

The local context roughly mirrors the wider national context but with some notable divergences. A few of the main features include:

- The Teignbridge economy is diverse, with significant agriculture and hospitality sectors. Manufacturing and construction is particularly strong compared to neighbouring areas and the national average.
- Unemployment has been slowly decreasing, remaining below the regional and national averages.
- Job density is lower in Teignbridge than all other districts in the Exeter and Heart of Devon area. This means Teignbridge residents are having to leave the district to find better paid work.
- Wages have remained below local, regional and national averages. Although wages have been steadily increasing, they have not been keeping pace with inflation.
- Productivity has been marginally increasing, although remains far below the regional and national comparisons.
- The demand for employment space in Teignbridge has far exceeded supply.
- Low levels of educational attainment compared to regional and national averages.
- The Teignbridge economy is significantly influenced by what's going on in Exeter and Torbay.
- There is competition for resources from large regional projects, such as Hinkley Point for example.

Our Vision

The vision we have set for the Teignbridge economy is made up of two key aims:

1. To offer a diverse range of well-paid and highly skilled jobs for our citizens.
2. To be an attractive place to start and grow a business.

These two aims complement each other. Successful and productive enterprises rely on well trained and well-motivated workers to make their business plans a reality. Well paid employment also means higher disposable incomes, stimulating local spending and therefore business growth. Employees on the other hand rely on businesses for stable and well paid employment with the prospect of future progression and opportunities.

These ambitions are not out of reach. By supporting businesses to grow and equipping our citizens with the right skills, the ambitions we have set ourselves can become a reality.

Our economic vision as a local authority is to become an entrepreneurial council, to perform what is expected of us to the best of our ability and to be innovative in the actions we take.

As well as supporting our local enterprises and the local economy more generally, we will actively seek income generating projects that complement our economic development priorities. By promoting economic success and developing a diverse portfolio of income streams, we will have more scope to fund the services local people need. The upcoming business rates retention pilot also aims to secure additional revenue, by incentivising councils to bring forward employment space.

TEIGNBRIDGE DISTRICT COUNCIL

Making 'Our Vision' a Reality

To achieve our vision we need to be realistic in what we can achieve. Many of the things we want to see will be determined by national policy and the pushes and pulls of the global economy. We must be mindful of our constraints and effective in our actions. Our 5 Years, 5 Ventures initiative lays out the specific actions we will take to achieve the vision we have set ourselves. These ventures are:

1. Supporting & Networking
2. Driving Productivity
3. Building Partnerships
4. Catalysing Growth
5. Cooperative Services

An Action Plan has been published in tandem with the EDP so set out how we will achieve the objectives set out in our ventures. This gives more information on the direct actions we will take, who we will work with to achieve them, the timescale of delivery and how we will monitor success.

1. Supporting & Networking

Having the right connections and guidance can be a key advantage in the world of business. This initiative sets out our aim to proactively expose local businesses to all the latest opportunities and updates we can identify. This will ensure that enterprises have the information they need to grow and prosper, taking advantage of the advice, funding and other opportunities that arise over the next five years.

Our objectives:

- To guarantee access to free business advice and to signpost businesses to advisors on accessing funding, finding apprentices, exporting intelligence and tax and regulatory guidance.
- To offer our own local knowledge, contacts and networks to businesses.
- To meet with businesses and entrepreneurs one-to-one, running through their future plans, offering planning pre-application advice and to discuss joint initiatives with the council.
- To use our Teignbridge Business social media account and Business Brief e-newsletter to keep businesses updated on opportunities that could benefit them.
- To highlight local networking events to Teignbridge business and run our own events and training seminars where possible.
- To trial new and innovative ways of reaching out to our business community, for example by sending a New Tenants Leaflet to new business rates payers.

TEIGNBRIDGE DISTRICT COUNCIL

2. Driving Productivity

Greater productivity across the local economy leads to a more innovative and competitive business base, increasing the likelihood of higher skilled and better paid jobs. Teignbridge will seek projects that allow businesses to improve their productivity, by embracing new technologies, taking full advantage of automation and promoting opportunities for citizens to reskill and upskill.

Our objectives:

- To continue supporting the work of Connecting Devon and Somerset in improving broadband quality and raising awareness of improved coverage to increase take-up.
- To explore the possibility of introducing free public Wi-Fi for town centres, to increase their appeal and stimulate local spending.
- To work with education providers and businesses to encourage apprenticeships and other qualifications that increase skill levels and the prospect of higher paid employment, both for young learners and older citizens seeking to retrain.
- To actively promote the attractiveness of Teignbridge as a place to start a business, especially to more productive business models such as employee owned enterprises.
- To support transport infrastructure projects to reduce journey times for employees and accelerate local supply chains.
- To lengthen the times for businesses to trade, including the evening economy and shoulder months of the tourism season.
- To encourage inspirational local business leaders into our schools and colleges to discuss opportunities and the realities of work and business.

3. Building Partnerships

Teignbridge cannot achieve all of its ambitions alone, collaborating with other groups and organisations and establishing a good working relationship is key. This also means looking beyond administrative boundaries, to work with those not necessarily in our district. By achieving all this, joint projects, funding and support can be brought forward to accomplish our common objectives and priorities.

Our objectives:

- To maintain and build upon our relationships with the Chambers of Commerce, the local Federation of Small Business branch, town centre managers and other business led groups and individuals, to understand their concerns and explore new ideas and projects.
- To continue close collaboration with our Exeter and the Heart of Devon (EHOD) partners by sharing ideas and jointly funding common initiatives.
- To explore opportunities for working closer with other local authorities, such as town and parish councils, Devon County Council, Torbay Council and others.
- To work closely with local education providers to jointly promote training opportunities to employers.
- To engage with community groups and viable community-led projects with a clear benefit to our economic development objectives.
- To support the work of the Heart of the South West LEP in attracting resources and investment into the region.

TEIGNBRIDGE DISTRICT COUNCIL

4. Catalysing Growth

The council wants to see success at every stage of business development, from the self-employed to large scale employers. For businesses, this means having the space to scale-up and expand, leading them to invest in more productive capital and invest in their staff. Achieving this aim will ensure new enterprises have the opportunities to take-off and develop, whilst enabling existing firms to expand within Teignbridge rather than being tempted out of the area in order to meet their demands.

Our objectives:

- To manage the Newton Abbot Markets, maintaining its heritage and character, enhancing its appeal and ensuring it's ready and fit for the consumer of tomorrow.
- To maintain the markets and pop-up shop to allow entrepreneurs to test their goods and services to a wide audience of potential customers.
- To encourage a mix of new commercial tenancy types to meet demand, such as business incubators and enterprise hubs.
- To support applications and lobby the relevant organisations needed to ensure the development of new employment sites across Teignbridge, to ensure we meet at least the targets outlined in the Local Plan.
- To bring forward our own commercial sites where appropriate to correct market failures, trial new types of workspace and generate additional income to the council.
- To continue delivering and identifying regeneration projects to increase business capacity and boost the attractiveness of Teignbridge as a place to live, work, trade and spend.
- To encourage higher footfall and local spending in our town centres through branding, marketing and running events.

5. Cooperative Services

The regulatory decisions we make and actions we take can have a significant impact on our businesses. The services we provide must be based on an understanding of the day to day realities of running a business. This means being aware of the financial pressures business face and not being a barrier to success. Building a cooperative relationship between ourselves and our local enterprises is essential to stimulating business development and economic prosperity. Getting this right means businesses can be left to get on with what they do best.

Our objectives:

- To use our regulatory powers to ensure a fair and level playing field, supporting those who seek to achieve the highest standards and challenging those who fall below what is required.
- To have a 'can do' attitude and to be proactive wherever possible, for example by championing business rate relief and exemptions to those who are eligible.
- To consider and potentially change the delivery of regulation to tailor it to the needs of business.
- To take a 'digital first' approach and to explore new technologies that cater to the evolving needs of our customers.
- To run events that serve to inform businesses of the regulations and decisions that affect them, helping them better understand their responsibilities and our duties.
- To promote and uphold the Business Partnership Charter which sets out our commitments to the business community regarding the services we deliver.

A copy of the Business Partnership Charter can be found overleaf.



Teignbridge District Council Business Partnership Charter

Purpose of the Charter

The commitment made by this charter is to establish and maintain a new collaborative relationship between Teignbridge District Council, regulators and local businesses. It serves to facilitate a positive, productive and practical environment for business to seek advice and for us to improve our standard of delivery for the business community. Building trustful and resourceful relationships of this nature is key to achieving economic prosperity and laying the foundations for long-term economic growth.

Our commitments:

- ✓ Converse with businesses in an honest and cooperative manner
- ✓ Promote and encourage new and existing businesses in the district
- ✓ Tailor-make our advice and support in an easily accessible fashion
- ✓ Endeavour to deal with potential issues in the business community before they escalate
- ✓ Provide efficient and effective public services that offer value for money
- ✓ Create an environment that allows innovation to flourish
- ✓ Work within a mutually agreed timescale to answer business enquiries
- ✓ Improved signposting between council services
- ✓ Offer fair opportunities for businesses to bid for council procurement
- ✓ Encourage the use of The Growth Hub to advise and support local enterprise
- ✓ Follow the principles of the Better Business For All initiative

Council service	How we support business	What we ask of businesses
Business Rates	<ul style="list-style-type: none"> • Enable businesses to pay their business rates easily and effectively • Support those facing difficulty in a fair and understanding manner 	<ul style="list-style-type: none"> • Contact us as quickly as possible before payment difficulties start to take shape • Contact us as quickly as possible when moving in or out of your premises
Economy and Assets	<ul style="list-style-type: none"> • Advising business on multiple issues, from procuring investment to securing suitable commercial space • Creating a favourable environment to grow and prosper 	<ul style="list-style-type: none"> • Inform us of issues preventing growth and expansion • Taking part in council sponsored events and surveys
Environmental Health and Licensing	<ul style="list-style-type: none"> • Build rapport with the business community to develop a friendly and informative service • Support government initiatives to improve standards 	<ul style="list-style-type: none"> • Actively follow the advice and guidance we provide • Taking part in events aimed at delivering a better understanding of the regulation for business
Leisure, Tourism and Green Spaces	<ul style="list-style-type: none"> • Nurturing and maintaining clean and desirable public spaces • Promoting our natural environment and supporting our pioneers in the leisure and tourism sectors 	<ul style="list-style-type: none"> • Contact us with new ideas on how to advance tourism and our leisure industry • Encourage employees to engage in healthy living/working activities
Planning and Building Control	<ul style="list-style-type: none"> • Offer sound advice on planning and building regulations • Guide business through the planning system with a solutions based approach 	<ul style="list-style-type: none"> • Advise us of your plans as early as possible • Take part in shaping and supporting plans to develop and regenerate Teignbridge District

TEIGNBRIDGE DISTRICT COUNCIL

Moving Forward

A lot can happen in five years. We must keep track of national and regional trends and be aware of how short term changes could affect our plan and its delivery.

Through the Action Plan we will monitor each of our 5 Ventures on an annual basis. This will help us to keep track of what we achieved and what more needs to be done. We will do this by keeping track of the indicators used in our topic papers¹ and other internal reviews, such as the Authority Monitoring Reports² for example.

Although we can monitor trends over time, we cannot make a specific link between the success of the EDP and the overall state of the Teignbridge economy. The indicators are used more to inform our decisions rather than monitor our results. Individual projects will allow some micro level appraisals of impact, which we can report on.

Our partners and service providers can keep us updated with new developments and how we are performing on the roles we have set ourselves. We also aim to continue our engagement with the business community to gather their input on how the plan is succeeding and what we can do to improve its delivery.

As an entrepreneurial council, we must be open to new ideas and thinking outside the box to achieve our vision. Our vision and plan should not lock us into a position where we cannot embrace new challenges and

opportunities. Defined actions along with an understanding to adapt will ensure our plan remains relevant and decisive.

Supporting & Networking:

- Analyse business engagements with the Growth Hub
- Monitor the calls and meetings we have through a CRM system
- Monitor our Twitter engagements and Business Brief viewer stats

Driving Productivity:

- Keep track of GVA and wage statistics from the ONS
- Monitor broadband coverage from CDS
- Monitor education based statistics from the ONS.

Building Partnerships:

- Keep track of our correspondence with our partners and monitor our joint projects and initiatives.

Catalysing Growth:

- Analyse total enterprise and enterprise birth/death data from the ONS
- Keep track of employment data from the ONS
- Monitor the footfall and vacancy rates of the Newton Abbot Markets
- Conduct town centre health checks
- Monitor the delivery of new employment space and compare to our Local Plan targets.

Cooperative Services:

- Monitor the positive and negative feedback we receive from businesses.

¹ Link to Topic Papers: www.teignbridge.gov.uk/oureconomy

² Link to Authority Monitoring Reports: www.teignbridge.gov.uk/factsmonitoring

TEIGNBRIDGE DISTRICT COUNCIL

APPENDIX B: Economic Development Plan 2018-2023: Action Plan

This action plan builds on the 5 Years 5 Ventures set out in the Economic Development Plan, giving more detail on the direct actions we will take to achieve the objectives we have set for each venture. This is also an opportunity to flesh out who will be delivering the actions, when they will be delivered and how we will measure progress.

Supporting & Networking

Objective	Action	Delivery	Timescale	Measure of progress
To guarantee access to free business advice and to signpost businesses to advisors on accessing funding, finding apprentices, exporting intelligence and tax and regulatory guidance.	Businesses seeking advice will be signposted to the Heart of the South West Growth Hub. Should this cease, we will work to procure a replacement.	TDC Economy & Assets Growth Hub	Ongoing: on demand	We receive an update from the HotSW Growth Hub monitoring usage.
	Businesses seeking advice on apprenticeships are signposted to the South Devon College (SDC) apprenticeships team. We also seek to expand this to cover all apprenticeship providers.	TDC Economy & Assets South Devon College	Ongoing: on demand Annual event during National Apprenticeships Week	We meet at least quarterly with the SDC team to discuss progress, new initiatives and identify the number of businesses in Teignbridge taking on apprenticeships.
	Businesses seeking funding opportunities will be signposted to the DR Company if potentially eligible. Should funding opportunities alter, we will identify new/additional opportunities.	TDC Economy & Assets DR Company	Ongoing: on demand	We receive an update from the DR Company regarding applications.
To offer our own local knowledge, contacts and networks to businesses.	Council staff are available to talk to businesses one-to-one. We will provide a 'no wrong door' approach to our services, passing on	TDC all departments	Ongoing: on demand	A customer relationship management (CRM) system will be used to

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Measure of progress
	businesses to the department they need.			monitor our contact with businesses.
To meet with businesses and entrepreneurs one-to-one, running through their future plans, offering planning pre-application advice and to discuss joint initiatives with the council.	Council staff are on hand to talk to businesses one-to-one, either at Forde House or through a site visit.	TDC all departments	Ongoing: on demand	A customer relationship management (CRM) system will be used to monitor our contact with businesses.
To use our Teignbridge Business social media account and Business Brief e-newsletter to keep businesses updated on opportunities that could benefit them.	The Teignbridge Business Twitter page will continue to be updated daily.	TDC Economy & Assets TDC Business Improvement and Development	Ongoing: daily	We will monitor the number of Twitter followers we have and track engagement per tweet we post.
	The Business Brief newsletter will be distributed quarterly.	TDC Economy & Assets	Ongoing: quarterly	We will monitor the number of subscribers we have and track engagement per newsletter we release.
To highlight local networking events to Teignbridge business and run our own events and training seminars where possible.	Local business networking events will be promoted via our communication streams (Twitter, the newsletter, word of mouth, etc.) and we will attend where possible.	TDC Economy & Assets	Ongoing: on demand	Monitor engagement of our communications and monitor attendance where possible.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Measure of progress
	We will facilitate training events, networking events and a business conference to cover topics not currently covered elsewhere locally.	TDC all departments	Late 2018. Possible annual business conference	Monitor attendance.
To trial new and innovative ways of reaching out to our business community, for example by sending a New Tenants Leaflet to new business rates payers.	We are currently trialling a New Tenants Leaflet, where all new business rates payers will receive a business support leaflet with their first business rates related letter. If successful, the project will be implemented on a permanent basis.	TDC Economy & Assets TDC Business Rates TDC Business Improvement and Development	Late 2018 A 500 leaflet trial will be run.	We will analyse all of our 'Supporting & Networking' indicators to identify if the leaflet has led to an increase in engagement. This could include clicks on website links set out in the leaflet or mentions of the leaflet when contacting services mentioned within in

TEIGNBRIDGE DISTRICT COUNCIL

Driving Productivity

Objective	Action	Delivery	Timescale	Indicator
To continue supporting the work of Connecting Devon and Somerset in improving broadband quality and raising awareness of improved coverage to increase take-up.	We will work with Connecting Devon and Somerset (CDS) to develop projects that will demonstrate the additionality achieved by TDC investments in Phase 2.	TDC CDS	2018-2020	We will be regularly updated by CDS on coverage and take-up, ensuring we receive regular report for rollout of the program.
	We will promote increased take-up of superfast broadband via our communication streams.	TDC Economy & Assets	Ongoing: throughout	Monitor engagement of our communications.
	We will work with our Exeter and the Heart of Devon (EHOD) partners to identify ways to close gaps in coverage that are not covered CDS or the market.	TDC Economy & Assets EHOD	Ongoing: throughout	We will meet with our EHOD partners on a regular basis to discuss opportunities, actions and results.
To explore the possibility of introducing free public Wi-Fi for town centres, to increase their appeal and stimulate local spending.	Phase 1: Teignbridge intend to deliver the installation of a public Wi-Fi solution for Newton Abbot, Teignmouth and Dawlish town centres. We are seeking a no-cost option for the council, where both the provider and the council can profit from the application.	TDC Economy & Assets Strata	Early 2018 to early 2019	We are seeking a solution that allows us to monitor usage and footfall.
	Phase 2: If the public Wi-Fi in Newton Abbot, Teignmouth and Dawlish is successful in generating an income for the council, we will seek to extend the project to Ashburton, Bovey Tracey, Buckfastleigh,	TDC Economy & Assets Strata	2021-2023	We are seeking a solution that allows us to monitor usage and footfall.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Indicator
	Chudleigh and Moretonhampstead town centres.			
To work with education providers and businesses to encourage apprenticeships and other qualifications that increase skill levels and the prospect of higher paid employment, both for young learners and older citizens seeking to retrain.	We will actively promote apprenticeships and work experience opportunities both internally and externally.	TDC Economy & Assets	Ongoing: throughout	We will monitor the number of apprentices we take on and the number of work experience days per year.
	We will facilitate events in partnership with local education providers aimed at Teignbridge businesses.	TDC Economy & Assets Local education providers	Ongoing: annually	We will monitor the attendance of the events we facilitate.
To actively promote the attractiveness of Teignbridge as a place to start a business, especially to more productive business models such as employee owned enterprises.	We will update our 'Invest in Teignbridge' brochure to target external businesses when employment land is brought forward.	TDC Economy & Assets	2019	We will monitor the delivery of employment space.
	We will develop techniques to promote the employee ownership model as the preferred exit strategy for retiring businesses leaders.	TDC Economy & Assets	2019-2020	We will develop a database of employee owned firms, cooperatives and social enterprises.
To support transport infrastructure projects to reduce journey times for employees and accelerate local supply chains.	We will regularly liaise with Devon County Council to receive updates on upcoming infrastructure developments. We will link this with our Local Plan work and the transport demands of employment land developers.	TDC Economy & Assets Devon County Council	Ongoing: throughout	We will monitor local transport improvements and emerging demands.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Indicator
To lengthen the times for businesses to trade, including the evening economy and shoulder months of the tourism season.	We will encourage and support proposals for businesses that will allow for longer trading.	TDC all departments	Early 2019	We will consult with affected businesses regarding the changes.
To encourage inspirational local business leaders into our schools and colleges to discuss opportunities and the realities of work and business.	We will invite local business leaders to take part in this project when we meet with them as a part of our Supporting & Networking venture. We will work with schools to get support for this initiative and agree times for this to happen.	TDC Economy & Assets Local education providers	Late 2018	We will record the number of visits, presentations and engagements with schools and speakers.

TEIGNBRIDGE DISTRICT COUNCIL

Building Partnerships

Objective	Action	Delivery	Timescale	Indicator
To maintain and build upon our relationships with the Chambers of Commerce, the local Federation of Small Business branch, town centre managers and other business led groups and individuals, to understand their concerns and explore new ideas and projects.	We will run a joint chamber of commerce meeting on a quarterly basis with the chairs of each town chamber and business focussed groups, along with representatives from the local FSB.	TDC Economy & Assets Chamber of Commerce FSB Teignbridge	Already commenced, will continue quarterly.	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.
	We will work with town centres managers on common initiatives.	TDC all departments Town councils	Ongoing: on demand	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.
	We will seek to facilitate a peripatetic town centre manager role for Ashburton, Bovey Tracey, Buckfastleigh, Chudleigh and Moretonhampstead town centres.	TDC Economy & Assets Town councils	Late 2018	We will contact the town councils on the viability and success of the role.
To continue close collaboration with our Exeter and the Heart of Devon (EHOD) partners by sharing ideas and jointly funding common initiatives.	We will meet with our peers from the EHOD authorities on a regular basis to share knowledge, identify shared projects and meet the commitments set in the Shared Strategy.	TDC all departments All EHOD authorities	Ongoing: monthly	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.
To explore opportunities for working closer with other local authorities, such as town and parish	We will involve other local authorities in projects and initiative that involve them and their communities.	TDC all departments	Ongoing: on demand	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Indicator
councils, Devon County Council, Torbay Council and others.		Other local authorities		
To work closely with local education providers to jointly promote training opportunities to employers.	We will endeavour to meet with all other education providers active in Teignbridge when opportunities arise.	TDC all departments Local education providers	Ongoing: on demand	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.
To engage with community groups and viable community-led projects with a clear benefit to our economic development objectives.	We will make contact with local groups where appropriate and discuss any assistance we can provide for their projects.	TDC all departments	Ongoing: on demand	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.
To support the work of the Heart of the South West LEP in attracting resources and investment into the region.	We will work with the LEP to identify Teignbridge based projects for LEP funding.	TDC all departments HotSW LEP	Ongoing: on demand	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.

TEIGNBRIDGE DISTRICT COUNCIL

Catalysing Growth

Objective	Action	Delivery	Timescale	Indicator
To manage the Newton Abbot Markets, maintaining its heritage and character, enhancing its appeal and ensuring it's ready and fit for the consumer of tomorrow.	We will ensure the public Wi-Fi project in our Driving Innovation venture is extended to cover the markets	TDC Economy & Assets Strata	Early 2018 to early 2019	We are seeking a solution that allows us to monitor usage and footfall.
	We will establish social media platforms for the markets to target a younger demographic.	TDC Economy & Assets TDC Business Improvement and Development	Late 2018	We will monitor the amount of 'followers' and monitor site engagement statistics.
	We will raise the quality and aspirations of the markets by improving the physical and visual appeal and renewing the code of practise.	TDC Economy & Assets	Ongoing: throughout	We will monitor the footfall of the markets, along with trader and customer feedback.
To maintain the markets and pop-up shop to allow entrepreneurs to test their goods and services to a wide audience of potential customers.	We will establish a 'business incubator' approach to letting out selected council retail property, by offering training, support and helping tenants to grow.	TDC Economy & Assets	This approach will be trialled from 2019-21	We will monitor the demand and vacancy rates of the markets and town centre shops. We will seek feedback from new start-up businesses and established traders. We will monitor business births and deaths.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Indicator
To encourage a mix of new commercial tenancy types to meet demand, such as business incubators and enterprise hubs.	We will seek to establish 'enterprise hubs' offering small office units for micro businesses. This will be accompanied by training and support.	TDC Economy & Assets	2019-2021	We will monitor the vacancy rates of the units and measure profit.
To support applications for employment sites to ensure we meet at least the targets outlined in the Local Plan.	We will directly support applicants with the aim of increasing the likelihood of planning approval.	TDC Economy & Assets	Ongoing: on demand	We will monitor the delivery of employment space.
To lobby the relevant organisations needed to ensure the development of new employment sites across Teignbridge.	We will directly confront the organisations who are prohibiting the development of employment sites with a solutions-based approach to resolving the issues faced.	TDC Economy & Assets	Ongoing: on demand	We will monitor cases where employment land has not been brought forward and where issues have been resolved.
To bring forward our own commercial sites where appropriate to correct market failures, trial new types of workspace and generate additional income to the council.	We will identify potential sites to develop and purchase these sites for commercial use when a viable business case has been developed and when funding is available.	TDC Economy & Assets	Ongoing: opportunities are continuously brought forward	We will monitor the demand for differing types of commercial unit and monitor the vacancy rates of new council owned commercial units.
To continue delivering and identifying regeneration projects to increase business capacity and boost the	We will continue the regeneration of Newton Abbot town centre and explore projects in other Teignbridge towns.	TDC Economy & Assets	Ongoing: throughout	We will monitor the vacancy rates of new council owned commercial units and monitor the footfall or regenerated areas.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Indicator
attractiveness of Teignbridge as a place to live, work, trade and spend.				
To encourage higher footfall and local spending in our town centres through branding, marketing and running events	We will run events in the town centres, such as Summer Nights for example, to actively increase footfall.	TDC Economy & Assets Event partners	Ongoing: throughout	We will monitor the footfall of the events.

TEIGNBRIDGE DISTRICT COUNCIL

Cooperative Services

Objective	Action	Delivery	Timescale	Indicator
To use our regulatory powers to ensure a fair and level playing field, supporting those who seek to achieve the highest standards and challenging those who fall below what is required.	We will fulfil our statutory duties to the best possible standard in a consistent, fair and transparent manner. We will ensure all teams are aware of the business charter	TDC all departments	Ongoing: throughout	We will monitor the positive and negative feedback we receive.
To have a 'can do' attitude and to be proactive wherever possible, for example by championing business rate relief and exemptions to those who are eligible.	We will use business rate relief to support those businesses who are eligible.	TDC all departments	Ongoing: throughout	We will monitor the number of businesses supported and compare to national and regional averages.
To consider and potentially change the delivery of regulation to tailor it to the needs of business.	We will use the Better Business for All initiative to identify regulatory reform.	TDC all departments	Ongoing: throughout	We will monitor the success of regulatory reforms we have delivered.
To take a 'digital first' approach and to explore new technologies that cater to the evolving needs of our customers.	We will engage with customers to understand what they need, to enable us to improve the delivery of our services through improved online platforms.	TDC	Ongoing: throughout	We will monitor the use of our online services and record the feedback we receive from users.

TEIGNBRIDGE DISTRICT COUNCIL

Objective	Action	Delivery	Timescale	Indicator
To run events that serve to inform businesses of the regulations and decisions that affect them, helping them better understand their responsibilities and our duties.	We will run events, such as the Event Organiser Forum for example, that informs businesses of their responsibilities and the responsibilities of the council.	TDC all regulatory departments	Ongoing: throughout	We will monitor the number of attendees and any feedback or the events provided.
To promote and uphold the Business Partnership Charter which sets out our commitments to the business community regarding the services we deliver.	We will raise the awareness of the business charter via our communication streams and during face-to-face encounters.	TDC all departments	Ongoing: throughout	We will monitor the positive and negative feedback we receive.
	We will make all TDC teams aware of the charter and adopt the key commitments.	TDC all departments	Ongoing: throughout	We will monitor the positive and negative feedback we receive.