

## OVERVIEW & SCRUTINY COMMITTEE

CHAIRMAN: Cllr Mike Haines

**DATE:** 10<sup>th</sup> September 2018

**REPORT OF:** Economic Development Review Group

**SUBJECT:** Teignbridge Economic Development Plan 2018-23

### PART I

#### RECOMMENDATION

**That Members review the Economic Development Plan 2018-2023 and recommend to the Executive Committee that it is endorsed.**

#### 1. PURPOSE

To provide Members with a summary of the responses to the consultation on the draft Economic Development Strategy, and to present the final version of the Economic Development Plan 2018-2023, incorporating changes following the consultation.

#### 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.

Following approval from the Executive Committee on 1<sup>st</sup> May 2018, the draft Economic Development Plan went to consultation between 14<sup>th</sup> May 2018 and 29<sup>th</sup> June 2018. A consultation report outlining the feedback we received can be found as Appendix A to this report. The list of amendments made as a result of the consultation can be found as Appendix B.

The amount of suggested amendments from the consultation has been minimal, with praise being given to the conciseness, style and design of the plan. The plan has also learnt the lessons from the previous EDDP 2012-2015, in that it focuses solely on what TDC has the power and resource to realistically achieve.

## TEIGNBRIDGE DISTRICT COUNCIL

### 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 prosperity.

The Plan has been informed by a wide range of feedback received from our engagement activities with the business community across Teignbridge in 2017 and 2018 including: face to face meetings with businesses; the results of a 'How's Business?' survey sent out directly to Teignbridge based businesses; responses to the annual Council Strategy survey; and the EDP consultation.

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 final version of the EDP is attached as Appendix C.

The Plan is accompanied by an Action Plan that goes into more detail on how the actions will be delivered, with timescales for delivery and who will be involved in that delivery. The Action Plan has also been amended as a result of the consultation process. The final version of the Action Plan is attached as Appendix D.

### 4. WITNESSES TO BE CALLED

None.

### 5. TIME-SCALE

Subject to Members approval the EDP will be sent to Executive for endorsement in October 2018.

### 6. CONCLUSION

The Plan seeks to give greater clarity on how the Council will deliver its economic commitments as set out in the 10 year Council Strategy.

**Neil Blaney**  
**Economy Manager**

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

<b>Wards affected</b>	<i>All</i>
<b>Contact for any more information</b>	<i>Neil Blaney – Economy Manager Tom Winters – Economy Projects Officer</i>
<b>Background Papers (For Part I reports only)</b>	<i>Appendix A – Economic Development Plan 2018-23 Consultation Report Appendix B - Economic Development Plan 2018-23 List of Amendments to Consultation Draft Appendix C – Economic Development Plan 2018-23</i>

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	<i>Appendix D – Economic Development Plan 2018-23 Action Plan</i>  <i>Topic Papers available at <a href="http://www.teignbridge.gov.uk/oureconomy">www.teignbridge.gov.uk/oureconomy</a></i>
<b>Key Decision</b>	<i>Recommend for endorsement</i>
<b>In Forward Plan</b>	<i>No</i>
<b>In O &amp; S Work Programme</b>	<i>No</i>

**TEIGNBRIDGE DISTRICT COUNCIL**

# **TDC ECONOMIC DEVELOPMENT PLAN 2018-2023**

## **Consultation Responses and Review**

From 11 May to 29 June 2018 Teignbridge District Council ran a consultation on the draft Economic Development Plan (EDP). This review will analyse the responses and propose suggested amendments to the draft plan. This will also be an opportunity to respond to the various comments brought up in the consultation.

### **CONSULTATION**

Businesses, residents and TDC partners were encouraged to take part in the consultation. In order to maximise coverage of the EDP and encourage people to take part, the following actions were taken:

#### **Survey**

An online survey was set up which allowed participants to have their say on the draft EDP. A total of 28 responses were received from businesses, residents and partners, with a further 3 responses sent to the Economic Development team directly.

#### **Social media campaign**

TDC Facebook and Twitter accounts were used to promote the EDP and the consultation survey to capture an online audience. The results are as follows:

- Teignbridge Facebook: 4 posts, 11 likes, 13 shares and 3 comments
- Teignbridge Twitter: 12 posts, 10 likes, 20 retweets, 1 comment

With the average post getting anywhere between 200 and 1,000 views, it is likely that the total amount of 'views' would have been at least 10,000 throughout the duration of the consultation.

#### **Town council meetings**

Meetings were attended by TDC officers to discuss local issues, to ask councillors to participate in the consultation, and also to encourage their constituents to take part. A6 postcards were given out with a link to the survey. All of the towns in Teignbridge were invited to take part, the following meetings were subsequently attended:

- Chudleigh Town Council: 18<sup>th</sup> May 2018
- Teignmouth Town Council: 5<sup>th</sup> June 2018
- Buckfastleigh Town Council: 13<sup>th</sup> June 2018
- Newton Abbot Town Council: 20<sup>th</sup> June 2018

### **Business group meetings**

Chambers of commerce and other business representative group meetings were attended by TDC officers to discuss local issues and ask members to participate in the consultation. A6 postcards were given out with a link to the survey. The following meetings were attended:

- Great Western BNI: 11<sup>th</sup> May 2018
- Newton Abbot and District Chamber of Commerce: 29 May 2018
- Torbay Business Forum: 5<sup>th</sup> June 2018
- Chudleigh Business Guild: 13<sup>th</sup> June 2018
- Dawlish Warren Tourism Group: 20<sup>th</sup> June 2018
- Dawlish Chamber of Trade and Commerce: 26<sup>th</sup> June 2018
- Moor Business Breakfast: 27<sup>th</sup> June 2018

### **Partner organisations**

The Economic Development team meet regularly with counterparts at the Councils for Devon County, Torbay, Dartmoor, Exeter, East Devon and Mid Devon. The draft EDP and action plan were discussed with those colleagues throughout the development of the Plan and during the consultation.

### **In-house discussions**

The EDP was put together with on-going input from colleagues across the Council, most notably Planning, Building Control, Environmental Health, Business Rates, Parking, Markets and Tourism. A cross-party review group was formed from the Council's Overview and Scrutiny Committee and contributed significantly in the development of the EDP draft, endorsing the published version to the Council's Executive Committee.

### **Direct response requests**

The Economic Development team contacted a variety of partners for their thoughts along with a request to respond if they wished. Direct responses were received from:

- Heart of the South West LEP
- NFU South West

### **CONSULTATION RESPONSES**

The survey received a total of 28 responses from 19 residents, 6 businesses and 3 inputting 'other'.

The survey began with Q1. asking the participant whether they believed the draft plan will reach the aims set out in Our Vision. 11 inputted 'yes', with 10 saying 'somewhat' and 7 saying 'no'.

Participants were then asked what was missing. Below are some of the answers that were inputted:

- There were no references transport and education (areas which TDC has little or no control over).

- There were no references to parking and housing (non-economic areas which TDC covers).
- The plan is too Newton Abbot centric.
- The plan falls short of delivering specific commitments to specific projects.

The following five questions explored each of the five ventures. For each venture the participant was first asked whether they agreed with the objectives and were then asked whether they believed anything was missing.

**Q2. Supporting and Networking:** 15 yes, 9 somewhat, 3 no.

- There needs to be more support to initiatives before they embark on setting up a business.
- There needs to be a preference made to Teignbridge businesses for TDC procurement, even if it is slightly more expensive.
- No mention of the National Park.
- TDC need to do better at helping businesses secure funding, either through a separate department helping with applications or working more closely with Devon CC.

**Q3. Driving Productivity:** 17 yes, 10 somewhat, 1 no.

- Securing better broadband provision.
- There is no mention to what we mean by lengthening trading times.
- There is no mention of the need for public Wi-Fi

**Q4. Building Partnership:** 17 yes, 8 somewhat, 1 no

- TDCs commitments are not matched by funding, for the TCMs for example
- There is doubt regarding the effectiveness and likelihood of a peripatetic TCM.

**Q5. Catalysing Growth:** 17 yes, 6 somewhat, 4 no.

- Parking capacity, particularly in Teignmouth, is becoming a problem.
- Economic growth tends to result in environmental degradation.
- The planning department must not hinder growth.
- The plan is too retail centric and should focus on other important sectors, such as tourism for example.
- There are no actual project details.

**Q6. Co-operative Services:** 18 yes, 6 somewhat, 3 no

- Monitoring is not enough, there needs to be more mention of how this will be achieved.
- This venture is not fully explained in detail.

Question 7 asked if there was anything else the participant would like to add to improve the draft plan, some of the responses included:

- We need to preserve and upkeep public and green spaces.
- We need a more realistic affordable housing target.
- A strategy is needed for transport, roads and parking
- Business rate reliefs for high street occupants.
- We need to promote our most important sectors, such as tourism and agriculture.

Question 8 asked if there was anything else participants could think of that we could put into the action plan to fulfil our objectives, some of the responses included:

- A strategy is needed for transport and local infrastructure.
- Concentrate on education and skills of students.
- Expand street lighting by producing more green energy.
- There needs to be targets for our actions.

In addition to the survey, responses were sent directly to TDC officers. Officers also attended various meetings and events where notes were taken of the most relevant points. These points include:

- There was a lack of targets.
- There was no direct reference to education or to housing.
- TDC should do more to market the area to large (high-wage and high-skill) employers.
- TDC should develop ideas to lengthen the times of trade.
- The EDP should include the number of jobs in tourism and/or hospitality into the plan.
- TDC should use its powers through parking and business rates to support the town centres.
- The document should link to the Industrial Strategy and HotSW Productivity Strategy.
- There is no mention of mobile coverage, which remains an issue in some places and is equally important as broadband coverage.

## **RECOMMENDATIONS**

### **To include:**

- We should mention procurement and a commitment for fair and transparent tendering processes which offer value for money to the taxpayer whilst also supporting local business. (Venture: Supporting and Networking? Bullet point 2 can be deleted).
- We need to mention Dartmoor NPA under the Building Partnerships venture (bullet point 3).
- We need to clarify what we mean by 'lengthening trading times' under Driving Productivity.
- We should acknowledge environmental and ecological constraints, perhaps by committing to a 'circular economy' for Teignbridge. (A third aim for Our Vision?).
- We should mention our aim to improve mobile coverage under Driving Productivity. (Under bullet point 1?).

### **Not to include:**

- We should not include specific targets in the Action Plan, as economic indicators are more likely to be influenced by national/global pressures rather than TDC actions.
- We should avoid mentioning areas where TDC has little or no control over, such as education, transport and setting business rates. We already mention our commitment to supporting skills (apprenticeships), supporting infrastructure projects as and when they are proposed and using our limited business rate relief powers.
- We should avoid expanding any more on other TDC responsibilities with limited implications for economic development, such as parking and housing for example.

### **Things to consider:**

- How can we make the plan less Newton Abbot centric?
- How else can we link the plan to the Industrial Strategy and HotSW Productivity Strategy?



# TDC ECONOMIC DEVELOPMENT PLAN 2018-2023

## List of Amendments to Consultation Draft

As a result of the EDP consultation, which ran from 14<sup>th</sup> May 2018 to 29<sup>th</sup> June 2018, a number of amendments have been made to the draft EDP and its accompanying Action Plan. This list includes all major amendments to the draft that will appear in the final version.

### EDP:

- The TDC Business Improvement and Development (BID) team conducted a plain English review of the plan to cut down on technical wording and improve its accessibility to the average reader.
- Under 'National context', a reference has been included regarding how the HotSW Productivity Strategy and Industrial Strategy has directly influenced the contents of the plan.
- A third key aim has been included under 'Our vision' to highlight our need to be environmentally and economically sustainable. Paragraph 3 has been removed and replaced with follow up text on the new third aim.
- The reference to the business rate retention pilot has been moved from 'Our vision' to the Action Plan ('Co-operative services', Objective 2, Action 3).
- Objective 2 under 'Supporting & networking' has been replaced with a commitment "To offer a fair and transparent procurement process that offers value for money to the taxpayer and supports local businesses". The former objective committed "To offer our own local knowledge, contacts and networks to businesses", which has already been implied in the introductory text to 'Supporting & networking'.
- The reference to the new tenants letter under Objective 6 has been moved from 'Supporting & networking' to the Action Plan.
- A reference to improving mobile coverage has been included in Objective 1 under 'Driving productivity'.
- Objective 7 under 'Driving productivity' has been moved to the Action Plan.
- A reference to Dartmoor National Park has been included under Objective 3 of 'Building partnerships'.
- The targets on page 14 have been removed, as they are already mentioned throughout the Action Plan under 'Measure of progress'.
- Information and links to the Action Plan and Factsheets have been moved from 'Moving forward' to page 14, now titled 'Supporting documents'.

### EDP Action Plan:

All of the changes to the ventures in the EDP have been brought forward to the Action Plan, the following points are in addition to these changes:

- Under Objective 4 of 'Catalysing Growth' an additional action has been included which states that "The Economic Development team will seek involvement in the planning process of all major commercial developments."
- An additional action has been included under Objective 2 of 'Co-operative services' (regarding business rates) stating "We will look to attract valued new employers by use of discretionary relief powers"

# Economic Development Plan



2018 - 2023

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## 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, sets out how we will continue to directly support our local businesses, broaden opportunities for our residents 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 in this plan set out 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 Council Strategy annual survey, 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 experiencing 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 of 2008, growth has remained fairly volatile, with productivity stagnating and disposable income coming under pressure. General employment prospects have, however, significantly improved since the downturn.

As set out in the government's Industrial Strategy, one of the key national economic initiatives is to solve the UK's flat-lining productivity. This will see drives to upskill our labour force, to support research and development and to improve infrastructure. Along with the Heart of the South West Productivity Strategy, the Industrial Strategy has directly influenced the contents of this plan.

We expect to see major financial, technological, economic and social change over the next few years, although it's not possible to predict them all with certainty.

These 'disrupting' forces include:

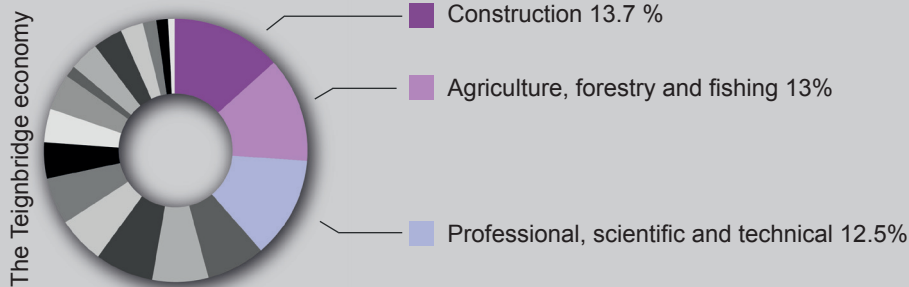
- Climate and environmental change
- The impact of technological change
- An ageing population
- Rising wealth inequalities
- Finite natural resources

We will act where possible and appropriate, to embrace change and ensure it works to the benefit of all our residents and workers.

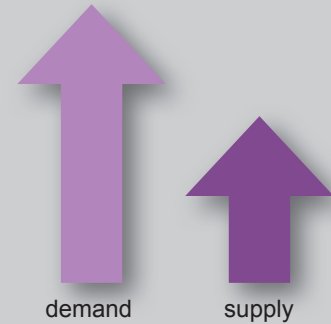
# Local Context

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.



The demand for employment space in Teignbridge has far exceeded supply.



Unemployment has been slowly decreasing, remaining below the regional and national averages.

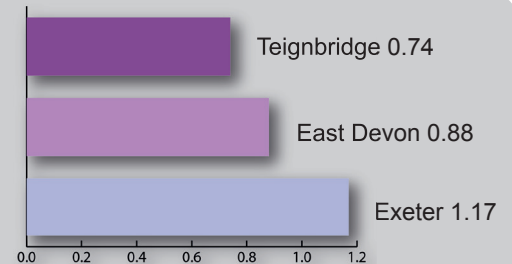
**3.9%**

Teignbridge

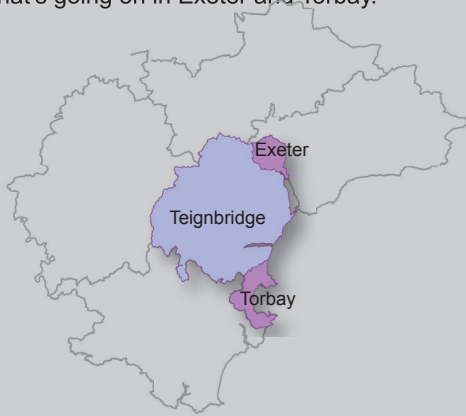
**4.7%**

England

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.



The Teignbridge economy is significantly influenced by what's going on in Exeter and Torbay.



Productivity has been marginally increasing, although remains far below the regional and national comparisons.

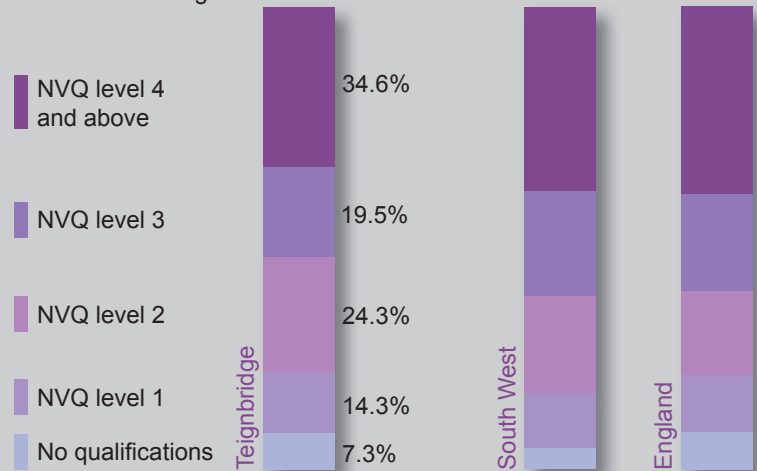
#### Gross Value Added for Teignbridge

<b>2012</b>	<b>£1,977 million</b>
<b>2016</b>	<b>£2,413 million</b>

Wages have remained below local, regional and national averages. Although wages have been steadily increasing, they have not been keeping pace with inflation.

Teignbridge	<b>£19,408</b>
South West	<b>£21,807</b>
England	<b>£23,337</b>

Low levels of educational attainment compared to regional and national averages.



Data taken from EDP factsheets: [www.teignbridge.gov.uk/oureconomy](http://www.teignbridge.gov.uk/oureconomy)

# Our Vision

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

1. To attract a diverse range of well-paid and highly skilled jobs for our residents and workers.
2. To be an attractive place to start and grow a business.
3. To prosper within our ecological limits and to enhance the circular economy.

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

To achieve these aims we must be respectful of our natural capital and the ecological constraints we face. This means supporting the circular economy – where resources are reused, recycled, and regenerated – and ditching the 20th Century practice of ‘make, use and dispose’.

We want to be an entrepreneurial council, to be innovative in the actions we take. As well as supporting our local economy, we will actively seek our own income generating projects through developing a diverse portfolio of income streams, so that we will have more scope to help fund the services local people need.

# Making 'Our Vision' a Reality

To achieve our vision we need to be realistic. Many of the things we want to see will be determined by national policy and shifts in the global economy. We have developed our '5 years, 5 ventures' initiative which lays out our specific objectives.



**Supporting &  
Networking**



**Driving  
Productivity**



**Building  
Partnerships**



**Catalysing  
Growth**



**Cooperative  
Services**

An EDP Action Plan sets out how we will meet the objectives set out in our 5 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 are key for good business. This initiative sets out our aim to proactively share with local businesses all the latest opportunities and updates we can identify. This will ensure they have the information they need to take advantage of 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 funding, apprentices, exporting opportunities and providing tax and regulatory guidance.
- To offer a fair and transparent procurement process that offers value for money to the taxpayer and supports local businesses.
- To meet with businesses and entrepreneurs, run through their future plans, offer pre-application planning advice and 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 businesses and run our own events and training seminars where possible.
- To trial new and innovative ways of reaching out to our business community.



# 2

## Driving Productivity

Greater productivity across the local economy will increase the likelihood of higher skilled and better paid jobs. Teignbridge will seek projects that enable businesses to improve their productivity. By doing so they can embrace new technologies, take full advantage of automation and promote opportunities for workers to reskill and upskill.

Our objectives:

- To continue supporting the work of Connecting Devon and Somerset and others to achieve our aims of improving broadband quality, mobile coverage 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 workers seeking to retrain.
- To actively promote Teignbridge as an attractive 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 encourage and support businesses to lengthen their times of trade, including the evening economy and shoulder months of the tourism season.



# 3

## Building Partnerships

We will be collaborating with other groups and organisations and establishing good working relationships with others in our district. This can bring forward joint projects, funding and support to accomplish 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, Dartmoor National Park, 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.
- To support the work of the Heart of the South West Local Enterprise Partnership (LEP) in attracting resources and investment into the region.



# 4

## Catalysing Growth

The council wants to see success at every stage of business development, from the self-employed to large scale employers. This means having the space to expand, to invest in more productive capital and staff. It is our aim to keep firms in the district, 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 future trading.
- 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 for employment sites and meet the targets outlined in the Local Plan.
- To bring forward our own commercial sites where appropriate, trial new types of workspace and generate additional income to the council.
- To continue identifying and delivering regeneration projects to increase business capacity and boost Teignbridge as an attractive 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, and should be based on the day-to-day realities of running a business. Building a cooperative relationship with our local enterprises will help to stimulate business development and economic prosperity. The main services we provide for businesses include planning, environmental health, business rates and licensing.

Our objectives:

- To use our regulatory powers to ensure a fair and level playing field, supporting those who want to achieve the high standards and challenging those who fall below what is required.
- To be proactive wherever possible, for example by championing business rate relief and exemptions for those who are eligible.
- To consider and potentially change the delivery of regulations to meet the needs of business.
- To take a 'digital first' approach and explore new technologies for the benefit of our customers.
- To run events that inform businesses of relevant regulations and decisions, and helping them to better understand their responsibilities and our duties.
- To promote and uphold the Business Partnership Charter:  
[www.teignbridge.gov.uk/businesscharter](http://www.teignbridge.gov.uk/businesscharter)





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

# Moving Forward

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

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 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 will engage 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 ability to adapt will ensure our plan remains relevant and decisive.



# Supporting documents

## Action Plan

The Action Plan sets out how we will achieve the objectives set out in each of our '5 Ventures'. The plan also sets out how we will monitor our progress. This will help us to keep track of what we have achieved and what more needs to be done. We will do this by keeping track of a relevant set of performance indicators from the EDP factsheets and other internal reviews.

The Action Plan can be found at [www.teignbridge.gov.uk/economicstrategies](http://www.teignbridge.gov.uk/economicstrategies)

## Factsheets

Economic factsheets were produced to inform the EDP during its development. They include all of the relevant economic statistics at our disposal.

The factsheets can be found at [www.teignbridge.gov.uk/oureconomy](http://www.teignbridge.gov.uk/oureconomy)





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# **Economic Development Plan 2018 - 2023**

## **Action Plan**

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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 funding, apprentices, exporting opportunities and providing 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 will be signposted to the most relevant provider.	TDC Economy & Assets Apprenticeship providers	Ongoing: on demand  Annual event during National Apprenticeships Week	We meet providers regularly 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 a fair and transparent procurement process that offers value for money to the taxpayer and supports local businesses.	We will consider the local economic impact of the procurement decisions we take.	TDC all departments	Ongoing: on demand	We will measure the percentage of Teignbridge businesses used by the council against those from outside of the district.
To meet with businesses and entrepreneurs, run through their future plans, offer pre-application planning advice and 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 Communications	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 businesses 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.
	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.	We will run a New Tenants Leaflet, where all new business rates payers will receive a business support leaflet with their first business rates related letter.	TDC Economy & Assets TDC Business Rates TDC Business Improvement and Development	Late 2018	We will analyse all of our 'Supporting & Networking' indicators to identify where the leaflet has led to an increase in engagement.

## Driving Productivity

Objective	Action	Delivery	Timescale	Measure of progress
To continue supporting the work of Connecting Devon and Somerset and others to achieve our aims of improving broadband quality, mobile coverage 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 contributions achieved by TDC investments.	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 by 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	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, Chudleigh and Moretonhampstead town centres.	TDC Economy & Assets Strata	2021-2023	We are seeking a solution that allows us to monitor usage and footfall.
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 workers 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.
	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 Teignbridge as an attractive place to start a business, especially to more productive business models such as employee owned enterprises.	We will update our 'Invest in Teignbridge' brochures 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 succession plan for retiring businesses owners.	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.
To encourage and support businesses to lengthen their times of trade, including the evening economy and shoulder months of the tourism season.	We will support and promote proposals for businesses that will allow for longer trading.	TDC all departments TDC Planning	Early 2019	We will consult with affected businesses regarding the proposals and any consequential changes.

## 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 seek to facilitate a peripatetic town centre manager role for Ashburton, Bovey Tracey, Buckfastleigh, Chudleigh and Moretonhampstead town centres.	TDC Economy & Assets Town councils	2018 - 2019	We will contact the town councils on the viability and success of the role.
	We will work with town centre 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.
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 councils, Dartmoor National Park, Devon County Council, Torbay Council and others.	We will involve other local authorities in projects and initiatives that involve them and their communities.	TDC all departments Other local authorities	Ongoing: on demand	We will monitor the amount of meetings we have and monitor the consequential decisions, actions and results.
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.	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.
	We will constructively engage with the development and delivery of the Local Industrial Strategy.	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.

## Catalysing Growth

Objective	Action	Delivery	Timescale	Indicator
To manage the Newton Abbot Markets, maintaining their heritage and character, enhancing their appeal and ensuring they are ready and fit for future trading.	We will ensure the public Wi-Fi project in our Driving Productivity 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 Communications	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 practice.	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.
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 gained revenue.
To support applications for employment sites and meet the targets outlined in the Local Plan.	We will directly support applicants with the aim of increasing the likelihood of planning approval. The Economic Development team will seek involvement in the planning process of all major commercial developments.	TDC Economy & Assets TDC Planning	Ongoing: on demand	We will monitor the delivery of employment space.
	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, 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 identifying and delivering regeneration projects to increase business capacity and boost Teignbridge as an attractive place to live, work, trade and spend.	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 of regenerated areas.
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, to actively increase footfall.	TDC Economy & Assets Event partners	Ongoing: throughout	We will monitor the footfall of the events.

## Cooperative Services

Objective	Action	Delivery	Timescale	Indicator
To use our regulatory powers to ensure a fair and level playing field, supporting those who want to achieve the high 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 be proactive wherever possible, for example by championing business rate relief and exemptions for those who are eligible.	We will provide ongoing advice and support with rate relief for eligible local businesses.	TDC Revenue and Benefits	Ongoing: throughout	We will monitor the number of businesses supported and compare to national and regional averages.
	We will look to attract valued new employers by use of discretionary relief powers.	TDC Revenue and Benefits	Ongoing: throughout	We will monitor the number of businesses supported and compare to national and regional averages.
	We will analyse the results of the business rate retention pilot 2018-2019.	TDC all departments	2020	We will analyse the results of the pilot to see if it has raised revenue for the council.
To consider and potentially change the delivery of regulations to meet 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 explore new technologies for the benefit 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 all departments Strata	Ongoing: throughout	We will monitor the use of our online services and record the feedback we receive from users.
To run events that inform businesses of relevant regulations and decisions, and helping them to 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: <a href="http://www.teignbridge.gov.uk/businesscharter">www.teignbridge.gov.uk/businesscharter</a>	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.