

Public Document Pack

Mid Devon District Council

Economy Policy Development Group

Thursday, 15 September 2016 at 6.00 pm
Exe Room, Phoenix House, Tiverton

Next ordinary meeting
Thursday, 17 November 2016 at 5.30 pm

Those attending are advised that this meeting will be recorded

Membership

Cllr Mrs A R Berry
Cllr K Busch
Cllr J M Downes
Cllr R Evans
Cllr Mrs S Griggs
Cllr T G Hughes
Cllr Mrs B M Hull (Chairman)
Cllr F J Rosamond
Cllr Mrs N Woollatt

A G E N D A

Members are reminded of the need to make declarations of interest prior to any discussion which may take place

1 Apologies and Substitute Members

To receive any apologies for absence and notice of appointment of substitutes.

2 Public Question Time

To receive any questions relating to items on the Agenda from members of the public and replies thereto.

3 Minutes (Pages 5 - 10)

To approve as a correct record the minutes of the previous meeting (copy attached).

4 Chairman's Announcements

To receive any announcements that the Chairman may wish to make.

5 **Financial Monitoring - 3 months to June 2016** *(Pages 11 - 28)*

To receive a report from the Director of Finance, Assets & Resources presenting a financial update in respect of the income and expenditure so far in the year.

6 **Business Rates Consultation Response**

To receive a verbal update regarding the Business Rates Consultation.

7 **Performance and Risk Q1** *(Pages 29 - 36)*

To receive a report from the Head of Communities and Governance providing Members with an update on performance against the Corporate and local service targets for 2016/17 as well as providing an update on any key risks.

Please note: If Members have questions regarding this report please submit them to the clerk in advance of the meeting so that the appropriate officer can be asked to attend or provide a written response.

8 **Economic Development update** *(Pages 37 - 48)*

To receive a report from the Head of Communities and Governance providing Members with an update on the work and projects of the Economic Development and Regeneration team.

9 **Tiverton Town Centre Action Plan and Market Strategy update** *(Pages 49 - 106)*

To receive an update regarding the Tiverton Town Centre Action Plan and Market Strategy following recent consultation.

10 **Identification of items for the next meeting**

Members are asked to note that the following items are already identified in the work programme for the next meeting:

- Culm Valley in Business Group and the Cullompton Town Team (presentation)
- Economic Development Strategy (tbc)
- Financial Monitoring for the 6 months to September 2016
- Performance and Risk Q2
- Farming – what can the Council do to better support this sector?
- Final version of the Tiverton Town Action Plan and the Market Strategy

Note: This item is limited to 10 minutes. There should be no discussion on the items raised.

Stephen Walford
Chief Executive
7 September 2016

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Member Services Officer in attendance so that all those present may be made aware that is happening.

Members of the public may also use other forms of social media to report on proceedings at this meeting.

Members of the public are welcome to attend the meeting and listen to discussion. Lift access the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is time set aside at the beginning of the meeting to allow the public to ask questions.

An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, or if you would like a copy of the Agenda in another format (for example in large print) please contact Sarah Lees on:

Tel: 01884 234310
E-Mail: slees@middevon.gov.uk

Public Wi-Fi is available in all meeting rooms.

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **ECONOMY POLICY DEVELOPMENT GROUP** held on 21 July 2016 at 6.00 pm

Present

Councillors

Mrs B M Hull (Chairman), Mrs A R Berry, K Busch, J M Downes, R Evans, Mrs S Griggs, T G Hughes, F J Rosamond and Mrs N Woollatt

Present

Officers

Stephen Walford (Chief Executive), Amy Tregellas (Head of Communities and Governance and Monitoring Officer), John Bodley-Scott (Community Development and Regeneration Manager), Chris Shears (Economic Development Officer), Alan Ottey (Tiverton Market Manager) and Sarah Lees (Member Services Officer)

15 **Apologies and Substitute Members**

There were no apologies for absence.

16 **Public Question Time**

There were no members of the public present.

17 **Minutes**

The Minutes of the previous meeting were confirmed as a true and accurate record and **SIGNED** by the Chairman.

18 **Chairman's Announcements**

The Chairman welcomed Alan Ottey, the Tiverton Market Manager, to the meeting and the Members introduced themselves.

19 **Inward Investment Strategy**

The Economic Development Officer provided a verbal update regarding the joint Inward Investment Strategy. It was explained that the Inward Investment Strategy formed a part of a joint Economic Strategy being developed between Mid Devon, East Devon, Exeter and Teignbridge. A working draft of the document had been drawn up. The first workshop had been held in June where employment skills were discussed. Exeter University had been asked to comment on what they considered should be in the strategy. The intention was that the strategy would be aligned to other activities such as the Local Plan. Another two workshops were planned, the next one having an emphasis on planning. It was hoped that a final draft of the strategy would be brought before this Group at the end of the year.

Discussion took place regarding:

- The need to be proactive and ascertain how to convert interest from investors into commitment.
- The authorities involved were working a lot more collaboratively whilst at the same time not trying to undermine their unique local area status.
- In twelve months there had been significant growth.
- The need for trust between the authorities ensuring that the 'right businesses' go to the 'right place'. Interested investors needed to be aware of all the options. It was not a race and authorities were not looking to undercut each other.
- There was a commercial register which had previously been Exeter centric but was now broken down so interested businesses could do a detailed search. This was receiving hundreds of hits a month. It was true that Exeter got the bulk of foreign enquiries but that was to be expected, however, overall this represented a huge opportunity for Mid Devon as the Council was able to get enquiries where it hadn't done so previously.
- Higher level apprenticeship schemes were being considered. There was a need to work at 'notching' up aspirations.
- Land availability was also of paramount importance as well as the 'appropriateness' of the land for a particular business. Sites needed to be viable in order to attract inward investment. This issue will be considered by the Greater Exeter Growth & Development Board as a key priority as well as the need for high quality jobs.
- The Economic Development Officer had been working with local landowners and had knowledge of what potential parcels of land would be coming forward.
- Being on Exeter's doorstep, which wanted to be a world leader in terms of technology and digitalisation, presented a tremendous opportunity for Mid Devon.

20 Update on the picture for high streets going forwards

The Head of Communities and Governance provided the Group with a presentation providing information in relation to the transformation of town centres having attended a recent conference.

Key points to note within the presentation regarding the issues and challenges facing the high street were described as follows:

- The global economic crisis and the effects of Brexit. In addition to this there was fragile customer confidence and a concern about unemployment.
- The departure of national chains such as Clintons and Waterstones from Tiverton High Street and the risk of further national chains leaving the High Street if the economy struggles.
- Business rates were an issue as were high rents.
- Increasing the footfall was crucial.
- On a positive note vacant units within the towns of Mid Devon were bucking the national trend being considerably lower.
- There was competition from one stop, out of town, developments.
- A culture of convenience existed whereby people were working longer hours and shopping from the comfort of their own homes. Many consumers were time constrained.

- The South West had higher than average number of people over the age of 65.

Information was presented regarding current shopping habits:

- 92% of the population were active internet users, 62% through a mobile device.
- Average daily use of digital devices was 3 hours 47 minutes.
- Town centres needed to be colourful, attractive and vibrant. The key unique selling points needed to be teased out and a sense of community fostered.
- The digital agenda needed to be embraced where possible providing a seamless shopping experience. The click and collect option needed to be explored.
- Sustainability was key as was a need to be flexible.
- Ethical choices were important as was the whole 'farm to table' experience.
- There was not a one size fits all, each town had its own personality.
- There needed to be leadership and vision, partnership working, quick wins, milestones for longer projects, open and inclusive communication and most important of all access to funding.

Discussion took place regarding:

- For a town to be successful there needed to be a reason for going there. In Crediton food had become a focus. There had been a noticeable change in recent years with more people visiting the town because of food events.
- Food was a common theme across all of the towns. Arts and crafts also needed to be promoted where possible.
- Shoppers were now more discriminating.
- The 'multiplier' effect. Coming into the towns for one reason often leads to greater economic activity all round.
- Sometimes car park charges and an inability to place furniture on pavements for licensing reasons had a negative effect for traders.
- Tapping into events run by 'Taste of the West' should be further explored. A lot of businesses in Mid Devon had already won awards for food and drink. The Cullompton Food Festival had worked with the Michelin starred chef's youth academy.
- The need to tap into the business skills and knowledge of professional people who had retired to the area.
- The option of having items delivered to a collection may be preferable to waiting in at home for a delivery. This needed to be further explored.

21 Tiverton Town Centre Action Plan

The Group had before it, and **NOTED**, a report * from the Head of Communities and Governance providing it with the first draft of the Tiverton Town Centre Action Plan giving it the opportunity to shape the plan before it went out for consultation.

The contents of the action plan were outlined with particular reference to the fact that the draft plan would now go out for a 6 week consultation period to all interested parties as well as Members giving them an opportunity to comment. A final version with a recommendation would be presented to the Group at their September meeting.

Discussion took place regarding:

- It would not be possible to dictate to businesses where they should go, the location needed to be right for the trader as well as the landowner.
- The Council needed to work with other groups in the town who had experience at putting on events, utilising the best skills in the most effective way regardless of where they came from.
- Lessons needed to be learnt from events that were not as successful as had been hoped.
- Collaborative working was the key.
- An audit of the signage in the town had taken place as improvements needed to be made to direct visitors to the market or the Tourist Information Centre for example.
- Proposal within the action plan needed to link in with the Masterplan for Tiverton.
- The need for Phoenix Lane to look attractive to people visiting the town especially those arriving by coach to the bus station. This was equally important for people staying at the proposed Premier Inn.
- A lot of actions identified within the plan were already being worked upon.
- Funding for the projects in the plan continued to be sought from outside of the Council's finances.
- CCTV within the town had been upgraded and the Police were working collaboratively with the Town Team.
- The position of the Tiverton and District Community Transport facility within the Multi Storey Car Park. It was suggested that this was not the correct place for disabled people to access, however, it had been difficult to find an alternative venue nearer the centre of the town that could be accessed by vehicles and at an attractive rent.

It was **AGREED** that the Action Plan ought to give more consideration to disabled people and the fact that the area had a higher than average aging population.

Note: * Report previously circulated; copy attached to the signed minutes.

22 Tiverton Market Strategy

The Group had before it, and **NOTED**, a report * from the Head of Communities and Governance providing it with the first draft of the Tiverton Market Strategy giving it the opportunity to shape the strategy before it went out for consultation.

The contents of the strategy were outlined by the Market Manager with particular reference to:

- The first draft of the strategy had been drawn up bearing in mind the national perspective on markets as well as analysing market surveys and customer tastes.
- 40% of people visited a town because there was a market there. For every pound spent in a market, two pounds was spent in the local shops.
- 86% of all money spent was still shop based. Over 40% of businesses did not have internet access or card facilities and still dealt in cash.

- A future vision was key, this led to a strategy and the action plan led to outcomes.
- Markets were often in the heart of a town and this needed to be promoted.
- The community needed to be involved as this had the effect of producing loyal customers.
- Branding was important as was the environment in which the market was situated, for example, waste should be removed.
- More contact was needed with the schools. Children needed to learn about food trails.

Discussion took place regarding:

- The length of time it took to set up a successful market. Often there was a lot of opposition.
- It was suggested that contact be made with the National Farmers Union and the 'Taste of the West' organisers as there were a lot of small farmers for whom farmers markets were an important source of income.
- The entrance into the market needed improvement as well as clear signage.
- There were plans to improve the appearance of the market itself with a deep clean and re-decoration. There were also plans to introduce brightly coloured awnings, canopies, umbrellas and sails to separate off individual units within the market that were non-permanent should the venue be needed for a bigger event.
- Competition from local supermarkets that could provide local produce at low cost.
- The need for Members to understand the costs involved in running a market and to have sight of all the relevant facts before making a recommendation. The Head of Communities and Governance commented that they were working with the accounts department to separate out the costs in relation to each market so that relevant financial information could be brought to the Group in the future.

Note: * Report previously circulated; copy attached to the signed minutes.

23 Identification of items for the next meeting

In addition to the items already listed in the work programme, the following was requested to be on the agenda for the next meeting:

- Final version of the Tiverton Town Centre Action Plan following consultation
- Final version of the Tiverton Market Strategy following consultation
- Possible incentivising initiatives for businesses
- Business Rates Consultation response

(The meeting ended at 7.57 pm)

CHAIRMAN

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**ECONOMY PDG
15 SEPTEMBER 2016**

FINANCIAL UPDATE FOR THE THREE MONTHS TO 30 JUNE 2016

Cabinet Member Cllr Peter Hare-Scott
Responsible Officer Andrew Jarrett - Director of Finance, Assets & Resources

Reason for Report: To present a financial update in respect of the income and expenditure so far in the year.

RECOMMENDATION(S): The Cabinet note the financial monitoring information for the income and expenditure so far for the 2016/17 financial year.

Relationship to the Corporate Plan: The financial resources of the Council impact directly on its ability to deliver the corporate plan; prioritising the use of available resources brought forward and any future spending will be closely linked to key Council pledges from the updated Corporate Plan.

Financial Implications: Good financial management and administration underpins the entire document.

Legal Implications: None.

Risk Assessment: Regular financial monitoring information mitigates the risk of over or underspends at year end and allows the Council to direct its resources to key corporate priorities.

1.0 Introduction

- 1.1 The purpose of this report is to highlight to Cabinet our current financial status and the likely reserve balances at 31 March 2017. It embraces both revenue, in respect of the General Fund and Housing Revenue Account, and capital and aims to focus attention on those areas which are unlikely to achieve budget. It is particularly important for next year's budget setting and, looking further ahead, with the medium term financial plan.
- 1.2 Favourable variances generating either increased income or cost savings are expressed as credits (negative numbers), whilst unfavourable overspends or incomes below budget are debits (positive numbers). This report only includes budget variances in excess of £10k as the purpose of the report is to concentrate on material issues that may require further investigation/action. Budget variances are expressed net of budgeted transfers to or from earmarked reserves, which were previously approved by Cabinet. A more detailed analysis will be provided with the final outturn report for the year.

2.0 Executive Summary of 2016/17

2.1 The table below shows the opening position of key operational balances of the Council, the forecast in year movements and final predicted position at 31 March 2017:

Usable Reserves	31/03/2016	Forecast in year movement	31/03/2017
	£k	£k	£k
Revenue			
General Fund – see note	(2,211)	202	(2,009)
Housing Revenue Account	(2,000)	0	(2,000)
Capital			
Major Repairs Reserve	0	(166)	(166)
Capital Receipts Reserve	(1,442)	362	(1,080)
Capital Contingency Reserve	(567)	285	(282)

3.0 The General Fund Reserve

3.1 This is the major revenue reserve of the Council. It is increased or decreased by the surplus or deficit generated on the General Fund in the year. This reserve held a balance of £2,211k as at 31/03/16.

3.2 The forecast General fund *deficit* for the current year is £202k as shown at Appendix A. The most significant *service* movements to date comprise:

- £226k spent on moving to the new Waste depot, including fit-out costs
- £155k forecast overspend on Leisure
- (£130k) additional Housing Benefit subsidy

3.3 The major variances are highlighted at Appendix B. The current incomes from our major funding streams are shown at Appendix C, whilst current employee costs are shown at Appendix D.

4.0 Housing Revenue Account (HRA)

- 4.1 This is a ring-fenced account in respect of the Council's social housing function. Major variances and proposed corrective action are highlighted at Appendix F.
- 4.2 Appendix E shows that the reserve opening balance is £2m. It is anticipated that any variance at year-end will affect the budgeted transfer to the Housing Maintenance Fund and so the HRA reserve balance should remain at £2m.
- 4.3 Overall, the HRA is forecast to overspend by £133k in 2016/17. The most significant items of the forecast overspend comprise the following.
- £109k of extra spend on works carried out this year that relate to the previous year's contract
 - £100k reduction in the major works carried out by the DLO in void properties and £25k reduction in electrical testing
- 4.4 There are budgeted revenue contributions to capital projects as follows for 2016/17.

Description	Budget £'000	Forecast Outturn £'000	Variance £'000
1 x Tipper Vehicle	24	24	0

- 4.5 The following works are expected to be funded from the Housing Maintenance Fund during 2016/17.

Description	Budget £'000	Forecast Outturn £'000	Variance £'000
Birchen Lane re-development	40	40	0
Palmerston Park	2,339	2,339	0
Queensway development	299	299	0
Burlescombe development	424	424	0
Stoodleigh development	223	223	0
	3,325		

In addition, £25k is planned to be spent on sewage treatment works and funded by an earmarked reserve.

5.0 Major Repairs Reserve

- 5.1 The Major Repairs Reserve had a nil balance at 31 March 2016. After this year's capital expenditure and funding of the Major Repairs Reserve the closing balance is forecast to be £166k.

6.0 Capital Programme

- 6.1 Capital projects by their very nature often overlap financial years. In some cases it is known from the outset that the construction of buildings may fall into 3 separate accounting years. The status of this year's capital programme is shown at Appendix G.
- 6.2 Committed and Actual expenditure is currently £6,372k against a budgeted Capital Programme of £15,710k. (Note this includes £7,669k of slippage rolled forward from 15/16). As projects often overlap financial years officers have given their best estimate of what is 'deliverable' in 16/17; this amounts to £11,333k. Committed and Actual expenditure will therefore be monitored against this & currently shows an uncommitted amount of £4,961k (£11,333k - £6,372k).
- 6.3 At this early stage in the year there are no forecast underspends / overspends for 2016/17. However there is a small amount of slippage predicted in relation to works required to maintain our council houses £166k and renewable energy related projects also associated with our housing stock £75k, these monies will be reprioritised for spending in 2017/18.

7.0 Capital Contingency Reserve

- 7.1 The Capital Earmarked Reserve has been set aside from Revenue to fund Capital Projects; the movement on this reserve is projected below:

	£k
Capital Earmarked Reserve at 1 April 2016	(567)
Funding required to support 2016/17 Capital Programme	285
Forecast Balance at 31 March 2017	(282)
	=====

8.0 Capital Receipts Reserve (Used to fund future capital programmes)

- 8.1 Unapplied useable capital receipts are used to part fund the capital programme, the movement on this account for the year to date is given below:

	£k
Unapplied Useable Capital Receipts at 1 April 2016	(1,442)
Net Receipts to date (includes 3 RTB's)	(177)
Current Balance	(1,619)
Forecast further capital receipts in year	(531)
Forecast capital receipts to be applied in year	1,070
Forecast Unapplied Capital Receipts c/fwd. 31 March 2017	(1,080)
	=====

- 8.2 Please note these balances on the Capital Contingency Reserve and the Capital Receipts Reserve are likely to be required to balance the MTFP that will be brought to the October Cabinet.

9.0 Treasury Management

9.1 The interest position so far this financial year can be summarised as follows:

Interest Receivable:

	Budget £k	Forecast outturn £k	Forecast variance £k
Investment Income Received	171	171	0
Interest from HRA funding	54	54	0
Total Interest Receivable	225	225	0

10.0 Conclusion

- 10.1 Members are asked to note the revenue and capital forecasts for the financial year. This report only covers the first quarter, which is early to identify end of year positions. Cost pressures and income trends will become more apparent as we progress through the year.
- 10.2 The Finance team have already commenced working on the 2017/18 budgets and are working with service managers to produce proposals for the policy development groups in the Autumn. As emerging trends develop in the current year any future impacts will be factored into next years figures.

**Contact for more
information:**

Andrew Jarrett, 01884 23(4242),
ajarrett@middevon.gov.uk

Circulation of the Report:

Cllr Peter Hare-Scott, Management Team

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**GENERAL FUND FINANCIAL MONITORING INFORMATION FOR THE
PERIOD 01 APRIL TO 30 JUNE 2016**

			2016/17 Annual Budget	Full Year Forecast (0 = On budget)	Variance
Com	General Fund Summary	Note	£	£	%
	Cllr C J Eginton				
CM	Corporate Management	A	1,139,580	(36,000)	-3.2%
LD	Legal & Democratic Services: Member/Election Services	B	579,870	(29,000)	-5.0%
	Cllr N V Davey				
CP	Car Parks	C	(616,390)	0	0.0%
ES	Cemeteries & Public Health	D	(47,610)	28,772	-60.4%
ES	Open Spaces	F	54,800	0	0.0%
GM	Grounds Maintenance	E	562,130	(36,530)	-6.5%
WS	Waste Services	H	1,775,510	313,000	17.6%
	Cllr C R Slade				
CD	Community Development	I	414,980	33,210	8.0%
ES	Environmental Services incl. Licensing	D	552,870	0	0.0%
IT	IT Services	Q	879,310	21,400	2.4%
PR	Planning - Land charges	Q	(24,600)	(5,000)	20.3%
RS	Recreation And Sport	J	(82,410)	155,000	-188.1%
	Cllr P H D Hare-Scott				
FP	Finance And Performance	K	680,960	0	0.0%
RB	Revenues And Benefits	L	266,600	(130,000)	-48.8%
	Cllr R L Stanley				
ES	ES: Private Sector Housing Grants	D	165,720	(4,000)	-2.4%
HG	General Fund Housing	M	232,470	0	0.0%
PS	Property Services	G	272,580	1,920	0.7%
	Cllr R J Chesterton				
CD	Community Development: Markets	I	(3,410)	20,000	586.5%
PR	Planning And Regeneration	N	741,670	267,028	36.0%
	Cllr M Squires				
CS	Customer Services	O	860,060	0	0.0%
ES	Environment Services - Public Health	D	74,990	0	0.0%
HR	Human Resources	P	479,310	0	0.0%
LD	Legal & Democratic Services: Legal Services	B	215,730	0	0.0%
	All General Fund Services		9,174,720	599,800	6.5%
	Net recharge to HRA		(1,265,490)	0	
IE260	Interest Payable		146,030	0	
IE290	Interest Receivable on Investments		(171,000)	0	
	Interest from Funding provided for HRA		(54,000)	0	
	New Homes Bonus Grant		(1,831,460)	0	
	Sundry Grants		0	0	
ABFGF	Statutory Adjustments (Capital charges)		400,720	0	
TREMR	Net Transfer to/(from) Earmarked Reserves	APP B	2,169,990	(397,818)	
	TOTAL BUDGETED EXPENDITURE		8,569,510	201,982	2.4%
	Formula Grant		(2,973,150)	0	
	Rural Services Delivery Grant		(463,810)	0	
	Transitional Grant		(31,630)	0	
	Council Tax		(5,092,690)	0	
	Collection Fund Surplus		(8,230)	0	
	TOTAL BUDGETED FUNDING		(8,569,510)	0	0%
	Forecast in year (Surplus) / Deficit		0	201,982	
	General Fund Reserve 01/04/16			(2,211,035)	
	Forecast General Fund Balance 31/03/17			(2,009,053)	

GENERAL FUND FINANCIAL MONITORING INFORMATION FOR THE PERIOD 01 APRIL TO 30 JUNE 2016

Note	Description of Major Movements				Full Year Forecast Variation (Net of Trf to EMR)
A	Corporate Management				
	Pension backfunding costs are less than budgeted				(35,000)
	Minor variances				(1,000)
					(36,000)
B	Legal & Democratic Services				
	Individual Electoral Registration - unbudgeted grant funding received				(29,000)
					(29,000)
C	Car Parks				
					0
D	Environmental Services combined				
	Redundancy costs for the Bereavement Services Manager				28,772
	Private Sector Housing salary underspend due to vacant posts				(4,000)
					24,772
E	Grounds Maintenance				
	Redundancy costs for the Grounds Maintenance Manager - part offset by Salary underspends				30,470
	Salary underspends due to vacant posts				(76,000)
	Agency costs overspend				9,000
					(36,530)
F	Open Spaces				
					0
G	Property Services				
	Reburishment of the toilets at the Town Hall - funded from EMR (see below)				11,920
	Salary savings due to vacant posts for part of the year				(10,000)
					1,920
H	Waste Services				
	Refuse - vehicle repairs, running aged fleet until replacement need is known				25,000
	Trade waste - hire of vehicle				20,000
	Trade waste - landfill disposal costs higher than anticipated				12,000
	Increase in rent costs for the new depot				30,000
	Moving and fit out costs for the new waste depot (see ear marked reserve)				226,000
					313,000
I	Community Development				
	Market Income - Market Manager actively seeking new traders, however footfall in Tiverton is down				20,000
	Grant spend (covered by Seed Fund ear marked reserve)				12,000
	Salary costs for additional post of Grants and Funding Officer (see ear marked reserve)				21,210
					53,210

GENERAL FUND FINANCIAL MONITORING INFORMATION FOR THE PERIOD 01 APRIL TO 30 JUNE 2016

Note	Description of Major Movements	Full Year Forecast Variation (Net of Trf to EMR)
J	Recreation And Sport	
	All sites: Overhead overspend (various including new equipment and event supplies)	20,000
	All sites: Income year end under target	72,000
	All sites: Salaries overspend (various including management restructure)	63,000
		155,000
K	Finance And Performance	
		0
L	Revenues And Benefits	
	Housing Benefit Subsidy	(130,000)
		(130,000)
M	General Fund Housing	
		0
N	Planning And Regeneration	
	Grant spend (covered by High Street Innovation Fund ear marked reserve)	43,308
	Salary costs for the Town Centre Manager post (see ear marked reserve)	42,720
	Building Control: Salary savings bet of ECC plan checking	(24,000)
	Development Control: Salaries	(15,000)
	Development Control: Consultancy costs	30,000
	Development Control: Fees & Charges net of future large applications	40,000
	Fwd Planning: Proposed Greater Exeter Strategic Plan agreed by Cabinet X/XX	70,000
	Fwd Planning: Flood modelling work, Cullompton Jn 28	80,000
		267,028
O	Customer Services	
		0
P	Human Resources	
		0
Q	I.T. Services	
	Increase in annual Microsoft licence fee	18,600
	Aerial photography carried out every 3 years (covered by ear marked reserve)	2,800
	LLC: above budget expectation on income	(5,000)
		16,400
	FORECAST (SURPLUS)/DEFICIT AS AT 31/03/17	599,800

Cabinet	(48,600)
CWB	325,238
D&AH	0
MTE	303,162
ECON	20,000
	599,800

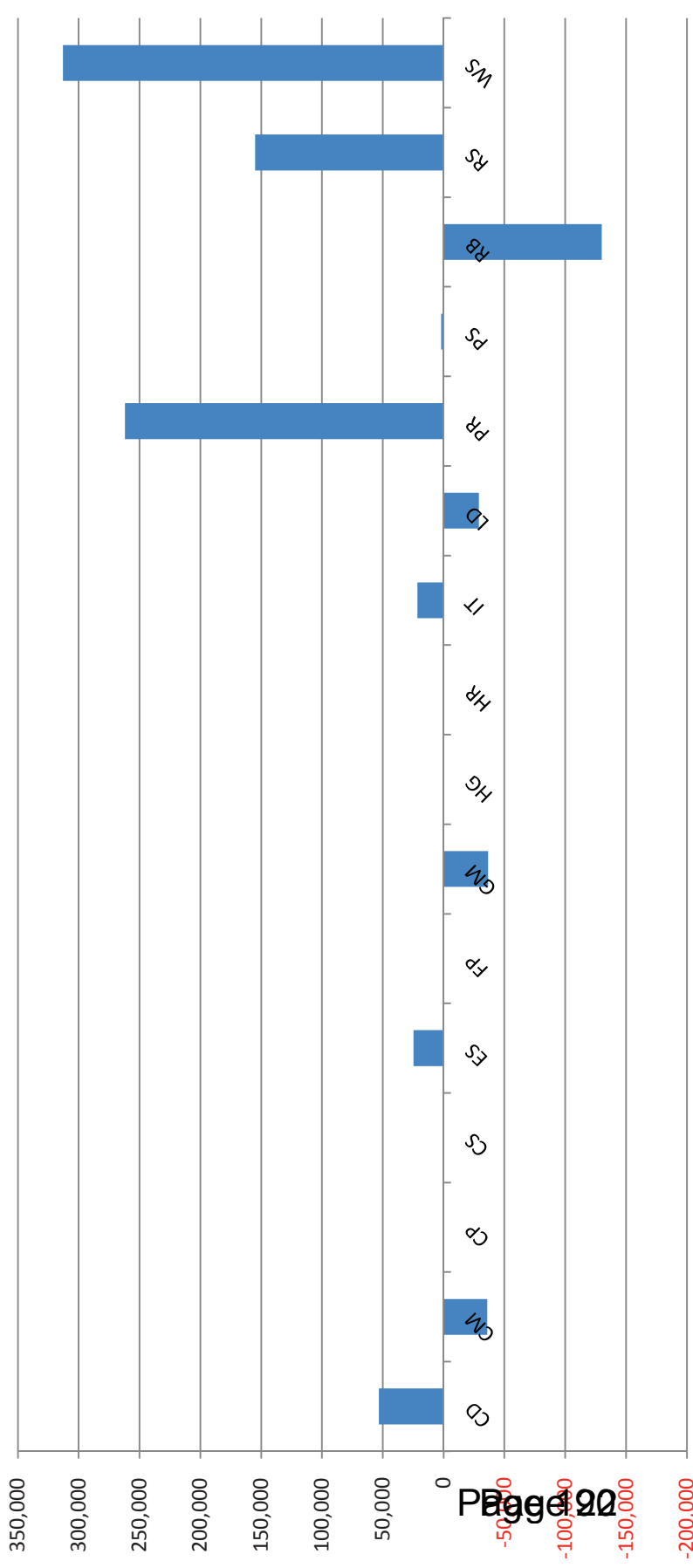
GENERAL FUND FINANCIAL MONITORING INFORMATION FOR THE PERIOD 01 APRIL TO 30 JUNE 2016

Note	Description of Major Movements	Full Year Forecast Variation (Net of Trf to EMR)
Net Transfers to / from Earmarked Reserves		
CD	Community Development	
	Grant spend from Seed Fund earmarked reserve released	(12,000)
	New Homes Bonus monies earmarked for additional Grants and Funding Officer post	(21,210)
CM	Corporate Management	
CP	Car Parks	
CS	Customer Services	
	Contribution towards digital strategy salaries	(102,030)
ES	Cemeteries & Public Health	
FP	Finance And Performance	
GM	Grounds Maintenance	
HG	General Fund Housing	
HR	Human Resources	
	Contribution towards additional training expenditure	(11,650)
IT	IT Services	
	Aerial photography ear marked reserve released	(2,800)
	One off digital strategy staffing	
LD	Legal & Democratic Services: Member/Election Services	
	Contribution towards additional staffing requirement	(18,170)
PR	Planning - Land charges	
	Grant spend from High Street Innovation Fund ear marked reserve released	(43,308)
	New Homes Bonus monies earmarked for the Town Centre Manager post	(42,720)
	New Homes Bonus used to offset one-off costs shown against service	(150,000)
	Contribution towards Economic development activities	(100,000)
PS	Property Services	
	Town Hall Toilet refurbishment	(11,300)
RB	Revenues And Benefits	
RS	Recreation And Sport	
WS	Waste Services	
	New Homes Bonus monies earmarked for the new waste depot, move and fit out costs	(226,000)
	Contribution for new waste vehicle	(30,000)
arious	Sinking fund contributions for vehicles & plant	711,900
IE	New Homes Bonus monies earmarked for capital and economic regeneration projects	1,831,460

GENERAL FUND FINANCIAL MONITORING INFORMATION FOR THE PERIOD 01 APRIL TO 30 JUNE 2016

Note	Description of Major Movements				Full Year Forecast Variation (Net of Trf to EMR)
	Net Transfer to / (from) Earmarked Reserves				1,772,172

2016/17 General Fund Projected Outturn Variance £



Key + = Overspend / Income under target - = Savings / Income above budget

- | | | | |
|-----------|-------------------------|-----------|---------------------------|
| CD | Community Development | IT | I.T. Services |
| CM | Corporate Management | LD | Legal and Democratic |
| CP | Car Parks | PR | Planning and Regeneration |
| CS | Customer Services | PS | Property Services |
| ES | Environmental Services | RB | Revenues and Benefits |
| FP | Finance and Performance | RS | Recreation and Sports |
| GM | Grounds Maintenance | WS | Waste Services |
| HG | General Fund Housing | | |
| HR | Human Resources | | |

	2016/17 Annual Budget	2016/17 Profiled Budget	2016/17 Actual	2016/17 Variance
	£	£	£	£
Total Employee Costs				
General Fund				
Community Development	295,180	73,795	70,389	(3,406)
Corporate Management	901,960	225,490	221,148	(4,342)
Customer Services	764,610	191,153	173,927	(17,226)
Environmental Services	923,320	230,830	258,501	27,671
Finance And Performance	632,710	158,178	155,181	(2,997)
General Fund Housing	197,330	49,333	50,239	906
Grounds Maintenance	448,900	112,225	117,732	5,507
Human Resources	361,460	90,365	89,184	(1,181)
I.T. Services	522,100	130,525	117,889	(12,636)
Legal & Democratic Services	417,660	104,415	96,616	(7,799)
Planning And Regeneration	1,525,620	381,405	329,746	(51,659)
Property Services	385,320	96,330	86,123	(10,207)
Recreation And Sport	1,630,750	407,688	425,392	17,704
Revenues And Benefits	668,450	167,113	173,575	6,462
Waste Services	1,863,780	465,945	443,573	(22,372)
	11,539,150	2,884,790	2,809,214	(75,576)
Housing Revenue Account				
BHO09 Repairs And Maintenance	593,480	148,370	146,246	(2,124)
BHO10 Supervision & Management	1,432,670	358,168	322,681	(35,487)
BHO11 Special Services	66,720	16,680	15,439	(1,241)
	2,092,870	523,218	484,365	(38,853)
Total	13,632,020	3,408,008	3,293,580	(114,428)

	2016/17 Annual Budget	2016/17 Profiled Budget	2016/17 Actual	2016/17 Variance
	£	£	£	£
Agency Staff				
General Fund				
Car Parks	0	0	0	0
Community Development	0	0	0	0
Corporate Management	0	0	0	0
Customer Services	0	0	0	0
Environmental Services	0	0	0	0
Finance And Performance	0	0	0	0
General Fund Housing	0	0	0	0
Grounds Maintenance	5,000	1,250	6,025	4,775
Human Resources	0	0	0	0
I.T. Services	0	0	0	0
Legal & Democratic Services	0	0	0	0
Planning And Regeneration	0	0	0	0
Property Services	0	0	737	737
Recreation And Sport	0	0	0	0
Revenues And Benefits	0	0	0	0
Waste Services	128,500	32,125	35,886	3,761
	133,500	33,375	42,648	9,273
Housing Revenue Account				
BHO09 Repairs And Maintenance	0	0	1,482	1,482
BHO10 Supervision & Management	0	0	16,639	16,639
BHO11 Special Services	0	0	0	0
	0	0	18,121	18,121
Total	133,500	33,375	60,770	27,395

**HOUSING REVENUE ACCOUNT FINANCIAL MONITORING INFORMATION FOR
THE PERIOD 01 APRIL TO 30 JUNE 2016**

		2016/17 Annual Budget	Forecast	Variance
Housing Revenue Account (HRA)	Notes	£	£	%
Income				
SHO01 Dwelling Rents Income	A	(12,593,760)	(48,000)	0.4%
SHO04 Non Dwelling Rents Income	B	(554,070)	1,000	-0.2%
SHO06 Tenant Charges For Services	C	(42,360)	32,000	-75.5%
SHO07 Leaseholders' Service Charges	D	(23,540)	0	0.0%
SHO08 Contributions Towards Expenditure	E	(33,720)	0	0.0%
SHO09 Alarm Income - Non Tenants	F	(194,660)	(13,000)	6.7%
SHO10 H.R.A. Investment Income	G	(40,000)	0	0.0%
SHO11 Miscellaneous Income	H	(19,000)	0	0.0%
Services				
SHO13A Repairs & Maintenance	I	3,214,780	245,000	0.0%
SHO17A Housing & Tenancy Services	J	1,354,750	(52,000)	-3.8%
SHO22 Alarms & L.D. Wardens expenditure	K	152,200	(33,000)	-21.7%
Accounting entries 'below the line'				
SHO29 Bad Debt Provision Movement	L	25,000	0	0.0%
SHO30 Share Of Corporate And Democratic	M	177,400	1,000	0.6%
SHO32 H.R.A. Interest Payable	N	1,268,030	0	0.0%
SHO34 H.R.A. Transfers between earmarked reserves	O	2,393,010	0	0.0%
SHO36 H.R.A. R.C.C.O.	P	24,000	0	0.0%
SHO37 Capital Receipts Reserve Adjustment	Q	(20,800)	0	0.0%
SHO38 Major Repairs Allowance	R	2,800,000	0	0.0%
SHO45 Renewable Energy Transactions	S	(130,000)	0	0.0%
		(2,242,740)	133,000	5.9%
Net recharge to HRA		1,265,490		
Capital Charges		977,250		
Net Housing Revenue Account Budget		0		

Housing Revenue Account	£k
Total HRA reserve as at 01/04/16	(2,000)
Forecast movement in the year	0
Forecast HRA reserve as at 31/03/17	(2,000)

Housing Maintenance Fund	£k
Opening balance	(8,886)
Reserve utilised for capital works (see appendix G)	3,325
Budgeted transfer to reserves	(1,704)
Forecast variance for the year (see above)	133
Forecast closing balance	(7,132)

Renewable Energy Fund	£k
Opening balance	(342)
Expenditure forecast for this year (see appendix G)	200
Net income forecast for this year	(130)
Forecast closing balance	(272)

**HOUSING REVENUE ACCOUNT FINANCIAL MONITORING INFORMATION FOR THE PERIOD
01 APRIL TO 30 JUNE 2016**

Note	Description of Major Movements	Corrective Action	Forecast Variance £
A	Dwelling rent is 0.4% ahead of target	N/A	(48,000)
B	Minor variance	N/A	1,000
C	The Learning Disability Support contract has ceased to operate	N/A	32,000
F	Community Alarm sales continue to be high	N/A	(13,000)
I	Work carried over from previous year due to under delivery	This additional expenditure was planned as it relates to last year	109,000
	The DLO will be required to carry out less major work in void properties than expected	The Repairs Manager will seek opportunities to increase utilisation of the DLO	100,000
	The DLO will be required to carry out less electrical remedial work than expected	The Repairs Manager will seek opportunities to increase utilisation of the DLO	25,000
	Minor variance	N/A	11,000
J	Savings due to restructuring of staffing across several teams	N/A	(52,000)
K	The Learning Disability Support contract has ceased to operate	N/A	(33,000)
M	Minor variance	N/A	1,000
		TOTAL	133,000

MID DEVON DISTRICT COUNCIL
MONITORING OF 2018/17 CAPITAL PROGRAMME

Code	Scheme	Approved Capital Programme 2018/17	Total Slippage B/Inv'd & Ad'l to Approved Capital Programme 18/17	Budgeted Capital Programme 2018/17	Projects no longer required	Revised Budgeted Capital Programme 2018/17	Unavailable Capital Programme 2018/17	Actual Expenditure 2018/17	Committed Expenditure 2018/17	Total	Variance to Ad'l Capital Programme	Forecast (Under/over)/ Overspend	Forecast Slippage to 17/18	Notes
		£	£	£	£	£	£	£	£	£	£	£	£	
General Fund Projects														
CA624	Milton Erle Valley Leisure Centre Main car park resurfacing	50,000	50,000	50,000		50,000	50,000	0	0	0	(50,000)	0	Discussion required with DCC	
CA827	Exe Valley Leisure centre EVALC - Pressure set replacement Hot/Cold	50,000	50,000	50,000		50,000	35,000	0	0	0	(35,000)	0	Forecast completion Q3 18/17 Subject to Business Case that demonstrates acceptable payback period	
CA626	EVALC - Fitness extension - subject to business case <i>* Note: £500k in 18/18 will be slipped to 18/17</i>	250,000	472,000	722,000		722,000	22,000	0	0	0	(22,000)	0	Forecast completion Q3 18/17 Forecast completion Q3 18/17	
CA451	Phoenix House Phoenix House - Ground Floor changes - subject to business case	100,000	100,000	100,000		100,000	163,000	0	0	0	(163,000)	0	Forecast completion Q4 18/17 Project no longer required	
CA509	Pannier Market Pannier Market - Pedestrian roof cover - subject to business case <i>** Note: £110k in 18/18 will be slipped to 18/17</i>	290,000	110,000	400,000	(400,000)	0	0	0	0	0	0	0	Forecast completion Q3 18/17 Forecast completion Q3 18/17	
CA507	Invester Pannier Market Pannier	73,000	73,000	73,000		73,000	34,000	0	0	33,588	(73,000)	0	Forecast completion Q3 18/17 Forecast completion Q3 18/17	
CA508	Invester Pannier Market Cook Tower	34,000	34,000	34,000		34,000	34,000	0	0	0	(73,000)	0	Forecast completion Q3 18/17 Forecast completion Q3 18/17	
MSCP Improvements (refer to Matrix condition report)														
CA709	MSCP Improvements	50,000	89,000	139,000		139,000	50,000	(7,999)	7,999	0	(50,000)	0	Capital works on hold pending Premier Inv project	
CA608	Play Areas	50,000	50,000	50,000		50,000	50,000	0	0	0	(50,000)	0	Forecast completion Q4 18/19 Forecast completion Q4 18/17	
CA628	Play area refurbishment - West Eye Recreation Ground Twerton	50,000	50,000	50,000		50,000	50,000	0	0	0	(50,000)	0	Forecast completion Q4 18/17 Forecast completion Q4 18/17	
Other Projects														
CA403	Town Hall Redevelopment Project	3,000	3,000	3,000		3,000	20,000	5,098	779	5,978	(14,122)	0	Forecast completion Q4 18/17	
CA448	High Road flood defences schemes - Ashleigh Park Barnstaple	15,000	15,000	15,000		15,000	15,000	0	0	0	(15,000)	0	Forecast completion Q4 18/17	
CA449	High Road flood defences schemes - Ashleigh Park Barnstaple	15,000	15,000	15,000		15,000	15,000	0	0	0	(15,000)	0	Forecast completion Q4 18/17	
CA448	High Road flood defences schemes - Ashleigh Park Barnstaple	30,000	30,000	30,000		30,000	30,000	0	0	0	(30,000)	0	Forecast completion Q4 18/17	
CA452	Station Yard re construct shower block welfare	35,000	35,000	35,000		35,000	35,000	0	0	0	(35,000)	0	Forecast completion Q4 18/17	
CA453	Land drainage flood defences scheme - Newton St Cyres	50,000	50,000	50,000		50,000	50,000	0	0	0	(50,000)	0	Forecast completion Q3 18/17	
CA454	Phoenix Line - Conversion to homeless shelter	40,000	40,000	40,000		40,000	40,000	1,628	0	1,628	(59,374)	0	Forecast completion Q3 18/17	
CA455	St Lawrence Green Project	30,000	30,000	30,000		30,000	30,000	0	0	0	(30,000)	0	Forecast completion Q3 18/17	
CA328	Waste move - Pons Cobate at Cuts Close	114,000	114,000	114,000		114,000	113,910	0	0	113,910	(90)	0	Project complete	
ICT Projects														
CA421	Replacement of PC estate 320s	40,000	40,000	40,000		40,000	40,000	0	0	0	(40,000)	0	Forecast completion Q4 18/17	
CA423	Continued replacement of MAINLAN	60,000	60,000	60,000		60,000	60,000	0	0	0	(60,000)	0	Forecast completion Q4 18/17	
CA424	Server farm expansion/grades	20,000	88,000	108,000		108,000	108,000	12,028	0	12,028	(85,972)	0	Forecast completion Q4 18/17	
CA425	Unified Communications/telemetry	25,000	25,000	25,000		25,000	25,000	0	0	0	(25,000)	0	Forecast completion Q4 18/17	
CA430	Digital Transformation	104,000	104,000	104,000		104,000	104,000	11,025	17,200	28,325	(79,675)	0	Forecast completion Q4 18/17	
CA443	Mobile Working NDL, NX	38,000	38,000	38,000		38,000	38,000	70,000	0	70,000	(32,000)	0	Forecast completion Q4 18/17	
CA446	E-Financials Technical refresh	30,000	30,000	30,000		30,000	30,000	18,742	11,000	29,742	(258)	0	Forecast completion Q4 18/17	
CA456	Digital Transformation possible replacement of CRM	50,000	50,000	50,000		50,000	50,000	0	0	0	(50,000)	0	Examining future options for this site	
CA457	Digital Transformation including Comms for Mid Devon	20,000	20,000	20,000		20,000	20,000	0	0	0	(20,000)	0	Forecast completion Q3 18/17	
CA444	SOL/Onices refreshes	50,000	50,000	50,000		50,000	50,000	5,913	5,913	11,825	(38,175)	0	Forecast completion Q3 18/17	
Replacement Vehicles - Grounds Maintenance														
CA172	Weco tipper (or equivalent)	24,000	24,000	24,000		24,000	24,000	0	0	0	(24,000)	0	Forecast completion Q4 18/17	
Replacement Vehicles - Refuse Collection														
CA814	Dennis Eagle Refuse RCV 22-28t (or equivalent)	160,000	160,000	160,000		160,000	160,000	0	0	0	(160,000)	0	Forecast completion Q4 18/17	
CA821	5 Refuse Vehicles with Food waste capability *** <i>*** Note: £749k in 18/18 will be slipped to 18/17</i>	160,000	740,000	900,000		900,000	900,000	0	0	0	(900,000)	0	Forecast completion Q4 18/17	
CA822	7.3t Tipper	100,000	100,000	100,000		100,000	100,000	0	0	0	(100,000)	0	Forecast completion Q4 18/17	
CA826	3.5t Tipper	25,000	25,000	25,000		25,000	25,000	0	0	0	(25,000)	0	Forecast completion Q4 18/17	
CA827	3.5t Tipper	25,000	25,000	25,000		25,000	25,000	0	0	0	(25,000)	0	Forecast completion Q4 18/17	
Private Sector Housing Grants														
CG216	Workon Direct Grants	104,000	104,000	104,000		104,000	104,000	0	0	17,170	(17,170)	0	Forecast completion Q4 18/17	
CG218	Workon Direct Grants	468,000	468,000	468,000		468,000	468,000	56,908	49,897	106,975	(104,000)	0	Forecast completion Q4 18/17	
CG202	Disaster Facilities Grants-Private Sector	468,000	468,000	468,000		468,000	468,000	4,072	4,072	8,144	(382,856)	0	Forecast completion Q4 18/17	
CG202	Hours in Multiple Occupation Grants	0	0	0		0	0	396	396	792	(792)	0	Forecast completion Q4 18/17	
CG208	House Renovation Grants	0	0	0		0	0	396	396	792	(792)	0	Forecast completion Q4 18/17	
Please note where possible commitments are raised on the Finance Ledger. Currently the total commitment for Private Sector Housing Grants held outside the ledger is £71k. This underspend includes underspend budget on Private Tenant DPOs amounting to £560k; these are effectively ring fenced, therefore leaving 325k uncommitted. (£44k - £326k). Commitments include all approved grants. The timing of when these are drawn down is dependent on the client (up to 1 year), therefore if year ends although funds may be committed, some may be carried forward to 2017/18 as slippage.														
		872,000	0	872,000	-400,000	3,430,000	2,728,000	162,317	234,023	396,340	(2,329,650)	0		
Affordable Housing Projects		222,000	222,000	222,000		222,000	222,000	5,000	5,000	10,000	(95,000)	0	Forecast completion Q4 18/17	
		222,000	0	222,000	0	222,000	190,000	5,000	5,000	5,000	(95,000)	0	Forecast completion Q4 18/17	
Total General Fund Projects		2,064,000	2,560,000	4,624,000	-400,000	4,224,000	3,398,000	224,225	304,727	528,952	-2,869,048	0		

Code	Scheme	Approved Capital Programme 2016/17	Total Slippage B/Wtd & Adj'd to Approved Capital Programme 16/17	Budgeted Capital Programme 2016/17	Projects no longer required	Revised Budgeted Capital Programme 2016/17	Deliverable Capital Programme 2016/17	Actual Expenditure 2016/17	Committed Expenditure 2016/17	Total	Variance to Adj Capital Programme	Forecast (Under/pend)/Overpend	Forecast Slippage to 17/18	Notes
		£	£	£	£	£	£	£	£	£	£	£	£	
	HRA Projects													
CA100	Major repairs to Housing Stock	2,860,000	131,000	2,991,000	0	2,991,000	2,991,000	144,824	1,529,986	1,674,811	(1,316,189)		166,000	£166k will be reprogrammed for spending in 17/18
CA111	Renewable Energy Fund Spend	200,000	156,000	200,000	0	200,000	200,000	33,187	0	33,187	(166,813)		75,000	£75k will be reprogrammed for spending in 17/18
CA112	Blechen Lane - re development of unit for housing conversion (4 units)	200,000	156,000	156,000	0	156,000	367,550	18,752	348,772	367,554	4			Full contract commitment to be taken, circa £500k works will roll forward to 17/18
CA119	Palmerston Park Thwaiton - affordable dwellings (26 units)	3,793,000	3,793,000	3,793,000	0	3,793,000	3,166,700	483,057	3,167,656	3,660,714	500,014			
CA122	Waco Taper 3.55 (or equivalent)	24,000	24,000	24,000	0	24,000	24,000	0	0	0	(24,000)			Some feasibility work will be undertaken in 16/17
CA124	Queensway (Beech Road) Thwaiton (3 units)	297,000	297,000	297,000	0	297,000	10,000	0	0	0	(10,000)			Some feasibility work will be undertaken in 16/17
CG200	Disabled Facilities Grants - Council Houses	297,000	297,000	297,000	0	297,000	297,000	101,077	0	101,077	(195,923)			Some feasibility work will be undertaken in 16/17
CA120	Burlescombe (6 units) ***	100,000	685,000	785,000	0	785,000	80,000	90	790	880	(79,120)			Some feasibility work will be undertaken in 16/17
	*** Note £700k in 15/16 will be slipped to 16/17													
CA125	Middleton Park - (70 units)	2,000,000	4,000	1,996,000	0	1,996,000	760,000	4,640	0	4,640	(765,360)			Forecast costs associated around land purchase & development of site in 16/17
CA126	Saunders Treatment Works - Wainfield	520,000	25,000	25,000	0	25,000	25,000	0	0	0	(25,000)			Some feasibility work will be undertaken in 16/17
CA127	Stoccalgh - Pending feasibility (4 units)	520,000	0	520,000	0	520,000	20,000	0	0	0	(20,000)			Some feasibility work will be undertaken in 16/17
	Total HRA Projects	5,977,000	5,109,000	11,085,000	0	11,085,000	7,935,250	765,657	5,077,205	5,842,863	(2,092,387)	0	241,000	
	CAPITAL PROGRAMME GRAND TOTAL SPEND	8,041,000	7,669,000	15,710,000	-400,000	15,310,000	11,333,250	989,882	5,381,932	6,371,815	(4,961,435)	0	241,000	

Note - The Capital Programme has been amended to show officers best estimate of what will be delivered in 16/17. For completeness this schedule details the approved 16/17 Programme together with slippage from 15/16 and any adjustments; future Monitoring schedules will be measured against the 'Deliverable Programme'.

ECONOMY PDG 15 SEPTEMBER 2016:

PERFORMANCE AND RISK FOR THE FIRST QUARTER OF 2016-17

Cabinet Member Cllr Ray L Stanley
Responsible Officer Head of Communities & Governance, Amy Tregellas

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for the first quarter of 2016/17 as well as providing an update on the key business risks.

RECOMMENDATION(S): That the PDG reviews the Performance Indicators and Risks that are outlined in this report and feeds back any areas of concern to the Cabinet.

Relationship to Corporate Plan: Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

Financial Implications: None identified

Legal Implications: None

Risk Assessment: If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

1.0 Introduction

- 1.1 Appendix 1 provides Members with details of performance against the Corporate Plan and local service targets for the 2016-17 financial year.
- 1.2 Appendix 2 shows the section of the Corporate Risk Register which relates to the Housing Portfolio. See 3.0 below.
- 1.3 Appendix 3 shows the profile of all risks for the Economy Portfolio for this quarter.
- 1.4 All appendices are produced from the corporate Service Performance And Risk management system (SPAR).

2.0 Performance

- 2.1 This is the first Performance and Risk report to this PDG; members are asked to consider what targets they would like to monitor but existing metrics are included at Appendix 1.
- 2.2 It should be noted that for **empty shops** a favourable result is achieved when the actual is less than the target.

2.3 The **funding to support economic projects** reflects MDDC's share of the Exeter & Heart of Devon business support funding (£53,092) and the Devon Enabling Fund (£3,750).

2.4 There will also be statistics to reflect the general state of MDDC's economy available from time to time.

3.0 Risk

3.1 The Corporate risk register has been reviewed by Management Team (MT) and updated. Risk reports to committees include risks with a total score of 15 or more and all those with an impact score of 5. (See Appendix 2)

4.0 Conclusion and Recommendation

4.1 That the PDG reviews the performance indicators and risks for 2016-17 that are outlined in this report and feeds back any areas of concern to the Cabinet.

Contact for more Information: Amy Tregellas, Head of Communities & Governance ext 4246

Circulation of the Report: Management Team and Cabinet Member

Corporate Plan Quarterly PI Report Economy

Quarterly report for 2016-2017
 Arranged by Aims
 Filtered by Aim: Priorities Economy
 For MDDC - Services

Key to Performance Status:

Performance Indicators:	No Data	Well below target	Below target	On target	Above target	Well above target
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* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan Quarterly PI Report Economy

Priorities: Economy

Aims: Attract new businesses to the District

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Number of business rate accounts</u>		2,872	No target - for information only.	2,868				2,868 (1/4)	John Chumbley	

Aims: Focus on business retention and growth of existing businesses

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Number of Apprentices at MDDC</u>		13	9	14				14 (1/4)	Jill May	(Quarter 1) Government target proposed is 2.3% of FTEs (JM)

Aims: Improve and regenerate our town centres

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Increase in Car Parking Vends</u>	n/a	n/a	No target - for information only.	129,488				129,488 (1/4)	Andrew Jarrett	(Quarter 1) The accountant noticed there was missing data in May and logged this

Corporate Plan Quarterly PI Report Economy										
Priorities: Economy										
Aims: Improve and regenerate our town centres										
Performance Indicators										
Title	Prev Year (Period)	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Head of Service / Manager	Officer Notes
										with the supplier who confirmed there was a "driver error". (JN)
<u>Tiverton Town Centre Masterplan</u>	n/a	n/a		n/a	n/a	n/a		n/a	Jenny Clifford	
<u>The Number of Empty Shops (TIVERTON)</u>	17 (1/4)	16	20	18				18 (1/4)	John Bodley-Scott	
<u>The Number of Empty Shops (CREDITON)</u>	9 (1/4)	7	10	9				9 (1/4)	John Bodley-Scott	
<u>The Number of Empty Shops (CULLOMPTON)</u>	12 (1/4)	8	14	10				10 (1/4)	John Bodley-Scott	

Aims: Other										
Performance Indicators										
Title	Prev Year (Period)	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Head of Service / Manager	Officer Notes
<u>Local Plan Review</u>	n/a	n/a		n/a	n/a	n/a		n/a	Jenny Clifford	
<u>Funding awarded to support economic projects</u>	n/a	n/a	No target - for information only	£56,842				£56,842 (1/4)	Amy Tregellas	

Economy PDG Risk Management Report - Appendix 2

Report for 2016-2017

For Economy - Cllr Richard Chesterton Portfolio

Filtered by Flag: Include: * CRR 5+ / 15+

For MDDC - Services

Not Including Risk Child Projects records or Mitigating Action records

Key to Performance Status:

Risks: No Data (0+) High (15+) Medium (5+) Low (1+)

Economy PDG Risk Management Report - Appendix 2

Risk: Pannier market general risk assessment General risk assessment for the market's day to day operation

Effects (Impact/Severity): Score of 5 as their appears to be a movement in the structure causing the glass doors to bow

Causes (Likelihood): Unclear structural survey required

Service: Pannier Market

Current Status: High (15)	Current Risk Severity: 5 - Very High	Current Risk Likelihood: 3 - Medium
----------------------------------	---	--

Head of Service: Amy Tregellas

Review Note: A structural survey is required to identify the cause of the bow in some of the glass doors

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Risk Matrix Economy Appendix 3

Report
 For Economy - Cllr Richard Chesterton Portfolio
 For MDDC - Services
 Current settings

Risk Likelihood	5 - Very High	No Risks	No Risks	No Risks	No Risks	No Risks
	4 - High	No Risks	No Risks	No Risks	No Risks	No Risks
	3 - Medium	No Risks	No Risks	No Risks	No Risks	2 Risks
	2 - Low	No Risks	No Risks	No Risks	No Risks	No Risks
	1 - Very Low	No Risks	No Risks	No Risks	No Risks	No Risks
		1 - Very Low	2 - Low	3 - Medium	4 - High	5 - Very High
		Risk Severity				

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ECONOMY PDG 15 SEPTEMBER 2016

ECONOMIC DEVELOPMENT UPDATE

Cabinet Member Cllr Richard Chesterton, Cabinet Member for Planning and Economic Development

Responsible Officer Amy Tregellas, Head of Communities and Governance

Reason for Report: To provide members with an update on the work and projects of the Economic Development and Regeneration team.

RECOMMENDATION(S): That the PDG note the contents of the report

Relationship to Corporate Plan: The economy is one of the Council's key corporate priorities within the Corporate Plan.

Financial Implications: None at this stage.

Legal Implications: No legal implications.

Risk Assessment: None

1.0 Introduction

1.1 This report will provide members with details of current work being undertaken in respect of Economic Development and the projects that are being progressed in this financial year.

2.0 LEADER funding

2.1 The REAL Devon LEADER programme was officially launched on Monday 9th May 2016. This EU-funded programme will be distributing £1.2 million to small businesses in the Mid Devon area over a five year period. In practice, the programme has been open for applications since November last year. However, it has had a number of teething problems to sort out, particularly in the interpretation of the complicated rules.

2.2 After a protracted period following the EU referendum in which the LEADER programme could not announce the decisions made at the June LAG meeting, they have finally announced two more successful projects, making a total of 6 projects supported since the beginning of the programme, to the sum of £104 k.

- Wellhayes Vineyard, Clayhangar
- Little Emlett Orchard, Black Dog
- Fortescue Farm, Thorverton
- Planet Play, Crediton
- Trolley Bags, Tiverton
- Amia Ltd, Bow

2.3 However, the Government's recent announcement about EU funding has put a question mark over the future of the programme, as no one is quite sure what will happen after the Autumn Statement. The programme is therefore once again unable to publicise or promote itself to new projects in case the programme criteria or procedures change. In the meantime, the programme will be focusing on getting as many of the projects that are already in the pipeline through the assessment process before the end of October cut off point.

2.4 The Economic Development and Regeneration Team will continue to play a role in respect of the LEADER project fulfilling the role of project development officers. Members will be provided with a further update as and when this is available.

3.0 Supporting Key Businesses and Inward Investment Opportunities

3.1 The Economic Development Officer (EDO) along with the Chief Executive, Leader and Cabinet Member for Economic Development, have been visiting the strategic businesses within the District (see Appendix 1). The purpose of these visits is to develop a stronger rapport and increase our profile with our key businesses.

3.2 The visits are going well, and stronger relationships are being forged with several of our key strategic businesses. Furthermore, any issues raised by these businesses have mostly been resolved, which has served to further improve our credibility and demonstrate a genuine desire to help the business community.

4.0 Exeter and the Heart of Devon (EHOD)

4.1 The EDO has been working in partnership with colleagues at Exeter City Council, East Devon District Council and Teignbridge District Council as EHOD on a number of key projects. The latest developments include:

- Developing a joint Economic Development & Inward Investment Strategy. This is being driven forward with an expected completion in October / November. There are workshops booked in September with planning leads, while chief execs and council leaders will be invited to the final workshop in the near future to conclude the consultation process.
- Procuring joint Business Support Service for the EHOD area. Business Boost is now established in the 4 areas. The business engagement figures for the first quarter were slightly lower than expected, though this was due to the fact that the brand had to be built from scratch in Exeter and Teignbridge. Regular monthly meetings are now being held with BIP and Cosmic who deliver the project, to ensure that it is getting back on schedule.

5.0 Better Business for All (BBfA)

5.1 The purpose of BBfA is to simplify regulatory processes and improve relationships between public services and the business community.

5.2 The EDO sits on the regional steering group to ensure that activities are aligned with other business support activities. This way of working has resulted in better engagement with other Economic Development teams, many of which are now represented on the main BBfA group.

5.3 Currently the BBfA are active in:

- Working with businesses and South Hams District Council to develop a project with TESCO supplier network. Progress has now been made with this project, and a meeting with senior staff from TESCO HQ is likely to take place by November. The project will strengthen engagement between TESCO suppliers and regulatory services and attempt to develop new ways of working with suppliers to simplify regulatory processes.
- Identifying new projects to develop as a group, as work to bring forward the Growth Hub project has almost concluded.

6.0 Growth Hub

6.1 The Growth Hub (GH) will be a service that signposts businesses to relevant advice and support that can help their business to develop and grow. It is broken into two elements, one which provides the back end support, including the website, phone line, and CRM (the customer database system), and the other which delivers the detailed diagnostics for businesses and then develops bespoke packages of support for them.

6.2 The final bid for the diagnostic and bespoke support element of the Growth Hub was submitted by Devon County Council in July. An announcement is likely to be made by the end of September 2016 to confirm whether or not the bid has been successful.

7.0 Incubator Space / Work-hub project

7.1 Mid Devon District Council is looking to support the development of business incubator space at locations in Cullompton and Tiverton. The Cullompton project would focus on supporting tech and digital businesses, while the Tiverton project would be focused on supporting independent micro businesses at the Pannier Market.

7.2 Funding applications have been submitted to the Devon Enabling Fund to undertake feasibility studies on the sites. The Tiverton project has been successful in its bid and will be awarded approximately £3,750 towards feasibility work. Devon County Council has requested that we resubmit the Cullompton bid in January once further work has been completed with Devon Libraries and the Hayridge Centre.

8.0 Mills and Hydro-Power Project

- 8.1 A project is now being taken forward to bring a number of Mid Devon mills back into use as hydro-generating systems. The project is likely to be a pan-Europe project, with ourselves (representing the UK), working with Germany and France to share knowledge and best practice. There are several elements of the project which require funding to be sourced. These include capital funding, staff, feasibility studies and learning opportunities. However, pots have been identified for each of these elements and are now being actively pursued.
- 8.2 MDDC has been providing support to the project and has now started the lobbying process with Government to attempt to access central government funding and to improve support for hydro-generation through changes to legislation. The EDO and Brendan Bellis (the business and community lead for the project) have met with Neil Parish MP to discuss the project at length, and a site visit is now being organised. The next step with the project will be to invite the Undersecretary of State for DEFRA, Therese Coffey, to visit Mid Devon to promote the project.
- 8.3 A funding team has been developed for the project, with representatives from the public, private and community sector. Bids for funding are being submitted throughout September to the value of approximately £300,000 and will cover feasibility studies for the initial 25 sites. This should lead to further funding opportunities, and pots have been identified that will support the restoration of the viable sites. However, if Government funding were allocated to the project, this would negate the need for smaller funding bids to be submitted.

9.0 Rural Broadband

- 9.1 A project idea is being explored to develop access to high speed broadband services across Devon. MDDC could lead the development of this project, with learning from the Lancaster example of the B4RN (Broadband for the rural north) project. The Director of Finance, Assets and Resources has been asked to work with the EDO to explore the idea in detail and the viability of the Council becoming a part of the project in collaboration with the private sector.

10.0 Tourism

- 10.1 The Tourism Action Plan for 2016/17 was approved by Cabinet on 7th April 2016. Current progress is as follows:
- 10.2 As part of an ongoing tourism audit we are continuously gathering information on tourism opportunities in the district and meeting with providers in order to build effective partnerships for the future. The Tourist Information Service (TIS) at Tiverton Museum is helping to build a database of Mid Devon's attractions and accommodation providers. This data will help to measure the volume and value of tourism in Mid Devon (research conducted by the Area Tourism Partnership).
- 10.3 'Who comes to Mid Devon?' - We have conducted around 200 visitor surveys (since May bank holiday) across Mid Devon. We will be conducting another

200 up to October half term. This research is crucial to understand the profile of our visitors and to help attract more visitors to the area. We will have a better understanding of the type of visitor and their characteristics, how they source information about their visit, visitor opinion, likes and dislikes, main reason for visit / length of stay, activities undertaken in Mid Devon and possible spend in the area. This data will help inform project and campaign development and aid decision making at a local level to support marketing activity and drive growth.

- 10.4 We have been actively encouraging businesses to take part in the 'How's business survey' so that we can get an overview of the tourism industry performance in our area and identify any trends. The number of businesses taking part has increased since we have promoted it but there are not enough from the area at present to be considered reliable data. The Tourist Information Service and MDDC will continue to promote it.
- 10.5 Mid Devon Attractions Association has agreed its Terms of Reference (TOR) and has created an action plan. Its purpose is to promote and market the area and Mid Devon attractions and to be a strong strategic voice.

11.0 Crediton

11.1 The Crediton Town Team was founded in November 2014 and has a good cross-section of representation from the business sector, voluntary and community sectors and local authorities. The activities planned by the Town Team have a strong arts and cultural focus which build on past successes in the town to make Crediton an attractive place to live and work, as well as a vibrant and appealing visitor destination.

11.2 Crediton Town Team's current project portfolio includes:

- Planning for Crediton Community Festival 2017, which will bring all sectors of the community together over a two week period in June next year to celebrate the town. Funding has been secured to employ a coordinator for the 2017 Festival;
- Developing the re-enactment of the life of St. Boniface on his annual Feast Day (5 June). The Town Team has established a working group that is now looking at expanding the St. Boniface re-enactments as a "Crediton Day" around the life of the famous saint;
- The Council's Grants and Funding Officer has recently worked closely with Crediton Community Bookshop to secure a £150,000 grant from Power to Change. This will enable the bookshop to move from the margins of the town centre to a more central and larger High Street venue. The relocation will benefit Town Team projects as it will provide a more accessible box office for town events and offer the opportunity to provide tourism information and St. Boniface souvenirs;
- Haywards Primary School and Landscore Primary School will be engaging in a re-enactment of "The Story of St. Boniface" in the lead up to Christmas, placing particular emphasis on St. Boniface's founding the 'Christmas tree';

- The 8th Crediton Food Festival, held during the weekend of 18-19th June 2016, was again a considerable success. This annual event continues to grow and funding has been secured to develop the event further in 2017 and for its 10th anniversary in 2018.
- The Town Team carried out a public consultation during the Food Festival on town entrance signage and making the town square more usable in inclement weather. The results of the consultation are currently being collated and analysed.
- 2016 marked the 4th continuous year of the Crediton Flag Project. The project involves more than 60 local businesses and voluntary groups, each making their own flags to represent their work or role in the community. The flags are designed to make the town more attractive and to increase footfall and trade within the town. The Town Team is currently attempting to secure funding to continue the Flags Project for a 5th year in 2017.
- A working group of the Town Team has spent the last two years consulting widely and researching the practicability of establishing a Community and Cultural Hub for the town. A Draft Feasibility Report has been produced and is currently being fine-tuned by members of the team.

11.3 The Crediton Chamber of Commerce was reformed in 2015 following advice and support from the Town Team. It has now held several well-attended meetings. A Chamber of Commerce logo has been created and a website and a Facebook page established. Membership of the Chamber appears robust and it is currently exploring ways in which it can support all local businesses, including reaching out to the Lords Meadow Industrial Estate, and put on events and activities to benefit the town.

11.4 Paul Tucker (Grants and Funding Officer) continues to provide support and assistance to the Crediton Town Team and the Crediton Chamber of Commerce.

12.0 Cullompton

12.1 The Cullompton Town Team has been established for a number of years now and since April 2013 has brought in £114,000 of funding to deliver projects within the town.

12.2 Projects that have been delivered include:

- Cloth trade project
- Shopfront scheme
- Tidying up 'grot spots' in the town
- Sheep notice boards
- Archive Project

12.3 They are working on the following projects:

- Further food and drink projects and festivals for 2016
- Townscape Heritage Initiative – potentially up to £1m external funding to support improvements to town centre conservation area
- Public art projects including improving the entrance to the town

- Tourism projects including town guide, events listing, interactive touch screen information, coach tours
 - Art House project
- 12.4 Cullompton Food and Drink Festival is taking place on Saturday 8 October. The committee members are busy finalising the details with the Walronds, the Farmers Market, the Town Hall, the Hayridge, the Bakehouse, Devon Kitchen, Hug Cullompton, the Children's centre, WI and more organisations all involved !
- 12.5 Following the departure of Penny Bayer (Grants and Funding Officer), Amy Dugard is now providing support and assistance to the Cullompton Town Team. Amy is also continuing to work with the Culm Valley in Business Group to give a liaison role between the business group and the Council.
- 12.6 Cullompton Townscape Heritage Scheme – Despite the unexpected departure of the main project officer just five weeks before the submission date, we were luckily able to call on the expertise of Tony Garratt from Torbay UA to help us complete the bid. He did extremely well to pull the bid together within the tight timeframe, and the application was submitted to the Heritage Lottery Fund by the 31st August deadline. The final bid was for a total of £1,152,000 of Lottery funding for a scheme totalling just over £2.2 million, which will help to repair and conserve the historic centre of Cullompton. Even though success rate on first applications is less than 50%, we are quietly hopeful. We will hear the result of the application in January 2017.

13.0 Tiverton

Tiverton Business Forum

- 13.1 Prior to her departure, Rachel Jenman, (the Town Centre Manager) had been working with the newly formed Tiverton Business Forum. The first AGM of the Forum takes place in September where the formal positions of Chairman, Vice Chairman, Secretary and Treasurer will be elected. The Town Centre Manager helped the Forum develop its Constitution.
- 13.2 The Forum's Events Committee has been working on the Christmas event and the re-introduction of a Tiverton Carnival, which we are currently working on.

Other projects

- 13.3 The Town Centre Manager has also been working on a number of other projects, which include:
- Looking into WIFI for the town centre and how this can be implemented and funded, including a Tiverton App for smartphones, etc.
 - Development of free business support training for market traders and Tiverton businesses including a Dragons Den type competition.

- Building up a list of local retail consultants who find property for brands to get them to look back at Tiverton again and show what we have to offer. Having a launch for investment in Tiverton would be a good idea to pursue so the Town Centre Manager is working with the Economic Development and Regeneration team on this.
 - Developing an initial network with North Devon Economic Development team and Barnstaple Town Centre management to share ideas, successes and challenges. We will be growing this to include Exeter, South Devon and other areas which have a working Economic Development department or a group for Town centre management. Initially, we are leaving out cities like Plymouth as they are large and the difficulties they face are different to ours.
- 13.4 Tiverton coach parking officially opened in April. The Tourist Information Service is co-ordinating the bookings and promoting the free parking to coach companies. To date they have received 5 bookings and 25 enquiries.
- 13.5 The Town Centre Manager has also been drafting the Town Centre Action Plan and the draft came before the Economy PDG in July before going out for a period of consultation. The revised version is also on the agenda for this meeting. As mentioned, Rachel Jenman has now left the Council. Alternative arrangements have been put into place to ensure that the Town Centre Manager resource is still available to the town. Alan Ottey (the Market Manager) will, from the 1st September, be splitting his role so that he spends 2½ days a week as the Town Centre Manager and 2½ days a week as the Market Manager. In order to ensure that the Market does not suffer as a result of this change, Alan's 2½ days a week at the Market will be backfilled by Zoe Lentell. This change has been put in place for 1 year (which takes us to when the two year fixed term contract for the Town Centre Manager was due to end).

14.0 Tiverton Market

- 14.1 Alan Ottey (the Market Manager) has been in post since 9th April 2016 and within this short time has introduced:
- Series of Key Performance Indicators (KPI's) introduced i.e. footfall, stall usage, trading levels, events, new traders etc.
 - Monthly property and environment checks
 - About to introduce a more efficient car park pass system for traders
 - Monthly traders meetings
 - Working towards designing branding which is specific to the Market
 - More use of social media with pictures
 - More entertainment
 - Better liaison with town centre businesses through new town centre partnership
 - New traders in lock-ups must be open for minimum of 3 market days
 - Events calendar
 - Put up bunting and flags in Pannier Market to add colour
 - Market base for live broadcasting of local community radio (now live.)
 - Creating social areas with astro-turf for outdoor activities

- Plan to paint and cleanse the whole area and add colour internally
- Action plan being developed and this will come before this PDG in due course

14.2 The Market Manager has also been drafting the Strategy for the Market and the draft came before the Economy PDG in July before going out for a period of consultation. The revised version is also an agenda item for this meeting.

15.0 High Street Innovation Fund

15.1 In October 2015, the second phase of High Street Innovation Funding was allocated to the following projects:

1. Tiverton Museum of Mid Devon Life - £10,000 for a "Tivvy Bumper" sculpture trail. This project would bring footfall into town and also links to tourism.
2. Cullompton Town Team - £7,000 for projects of festival development (food and drink festivals in 2016/17, Christmas festival and town summer festival 2016), pop-up museum, sheep noticeboards, travel guide aimed at coach parties and interactive display boards for Cullompton services to bring visitors into town.
3. Bampton Business Group - £1,275 for producing the Bampton Business Guide. This funding will focus on a centrefold map of the town promoting local businesses on the High Street. The money will also be used to widen the circulation of the guide.
4. Age UK - £5,000 for Dementia Accessible Tiverton Project. This project would give Tiverton a unique selling point and would potentially increase the number of shoppers and visitors to the town.
5. Cullompton Farmers Market - £9,500 for a Cullompton Farmers Market community shop, which would benefit shoppers and increase footfall in the High Street by creating a destination shop.
6. Crediton Town team – £2,300 for Crediton Flag project 2016. The previous iteration of this project increased footfall/ visitors into the Town.
7. Crediton Town team – £1,500 for town entrance signage design project.
8. Crediton Town team – £1,500 for a design competition for a canopy for the Town Square.
9. Crediton food festival/Crediton Town Team - £1,912 for pop up market stalls for extending the Crediton food festival into the High Street.

15.2 Rachel Jenman (Town Centre Manager) and Amy Dugard (Economic Regeneration and Growth Officer) have worked with the various groups, helping them develop their projects. Below is an update as to the current status of each project:

- 15.3 The Tivvy bumper trail launched on 2nd July 2016 and has been really well received by the public. There are 21 sculptures in the shape of the Tivvy Bumper steam engine (housed in Tiverton Museum). The sculptures are located in and around Tiverton, located by key retail and leisure facilities. The trail is designed to appeal to local families and visitors to the area, and there is a map directing people around the town (it's inspired by the Shaun in the City trail in Bristol and many others). The trail will run until 30th October 2016.
- 15.4 Cullompton Town Team is concentrating on the development of the following projects: Festival Development, Pop-up Museum, Travel Guides, Townscape Heritage Project, Interactive display Boards, Sheep Notice Boards.
- 15.5 The Bampton Business Group has produced and distributed the Bampton Business Guide.
- 15.6 The Tiverton Dementia Action Alliance is moving forward. Sue Moore the coordinator has been appointed by Tiverton Town Council and started on 10th May working three days per week. The steering group is made up from Town Council and Cllrs, Alzheimer's Society, Town centre management and representation from the Business Forum. The plan is two-fold, the creation of a Tiverton Dementia Action Alliance and secondly a personalised card system stating anything the person has difficulty with. They show this to the shop owner/staff and they can help them shop. It endeavours to give more confidence so the community use the high street more and are not confined at home.
- 15.7 Cullompton Farmers Market was finding it difficult to find an appropriate vacant shop so instead are rebranding and updating its website. They are in the process of developing a food trail.
- 15.8 Crediton Town Team have now completed all their projects, the remaining two 'conceptual' projects were consulted on e.g. the canopy design and welcome signs with photos to follow of the preferred designs.

Contact for more Information: Amy Tregellas, Head of Communities and Governance (01884 234246 / atregellas@middevon.gov.uk)

Circulation of the Report: Cllr Richard Chesterton and Management Team

Company	Strategic Importance	Sector
2 Sisters Food Group	Large local employer	Food Manufacturing
Banbury's	Large local employer	Retail
Crediton Dairy	Large & Growing Business	Food Manufacturing
Devonshire Homes / London Devonshire	Key Land Owners	Land owner / Developer
Diggerland	Large & Growing Business	Tourism
Graphic Plc	Large & Growing Business	Manufacturing & Engineering
Gregory's Distribution	Large & Growing Business	Logistics
Heathcoats	Large local employer	Manufacturing & Engineering
Hepco	Large & Growing Business	Manufacturing & Engineering
Purico Group (Devon Valley Paper Mill)	Large local employer	Manufacturing
Pencarrie Ltd	Large local employer	Clothing Manufacturing
Mole Avon Trading Ltd	Large local employer	Farm / Town & Country Retail
Kaba Ltd	Large local employer	Security Products Manufacturing
Aston Manor	Large local employer	Food Manufacturing
Masons Farm & Country Ltd	Large local employer	Agricultural Machinery Dealer
Quickes Traditional Ltd	Well recognised local brand	Food Manufacturing
Medland, Sanders & Twose Ltd	Large local employer	Agricultural Machinery Dealer
Cgon Ltd	Recent investor with growth potential	Fuel Cell Development
Hopkins Machinery Ltd	Recent investor with growth potential	Leisure & Tourism Vehicle Dealer
Clarence & Bean	Growing local business	Food Manufacturing
Ernest Jackson	Large local employer	Medicated Food Manufacturing & R&D
Blundell's School	Key educational establishment	Education
Mid Devon Gazette	Local media	Media
Mountstephensen Advisers LLP	J27 Lead	Professional Services
PETROC	Largest FE / HE Provider	Education
Hitchcocks Business Park	Key Land Owners	Land owner / Developer

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Result of Consultation

of

Tiverton Pannier Market Strategy and Action Plan

An

Tiverton Town Centre Action Plan

The above documents went out for public consultation on 22nd July 2016 and this finished on the 2nd September 2016.

There were only 10 received, which was disappointing and very little from the businesses. The market traders were consulted by having copies circulated and a meeting was held on the 19th August 2016 to discuss. Generally speaking the traders were happy with the document once certain actions were discussed. There was no opposition to it and they fully supported the plan.

In relation to the Town Centre action plan there have been no business meetings and the documents were circulated to all business forum members. It was also published in the local papers and on line that the consultations were available for all to read and give opinion on.

The following points have been raised during the consultations:

- Seating – more to be made available and non removed.
- Provision of cycle racks.
- Creation of more 'greenery' around the town.
- Widen the alleyway from Fore Street to the market.
- Encourage new businesses.
- Chain stores not charity stalls.
- The bad condition the paving around the town is.
- The prices on the market car park.
- More food stalls on the market.
- More evening activities.
- Market strategy should be 5 years and not 10.
- Continuation of events such as Feast of St James, the literary festival etc.

The Portas reported that the Town Centre action Plan was more a presentation and lacked some direct representation or link to Tiverton. They also think that the market strategy being over 10 years was too long a period. They would be happy to work in collaboration with others and help to regenerate the town.

I have tried to make the Town Centre Action Plan into one similar to the markets one (attached) but feel there is a need for more time and to align the 2 documents together so they are complementary to each other. They could be merged into a single Town Centre Strategy with each having various actions. Many of the strands will intertwine, so can be completed in the action plan together. This will reduce duplication and will indicate a desire to improve.

To achieve this, I believe a bit more time is required to assemble the strategy and action plan and would respectfully request that this be allowed and the new document brought to the Economic PDG before the end of the year.

Alan Ottey

Town centre and Market Manager

06.09.16

Tiverton Market Strategy

2016 to 2026

A vision for the next 10 years

Contents

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National perspective

Markets have a very long history and have been focal points in the centres of British towns and cities for as long as they have been in existence. As such they have represented important public spaces. Markets can offer possibilities, not only local economic growth, but also for people to mingle with each other and become accustomed to each other's differences in a public space. They therefore can act as potential focal points for local communities, a site of public interaction and retail spaces.

Markets, like the whole retail arena, have been affected by the downturn in the economy. There are many challenges to be met and not only by markets. The market plays a vital role in the 'High street' revival. With the introduction of the 'Mary Portas' independent review and the subsequent pilots, all applications emphasised the considerable value of markets throughout the country.

There are challenges for markets managed by local authorities. These cover issues like investment and budgets. There are also some restrictive regulations that need modification as things like staid product choice and traditional opening hours diminish opportunity. The reasons for the plight of many markets are varied and complex but there are economic and social benefits in maintaining and developing them.

Recently a survey was carried out by the National Association of British Markets Authorities (NABMA) resulted in the following facts:

- 1,225 retail markets.
- 33,000 market traders.
- 1,000 apprentices employed by market traders.
- 55,000 people employed directly on retail markets.
- Retail market turnover of around £2.5 billion a year.

- £36.6 million invested to improve retail markets.
- 65% of retail markets are run by local authorities.
- An estimated 30 billion shopping visits to retail markets per year.

Markets across the country are being invested in, resulting in regeneration of an area and trade. As a result of the economic changes in the last few years, the opportunities for small business development, through a market, have greatly supported the number of new start up entrepreneurial businesses. They are incubator areas and allow development of business without the necessity for a large cash investment.

In surveys it was found that 42% of customers would not visit an area if the market was not present, which illustrates that many customers see the presence of markets as a key deciding factor in whether or not they shop in a certain area.

The largest direct impact from market trade is the revenue generated by local retailers. Customer surveys show a highly positive attitude towards markets. In addition to the local benefits, tourists will often cite markets as a key reason for travelling to an area.

As in many areas the trader is a local resident dealing with local shoppers, this has a beneficial impact on the local economy. For every £1 spent by a local person with a local trader, that £1 will be worth about £1.70 to the local economy. If that local trader then spends it with another local business, that £1 will then be worth around £2.20. Spend that £1 with a multi-national company then it has a value of about £0.22 to the local economy.

There are several reports over recent years of the value of markets. Most of these emphasise the importance to community and boosting local small business and entrepreneurship.

With the growing pressures on local authority budgets, failing or loss making local authority run markets are transferring to private control, as recent data seem to indicate that some private sector markets outperform those managed by the council.

Trends in markets are changing. 'Street food' is certainly becoming very popular, especially with the lunch time trade from local businesses and offices. Crafts are another area where there is an increased demand. This shows there is a move from the 'cheap' goods sold out of a box to a better quality of goods. Markets will change in the future as the customer changes and the whole retail arena develops. This is complex and things change dependent upon the areas demographic.

The Government have given support for markets and at the Department of Communities and Local Government (DCLG) the Minister for Local Government is also Minister for markets. They have given financial support to national promotions such as 'Love Your Local Market', 'Markets Fortnight' which now has developed into an international event across the world. They see the importance of the market as a place for giving economic opportunity for aspiring entrepreneurs (low cost and risk) and have a role in helping creating community cohesion,. They also recognise the support for environmental objectives, more efficient packaging methods and reduction of travel for food and customers.

The outlook for the future of markets is in general good, subject to the ability to invest, change and attract both traders and customers. As with multi-national companies, there is a need to be flexible to change and invest to ensure sustainability and a return on investment is achieved.

Tiverton Market perspective – an overview

The first question to ask is 'Does Tiverton need a market?' Historically there has been a market in Tiverton since it was established as a place where people lived. The town has evolved around the market as traders turned their businesses from stalls to shops and new traders evolved, thus creating new businesses. Tiverton market is an important part of the town's heritage and is also an essential part of the attraction for visitors.

There are many reasons for a market, many having been shown in the National perspective. Tiverton is no different to the rest of the country in this.

Vitally important to having a successful market are the 'critical success factors'. If these are missing, then maintaining a sustainable vibrant market becomes extremely difficult. The factors are:

- Sense of place
- Critical mass
- Good management

- Accessibility and permeability
- Marketing and PR
- Safety and Security
- Integration with surrounding retail offer and community
- Partnership working

The emphasis of the strategy will be on learning from the past but not living in it. Unless markets react to the changing customer they will in time disappear. Change is happening and the industry has to accordingly and there are opportunities to ensure the sustainability of the market in the future.

Outlined are the initial 'good' and 'bad' impressions around which the strategy was developed.

Good Impressions

- Historic building
- Positioned in a 'Market Town'
- To some extent a visitor attraction
- Some good traders with local produce (very good fruit and veg stalls)
- On the whole traders welcoming
- Very reasonable rents/tolls
- Room for expansion
- Good night time markets at intervals throughout the year and well attended

Bad Impression

- Hard to locate as a visitor to town
- Poor signage from town centre
- Building all glass and cold during winter with the design
- Looks 'tired' and bland
- Looks dirty and paintwork poor. Badly in need of cleaning
- Faulty doors and design in need of attention
- Lack of variety, especially in food

- Poor facilities for café area, makes it look unsuitable
- Lock ups also not fully fit for purpose and small space for display etc.
- Whole area could do with 'face lift' to help regenerate this part of the town
- Lack of younger generation and young families using the market, i.e. mainly reliant on older generation
- Lack of promotion
- Review of written policies, regulations etc. to make the market compliant with markets law.
- Review of vision and strategy
- High car park charges for size of town restricting dwell time and spend with businesses
- Lack of footfall

There are problems with the current market as have been identified above and there is a need for change and improvement. The strategy will consider the current layout of the market and the potential to make changes, thereby creating inviting areas for customers and tourists to dwell. Without some action then Tiverton market will become a burden to the council and will result in the council continually subsidising its existence. Evidence across the country has shown with investing some resource into improving the market, then, sustainability becomes a reality. A return on the investment will happen, the length of time of this depending upon the amount and type of resource provided.

The installation of effective management and changes in outdated policies can result in a return in investment within a short time. Improvements in appearance will also result in return on investment but over a slightly longer period.

With a successful market, then the expectations of a reasonable return are achievable. Traders will pay appropriate rents if successful and there is a good footfall. This is the same as the retail property sector where rents are more achievable in areas of greater footfall and trade.

As with any investment, there is a need to have a vision as to its outcomes and a strategy to follow. This is very apparent with the successful markets around the country and there are plenty and even more taking action. The vision for the market has been written to incorporate all aspects of the benefits of a market.

The strategy takes into account all the aspects of the vision so as to enable the market to be sustainable throughout the 10 year life of it. Actions are achievable over this length of time and can be quite easily attained if a robust and effective management of the market is in place.

It is very difficult to evaluate the market thoroughly as there are no base lines to work from other than rental income. As the voids increase, then the profitability of the market and its sustainability will come under question and remain a loss maker for the council. Efficiently managed and with strong leadership from Council, the market can create a surplus in time and add value to the economy of the town.

Markets in the country do have a future, as can be shown from the successes up and down the country. They do support many aspects of Council policy in relation to the below:

- Provision of a trading space for small independent businesses at an affordable rate.
- Creation on entrepreneurship and innovation. This is especially so with links with colleges and the younger generation allowing them opportunities to develop business and ideas. It also improves the quality of independent businesses.
- Creation of employment within the town.
- An area which helps community cohesion and opportunities for the understanding of different cultures.
- An arena for promoting healthy living and affordable food.
- A major attraction for visitors to the town and encourage return visits.
- An area where the older generation enjoy visiting and socialising.

Most importantly the strategy will help to build the relationship between the council and small independent businesses. In addition there are hidden advantages such as the reduction of unemployment and benefits paid out, the success of the town in attracting additional business etc.

If the market is allowed to continue into decline, then there will be a loss of businesses and creation of more unemployment. It will also be less attractive to developers and investors in the town as well as loss of community.

The strategy themes are designed to be a comprehensive plan covering every aspect of current market issues and also be able to respond quickly to changes in the economic and social spheres which will happen over the next 10 years. It emphasises the need to promote the market and more working with the new generations that bring innovation and entrepreneurship to the market and beyond.

The main recommendations for taking the market and the strategy forward are:

- Establishment of a robust and effective management model which would include monitoring performance and creation of base lines.
- Build on the relationship with new businesses and the younger generation through links with educational establishments.
- Provision of business support to help create innovation and entrepreneurship.
- Consider the resource that could be allocated and establishing what the return on the investment would achieve.

Many things covered in the strategy are already under consideration and actions being taken. The market is important to the town and its economy as well as when running efficiently, creating an income stream for the council.

Tiverton market has a great potential and is a great benefit for the town. It should be aiming to be one of the south west's leading markets, which can only be good for the promotion of the town and its economy.

The Market contributes to the Councils corporate priority of the Economy through:

- Business development and growth
- Improving and regenerating our town centres
- Growing the tourism sector

Vision and Strategy Key Themes

Vision

To develop and sustain an attractive, inviting and vibrant retail market which will:

- Enhance the existing market helping to create local employment and development of business
- Add value to the economic, social, environmental and cultural fabric of Tiverton,
- Create a dynamic experience that is diverse, vibrant and adds value,
- Promotes the future whilst remembering the historic background.

This will be achieved through working with market traders, the customer and effective leadership from Mid Devon District Council. It will be flexible, so as to embrace changes in business and within the community thereby affording the opportunity to adapt to and exploit changes in business.

Key Themes

The strategy itself consists of various themes each of which has a set of actions to be undertaken

1. Market Position - Monitor and determine the sustainability of the market.
2. Market Management – Establish a proactive, effective and efficient management regime which contributes to the themes of the market strategy.
3. Marketing and promotion - To maximise the marketing and promotion of the market with a view to increasing visitors.
4. Improving potential, maintenance and cleanliness – to establish a regime in relation to maintenance and explore and evaluate the various options for the improvement of the trading arena.
5. Social and community – Engage with the community and seek to provide a market that they want to visit and that they enjoy visiting.
6. Consultation – to engage with both the customer and the trader so an understanding of the relationship can be achieved.

7. Economy and regeneration – To increase the diversity and vitality of the market to support the ‘Tiverton’ offer.
8. Innovation, entrepreneurship and enterprise – to encourage the development of new business by building relationships with educational institutions, job centre plus and other initiatives which help provide assistance to business.
9. Culture and tourism – to be a major part of the town’s cultural heritage and provide support to events and creating the sense of place.
10. Ethical and environmental – provide a good and safe environment for visitors to the market and increase the opportunities for reducing waste and increasing recycling.
11. Educational liaison – to liaise with educational institutions and assist in providing produce and business awareness.
12. Food and health – to promote a healthy life style through good food knowledge

Themes

Management					
Theme 1	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Market position	To monitor and determine the sustainability of the market.	<ul style="list-style-type: none"> • Sustainable rents and charges. • Regular meetings with traders to create partnership • Balance of goods creates competition but not saturation. • Establishment of appropriate hours of trading according to demand changes. • An inviting and safe atmosphere. • Establishment of best practice in the markets industry. • Develop better liaison with town centre businesses and other like business organisations. 	<ul style="list-style-type: none"> • Monthly report and analysis: occupancy and health check which includes footfall counting. • Establish monthly trader meetings. • Continual review of trading hours with a view to monitoring the town's retail main trading times. • Introduce balance of goods policy to prevent saturation, allow competition and raise standards. • Introduce annual survey to identify and improve customer satisfaction • Learn, share and promote best practice from NABMA, ATCM and other major organisations. • Monthly comparison shopping basket between the market and a local supermarket. • Annual review of market rents and fees. 	April 2016	Introduced 04/16
				April 2016	Complete 04/16
				Ongoing	(reviewed 06/16)
				September 2016	
				September 2016 and annually	
				Ongoing	(reviewed 06/16)
				December 2016 and ongoing	

Theme 2	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Market management	To establish a proactive, effective and efficient management regime, this will contribute to the delivery of the themes of the market strategy.	<ul style="list-style-type: none"> Review the level and the type of management required. System of management to comply with DCLG best practice guidance. 	<ul style="list-style-type: none"> Carryout a review of the market management and implement a management model to support the market regeneration. Implement a training programme to achieve an effective management team (e.g. Diploma in Markets management provided through NABMA and Institute of Place Management). 	<p>January 2017 and ongoing annually</p> <p>December 2016</p> <p>January 2017</p>	

Theme 3	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Marketing and promotion	To maximise the marketing and promotion of the market with a view to increasing visitors.	<ul style="list-style-type: none"> Communications plan supported by an active website and social media presence. Develop a Tiverton Market brand. Consider potential of a 	<ul style="list-style-type: none"> Develop and implement communications plan. Use the Tiverton Market brand on all communications and publicity. Establish markets 	<p>October 2016</p> <p>October 2016</p> <p>March 2017</p>	(facebook and twitter currently

	<p>quarterly magazine or link with council magazine.</p> <ul style="list-style-type: none"> • Annual programme of targeted customer promotions. • Ensure liaison with County Council Trading Standards and MDDC Environmental Health. 	<p>website, blogs and use of social media to promote market.</p> <ul style="list-style-type: none"> • Introduce dedicated support and advice structure for trader on using digital marketing and social media • Introduce a market magazine or supplement and design leaflets/publicity targeting specific customers and ensure wide availability. • Provide a market promotional pack for residential developers and estate agents for new residents. • Attain the 'Real Deal' charter working in partnership with County Council Trading Standards. • Research and evaluate the creation of a Tiverton Market loyalty card, available to local residents/businesses. 	<p>March 2017 and ongoing</p> <p>April 2017 and ongoing</p> <p>April 2017 and ongoing</p> <p>April 2017</p> <p>June 2017</p> <p>May 2016 and ongoing</p>	<p>being used)</p> <p>Liaison and visits carried out and ongoing</p>
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- Encourage regular visits by MDDC Environmental Health to carry out random checks

Theme 4	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Improvement potential maintenance and cleanliness.	To establish a regime in relation to maintenance and cleanliness and explore and evaluate the various options for improving the market.	<ul style="list-style-type: none"> • Review: the cleaning regime; how structural and stall issues are dealt with; research improvements of market layout. • Review financial implications of improvement changes. • Propose changes to internal 	<ul style="list-style-type: none"> • Introduce maintenance plan to ensure stalls fit for purpose thereby encouraging full occupation and a sustainable market supplemented by monthly inspection report. • Implement a cleaning regime and ensure it works efficiently and effectively to the highest standard following tender for contract. • Provide recommendations over financial implications affecting the market and sustainable running costs 	<p>April 2016</p> <p>January 2017</p> <p>January 2017 Annually and as and when changes occur</p>	(monthly inspections started and recorded April 2016)

		<p>appearance and areas surrounding the market including the lock-ups and supported by detailed costing and resources necessary to implement.</p> <ul style="list-style-type: none"> Traders are consulted on all potential changes and their input considered and acknowledged. 	<p>should any changes occur.</p> <ul style="list-style-type: none"> Produce a business case outlining options and feasibility on any changes which could be considered together with approximate costings which includes alternative stall types for inside market to improve the appearance and canopies and umbrellas for outside lock-up stalls etc. Introduce colour to market in different forms i.e. art, coloured cloth etc. to improve internal and external appearance. 	<p>September 2016</p> <p>September 2016 and ongoing</p>	
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Communication

Theme 5	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Social and community	To engage with the community and seek to provide a market they want and enjoy visiting.	<ul style="list-style-type: none"> Create an environment for the town's changing communities. Supporting town diversity through foods, crafts, performing arts and culture. Maximise opportunities for 	<ul style="list-style-type: none"> Use the demographics of the local area and its influence; review it regularly and target marketing appropriately with an action plan. Provide opportunities for the community to engage in a welcoming atmosphere using performing arts etc. to show the diversity of the area. 	<p>October 2016 and ongoing</p> <p>June 2016 and ongoing</p>	<p>Themed entertainment started May 2016 monthly (budget allowing) ongoing</p>

		increasing the opportunity for disposable income to be spent on the market.	<ul style="list-style-type: none"> • Develop the potential for specialist markets such as craft markets, teenage markets and specialist food markets. • Create an environment to attract and keep younger shoppers interested. • Use shopper lifestyle profiles to increase market use. 	<p>December 2016 and ongoing</p> <p>January 2017 and ongoing</p> <p>April 2017 and annually</p>	Country Markets introduced Wed once a month from May 2016
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Theme 6	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Consultation	To engage with both the customer and the trader so an understanding of the relationship can be achieved.	<ul style="list-style-type: none"> • Improved relationships between the council, market traders and other interested parties. • Membership of relevant organisations to enable continual 	<ul style="list-style-type: none"> • Carry out an annual shoppers' survey by selecting certain questions which can be monitored against previous performance. • The market becomes a member of business groups in the town centre. • Carry out a 'Secret Shopper' exercise annually to ensure 	<p>September 2016 and annually</p> <p>August 2016</p> <p>May 2017 and annually</p>	Currently attends the Town Centre Forum

	<p>review of best practice.</p> <ul style="list-style-type: none">• Establish an active 'Friends of the Market' forum to enable important 'feedback' and suggest improvements.	<p>there is consistent quality and customer service.</p> <ul style="list-style-type: none">• Produce terms of reference and constitution for a 'Friends of the Market' group and recruit suitable members.• Maintain membership and involvement with NABMA and any other relevant body.	<p>April 2017</p> <p>Ongoing annually</p>
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Rejuvenation

Theme 7	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Economy and regeneration	To increase the diversity and vitality of the market to support Tiverton's overall retail offer.	<ul style="list-style-type: none"> Enhanced vitality of the town centre. Opportunities for small businesses and employment provided. An open regenerated market which attracts customers. Tiverton` market is attractive to local businesses thereby supporting economic development. 	<ul style="list-style-type: none"> Undertake research to identify the demand for the different types of markets to ensure the right format can be established. KPI's to identify poor performance and allow quick remedial intervention. Actively encourage the market traders to trade and work with each other. Actively encourage new business onto the market and thereby extend the "offer". 	<p>September 2016</p> <p>April 2016</p> <p>April 2016</p> <p>April 2016</p>	<p>Monthly KPI's produced and ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Theme 8	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Innovation, entrepreneurship and enterprise	To encourage development of new business by building relationships with educational institutions, Jobcentre plus and other initiatives providing	<ul style="list-style-type: none"> Working with Petroc on business initiatives. An active business 'buddying' scheme up and running 	<ul style="list-style-type: none"> Promote and support opportunities for new business ventures through development and marketing. Promote business opportunities through the use of vacant stalls. 	<p>April 2017</p> <p>May 2016</p>	<p>Recruited 3 new businesses – ongoing</p>

<p>assistance in business.</p>	<p>help mentor/assist new businesses.</p> <ul style="list-style-type: none"> • Opportunity provided for creative industries sector to establish outlets. • Opportunities provided for high quality goods and displays. • Business start-up programme implemented. 	<ul style="list-style-type: none"> • Implement new trader policy which provides support, both financially (fee level) and through mentoring, for new businesses to help create employment. • Encourage traders to develop and expand their business plans and ensure they encompass quality, customer services and standards. • Implement an annual 'trader of the year' competition to encourage service and innovation. - 	<p>September 2016</p> <p>Ongoing</p> <p>September 2017 and annually</p>	<p>New traders given advice and assistance with promotion etc.</p>
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Lifestyle					
Theme 9	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Culture and tourism	To be a major part of the town's cultural heritage and provide support to events creating the sense of place.	<ul style="list-style-type: none"> • A sense of place and identity for the market is created. • Market plays a major part in the town's showcase cultural events. • The market provides an opportunity for people to discover other cultures through food. • The market is seen as a traditional part of the town's heritage in its own right. 	<ul style="list-style-type: none"> • Build on existing successful programme of town events/promotions to increase the vibrancy of the market. • Actively strive to gain an award for the markets through the industry which, in turn, will assist in the promotion of the town. • Introduce food and craft markets on the non market days to promote the different variety of foods and crafts and the different cultures they originate from. • Promote the varied food offer available and highlight that the quality and price better than the larger outlets. • Continual development of 'Electric Nights' market to ensure its sustainability and success. 	<p>July 2016 Ongoing</p> <p>January 2017 and annually</p> <p>December 2016 (linked with Social and Community)</p> <p>May 2017</p> <p>May 2017</p>	<p>Participate in Feast of St James and Tiverton in Bloom – ongoing</p> <p>May 2016 Country Markets</p>

Theme 10	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Ethical and Environmental	To provide a good and safe environment for visitors and increase opportunities for reducing waste and increasing recycling.	<ul style="list-style-type: none"> • A modern, clean environment for both market traders and customers is established. • The aim of becoming a 'green market' is achieved. • The market is seen to deliver sustainability with a 'local' outlet for goods and encourage reduction in 'food miles'. • The market space is used by customers and visitors to dwell. 	<ul style="list-style-type: none"> • Actively working with traders to instigate a 'green market' where waste is minimal and recycling is the norm in the form of a waste management strategy. 	May 2016 and ongoing development of strategy	Traders and Electric Nights recycling where possible, bins provided.
			<ul style="list-style-type: none"> • Develop safe and clean environment. 	May 2016 and ongoing	Monthly checks on premises done since April. Ongoing
			<ul style="list-style-type: none"> • Explore the potential for more local produce on the market and encourage producer involvement. 	April 2017	
			<ul style="list-style-type: none"> • Actively ensure traders keep their areas clean and presentable. 	April 2016 and ongoing	Daily checks on traders being done
			<ul style="list-style-type: none"> • Regular review of the risk assessment for the markets and amended where necessary. • Actively develop the market's open areas to help in the creation of a space where customers and visitors can and will dwell. 	May 2016 and annually	Completed May then annually
				June 2016 and ongoing	Using space for events and relaxing. Ongoing

Theme 11	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Educational liaison	To liaise with educational institutions and assist in providing produce and business awareness	<ul style="list-style-type: none"> Awareness is raised of where and how produce is produced/grown and awareness of seasonal variations, food miles etc. Relationships in place with educational establishments to support business and waste management studies. Market is used by college students for “real life” learning about business management through the use of a market stall. 	<ul style="list-style-type: none"> Actively develop the current liaison with the Petroc to support educational programmes involving the business and community sector. 	September 2016	
			<ul style="list-style-type: none"> Actively encourage school/college visits and/or talks to demonstrate the food trail. 	September 2016	
			<ul style="list-style-type: none"> Develop links with other educational centres where the market experience will assist students. 	September 2016	
			<ul style="list-style-type: none"> Encourage schools to carry out projects around the market and have presentation sessions with a selective audience. 	September 2016	
			<ul style="list-style-type: none"> Make a stall available for use by educational institutions to develop business plans and enable practical experience of running a small business. 	September 2016	
			<ul style="list-style-type: none"> Introduce a competition for educational institutions for business, innovation and presentation which is initially market based. 	September 2017	

Theme 12	Objective	Key strategic outcomes	Key actions	Timescale	Progress
Food and health	To promote a healthy lifestyle through good food knowledge.	<ul style="list-style-type: none"> • Fresh fruit and vegetables available at least five days a week. • Fresh fish and meat available. • Healthy options on all stalls and provision of specialist foods e.g. gluten free diets etc. • The market monitors and introduces some control on goods offered which are harmful to health. 	<ul style="list-style-type: none"> • Liaise and work with interested groups and educational institutions on the promotion of healthy foods and living. • Run a 'Healthy Living Market' every year. • Ensure compliance with the market regulations which require that a healthy offer is available at least three days a week. • Actively promote healthy food options. • Annually review market regulations on the control of goods thought to be harmful. 	<p>May 2017</p> <p>May 2017</p> <p>September 2016</p> <p>June 2016 and ongoing</p> <p>April 2017 and annually</p>	<p>Cookery demo showing healthy foods. And ideas ongoing</p>

Challenges, threats and risks to Tiverton Pannier Market

The following is an outline of the challenges, threats and risk to Tiverton Pannier Market. There is limited time and scope to explore new ideas, plans and opportunities as they arise to enable economic sustainability to be achieved. By learning from the past, not living in it, new initiatives can be developed. The following points in relation to challenges, threats and risks have to be taken into consideration and should be reviewed on a regular basis as these will change as society changes.

The potential for development of the market is an important part of the regeneration of Tiverton Town Centre. In relation to the importance of the roll of the market there is need to develop a vision followed by a 5 to 10 year strategy that will cover all the factors surrounding the market development potential and should link in with strategies and actions being carried out by other regeneration and development strategies. Once strategies are in place then an achievable Action Plan can be introduced.

Once a strategy, which would encompass a vision for the town and market, then an action plan, around the various themes included in the strategy, can be developed and thus have support from the strategy

Challenges	Threats	Risks
Changes in the economic climate.	Major developments e.g. new out of town centre shopping with retail and food but little connectivity to the market.	Unable to sustain the market due to lack of budget etc.
Changes in 'shopping habits' of the customer.	Development of new major outlets for food and eating and development of 'pop up' bars and eateries.	Changes in local authority policies.
Digital developments in relation to business and business transactions	Ease of travel to Exeter and Taunton and major shopping areas.	Failure to efficiently manage the running of the market.
Changes in the climatic conditions and effects on trade.	Lack of new traders and retirement of older traders leading to a lack of variation in offer.	Failure to have policy in relation to balance of goods that results in loss of traders and

Changes in legislation or regulatory control.	Being able to respond to competition from other value retailers in the town, thus creating a market that can offer something the customer wants.	diminishes size of market thus reducing the attraction. Changes in law.
Recruitment of new traders to the markets industry.	Being unable to attract new customers due to changes in ages and society.	Failure to recognise the different demographic profile of the market and changes that occur in the week.
Creation of a comprehensive communications plan that encompasses all aspects of communicating with all stakeholders in the markets and having the necessary consultation with them.	Being unable to recruit new traders and attain a good variation in goods offered for sale.	Failure to attract the local population to shop and support the market.
Establishing a fee structure that makes the markets sustainable but does not rise excessively.	Stalls not being fully fit for purpose.	Failure to attract tourists, a very important part of the local economy.
Creating an attractive inviting market that people would want to visit regularly.	Stalls unfit to provide suitable trading conditions.	Excessive charges on traders.
Creating an entrepreneurial partnership between the council and the traders		Insufficient local authority investment to create sustainability and return
Establish loyal customers to Support and promote the market.		Failure to take any action and thus allow the market to simply carry on as at present and continue to decline.

Having total 'buy in' from traders over potential changes across the market and to develop a strong partnership

Establishing finance and resource for market initiatives which will create new traders.

Establishing finance for developments, improvements or alterations.

Summary

This strategy has a very wide remit and covers the majority of issues and effects a good retail market has on a town centre. It has covered issues around the condition of the market and design, about the offer, the retention of traders and the introduction of new ones, relationship with the customer and consultation plus many more covering the critical success factors.

The purpose of the strategy is to ensure the market returns to the central attraction to the town centre. It should also ensure in the future it becomes sustainable selling goods, food and produce that both the resident and visitor to the town would want to purchase.

The strategy is flexible and does require regular monitoring and evaluating to ensure it is fit for purpose under the trading conditions at the time.

Many of the actions from the above themes will be ongoing from year to year and the strategy should be reviewed also on an annual basis to ensure that Tiverton Market remains a viable asset to the town and is responsive to change, this being managed to ensure customer satisfaction. This should be treated as a 'living document' and therefore it should be flexible enough to react to any changes that may arise and which might threaten the sustainability of the market.

Many of the strategy themes and actions are overlapping. The actions can support more than one theme, so are included in each individual theme action plan.

Tiverton is signposted as an 'historic market town' and it is essential that the market provided is sustainable for the future and remain an important part of the town's economy.

In relation to the Market there have been lessons learned through the development that was carried out some nearly 10 years ago.

The number of actions will vary on the length of time they take to achieve and many are ongoing so will need regular review.

The market is a great asset to the town and is a good example of where regeneration of the market can help the town's overall economy.

With the adoption of the strategy then the vision can be achieved.

The recommendations as to improvement in the appearance will be dealt with by means of further reports although it is mentioned in the strategy requires a different type of report as it will be more specific about what the fixtures and fittings are.

Main Recommendations from Strategy

1. That Mid Devon District Council adopts the vision and strategy for 2016 to 2026. It should make every effort to ensure the various action plans under the themes are allocated to the appropriate officer.
2. That an annual review of the strategy is carried out and any modifications or alterations, due to changes in wider economic conditions, be adopted.
3. The recommendation on the evidence of the research would tend to indicate that Mid Devon District Council actually retain the total management of the market.
4. Monthly health check is carried out and report submitted. (started April 2016)
5. Update of all current policies relevant to the market and introduce new ones so they are compliant with legal requirements and are best practice.
6. Consideration is given as to the amount of resource that will be available to ensure the sustainability of the market and achieve a return on investment.
7. Improve signage around the town.
8. Embrace technology and review its best use on the market.
9. Carry out an annual customer satisfaction survey so improvements can be evaluated and areas that need attention identified.

10. Ensure that the council does carry out regulatory requirements but, at the same time, make full consideration to entrepreneurial enterprise and support where appropriate.
11. In relation to potential improvements a detailed survey should provide a list of what could be done. Assessing the full financial implications of such improvements would involve taking into account potential changes in shoppers' behaviour and the results of survey(s). This should also evaluate the potential return on investment.
12. That all decisions are made following consultation and taking into account information provided by the annual customer survey.
13. Any events or entertainment within the vicinity of the market should ensure there is communication and promotion of them to the markets team and to the traders as the market should like to connect to them. There therefore needs to be an open and good line of communication between the market team, and the Businesses to ensure all parties are aware of what is being done.

Alan Ottey
Markets Manager
Mid Devon District Council
June 2016.

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**STRATEGY
TIMELINE**

<u>Completion Date</u>	<u>Theme</u>	<u>Action</u>	<u>Progress</u>	<u>Review</u>
Apr-16	1 - Market Position	Review trading hours	reviewed	ongoing
Apr-16	1 - Market Position	Monthly Report	Introduced 04/16	ongoing
Apr-16	1 - Market Position	Monthly traders Meetings	Introduced 04/16	ongoing
Apr-16	7 - Economy and regeneration	Introduce KPI's	Introduced 04/16	ongoing
Apr-16	7 - Economy and regeneration	Encourage traders to work together	Introduced 04/16	ongoing
Apr-16	7 - Economy and regeneration	Actively encourage new business	Introduced 04/16	ongoing
Apr-16	10 - Ethical and Environmental	Ensure traders keep areas clean	Introduced 04/16	ongoing
Apr-16	10 - Ethical and Environmental	Introduce maintenance plan	Introduced 04/16	ongoing
May-16	3 - Marketing and Promotion	Encourage regular visits by E.H.O.s	Intoduced 05/16	ongoing
May-16	8 - Innovation, entrepreneurship etc	Promote business opportunities	Introduced 05/16	ongoing
May-16	10 -Ethical and Environmental	Instigate 'green market'	Introduced 05/16	ongoing
May-16	10 - Ethical and Environmental	Safe and clean	Introduced 05/16	ongoing
May-16	10 - Ethical and Environmental	Review risk assessments	reviewed	ongoing annually
Jun-16	5 - Social and community	Opportunities for community engagement	Introduced 06/16	ongoing
Jun-16	10 - Ethical and Environmental	Develop markets open spaces	Introduced 06/16	ongoing
Jun-16	12 - Food and Health	Promote healthy food options	Introduced 06/16	ongoing
Jul-16	9 - Cuture and Tourism	Build on programme of town events		annually
Aug-16	6 - Consultation	Membership of business group in town	Started attending May 16	annually
Sep-16	1 - Market position	Introduce balance of goods policy		annually
Sep-16	1 - Market position/6 - Consultation	Introduce Annual Survey		annually
Sep-16	4 - Improvement and maintenance	Options paper on potential changes		annually
Sep-16	4 - Improvement and maintenance	Introduce colour	(Flags etc already done)	annually
Sep-16	7 - Economy and Regeneration	Identify demand for differenet goods	(link with survey)	annually
Sep-16	8 - Innovation and entrepreneurship	Implement new trader policy		annually
Sep-16	11 - Educational liaison	Develop liaison with Petroc		annually
Sep-16	11 - Educational liaison	Encourage school visits		annually
Sep-16	11 - Educational liaison	links with other educational centres		annually
Sep-16	11 - Educational liaison	School projects		annually
Sep-16	11 - Educational liaison	stall available for school use		annually
Sep-16	12 - Food and health	Healthy offer at least 3 days a week		annually
Oct-16	3 - Marketing and promotion	Develop communications plan		annually
Oct-16	3 - Marketing and promotion	Establish market brand		annually
Oct-16	5 - Social and Community	Use demographics for targeted promotion		annually
Dec-16	1 - Market Position	Introduce monthly coparison shopping basket		annually
Dec-16	2 - Market management	Review of Market management		annually
Dec-16	5 - Social and community and 9 - Culture and Tourism	Develop potential for specialist markets		annually
Dec-16	9 - Culture and Tourism	Use of market on non market days		annually
Jan-17	1 - Market position	Annual review of market rents		annually
Jan-17	2 - Market management	Implement training programme for staff		annually
Jan-17	4 - Improvement potential	Implement cleaning regime		annually
Jan-17	4 - Improvement potential	Annual recommendations re finance and changing conditions		annually
Jan-17	5 - Social and community	Attract and keep younger shoppers		annually
Jan-17	9 - Culture and tourism	Strive to attain national market award		annually
Mar-17	3 - Marketing and promotion	Establish markets website		annually
Mar-17	3 - Marketing and promotion	Dedicated digital support to traders		annually
Apr-17	3 - Marketing and promotion	Introduce market supplement		annually
Apr-17	3 - Marketing and promotion	Produce market promotion pack		annually
Apr-17	3 - Marketing and promotion	Attain 'Real Deal' charter		annually
Apr-17	4 - Improvement potential	Introduce maintenance plan	Monthly inspections started Apr-16	annually
Apr-17	5 - Social and community	Use shopper lifestyle profiles		annually
Apr-17	6 - Consultation	Produce terms of ref for 'friends of market'		annually
Apr-17	8 - Innovation, entrepreneurship	Promote new business ventures		annually
Apr-17	10 - Ethical and Environment	Explore potential for more local produce		annually
Apr-17	12 - Food and health	Annual review of goods suitability		annually
May-17	6 - Consultation	Secret Shopper exercise		annually
May-17	9 - Culture and tourism	Promote varied food offer		annually
May-17	9 - Culture and tourism	Continual development of 'Electric Nights'		annually
May-17	12 - Food and health	Work with groups on healthy food/living		annually
May-17	12 - Food and health	Run 'Healthy Living' market		annually
Jun-17	3 - Marketing and Promotion	Evaluate possibility of loyalty card scheme		annually
Sep-17	8 - Innovation, entrepreneurship	Implement 'trader of the year' award		annually
Sep-17	11 - Educational liaison	Competition for educational institutions etc		annually
Continual	1 - Market position	Learn' share and promote best practice		
	6 - Consultation	Maintain membership of relevant bodies		
	8 - Innovation, entrepreneurship	Encourage traders to develop and expand		

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TIVERTON TOWN CENTRE ACTION PLAN

September 2016

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National Overview

Towns and city centres are at a critical point, needing to reinforce and redefine their role and function in response to huge economic shifts and new national policy for retail development.

“...the increasing domination of large chain stores left our communities and high streets vulnerable to economic shocks.”
(The 2010 Clone Town Britain Report)

High streets need to be multi-centres now offering all types of recreation, not just clone centres of brands.

There have been significant changes in the make-up of town centres, in footfall, the South West saw a 12.9% decline in 2014 and in consumer behaviour towards retail parks and online shopping, the UK are in the top 5 countries with nearly 14% of sales are online

The High street landscape has changed significantly with a rise in cafes, betting, charity shops and takeaways and a strong leap forward for lower quality brands. Some of the more well-known brands are opting for larger units in one location out of town such as concept stores of Next.

Despite these shocks there is still a strong commitment to the High street, and feelings are pretty high. Town centre occupancy in the South West is strong at over 90% and is on a par with the South East.

The retail sector is a major employer in the country with about three million people being employed, which equates to one in ten of all employed people working in this industry. This is the highest proportion of the UK private sector employment.

It should also be born in mind that town centres have many stakeholders in addition to retail. There are many types of businesses in a town centre, all taking space and helping the economy of the town centre. These include banks, offices, voluntary sector, estate agents, service industries, leisure facilities (including licensed premises), food outlets, churches and not forgetting even undertakers. They are all stakeholders and all contribute to a town centres economy.

Town centres are complex places but are responsible for a considerable part of an areas economy.

There are other factors that are taken into consideration, which include:

Business Resilience

The south West has low unemployment rates and a strong trend towards entrepreneurship although this may be focussed towards larger areas and cities.

Population change

The older population will grow rapidly in the South West and the working age population will grow slower than the UK average undermining spending.

Technology- Top 3 Experian digital segments

It is important to understand your consumers and how they behave.

- Bargain Hunters, Internet Entrepreneurs, Newshounds

All these points are things that business and place management need to be aware of together with consumer behaviours and how this will affect Tiverton. Below is a consumer behaviour table to show the different types of consumer.



Society is classified into different types and below indicates the main ones.



Top Table: affluent older couples and families

- Focus: leisure, culture, independent retail, tech savvy
- Where? London, South East



Urban Pulse: cosmopolitan city dwellers

- Focus: fun, variety, premium brands, choice, tech savvy
- Where? London, South West (Bristol), North East (Newcastle)



Juggling Parents: higher income families

- Focus: family, time-poor, convenience, early tech adopters
- Where? South East, East



Family Value: mid to lower income families

- Focus: value, constrained incomes, safe family oriented places, Internet shopping
- Where? South East, South West, East, West Midlands, East Midlands, North East, Yorkshire, North West



Daily Challenges: hard pressed singles and families

- Value, low incomes, poor opportunities. High users of tech for socialising.
- Where? London, West Midlands, East Midlands, Yorkshire, North West



Retiring in Style: affluent retired

- Focus: service, access, culture, local heritage. Increasing use of technology
- Where? South West, East, East Midlands



Tough Vintage: struggling retired

- Focus: value, survival on state pension, access. Little to no tech use.
- Where? West Midlands, North East, Yorkshire, North West

In general the key groups for this area tend to be the mid to low income families, retiring in style and to an extent urban pulse.

One of the key things the High Street 2020 report by Manchester Metropolitan and the Institute of place management data showed was that town and city centres were used in different ways and at different times. Analysis of the data has identified 4 basic town types with different attributes and which require different management solutions. Tiverton is a Market Town

Town Centre classification

Market Town

The data suggests there are two types of market town. The first no longer functions as one. There is not a strong market and other important services such as the cottage hospital or registry office have gone. Their footfall profile is like the Convenience/Community Town. In contrast, the functional market town has peaks in footfall around Easter, the start of the summer and in the pre-Christmas period. The modern market town offers a little bit of everything, convenient shopping, local health services, leisure and recreation, as well as pubs, coffee shops and restaurants and perhaps some comparison retailing.



What is Tiverton to be classed as, maybe it's time it moved from a traditional market town offering to something different for the future generations with a growing population as the centre of Mid Devon!

Action Plan

Themes of Action Plan

1. Place – Streetscene
2. Business and offer – linking with joining together, strong independent core and creative quarters, market town
3. Security
4. Marketing, Branding and Events
5. Accessibility

PLAN

<u>Theme</u>	<u>Objective</u>	<u>Key Strategic outcomes</u>	<u>Key Actions</u>	<u>Timescale</u>	<u>Progress</u>
Place	To ensure that Tiverton is a clean and pleasant place to visit, work or shop	1. Clean streets and alleyways. 2. Linked signing and wayfinding. 3. Baseline agreements for street cleansing, waste and weeding and tree care. 4. Removal of street clutter.	1. Community groups and Cllrs organise street cleans and graffiti removal on a quarterly basis. 2. Street cleanse audit with MDDC waste management. 3. Work with businesses and Town	Jul-16	ongoing

			Council to examine options for toilets and baby changing facilities.		2016
			4. Investigate phone box adoption and see if potential as small business area.		ongoing 2016
			5. Undertake an audit of street furniture and seeing if additional or new locations etc. needed		
			6. provide signage for coach parking and recolour finger posts and wayfinding signs. Check whether additional signage needed throughout		
			7. Investigate feasibility of introducing LED lighting		
			8. Investigate lighting dark areas and architectural lighting to highlight various buildings and alleyways		
			9. Investigate digital signage and prepare business case if feasible		

			10. Support town council with Tiverton	Jul-17	
			in Bloom		
			11. Investigate community groups maintaining areas around the town for	2016/17	
			various uses i.e. vegetables etc.		
			(community gardens)		
			12. work with DCC highways to improve pavements in town centre	2017	
			13. Provide options for replacing the roadways round the market.	2017	
			14. Work with empty homes officer towards enabling empty units in the town centre to be filled with residential	Aug-17	
			occupation where appropriate.		

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress
Business and Offer	To work with other businesses, voluntary groups and other stake holders to build a successful and vibrant town where people want to be to shop, visit or work.	1. Develop a strong independent core for both daytime and night time economies	1. Support the newly formed Tiverton Business Forum. Assist with constitution and any committees established i.e. events.	Jul-16	Ongoing
		2. Joining together the various groups and organisations across the town	2. Establish feasibility of using a data collection consultant to produce key performance indicators.		
		3. Develop the market town image	3. Build relationship with planning team to aid new and existing businesses obtain the information they need and that there is on key sites	Aug-16	ongoing
		4. Creation of creative quarters and that there is a linking of them across the whole town.	4. Produce a streetscape manual so businesses are aware of planning requirements and conservation areas.	Aug-16	
		5. Ensuring the success of business in the town.			

		6.Provision of business support and business development	5. As part of HSIF, work with Town Council to develop the Dementia Action Alliance	2016/7	
			6. Support the delivery of the Market Strategy		
			7. Work with Businesses to develop USP's		
			8. Carry out survey re shopping habits and collect data on demographics, footfall etc.		
			9. Examine feasibility of click and collect store.		
			10. Develop existing talent and help them stay in area - business support		
			11. Look at options available to develop the night time economy with opportunities arising out of Premier Inn development		

			12. Develop market as key venue for Petroc pop up restaurant		
			13. Explore opportunities of working with Tivoli cinema and having outdoor cinema		
			14. Explore the potential for a Tiverton pound		
			15. Explore potential for a town loyalty card		
			16. Creation of series of business workshops covering a variety of subjects and work with BIP and Petroc to help ensure business resilience.		
			17. Investigate feasibility of creating areas for start up businesses and introducing a 'Dragons Den' type competition.		
			18. Finding alternative sources of		

			funding for business development and business partnerships.		
			19. Create a business pack with all information required by new business.		
			20. Work with networking group of town centres across the south west.		

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress	
Security	Ensure Tiverton is a safe place to visit and carry on a successful business in a manner not affected by crime	1. With an effective anti-crime policy and with liaison with police and other enforcement agencies enable businesses to be successful and avoid unnecessary loss due to crime.	1. Continue to build and develop relationship with police	Sep-16		
			2. Facilitate building relationship between police and business forum			
				3. Assist developing information exchange by use of web site and social media	2016/7 ongoing	
			2. Strong relationship with police			
				4. Link with Exeter Business Against Crime		

			5. Tiverton Against Retail Crime Association (TARCA) promotion to businesses and increase membership		
			6. Actively work with Pub Watch and its development		
			7. In conjunction with Community Safety team explore funding for addition hours for CCTV operator.		

<u>Theme</u>	<u>Objective</u>	<u>Key Strategic outcomes</u>	<u>Key Actions</u>	<u>Timescale</u>	<u>Progress</u>	
Marketing Branding & Events	Promotion of Tiverton through use of various modern methods and to encourage both local and visitors from elsewhere to visit and to use the businesses in the	1. The businesses in the town prosper and are successful which in turn helps the local economy and reduces the number of void premises.	1. Work with businesses to develop a Tiverton business web site.	Jul-05		
			2. Develop, with the businesses, a communication strategy.	end 2016		
			2. By having most of the business premises in use, ensure that business rate income is at	3. With businesses develop a package of social media to market and promote the town.	end 2016	

	town	a premium.		
			4. Investigate feasibility of Wi-fi across	
			the town and examine ideas under	
			heading of 'Digital high Street'	
			5. Develop the Tiverton brand and	2016
			the colour coding of the various	
			quarters. This identity to be used in	
			promotional retail maps and	
			physical	
			signs for the town.	
			6. Work with Business events	2016/7
			committee, market and other groups	
			on events planned over the year.	
			7. Actively plan to apply for national	2017
			and local awards relevant to the	
			town centre.	
			8. Develop independent campaign	2016
			for the Tiverton pound (if feasible)	
			and loyalty card with brand	

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress	
Accessibility	That the town centre is accessibility to all parts of the community	1. Increase in visits to the town centre	1. Work on production of town Masterplan	end 2016		
		2. Town centre used by all members of community with ease	2. Report on effects of car par prices and dwell time.	2016/7		
				3. work with the various transport providers to look at promotions which encourage visitations to the town.	2016/7	

Key Data

Data from Devon County Council ED team shows that vacancy rates in Tiverton are very low compared to UK average.

Local Data Company – Tiverton town centre (summer 2015)			
	All Vacancy Rate	Retail Vacancy Rate	Leisure Vacancy Rate
GB	11.2%	12.4%	8.0%
Tiverton town centre	5.4%	6.2%	2.6%
Comparator area - Cullompton town centre	13.2%	15.6%	0.0%

This data from 2015 shows that Tiverton has a healthy vacancy rate

A suggestion of comparison towns from DCC are:

1. East Dereham (Norfolk) – very similar in many ways to Tiverton. Not sure what they're doing.
2. Frome (Soms) – similar again to Tiverton. Not sure what they're doing.
3. Ludlow (Shropshire) – slightly smaller and quite pretty and very strong focus on quality local food
4. Stroud (Glos) – lots of local food and events
5. Bridport (Dorset) – lots of events and local food and now buzzing. Slightly smaller than Tiverton. Very nice place.
6. Totnes - very low vacancy rate and focus on alternative offer. However the difference here is the local demographic is fairly different to Tiverton. Smaller population than Tiverton.
7. Morpeth and Hexham in Northumberland. Don't know much about these towns but I think they are doing ok and are quite distinctive.

I will be looking into these areas, I will also be putting Mid Devon forward for any research from the Institute of Place management who have recently completed High Street 2020 research looking into the top 100 factors of influence for people visiting a town, the top 25 are in Appendix A.

Political Arena

On 30th June 2016 Market Town regeneration was raised in the House of Commons by Chippenham MP Michelle Donelan and Brandon Lewis agreed that a regeneration plan had to be put in place. Town centres need to be a priority moving forward.
<http://www.parliamentlive.tv/Event/Index/de382e81-d76d-47bf-86b3-829bcdd3e573>

Bibliography

1. Experian & ATCM, "Town Centre Futures," ATCM June 2014
2. Historic England, "[The Changing Face of the High Street: Decline and Revival](#)," 8th July 2013

Appendices

Appendix 1 IPM report High Street 2020 Executive Summary listing top 25 priorities for town centres.

PRIORITY

- 1. **ACTIVITY HOURS**
- 2. **APPEARANCE**
- 3. **RETAILERS**
- 4. **VISION&STRATEGY**
- 5. **EXPERIENCE**
- 6. **MANAGEMENT**
- 7. **MERCHANDISE**
- 8. **NECESSITIES**
- 9. **ANCHOR STORES**

10. NETWORKS & PARTNERSHIPS WITH COUNCIL

11. DIVERSITY
tenant variety;

12. WALKING

13. ENTERTAINMENT AND LEISURE

14. ATTRACTIVENESS

15. PLACE ASSURANCE

16. ACCESSIBLE

17. PLACE MARKETING

18. COMPARISON/CONVENIENCE

19. RECREATIONAL SPACE

20. BARRIERS TO ENTRY

to enter the

FACTORS

Opening hours; shopping hours; evening economy

Visual appearance; cleanliness

Retailer offer; retailer representation

Leadership; collaboration; area development strategies

Service quality; visitor satisfaction; centre image; familiarity

Centre management; TCM; place management

Range/quality of goods; assortments

Car-parking; amenities; general facilities

Presence of anchor stores - which give locations their basic character

and signify

importance

Networking; partnerships; community leadership

Attractions; range/quality of shops; nonretail offer; tenant mix;

retail diversity; availability of alternative formats

Walkability; pedestrianisation/flow; crossshopping; linked trips

Entertainment; leisure offer

Place attractiveness; attractiveness

Atmosphere; BIDs; retail/tenant trust; store characteristics.

Convenience; accessibility; public transport

Centre marketing; marketing; tenant/manager relations;

orientation/flow merchandising; special offers

The amount of comparison shopping opportunities compared to convenience (usually in percentage terms)

Recreational areas; public space; open space

Refers to obstacles that make it difficult for interested retailers

centre's/High Street's market

21. CHAIN VS INDEPENDENT

mix of a

Number of multiples stores and independent stores in the retail

centre/High Street

22. SAFETY/CRIME

shoplifting

A centre KPI measuring perceptions or actual crime including

23. LIVEABLE

Multi/mono-functional; connectivity; liveability

24. ADAPTABILITY

engagement;

Retail flexibility; retail fragmentation; flexibility; mixed-use;

25. STORE DEVELOPMENT

retail stores

functionality; store/centre design; retail unit size

The process of building, upgrading, remodelling or renovating

Link to the report <http://www.placemanagement.org/media/57742/HSUK2020-End-of-Project-Reportcompressed.pdf>

Appendix 2

100 ways to help the High Street 2009 Association of town centre management link <http://www.100ways.org.uk/>