Mid Devon District Council

Economy Policy Development Group

Thursday, 8 March 2018 at 5.30 pm
Exe Room, Phoenix House, Tiverton

Next meeting
Thursday, 17 May 2018 at 6.00 pm

Those attending are advised that this meeting will be recorded

Membership

Cllr Mrs A R Berry
Cllr Mrs C Collis
Cllr J M Downes
Cllr R Evans
Cllr S G Flaws
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 **Declaration of Interests under the Code of Conduct**
Councillors are reminded of the requirement to declare any interest, including the type of interest, and reason for that interest, either at this stage of the meeting or as soon as they become aware of that interest.

3 **Public Question Time**
To receive any questions relating to items on the Agenda from members of the public and replies thereto.

4 **Minutes** *(Pages 5 - 12)*
Members to consider whether to approve the minutes as a correct record of the meeting held on 11 January 2018.

Committee Administrator: Sarah Lees
Tel: 01884 234310
Email: slees@middevon.gov.uk

5 **Chairman's Announcements**
To receive any announcements that the Chairman may wish to make.

6 **Apprenticeships - Petroc presentation** *(Pages 13 - 14)*
To receive a presentation from Petroc regarding Apprenticeships and to receive answers to the questions posed in advance by Members of the Group.

7 **Performance and Risk for 2017/18** *(Pages 15 - 24)*
To receive a report from the Director of Growth & Chief Executive providing Members with an update on performance against the Corporate Plan and local service targets for 2017/18 as well as providing an update on the key business risks.

8 **Update on the Exeter and Heart of Devon (EHOD) Shared Economic Strategy** *(Pages 25 - 28)*
To receive a report from the Chief Executive and Director for Growth updating Members on progress with regard to the first year actions of the Exeter and Heart of Devon (EHOD) Shared Economic Strategy.

9 **Destination Management Strategy for Mid Devon** *(Pages 29 - 54)*
To receive a report from the Chief Executive and Director for Growth presenting the finalised Destination Management Strategy.

10 **Market Schedule of Tolls**
To receive a verbal update on the Market Schedule of Tolls from the Market Manager.

11 **Broadband update**
To receive a verbal update from the Economic Development Officer.

12 **Chairman's annual report for 2017/18** *(Pages 55 - 56)*
To receive the annual report from the Chairman of the Policy Development Group for 2017/18.

13 **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:

- Election of Chairman
- Election of Vice Chairman
- Performance and Risk
- Financial Monitoring
- Market Rights Policy
- Economic Projects update
- Agree the start time of meetings for 2018/19

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

Committee Administrator: Sarah Lees
Tel: 01884 234310
Email: slees@middevon.gov.uk

Stephen Walford

Chief Executive
27 February 2018

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 to 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

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MID DEVON DISTRICT COUNCIL

MINUTES of a **MEETING** of the **ECONOMY POLICY DEVELOPMENT GROUP** held on 11 January 2018 at 5.30 pm

Present Councillors	Mrs B M Hull (Chairman) A Bush, J M Downes, R Evans, S G Flaws, T G Hughes, F J Rosamond and Mrs N Woollatt
Apologies Councillor	Mrs A R Berry
Also Present Councillors	Mrs J Roach and R J Chesterton
Also Present Officers	Stephen Walford (Chief Executive), Andrew Jarrett (Director of Finance, Assets and Resources), Jenny Clifford (Head of Planning, Economy and Regeneration), Adrian Welsh (Group Manager for Growth, Economy and Delivery), Catherine Yandle (Group Manager for Performance, Governance and Data Security), John Bodley-Scott (Economic Development Team Leader), Chris Shears (Economic Development Officer), Alan Ottey (Tiverton Town Centre and Market Manager) and Sarah Lees (Member Services Officer)

52 **APOLOGIES AND SUBSTITUTE MEMBERS**

Apologies were received from Councillor Mrs A R Berry who was substituted by Councillor A Bush.

53 **PUBLIC QUESTION TIME**

There were no members of the public present.

54 **MINUTES**

The minutes of the meeting held on 9 November 2017 were confirmed as a true and accurate record and **SIGNED** by the Chairman.

55 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman reminded the Group that there would be an informal Economy PDG workshop on Monday 29 January 2018 at 5.30pm.

56 **PERFORMANCE AND RISK FOR 2017/18**

The Group had before it, and **NOTED**, a report * from the Director of Growth & Chief Executive providing Members with an update on performance against the Corporate Plan and local service targets for 2017/18 as well as providing an update on the key business risks.

Discussion took place regarding:

- The number of businesses assisted were now being recorded. This was currently on target at 183, as at the end of November, against an annual target of 250. This related to any assistance that took more than one hour to provide. Advice was usually given in relation to such matters as land, premises or a grant.
- The report presented quite limited information in terms of the national economic position. It was requested that more extensive statistics were needed in relation to Gross Domestic Product (GDP).
- It was suggested that the words ‘macro’ and ‘micro’ in relation to the risk ‘Decline in National Macro-economics’ be removed.

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

57 **FINANCIAL MONITORING**

The Group received a verbal update from the Director of Finance, Assets, & Resources in respect of the income and expenditure so far in the year.The forecasted overspend of £180k had not materially changed since financial monitoring was last reported to the Group, however, a number of other factors were now known which included:

- Regulations had been introduced by the Government to increase Planning fees by 20% with effect from 17th January.
- A further £230k had been secured towards the Garden Village.
- There would likely be a fall in the revenue from plastic recycling as a result of China’s decision but nationally there was still a market.
- From January, councils that make an administrative charge for customers using credit or debit cards are no longer able to do so. For the council this is at a cost of 18p per transaction and initially the council will need to absorb that cost with the approximate impact being £6k per year. However, this additional cost could be factored into future reviews of car parking charges.

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

58 **BUDGET 2018/19 - UPDATE**
The Group had before it, and **NOTED**, a report * from the Director of Finance, Assets & Resources which had been presented to the Cabinet on 4 January 2018. This report reviewed the revised draft budget and discussed any further changes required in order for the Council to move towards a balanced budget for 2018/19.

The draft budget had been presented to the Group at their November meeting. This had indicated a budget gap of £617k and had been based on a range of assumptions, the updated report before the Group for this meeting took into account the formula grant settlement. Other factors affecting the draft budget included the following:

- There was an indicative pay award of 2% which would add an additional £160k to the pay bill, however this was not straightforward in that there would be an increase of circa 5% for those on grades 4 or 5.
- The Council had been successful in its bid to be a 100% Business Rate Pilot and some initial modelling had predicted that this could see £230k of extra business rates being kept within Mid Devon. The caveat to this was that this was only a 12 month pilot and it therefore presented a possible revenue risk.
- The Government had increased the referendum limit to 3% (the amount the Council could increase Council Tax by) which could deliver an extra £21k.
- The Government had reaffirmed its reduction to New Homes Bonus (NHB) from a 6 year dowry to a 4 year dowry, this would reduce NHB from £1.8m to £1.1 next year. A number of sinking funds in the revenue budget would therefore be under greater strain.

Discussion took place regarding:

- The Broadband project budget had reduced to £60k from £100k in the first draft budget presented to the Group in November 2017. It was explained that an opportunity to explore superfast Broadband was moving forwards and this was the level of funding that would be required in the initial stages.
- The pay settlement could create a significant pressure on the bottom line.
- The efficiency agenda could only take the Council so far, there would need to be an honest reality check in the coming months and an understanding that the way some services were delivered would need to be re-thought.

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

59 **TIVERTON MARKET ENVIRONMENTAL STRATEGY 2017-2022**

The Group had before it a report * from the Director for Growth and Chief Executive seeking approval to adopt the Tiverton Market Environmental Strategy so as to maximise opportunities to increase recycling, reduce the amount of waste and reduce the Council's carbon footprint. This report was an update to the report considered by the Economy PDG at its November 2017 meeting. The Group had requested that they receive clearer information regarding implementation and monitoring. Initially the premise for a Market Environmental Strategy had been born out of comments received from market traders and the Market Manager regarding the need to introduce facilities such as recycling and to seek opportunities more generally to run the market more efficiently.

Consideration was given to:

- Glass recycling and the possibility of it being taken away by domestic refuse collectors on a temporary basis until a more permanent trade collection could be organised. It was explained this this did currently present some problems in that trade waste and domestic waste were treated separately.
- This was only the second market in the country to develop such an Environmental Strategy.

- Electric car charging points.
- Electric bicycle charging points and whether Tiverton could realistically promote a cycle scheme given its topography? It was requested that information be sent to the Group regarding a project with Devon County Council to install charging points. This was a live project with funding available.

RECOMMENDED that:

a) The Cabinet recommend to full Council that the Tiverton Market Environmental Strategy 2017-2022 be approved.

b) Councillor S G Flaws be the nominated Group representative on the working party monitoring the effectiveness of the Strategy.

(Proposed by the Chairman)

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

60 **HOTSW PRODUCTIVITY STRATEGY & UK INDUSTRIAL STRATEGY**

The Group had before it, and **NOTED**, a report * from the Director of Growth and Chief Executive informing it of the Council's response to the Heart of the South West Partnership's Productivity Strategy Consultation and to note the Government's Industrial Strategy.

The Heart of the South West Local Economic Partnership published a draft Productivity Strategy for consultation in October 2017. The Strategy was discussed at the last Economy PDG on the 9th November and a response was collated, reflecting the discussions held at committee and responses from individual Councillors which was submitted by the consultation deadline. In addition to the individual responses from the four Exeter and Heart of Devon authorities, a joint response was collated to represent the collective view.

On 14th December 2017, the Government published its Industrial Strategy and Devon County Council had produced a helpful summary of the main elements including the "5 foundations" of productivity:

- Ideas
- People
- Infrastructure
- Business Environment
- Places

The strategy was meant to be long term providing aspirational intentions for at least the next ten years. Funding opportunities needed to be robustly explored with sectoral strengths and initiatives being progressed wherever there was opportunity to do so. However, there was no mention of rural factors within the strategy and little mention of the impact of Brexit.

Discussion took place regarding:

- Broadband was mentioned quite strongly within the industrial strategy and was seen as a key factor.
- The ability of the council to use planning conditions more effectively to secure high speed broadband connectivity in new develeopments.
- The leadership and knowledge of employers and educational establishments needed to be encouraged.

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

61 **RECOMMENDATIONS FROM THE SCRUTINY COMMITTEE**

The Scrutiny Committee had made two recommendations to the Economy Policy Development Group which were as follows:

- The Scrutiny Consultation Working Group had been very impressed by the general upbeat atmosphere in Crediton when compared to the other two main towns and **RECOMMENDED** that the Economic Development Team and the Economy Policy Development Group explore further what might be causing this difference.

- The Working Group had found that in all three towns parking costs were high on the agenda. Noticeably in Crediton, where there was considered to be more on offer, people did not object to the charges. It was **RECOMMENDED** that the Economy Policy Development Group consider making parking charges relevant to the offering in the area.

Discussion took place with regard to each recommendation in turn:

Sentiments in the three larger towns

The Scrutiny Committee's Working Group had undertaken an exercise to visit each of the three main towns to ask open questions of the residents. It was explained that the Working Group had had no preconceived ideas. The Working Group had concluded that the information they had received represented good intelligence on people's honest thoughts about where they lived or visited. There had been an 'upbeat' feel in Crediton which had not been reflected in the other towns. The question was asked as to why this was and why did Crediton have so many successful independent shops when compared to the other towns. It was suggested that this could have something to do with Tesco's being slightly out of town, that Crediton had a market square, there were 3 dominant community groups all driven by enthusiastic and energetic volunteers. The venues where events happened were all within close proximity to each other and therefore geography might also be seen as an influencing factor. Having a main road running through the centre of Cullompton was not seen as helpful in this regard.

However, it was accepted that there were some indefinable factors that affected the success of one town over another which it was sometimes difficult to quantify. The same answers could not be applied everywhere. Towns had unique personalities and their own negative or positive factors affecting their own success.

It was explained that a Residents Survey had been carried out before Christmas and that the results of this as well as the findings of the Scrutiny Committee Working

Group ought to be analysed to find out if there were common themes. The recent Residents Survey was based on the Local Government Association's 'placed-based' survey model, which would allow benchmarking with other areas nationwide.

RESOLVED to wait until the Scrutiny Committee had received the results of the Residents Survey and had had an opportunity to analyse these results alongside their own Working Group findings before understanding further what was required of them as the Economy Policy Development Group.

(Proposed by Cllr R Evans and seconded by Cllr F J Rosamond)

Parking charges in each of the towns

The Director of Finance, Assets & Resources explained that charges had remained at the same levels since 1 April 2016 and that at the time Members had wanted a generic charging strategy rather than varying them across the District. He invited Members to join a working group in the next 6 – 8 months to work on new car parking charges for 2019/20.

It was requested that Members receive information relating to research in other areas of the country where different charging schemes were in operation.

RESOLVED that an item be placed on the agenda for 12 July 2018 meeting of this Group seeking the establishment of a Car Parking Working Group.

(Proposed by Cllr R Evans and seconded by Cllr Mrs N Woollatt)

62 **PROJECTS UPDATE**

The Economic Development Officer provided the following verbal update regarding current projects:

Hydro Mills

A bid for £2.5m worth of funding before Christmas had been unsuccessful. The funding body had said that the feedback which had been provided was unclear. Other opportunities were being explored, an additional bid had been submitted the outcome of which would be known in April 2018. Work was also being undertaken to access multiple smaller pots of money and the team were hopeful that there would be a positive outcome.

The Cabinet Member for Planning and Economic Regeneration explained that he would shortly be meeting with Neil Parish MP to discuss this which was seen as positive since the MP was the Chairman of EFRA (Environment, Food and Rural Affairs Committee).

Note: Cllr Mrs N Woollatt declared a personal interest as she owned a water mill.

Broadband

This was a key factor to the economic success of the district. The Economic Development Officer had attended a Full Fibre Network workshop in Cardiff shortly before Christmas where discussions took place regarding a bid for a significant pot of money for superfast Broadband. It was explained that the roll out of this funding would take place in three waves. The first would be an expression of interest, the second would close at the end of January and the third would be released in the summer. It was likely if the network, including EHOD colleagues, did put in a bid together they would go for wave 3. Wave 3 totalled £70m out of the overall pot of £200m.

It was a difficult environment to work in as it was very complex and constantly changing however putting the effort behind this was seen as vital.

It was further explained that Connecting Devon and Somerset (CDS) were working to deliver some of the infrastructure which had been described to the Group at a previous meeting but that there would still be gaps in the Crediton and Tiverton area.

63 **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 a future meeting:

- National census – Mid Devon had had the greatest increase in population, why was this?

(The meeting ended at 7.05 pm) **CHAIRMAN**

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Apprenticeships – questions to Petroc

Questions from Cllr Frank Rosamond

1. How are salaries determined?
2. Why are many employers reluctant to engage in the scheme?
3. What quality control measures are in place to ensure the training is appropriate?
4. What is the survival rate for finishing the experience, and then moving to appropriate employment?
5. How widely embracing is the scheme in terms of the nature of employment training opportunities or is it focused on a narrow range of occupancies e.g. hairdressing and catering?

Questions from Cllr Brenda Hull

1. What is the total number of apprentices at the Tiverton site and are they all sponsored by an employer?
2. How many years are apprenticeships spread over (there will be different lengths for different occupations)?

Questions from Cllr Bob Evans

1. "Apprentices can be anyone over the age of 16 and not in full time education."

Can apprentices still be studying ie part time, to say gain a missed / or failed qualification?

2. "An apprentice must work with experienced staff."

Is this at all times or are they allowed to work solo for any part of their day?

3. ***"Apprenticeships are work-based training programmes which will lead to a nationally recognised qualification. Apprentices will normally attend day release at local colleges or specialist training providers as part of their training, which can take between one to four years to complete, depending on the level of apprenticeship."***

Can employees with suitable in house training facilities undertake this aspect of the training, as long as they can suitably certificate the training?

How much funding can employers receive from the National Apprentice Service, does this depend on number of apprentices or training programme offered?

4. ***"Apprentices under 19 years or 19 years and over and in the first year of their apprenticeship are entitled to £3.50 per hour."***

Is this seriously seen as adequate for a 19 year old, i.e. £140 for a 40 hour week?

Do the special protections in UK employment regulations for young workers under 18 apply to apprentices, for example young workers must not exceed the 8 hour a day or 40 hours per?

5. ***"From April 2017 the apprenticeship levy was introduced and placed a levy on UK employers to fund new apprenticeships."***

Is this seen as the best way to fund apprenticeships?

ECONOMY PDG
8 MARCH 2018:

PERFORMANCE AND RISK FOR 2017/18

Cabinet Member	Cllr Richard Chesterton
Responsible Officer	Director of Growth & CEO, Stephen Walford

Reason for Report: To provide Members with an update on performance against the corporate plan and local service targets for 2017/18 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.

Equality Impact Assessment: No equality issues identified for this report.

1.0 Introduction

1.1 Appendix 1 provides Members with details of performance against the Corporate Plan and local service targets for the 2017/18 financial year.

1.2 Appendix 2 shows the section of the Corporate Risk Register which relates to the Economy 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 Regarding the Corporate Plan Aim: **Attract new businesses to the District:** The number of business rate accounts has increased since last year which indicates some positive movement into the District but will include extra accounts for existing businesses too.

2.2 Regarding the Corporate Plan Aim: **Focus on business retention and growth of existing businesses:** We are now recording **Businesses assisted** which is on target at 195, as at end of December, against an annual target of 250.

2.3 Regarding the Corporate Plan Aim: **Improve and regenerate our town centres with the aim of increasing footfall, dwell-time and spend in our town centres:** for **Empty Shops**, counting takes place at the start of the quarter so we now have the final position for 2017/18 compared to 2016/17: 7 more empty shops for Tiverton, 1 more in Crediton and 1 more in Cullompton.

2.4 The Tiverton Town Centre Masterplan went to Cabinet on 1 March 2018 prior to stage 1 public consultation. A £1.2M bid was submitted to the Heritage Lottery fund to help restore historic buildings in Cullompton. We will know the outcome in May 2018.

2.5 Regarding the Corporate Plan Aim: **Grow the tourism sector:** the Mid Devon Destination Management Plan for Tourism is on the agenda for this meeting.

2.6 Mid Devon is quite well placed economically; for example Mid Devon had lower than average income deprivation levels in 2015. The rate of unemployment for 2015/16 was less than half the average for England at 0.8% and for long term unemployment the figure is a quarter of the average. Educationally we do well too with a higher than average number of children attaining 5 or more A* to C grades at GCSE (including English and Maths) at 62.2%.

2.7 For housing, according to the 2011 census, Mid Devon has half the average number of overcrowded houses but over double the number without central heating. Residents are quite healthy and live longer than the English average.

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 10 or more. (See Appendix 2)

3.2 Appendix 3 shows the risk matrix for MDDC for this quarter. If risks are not scored they are included in the matrix at their inherent score which will be higher than their current score would be.

4.0 Conclusion and Recommendation

4.1 That the PDG reviews the performance indicators and risks for 2017/18 that are outlined in this report and feeds back any areas of concern to the Cabinet.

Contact for more Information: Catherine Yandle, Group Manager for Performance, Governance and Data Security ext 4975

Circulation of the Report: Management Team and Cabinet Member

Corporate Plan PI Report Economy

Monthly report for 2017-2018
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

* indicates that an entity is linked to the Aim by its parent Service

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Attract new businesses to the District

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Group Manager	Officer Notes
Number of business rate accounts	2,906 (10/12)	2,930	Can only increase if there are actual new properties brought into the Valuation List as a result of	2,933	2,936	2,942	2,951	2,951	2,963	2,963	2,987	3,004	3,004			3,004 (10/12)	John Chumbley, Andrew Jarrett	

Aims: Focus on business retention and growth of existing businesses

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Group Manager	Officer Notes
Businesses assisted	n/a	n/a	250	20	38	53	92	112	137	159	195	207	227			227 (10/12)	None	(November) Provisional figures (JB)

Aims: Improve and regenerate our town centres

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Improve and regenerate our town centres

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Group Manager	Officer Notes
Increase in Car Parking Vends	48,951 (10/12)	55,241		48,051	53,937	54,086	54,730	54,417	54,734	53,420	51,810	51,051	48,993			48,993 (10/12)	Andrew Jarrett	
The Number of Empty Shops (TIVERTON)	18 (3/4)	16	18	n/a	n/a	19	n/a	n/a	25	n/a	n/a	23	n/a	n/a		23 (3/4)	Adrian Welsh	(Quarter 3) Vacancies as of 30th October 2017 = 23 representing 9.9% of total units (JB)
The Number of Empty Shops (CREDITON)	8 (3/4)	7	8	n/a	n/a	8	n/a	n/a	8	n/a	n/a	8	n/a	n/a		8 (3/4)	Adrian Welsh	(Quarter 3) As of 30th October 2017 there are 8 vacancies, representing a vacancy rate of 6.8% (JB)
The Number of Empty Shops (CULLOMPTON)	10 (3/4)	8	8	n/a	n/a	11	n/a	n/a	9	n/a	n/a	9	n/a	n/a		9 (3/4)	Adrian Welsh	(Quarter 3) As of the 30th October 2017 there are 9 vacancies, representing a vacancy rate of 10.5% (JB)

Aims: Other

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Group Manager	Officer Notes
Funding awarded	£56,842 (3/4)	£61,842		n/a	n/a	£0	n/a	n/a	£25,459	n/a	n/a	£35,899	n/a	n/a		£35,899 (3/4)	Adrian	(Quarter 3) Crediton Town Team

Corporate Plan PI Report Economy

Priorities: Economy

Aims: Other

Performance Indicators

Title	Prev Year (Period)	Prev Year End	Annual Target	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sep Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	Mar Act	Actual to Date	Group Manager	Officer Notes
to support economic projects																	Welsh	were awarded £500 from Esmee Fairbairn Trust Cheriton Fitzpaine Community Shop was awarded £9,940 from the LEADER programme (JB)

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Economy PDG Risk Management Report - Appendix 2

Report for 2017-2018
For Economy - Cllr Richard Chesterton Portfolio
Filtered by Flag:Include: * CRR 5+ / 15+
For MDDC - Services
Filtered by Performance Status: Exclude Risk Status: Low
Not Including Risk Child Projects records or Mitigating Action records

Key to Performance Status:

Risks: **No Data (0+)** **High (15+)** **Medium (6+)** **Low (1+)**

Economy PDG Risk Management Report - Appendix 2

Risk: Commercial Land supply Failure to identify commercial land supply will stunt economic growth		
Effects (Impact/Severity):		
Causes (Likelihood):		
Service: Planning		
Current Status: High (15)	**Current Risk Severity: 5 - Very High**	**Current Risk Likelihood: 3 - Medium**
Service Manager: Jenny Clifford		
Review Note:		

Risk: Decline in National economics A decline in national economics could result in level of influence by local government being limited and having little or no impact on local economic activity		
Effects (Impact/Severity): High - Inability to meet Council objectives, customer requirements or financial commitments		
Causes (Likelihood): High - no control over macro-economics but Council objectives and action plan currently in process to increase local economic activity		
Service: Community Development		
Current Status: Medium (12)	**Current Risk Severity: 4 - High**	**Current Risk Likelihood: 3 - Medium**
Service Manager: John Bodley-Scott		
Review Note:		

Economy PDG Risk Management Report - Appendix 2

Risk: Economic Development Service Failure to promote economic activity within the District will suppress the potential for new jobs and increased prosperity for residents A continuing economic recession could jeopardise our ability to achieve corporate objective of 'A Thriving Economy'		
Effects (Impact/Severity): - Inability to meet Council objectives - A lack of inward investment - Uncertain economic recovery, impact on employment and infrastructure development		
Causes (Likelihood): - Decline in national macro-economics		
Service: Community Development		
Current Status: Medium (12)	**Current Risk Severity: 4 - High**	**Current Risk Likelihood: 3 - Medium**
Service Manager: Adrian Welsh		
Review Note: Economic Strategy currently being prepared which will focus the District Council's intervention in a more focused way and will also enable improved monitoring for this risk.		

Risk: Local Plan Whether the Inspector will find the Plan unsound		
Effects (Impact/Severity):		
Causes (Likelihood):		
Service: Planning		
Current Status: Medium (10)	**Current Risk Severity: 5 - Very High**	**Current Risk Likelihood: 2 - Low**
Service Manager: Jenny Clifford		
Review Note: Steps taken to mitigate risks by commissioning additional work to strengthen evidence base.		

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

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ECONOMY PDG
8TH MARCH 2018

Update on Exeter and Heart of Devon(EHOD) Shared Economic Strategy

Cabinet Member(s): Cllr Richard Chesterton
Responsible Officer: Stephen Walford, Director for Growth

Reason for Report: To update members on progress with regard to the first year actions of the Exeter and Heart of Devon(EHOD) Shared Economic Strategy.

RECOMMENDATION: That the Economic Policy Development group note the contents of the report.

Relationship to Corporate Plan: It supports the Economy Priority within the Corporate Plan.

Financial Implications: The initiatives within the EHOD strategy are to be pursued within existing budgets.

Legal Implications: None

Risk Assessment: None

Equality Impact Assessment: None

1.0 Background

1.1 The adopted Exeter & the Heart of Devon (EHOD) Shared Economic Strategy sets out a pathway to deliver collaborative economic development work between the four local authorities:

- East Devon
- Exeter
- Mid Devon
- Teignbridge

1.2 These local authorities are considered to be a functioning economic geography, creating a strong relationship between business communities (e.g. sectoral commonalities, supply chain links) and activities that can be delivered to support them.

1.3 The strategy also sets out a number of themes upon which objectives and activities can be developed. Each local authority has taken responsibility for leading on a particular theme, reducing the burden on individual authorities of having to lead on everything at once, in an environment where services are limited in their capacities.

1.4 The Strategy recently won a national award from the Institute of Economic Development, as the Most Innovative Strategy in the UK.

1.5 The main objectives of the strategy are to deliver stronger collaborative activities across EHOD under each of the following themes.

2.0 Business Transformation – Mid Devon

Business Support Services

2.1 Mid Devon has been working to change the way in which business support services are delivered, and to improve the quality and value for money achieved through procuring externally delivered business support services.

2.2 At the point at which the strategy was adopted (January 2017), the 4 local authorities had pooled their business support funding (total of £100k split equally between local authorities) to procure a single service across the whole of the EHOD area. Business Information Point were procured to deliver a business support service, Business Boost, focusing on start-up businesses and young businesses (up to 3 years of age) which the Economic Strategy had identified as being an area of relatively poor performance across EHOD.

2.3 The Business Boost project delivered support to over 550 businesses in a 12 month period, and case studies, client feedback and auditing of the project showed that clients valued the service they were provided.

2.4 As the project reached the end of its first year, it was superseded by the Growth Support Programme (GSP), which Mid Devon District Council had been developing in partnership with Devon County Council. This £1.8m programme covers the whole of the Heart of the South West and delivers similar services to those which were available under Business Boost. The decision was made to provide match funding to the GSP rather than continue with Business Boost which would have duplicated the service. Where each local authority had previously put £25k towards business support services, the development of the GSP enabled an almost identical service to be delivered for 3 years across the EHOD area for a total cost of £11,250 per authority. This has been achieved through the match funding that is drawn down as a result of our contribution, and represents a significant saving to the 4 local authorities without compromising the quality of the service (Business Information Point delivers the GSP in EHOD).

2.5 Through this work, Mid Devon District Council has negotiated an ongoing role on the Governance Board of the GSP, representing the Devon Districts, and greatly enhancing our position as a leader in the development of key business support activities.

Broadband

2.6 Access to high quality broadband is recognised across EHOD as a key driver for supporting business growth. Mid Devon District Council has supported the development of a bid for £2.4m to deliver gigabit broadband vouchers to the business community. The bid has been led by Exeter City Council, as they have successfully delivered a previous voucher scheme, and have the expertise and knowledge of the previous scheme to develop a strong bid. The outcome of the bid will not be known until mid-late spring, but aims to make it affordable for business communities to significantly improve the quality of their broadband speeds.

2.7 Mid Devon District Council is leading on a number of other activities to explore commercial opportunities around broadband delivery, and is working with the other EHOD authorities to take forward a wider broadband bid for infrastructure delivery, but the details of these activities are commercially sensitive at this time.

Commercialism

2.8 Mid Devon is investigating a number of commercial opportunities that would help to make council services more financially sustainable. These activities include the potential to get involved in commercial premises development, delivering and charging for added value services to the business community, and the opportunity to deliver key activities through joint ventures rather than relying on the private sector to deliver what EHOD needs.

3.0 Education & Skills - Teignbridge

EHOD Employment & Skills Board

3.1 Teignbridge District Council has been representing the EHOD authorities on the EHOD Employment & Skills Board (ESB), a collaborative partnership consisting of business representatives and educational establishments. It was originally set up to support the partnership between Exeter and East Devon to support the development of Exeter Growth Point.

3.2 All four local authorities were asked to support the development of the ESB to the value of £30k per annum per authority. This however, was not felt to be good value for money, and a decision instead was made that the local authorities will consider supporting activities on a project by project basis, rather than through the provision of a lump sum to the ESB.

3.3 Officers at Teignbridge have been reviewing projects delivered through the ESB to identify those which EHOD might wish to support in the future.

4.0 Strategic Planning & Infrastructure – East Devon

Housing & Economic Land Availability Assessment (HELAA) & Greater Exeter Strategic Plan

4.1 East Devon has been leading on Economic Development related input into the HELAA. This is the first time in the EHOD area that Economic Development teams have been actively involved in the process of determining land allocations and their viability for employment use across the wider strategic area. Through economic development teams being engaged throughout the process, we have been able to challenge assumptions, particularly the projections of business sector growth and decline in the EHOD area. This has brought another dimension to the process to supplement Experian and Cambridge Economics assumptions with local knowledge. As a result of this, stronger criteria are being used to determine whether or not employment sites are deliverable and the activities that would be required for them to be unlocked (for example, the roll out of transport infrastructure).

4.2 The HELAA process is progressing rapidly, and members have been engaged from across the EHOD area as part of the consultation process, along with forward planning officers and economic development officers. Locally, several employment sites have been deemed to be achievable as a result of the HELAA process and criteria used for assessing viability.

5.0 Inward Investment - Exeter

5.1 Exeter City Council takes a lead on inward investment activities for the EHOD group. The main way in which this is done is through the online Commercial Property Register (CPR). This lists all available offices, industrial units, shops, investment property, hotels, pubs, restaurants, and leisure property and development sites across the entire EHOD area. Exeter City Council works with the majority of property agents to ensure the CPR is kept up to date. Once a business has enquired via the CPR they will then be contacted and offered support to explore different options for their premises search. Since April 2017 nearly 500 investment enquiries have been handled and the CPR has received over 6,000 website hits equating to over 110,000 page views.

5.2 In addition to this Exeter City Council has regular meetings with the Department for International Trade and partake in a regional quarterly Foreign Direct Investment meeting, organised by the HotSW LEP. Where relevant, Exeter City Council will lead on responses and site submissions to investment enquiries from the Department of International Trade making sure EHOD is considered for future enquiries.

5.3 Mid Devon District Council Officers have a strong working relationship with Exeter City Council, and believe that these activities are working well, and directly benefitting the Mid Devon economy.

Contact for more Information: Chris Shears, Economic Development Officer 01884 244646 / cshears@middevon.gov.uk

Circulation of the Report: Cllr Richard Chesterton, Leadership Team, Head of Planning

ECONOMY PDG
8TH MARCH 2018

Destination Management Strategy for Mid Devon

Cabinet Member(s): Cllr Richard Chesterton
Responsible Officer: Stephen Walford, Director for Growth

Reason for Report: To present to committee the finalised Destination Management Strategy.

RECOMMENDATION: To recommend to Cabinet that the Destination Management Strategy be recommended to Council for approval.

Relationship to Corporate Plan: It supports the aims of the Corporate Plan's Economy objectives and in particular Aim 4 - Grow the tourism sector:

- Increase the number of people visiting, staying and spending money in the District
- Improve the marketing of Mid Devon as a visitor destination

Financial Implications: There are no financial implications envisaged with regard to adopting the Strategy. However as work on the emerging Economic Strategy evolves, destination management actions will be considered alongside other economic development projects with regard to prioritisation of projects within existing budgets.

Legal Implications: None

Risk Assessment: None

Equality Impact Assessment: None

1.0 Background

1.1 The Destination Management Plan for Mid Devon is a strategic document for promoting tourism within the District and provides a framework for joint activity with key stakeholders and individual tourism businesses.

1.2 Research was undertaken on behalf of the Council in 2016 on the tourism sector within the district and the findings were used to develop a draft Destination Management Plan. This was subject to consultation with tourism businesses and other external and internal stakeholders. The consultation responses were collated, and incorporated into a final revision of the Destination Management Plan which is now being presented to the Policy Development Group. Officers have also taken the opportunity to update the strategy to reflect modifications to the Local Plan Review such as the proposed allocation at Junction 27 for a major tourism and leisure development. The Local Plan Review will be subject to examination later in 2018.

1.3 The Demand Management Strategy will ultimately be accompanied by an action plan; however this will need to be subject to more work with members as part of the emerging Economic Strategy and be informed by the direction of travel of other economic and productivity strategies.

1.4 It should be noted that the Economic Development team currently supports individual tourism businesses, providing advice and support for applications to the LEADER funding programme, and RDPE Growth Programme. The team is currently advising nine local businesses on tourism related business ideas – mainly projects to provide and improve accommodation.

1.5 The Demand Management Strategy contains a number of objectives which will provide a context for any future actions. It is most likely that future actions will need to be owned and driven by key partners and tourism businesses themselves. Mid Devon District Council can play a role in supporting and facilitating these actions, and has a specific role in terms of the public realm, infrastructure, and business advice. However, as stated above any actions will need to be prioritised alongside other priorities being identified in the Economic Strategy.

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Circulation of the Report: Cllr Richard Chesterton, Leadership Team, Head of Planning

A Destination Management Plan for Mid Devon

Index

1.0 Background – Why a destination management plan?

The Council and its partners would like to see a competitive and sustainable tourism sector, but to achieve this there needs to be an agreed way forward and co-ordination between partners. Our aim is:

> **To build a competitive and sustainable tourism industry for Mid Devon, which increases the contribution tourism makes to our local economy over the next 5 years.**

Tourism is a key sector for the District's economy, creating jobs, increasing expenditure in the local economy and generating new business ideas. Tourism as defined by the World Tourism Organisation is any 'activity undertaken by persons travelling or staying in places outside of their usual environment for not more than a year for leisure, businesses and other purposes.' Sustainable tourism is committed to generating a low impact on the surrounding environment and community while generating income and employment for the local economy.

A destination management plan is a shared strategy showing the intent of partners to manage, develop and promote the area as a visitor destination. It is very much a partnership document as it is not possible for any one organisation to achieve everything on its own as it touches all aspects that contribute to a visitor's experience.

2.0 Economic Impact of Tourism - current situation

2.1 Mid Devon Economic Status – performance and impact

Tourism is recognised as an important driver of the Mid Devon's economy. It contributes significantly through job creation, increased expenditure and income into local communities.

In 2015, Mid Devon attracted approximately 212,000 staying visitors from the UK and overseas combined with approximately 1.59 million day visits, generating an estimated £101 million pounds worth of visitor spend in the local economy. Approximately 1,500 full-time equivalent jobs within the district are working directly in tourism related businesses, representing 5% of all employment in Mid Devon.

Key facts – Value of tourism 2015	
212,000	Staying visitor trips
860,000	Staying visitor nights
£43,165,000	Staying visitor spend
1,589,000	Day visits
£52,909,000	Day visitor spend
£96,074,000	Direct visitor spend
£5,059,000	Other related spend
£101,133,000	**TOTAL VISITOR RELATED SPEND**
2,084	Estimated actual employment
1,505	FTE employment
5%	Proportion of all employment

Table 1. Highlights from The economic impact of Mid Devon's visitor economy and evidence base 2015

Mid Devon is the least visited district in Devon, indicating there is plenty of room for growth.

Area	Domestic trips (000's)	Overseas trips (000's)	Domestic nights (000's)	Overseas nights (000's	Domestic spend (millions)	Overseas spend (millions)
East Devon	478	43	1,905	332	£100	£17
Exeter	423	58	1.446	631	£86	£37
Mid Devon	193	19	727	133	£37	£6
North Devon	937	56	4,205	364	£224	£20
Plymouth	637	76	2,186	616	£114	£33
Teignbridge	573	38	2,488	261	£119	£13
Torbay	1,084	96	4,033	563	£274	£36
Torridge	237	19	1,006	144	£53	£7

Table 2 from The Economic Impact of Mid Devon's Visitor Economy and Evidence base 2015.

The main reason why domestic visitors come to Mid Devon (day trips and staying) is for a holiday or leisure time. While for overseas visitors the main reason is to visit friends and relatives. This is significant as it means that having local connections is an important motivator even for overseas visitors.

The largest direct spend for day visitors and for domestic staying visitors (after accommodation costs have been considered) is on food and drink, with shopping being a significant second and the most significant spend for overseas staying visitors.

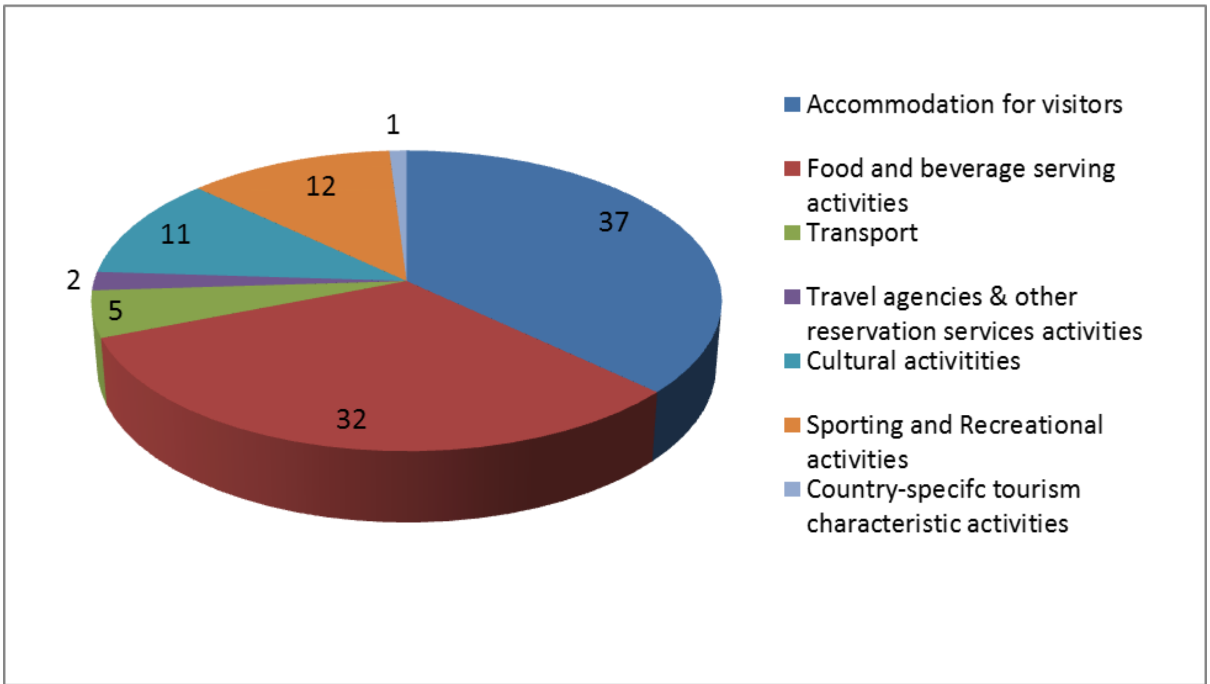
Food & drink	Domestic staying visitors £8,241,000 Overseas staying visitors £1,438,000 Day visitors £21,965,000
Accommodation	Domestic staying visitors £13,518,000 Overseas Staying visitor £1,611,000
Shopping	Domestic staying visitors £4,684,000 Overseas Staying visitor £1,948,000 Day visitors £17,072,000
Attractions / entertainment	Domestic staying visitors £4,012,000 Overseas Staying visitor £779,000 Day visitors £7,170,000
Travel	Domestic staying visitors £6,301,000 Overseas Staying visitor £634,000 Day visitors

	£6,701,000
Second Homes	£180,000
Visiting Friends and Relatives	£4,879,000

Table 3 from The Economic Impact of Mid Devon's Visitor Economy and Evidence base 2015 report.

3.0 Mid Devon's Tourism Offer

Accommodation and food and drink providers make up the majority of businesses working within the sector[1], while travel and country specific activities such as conferences, exhibitions and fairs are the lowest. However, business codes do not distinguish tourism-related retail businesses to other more general retail businesses – so it hard to evaluate the significance of retail to the tourism offer.



Graph 4. Share of tourism sectors within the industry by number of businesses using the tourism SIC codes from the Mint Database Nov 2016.

3.1 Accommodation

The latest available information on accommodation for Mid Devon estimates that there are a total of 195 accommodation providers in the district, offering over 3,100 bed spaces of various kinds. There is a lower concentration of accommodation to the west of the District, especially around Crediton.

	Bed spaces / pitches
Hotels	629

[1] Mint Database of Registered Businesses 2016

Guesthouse	66
Inns	119
B&B	557
Farms	88
Self-catering	170 units
Touring caravans / tents	378 pitches
Static vans	28 pitches

Table 5 Accommodation breakdown for Mid Devon from the Economic Impact report 2015.

Poor weather can have a negative impact on campsite bookings. However, glamping type accommodation (yurt and tepees) have increased in popularity in recent years, providing high quality experiences for people looking to get closer to nature. This type of accommodation requires advanced booking so providers are able to rely on numbers throughout the year, and extending the traditional holiday season.

As one would expect, the majority of the accommodation stock is in the countryside, however, there are also very few town centre hotels or B&B's.

3.2 Attractions and local offer

There are 14 paid visitor attractions in the district, offering a variety of activities for visitors. Attractions include museums, boat trips, historic houses, castles, theme parks, vineyards, and animal watching. There is a lower concentration of paid attractions to the west of the district.

The local offer is much wider than attractions; the district's natural environment (the countryside - stunning views / landscape / valleys) and a rich cultural heritage make Mid Devon a beautiful and interesting destination. Green infrastructure (footpaths, bridleways, cycle routes), heritage sites, churches, quaint villages, 11 miles of the Grand Western Canal, listed buildings, conservation areas, access to Exmoor and the Blackdown Hills AONB, rivers & 200 country wildlife sites all contribute to the local offer. The area has a variety of food and drink establishments serving local produce.

There has been a recent growth in the number of conference and event venues within the District, particularly wedding venues. These can offer both a venue for a day event, but increasingly offer accommodation for overnight / weekend events as well. There is also a strong country sports offer, with a number of fishing lakes and associated accommodation in the Culm Valley and a concentration clay pigeon and pheasant shoots on the Exmoor Fringe.

4.0 Who comes to Mid Devon?

The findings from the 2016 visitor survey portray a positive and encouraging picture of Mid Devon as a tourism and leisure destination in the South West region. The headlines from the survey include:

- Mid Devon is predominantly a destination for day visitors.
- The main visitor market appears to be those people living within the immediate South West region.

- Mid Devon appeals to adult-only groups with visitors falling into the middle (45-54 years) and older (55+ years) age groups.
- The average group size is 2.85 people
- The majority come to Mid Devon for leisure purposes or for visiting friends and family.
- Overnight visitors spend on average 4 nights
- Mid Devon attracts a relatively affluent visitor market (social grades ABC's)
- The district attracts a high proportion of repeat visitors across all visitor types. This is likely to be due to the fact that visitors to the district appear to be relatively satisfied with the visitor experience and the tourism product on offer to them when making a visit.
- The main reason for their visit is to eat out (food and drink), followed by shopping, walking, visiting family attractions and enjoying the countryside
- Visitors use the internet during their visit to source information from google, Trip Advisor, Visit Devon and Heart of Devon. However, a high proportion still likes to use a brochure or leaflet during their visit.
- The lowest satisfaction rates were for nightlife/evening entertainment and availability of public toilets.
- Standard questions are used to benchmark the overall satisfaction and enjoyment of a visit, for example visitors were asked the likeliness of re-visiting the area and 4.73 out of 5 (very high) would return.
- A similar benchmark is recorded through a recommendation score. Mid Devon's recommendation score was +42%, which is good but slightly lower when compared with the score for the county as a whole of +56%.
- Some quotes why people like it here: 'the countryside', 'a lot calmer and laid back', 'Atmosphere, scenery and peaceful', 'accessibility to coastlines in Devon', 'variety of things to do', 'friendliness', 'Weather, fresh air and wild flowers along the paths'.

5.0 Partnerships and Marketing

Mid Devon used to be marketed under the Heart of Devon (HOD) Area Tourism Partnership (ATP), together with Exeter, East Devon and Teignbridge. However, in January 2016 the Heart of Devon partnership merged with Visit South Devon (VSD). Following this merger Mid Devon businesses were struggling to relate to VSD's strong coastal brand and many have now migrated to Visit Devon.

Visit Devon has been developing to become the 'go to' company for tourism and hospitality businesses located in Devon. Over the past 12 months they have appointed a new board, introduced a new membership structure and a completely revamped their website. Visit Devon is a Community Interest Company and will be working on behalf of the tourism and hospitality industry locally to promote Devon within the UK and overseas to attract new and additional visitors to the county.

Up until recently Mid Devon has been under represented on Visit Devon's website, but this has been addressed. Events can now be promoted through the website, however there is a lack of locally co-ordinated promotional campaigns at present and there is no central website for Mid Devon to direct visitors to.

Mid Devon Attractions Association is an important private sector led group for the area. Their objectives are a) to be a voice for Mid Devon and b) to promote the area by working in partnership on a number of projects and promotional campaigns e.g. identifying a brand for the area and creating a marketing and promotional strategy. MDDC is supporting the group to become an influential body with its own marketing and events programme and an organisation for securing external funding for future marketing campaigns.

Mid Devon District Council part funds the Tourist Information Service (TIS) which has created networks with accommodation and attraction providers, releasing a monthly e-bulletin to businesses. The TIS maintain some of the 'Explore Tiverton' web pages which promotes local events, accommodation and 'things to do'. Cullompton and Crediton do not have a similar website to promote their towns. There are no overall accommodation or food and drink partnerships in the area.

As it stands marketing and promotion for the area is done on an individual business basis, very little joint advertising campaigns / schemes have taken place with no clear leadership or coordination across the district and sectors. Mid Devon as an area is unknown and requires a clear brand to re-position it within the tourism market. There seems to be a concentration around what the area doesn't have e.g. coast / National Park rather than focusing on what the area does have to offer, creating one clear message which the sector adopts. A clear brand and unique selling points need to be identified to promote the area and re-position it as a competitive area to visit.

6.0 Mid Devon's product offer

Below is a SWOT assessing the strengths and weaknesses of the local offer and the opportunities and threats from external influences (PEST analysis).

	Strengths	**Weaknesses**
Visitor	• Visitor loyalty – high levels of satisfaction and repeat visits. • A place where visitors feel safe and secure • Attracts a large proportion of local, South West residents.for day visits within a relatively short drive time of the area. • Attracts relatively affluent visitor market with a good recommendation score.	• Lack of range of nightlife/evening entertainment • Doesn't attract younger visitors • Majority of visitors don't use social media while on their visit, therefore little free publicity is generated. • District is not capitalising on short break market and extending the tourist season • Visitors don't know they are in Mid Devon
Product	• Tourism related employment is 5% • Good quality accommodation • Strong heritage offer in Tiverton, Cullompton and Crediton • High number of conservation areas • Attractive towns and quaint villages set within valleys creating stunning views • Peace and tranquillity – pure get away. • Strong potential food offer, pubs, restaurants, food festivals, farmers markets, local producers. Award winning food events. • Diverse product offering, e.g. quaint villages, market towns and historical buildings, rivers, canal, visitor attractions • Official walking routes (GWC, Exe	• Limited public transport options across the district especially on Sunday's and bank holidays • Perception that Mid Devon has nothing to offer young people and families • Limited mobile and Wi-Fi connection across the district • Lack of events in off peak seasons • Uneven spread of attractions throughout the District. • Little paid attractions in Crediton and surrounding area. • Gaps in assets – no farm type attractions, • Limited low cost accommodation e.g. camp sites.

	Valley Way, Little Dart Ridge Valley, Devonshire Heartland Way, Tarka Trail) and cycling (Sustrans networks – routes 3 & 344) • A number of key assets including Crediton Parish Church (links to St Boniface), Crediton High Street – independent / unique, Eggesford Forest, Fursdon House, The Waie Inn, Bickleigh (Mill, Devon Railway Centre, Castle), Great Western Canal, Horse Drawn Barge, Knightshayes, Mid Devon Museum, St Peters Church, Tiverton Castle, Bampton Heritage Centre, Bampton Moat, Coldharbour Mill, Quad World, Diggerland, The Bear Trail, Devon Badger Watch, Downe House, Yarak Birds of Prey.	
Place	• High quality countryside & natural environment • Easy access by road and rail. Good transport links, with the M5, North Devon link road and main-line railway running through the District. • Potential to develop major visitor attraction at J27 of regional significance • Close proximity to the moors, beaches, city, AONB • Active Town Teams in Cullompton, Crediton and Tiverton developing the local offer. • Recent review and update of brown signs	• Tourism businesses rely on the typical seasonal months, not seen as an all year round destination • No investment is planned for green infrastructure including cycle paths, long distance footpaths, rural footpath signposting, linking up routes. • Perceived as a gate way to Devon e.g. a pass through area.
Promotion	• Good business reviews on Trip Advisor • Award winning accommodation, attractions and events • Mid Devon Attractions have formed an Association working towards marketing and promoting Mid Devon. • Active TIC for Tiverton and information points in Cullompton and Crediton • Robust statistics and volume & value trends data for the area	• Lack of profile across Devon, UK and overseas • Least visited destination compared to all Devon districts • Multiple businesses and agencies advertising the area – no clear message or branding • No clear direction of the districts USP's. • Lack of communication channels with the business sector e.g. no accommodation association for the area • Large and diverse area to administer. • Lack of online presence to promote towns, attractions and accommodation • Businesses express that they can't relate to the Area Tourism Partnership – Visit South Devon brand which Mid Devon falls under.

		• Attractions are small scale and can't afford membership fees. • Lack of communication channels through our towns and villages to promote our highstreets, events and activities. No one event calendar. • Not all businesses are social media mature
	Opportunities	**Threats**
Political	• Tourism is a growing industry in its own right and it makes an increased contribution to the economy • Visit England's Strategic Framework for Tourism 2010-2020 / Governments Action plan (Aug 2016) • Potential to unlock funding through LEP • Councillors' decisions – cascading information to Parish/Town Councils, businesses and trade • Political support to develop a train station at Cullompton • Political will to investigate the Exe Valley AONB • Develop stronger links with nearby areas • Government plans to cut red tape by changing licenses for B&B's.	• Decreasing industry ATP membership following HOD/ VSD merger • School term time holiday-taking regulations
Economic	• Business collaboration on consumer offers and promotions • To increase the overnight stays through suitable product development • Scope to market Mid Devon as a whole • Tourism in the UK is set to grow by 5% year on year which will generate new demand with corresponding impact on jobs and economy (225,000 jobs). • Leisure and tourism development for J27 could create opportunities for advertising & promotional links with our town centres, attractions & accommodation. • New product development and campaigns • Expand the events season • To create a SLA with the TIC. Scope to improve communication channels across the district and project development. • Visit Devon will be promoting the county creating marketing opportunities for businesses • Capitalising on product development, e.g. arts and crafts, cycling, walking, bowling and golf, special events	• Competition from other destinations managing tourism more effectively • The true impact of Brexit on visitors and private sector spend and investment is unknown • Future developments at J27 could have mixed impact on other tourism businesses. • Interest rates and the effect on disposable income • Value of GBP against other major currencies e.g. relative weak / strength of the pound and the effect on overseas visitors • Rate of inflation

	(Festivals) • Encourage investment e.g. hotels • Emphasise for all year round marketing of tourism • Encourage investment in all day attractions e.g. linked attractions (multi-ticketing around attractions) • To secure Cullompton Heritage Lottery grant • Funding through the LEADER programme • Unsaturated sector plenty of room to develop • Improve access to rivers and the environment with better footpaths, bridleways, cycle ways, interpretation, viewing facilities. • Joint marketing with other councils/partners • Need a 'wow' factor for the area • Relative weak / strength of the pound and the effect on overseas visitors • Job creation • Income into the economy • Public/private partnership funding • Eligibility to European funding	
Social	• Devon as a region is known as a holiday destination. • Capitalise on Devon marketing. • Social demographic changes (older UK population) • Holiday trends e.g. increase in staycations • Country holidays are popular with over 45's • Changes in family patterns	• Customer expectations are changing rapidly • Shifting values in society
Technology	• Make it easier to find useful information about planning a holiday • Web marketing and on-line booking opportunities • Destination management systems • Increasing role of social media	• Access to Internet and Wi-Fi discrepancy's across the district

Table 6; SWOT and PEST analysis of the Mid Devon Tourism Sector

7.0 Current Trends

7.1 National Trends

A Strategic Framework for Tourism 2010-2020 (Visit England) states Tourism in the UK is set to grow by 5% year on year, which would generate new demand with corresponding impact on jobs and economy (estimated 225,000 jobs).

However, the impact of Brexit on the tourism industry is unknown. Changes to border controls may influence visitor's decisions inbound and outbound. It may result in a greater increase in staycations for domestic visitors, especially if the pound is weaker. The state of the pound will influence international visitor's decision to holiday here, making it good (if the pound is weak) or poor (if the pound is strong) value for money, and equally limit UK residents visits abroad.

In 2015, British residents took 102.7 million overnight trips in England, totalling 300 million nights away from home, with an expenditure of £19.6 billion (a new high). £191 was spent per trip, and with an average trip length of 2.92 nights, the average spend per night was £65. The number of domestic trips was 11% higher than in 2014, and the amount spent increased by 8%, reaching an all-time high in nominal terms. Overseas trips to England increased by 5% compared to 2014 to £36.1 million and spend by 1% to £22.1 billion. During 2015, GB residents took a total of 1,525 million Tourism Day Visits to destinations in England, Scotland or Wales, falling by -4% compared to those taken in 2014 (1,585); and around £54 billion was spent during these trips which remained unchanged year-on-year (£53.8 billion in 2014) (South West Tourism Research 2016).

However, with over 50% of international visitor spend still in the capital, there is more to be done to rebalance the sector, boosting jobs and growth right across the country.

Visit England has also produced a ‘Rural Tourism Action Plan’. The report aims to improve the potential of the rural tourism offer and bring benefits to local communities and economies. The report proposes the following to diversify and enhance rural tourism:

- Develop existing and new visitor activities and experiences that are less weather dependent, appeal to visitors throughout the year and reflect and support the local area;
- Develop traditional and new low impact and low carbon products and experiences in rural areas informed by consumer trends and behaviours (e.g. walking, cycling, glamping, tepees, yurts, camping huts and shielings; slow tourism; outdoor concerts; museums and parks at night) and suited to local environments and communities; and
- Increase the promotion of England’s rural offer and experiences by using new media and other marketing techniques to engage younger audiences.

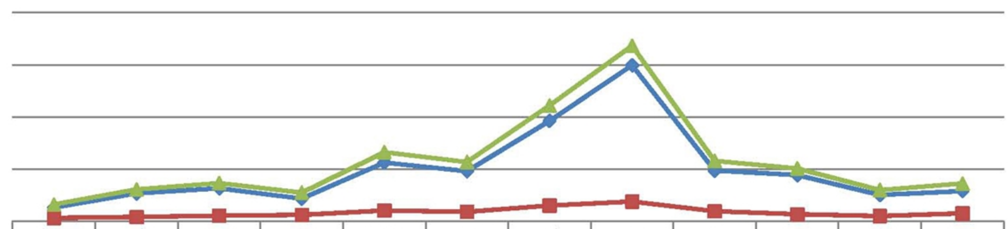
7.2 Regional trends

The South West Region – 2015

According to the Visitor Survey 2015, the South West saw a 5% increase in trips of more than one day for UK visitors, with an increase of 7% for nights and 5% for spend. Overseas visitor trips to the region increased by 2%, nights increased by 9% and spend by 3% compared to 2014. Day visits to the South West are estimated to have decreased by 2% and day visit spend increased by 2% compared to 2014. Visits to urban areas increased by 1% with expenditure increasing by 13%, visits to rural areas decreased by 8% with expenditure decreasing by 9% and visits to coastal areas remained at a similar level to 2014 although expenditure decreased by 10% (South West Tourism Research 2016).

The latest data shows Devon’s staying visitors tend to spend within the typical seasonal months (June to September high season) with a slight secondary peak in May.

Devon - Estimated seasonality of staying visits



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
UK spend (mn's)	25.9	53.1	62.7	42.9	112.1	95.6	192.2	299.1	96.8	88.0	49.9	57.4
OS spend (mn's)	5.7	7.6	9.9	11.6	20.0	17.5	29.6	37.3	18.7	12.9	9.5	14.7
Total spend (mn's)	31.6	60.7	72.6	54.5	132.1	113.1	221.8	336.4	115.5	100.9	59.4	72.0

Graph 7: Estimated seasonality of staying visits in Devon – South West Tourism Research 2016

Devon is the most visited region in the South West for day and staying visits for domestic trips. However, Former Avon (which includes Bristol) is significantly higher for overseas trips.

8.0 Planning Policy

8.1 The National Planning Policy Framework (NPPF)

The National Planning Policy Framework (NPPF) was published in March 2012 and states local plans must: “Support sustainable rural tourism and leisure developments that benefit businesses in rural areas, communities and visitors, and which respect the character of the countryside. This should include supporting the provision and expansion of tourist and visitor facilities in appropriate locations where identified needs are not met by existing facilities in rural service centres.” (Paragraph 28)

8.2 Mid Devon’s Local Plan Review

Mid Devon’s Local Plan sets out the planning framework for the growth of the District up until 2033, and identifies planning policies for tourism and leisure facilities.

The proposals of the Local Plan Review are that:

> The Council will use planning and related powers to support sustainable economic success through:
> - A good range of jobs in urban and rural areas
> - Growth that respects Mid Devon’s relationship with Exeter and Taunton
> - Profitable and expanding local businesses, attracting inward investment.
> - Attractive, lively and successful town centres
> - Tourism and leisure enterprises that benefit the whole district
> - Recognition of the role of heritage as a tourism attraction[2]

The Local Plan allocates land at J27 of the M5 motorway to support the development of tourism and the economy in the area

[2] Mid Devon Local Plan Review 2013-2033

Policy J27 - Junction 27,
"Development will be targeted to provide a high quality tourist and leisure focused development to meet needs identified within the tourism study[1]".

Policy DM22 - Tourism and leisure development
"Proposals for new or expanded tourism, visitor or leisure facilities will be supported within or adjacent to defined settlements. Elsewhere, the nature of the proposed development must justify a countryside location and minimise environmental impacts, avoiding an unacceptable traffic impact on the local road network. Development proposals must:

a. Respect the character and appearance of the location
b. Where appropriate, involve conversions or replacement of existing buildings; and
c. Demonstrate that the need is not met by existing provision within nearby settlements[1]".

The Local Plan Review will be subject to examination in 2018.

9.0 The Future for Tourism in Mid Devon

Having looked at all the available evidence and consulted with sector representatives, the destination plan identifies three key areas for development:

9.1 Working in partnership

Effective partnerships are key to achieving the aims of this plan, as many organisations, both in the public and private sector, have a role in creating the right environment for growth in the tourism sector. These partnerships need to be business led, as they are the driving force for growth, but there is a role for public bodies to facilitate the process. Through partnerships we hope to develop:

- *Clear leadership and co-ordination within the sector*
- *Strive for quality*
- *A joint and co-ordinated approach to marketing and promotion*

Clear channels of engagement are needed between different bodies in order to promote and create projects, events, schemes, and initiatives which in turn can be promoted through the Area Tourism Partnerships.

Organisation	**Roles**
Lead partnerships – Mid Devon Attractions Association Visit Devon Visit South Devon TIC	 Represent Devon tourism at a national level Gathering evidence and monitoring Visitor information Developing the area brand and marketing Sector engagement Promoting funding opportunities Build strong partnerships Promotion

MDDC & DCC	Public realm – appearance and maintenance Planning development Public health and safety Visitor services – car parking, public toilets, cleanliness Partnerships with private sector Business support Transport planning and infrastructure Access, right of ways, countryside management Licensing Conservation Leadership – encourage / facilitate partnerships
Town and Parish Councils	Neighbourhood planning Place making Local activities and events Promotion
Town Teams / forums	Place making Events / improving the local offer Streetscape
Business Groups and Chambers of Commerce	Supporting tourism-related businesses Supporting the vibrancy of our town centres Supporting joint initiatives
Local Enterprise Partnership	Funding for businesses Sector support
Private sector individual tourism businesses (attractions, accommodation, retail, pubs, restaurants, car hire etc.)	Product development and investment Visitor experience – feeling welcomed Links to destination branding and promoting the area Place making Creating and maintaining employment
Local land owners	Future development opportunities Festivals and event locations Access
Heritage groups, arts & culture, civic society, sports and community groups	Local knowledge and expertise Events and initiatives Create an identity

Table 8: Organisation roles and responsibility

9.2 Clear branding and a joint approach to marketing

Mid Devon suffers from a lack of a clear identity, poor 'brand recognition', and inadequate promotion. Basically, visitors don't know we are here or what we have to offer. Work must be undertaken:

- *To create an identity for Mid Devon.*
- *Ensure the sector as a whole adopts the branding and promotes the same message*
- *Create a voice for each sub-sector e.g. attractions, accommodation, food and drink, events.*

- *Identify joint promotional initiatives*

Mid Devon Attractions Association[3] have been progressing with developing an identity, securing external funding to achieve their objectives. The same model could be used to create similar identities in the remaining tourism areas e.g. food and drink and accommodation which could feed into the ATP's and link with the other local sectors. Town Teams are established in Cullompton and Crediton at present, and have an important role in developing the identity of place, but don't feed into the ATP's. There is a gap for a Mid Devon wide organisation to collate all the relevant information which can feed into Visit Devon and co-ordinate a clear brand / message for the area.

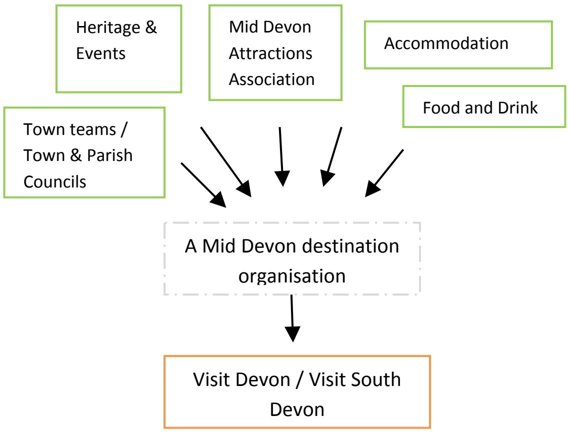


Diagram 10: Potential communication channels (groups) and promotional development links.

9.3 Creating a competitive product

- *Improve the visitor experience*
- *Meet target segment needs*
- *Develop the local offer and create new initiatives / products which will meet segment needs*

Creating a quality experience for visitors must be at the heart of all that we do as businesses and as public bodies involved in promoting the area. In order to do this we need to be aware of the needs and wants of different segments of the market.

Visit England have identified five segmentation of domestic tourists based on different needs, attitudes and behaviours (Project Lion 2016).

Segment & no. of holiday's a year	Priorities in choosing a holiday	Attitudes to a holiday in England	On their recent trip…	Behaviour
Country-Loving Traditionalist	1. Unspoilt countryside 2. Clean and tidy	1. Offers a wealth of cultural	1. Typically a countryside break for two	1. Higher than average consumption of

[3] A business-led group of visitor attractions working in and around Mid Devon.

2.3 holidays a year	environment 3. Opportunities to eat/drink local produce	experiences 2. Makes you feel connected to the country's history and heritage 3. Has beautiful countryside 4. Ideal place for people like me	2. Half will book direct through the accommodation provider 3. Two thirds prefer to stay in a b&b for the personal touch or rented accommodation 4. Spent time exploring the countryside and small towns	broadsheets and UK tourist websites 2. Likely to live in East / Anglia and South East 3. Married or living with partner with no children 4. £20-45k income bracket
Fun in the Sun 2.0 holidays a year	1. Good range of outdoor activities	1. Good for families with kids 2. Good beaches 3. Makes me want to return 4. Sense of excitement and adventure 5. Is fun 6. Good for young people 7. Feels like a proper holiday	1. Typically seaside break for at least 3 people 2. Over a third will stay in a caravan or holiday camp 3. Seasonal holidaymaker 4. Spent time at the beach, shopping and exploring small town	1. Strong users of social media 2. Like to live in West and South West 3. Majority married or living with partner, half with children and aged 35-55years. 4. £20k-£45k earner
Fuss-Free Value seekers 2.2 holidays a year More likely to consider England for a holiday or short break	1.Easy to get around by public transport 2. A destination that is easy to get to by public transport 3. It doesn't take too long to get there 4. Deals and discounts for the destination	1. Is good value 2. Makes me feel like I've had a proper holiday 3. Has good beaches	1.Typically a seaside break for two 2.Half will book their holiday online 3.More likely to stay in a hotel or caravan / holiday camp 4.Spent time shopping, the beach, exploring small towns	1.Likely to read the tabloids and least likely to engage with social media 2.More likely to be in East Midlands 3. More likely than other segments to be single, not living with children. Nearly half are over 55+ 4. Lower household income <£20k
Free and Easy mini breakers 2.1 holidays a year Like short breaks	1.Easy to get to by public transport 2. Easy to get around by public transport 3. Availability of festivals, music, sporting and cultural events	1.Has beautiful countryside 2. Has interesting towns and cities 3. It is easy to get to	1. Most likely to be a city break for two over 1-3 nights 2. Majority prefer a hotel 3. Prefer to book online 4. More likely to shop, explore the city, visit a museum or gallery and indulge in cultural	1. Strong users of social media and broadsheets 2. More likely live in the North (East or West) 3. Nearly half are single high proportion with no kids and under 55 years 4. £20-45k

			entertainment	income however 1 in 4 earn £45k+
Aspirational family fun 2.7 holidays a year More likely to take a longer holiday than other segments	1.Good nightlife / entertainment 2.Availability of festivals, music, sporting and cultural events 3.Good range of water based / beach activities	1.Offers great entertainment / nightlife 2.Makes me feel like I'm doing less harm to the environment	1.Half stay in hotels with 1 in 5 opting for a b&b instead 2.A city break for at least 3 people 3. Chose the convenience of booking through a aggregator website 4. More likely than the other segments to spend time at a theme park, zoo or sporting event.	1. Highest consumption of broadsheets and free newspapers. Visit UK tourism websites 2. Likely to live In London 3. Under 50 years and most likely to have children. 4. Higher income £35k- £45k +

The Mid Devon Visitor Survey 2016 reflects that the majority of Mid Devon's current visitors meet the profile of the 'Country-Loving Traditionalist'. If the District is to attract a wider range of visitors, particularly the younger, family market, it needs to increase the range of facilities and activities available to meet their needs.

We also need to recognise that those in the 'Aspirational family fun' segment are often highly mobile and may travel widely across the region during their visit, spending the morning at the coast (North or South), then visiting an attraction / city in the afternoon. We need to work closely with neighbouring areas to ensure Mid Devon is not just a base for visiting the wider area, but also attracts visitors in its own right.

9.4 Trends

New types of domestic leisure tourism are emerging (Visit England – Domestic Leisure Tourism Trends for the Next Decade December 2013) which could have a positive impact on rural destinations, through Active and Health tourism as well as visiting friends and relatives.

Visiting Friends and Relatives (VFR) trips are turning into leisure ones. With more budget constraints, consumers are wishing to maximise their leisure time and capitalise on family occasions. As we live longer we create more family occasions to celebrate and create rich family experiences.

Health tourism (such as spa breaks) is driven by a generation of health conscious older people but also the rising perception of time pressures at work and home.

Active tourism is growing as a reaction to more sedentary lifestyles and people wanting to de-stress though adventure experiences.

Food tourism is a growing area with the international market.

9.4.1 International

In 2011 the International Passenger Survey (IPS) revealed that visitors from overseas undertook particular activities whilst in Britain, including going to the countryside and coast. International Passenger Survey figures show that Scotland, Wales, the South West and

Yorkshire are most likely to see holiday visits involving visiting rural or coastal locations and walking. Visiting the countryside is especially common in Yorkshire, Scotland and the South West, with walking in the countryside common (28% took part in countryside walk) in the South West, Scotland and Wales. Visiting villages is most popular in the South West while visiting national parks is particularly popular in Wales, Yorkshire and the South West.

10.0 Product Development

Investigating possible products and marketing options for the future.

Market penetration/consolidation – getting more from existing customers

- A strong brand to re-position the area and reach more of our existing markets.
- Increase the current target market – Couples over 55 with no children (social grade ABC's), Families (social grade ABC's) and visiting Friends and Family, group visits.
- Campaigns specifically to target this market for day visits within the SW region (1hr 30 min radius). Short stay (4 nights) visitors from Bristol, Midlands, Hampshire, South West, South Wales, London and South East and M4 Corridor.
- Visit Devon's objective is to promote the region to international visitors – therefore up to date information is required on their website to promote the area and the activities they want to do e.g. country walks, food tourism & villages to explore.
- Current visitors are least satisfied with the evening / night time entertainment. These areas need to be addressed for the family and over 55 markets.

Market Development – new market segments

- Families – outdoor pursuits / experiences / family ticket offers for attractions
- Business tourism – conferences, events, team building exercises, exhibitions. Mid Devon has good road and rail links making it very accessible and central to the South West.
- Health and Active tourism packages
- Under 55's - Free and Easy mini breakers (no children) – festival development, cultural entertainment.
- International visitors – revamp the countryside walking trails

Product Development – new products

- Events and Festival development – sports events, parks at night
- Trail development - food and drink trails (food tourism), heritage walks (cloth & wool trade / merchants walk) and tree trails.
- Walking and cycling route to quality food and drink establishments.
- Dog friendly holidays / itineraries
- Wet weather attractions
- Group activities – coach parties over 55's
- Food and Drink is a big draw for the area. Develop food trails / walks with our rural and urban restaurants.
- Enhance the Green infrastructure – footpaths and cycle routes
- Family attraction offers and group attraction initiatives

- Outdoor pursuits – stag safari’s, fishing
- New family attractions – farm / animal
- Business tourism
- Health – Spa’s and retreats
- Leisure and tourism opportunities at J27.
- Enhance evening entertainment for over 55’s and families, quality food establishments, comedy club, live music, music in the park, open cinema, skittles nights etc. Joint promotion opportunities.
- Festival development – music, food, themes weekends.
- Accommodation – Good budget hotel accommodation for Fuss Free visitors, quality B&B / guest houses, bespoke / personal touch for Traditional Country lovers. Yurts / Glamping for getting back to nature – Free and Easy mini breakers.
- Introduce a Mid Devon quality awards / recognition scheme
- Itineraries for families, groups and couples.

Diversification – new product and new market

- Create look out points across the district
- New festivals to stretch the holiday season e.g. music festivals
- Garden tours
- Water sports – rivers and canal activities
- Heritage trails – Green Coat scheme
- Sporting events
- Quality assurance schemes. This is particularly important in Mid Devon where the industry is dominated by small / medium enterprises and any new business ideas are most likely to come from the small business/farming sector.
- Top 10 campaigns
- Free and easy mini breakers who enjoy the countryside. Transport is important to this group. Promote access and transport links. Green transport schemes e.g. public transport and cycle hire.

10.1 Summary – Key points for Mid Devon (stage one)

Target segmentation – day and staying visitors

- Expanding over 55’s no children (typical Countryside-lover) ABC’s
- Attract more Families – ABC’s
- Visiting Friends and Relatives - day visitors

Audience location -

- Staying visitors from - Midlands, Hampshire, Bristol, South West, South Wales, London, South East and M4 Corridor.
- Day visitors – radius of 1hr 30mins travel.

Key product development to meet the target segmentation needs:

- Improve green infrastructure (footpaths & cycling) and the promotion of them. Walks linked to local food and drink establishments, best scenic routes, short and long routes etc.
- Developing the night time / evening entertainment. Better coordination to promote what’s on offer e.g. most unique pub, best spots for live music and star gazing,

evening activities such as skittle hire. Develop new offers such as music in the park events, food and drink campaigns.

- Enhance the local food and drink offer – campaigns / dog friendly establishments, award winning, local offer, best cream tea, best fireplace to sit and eat beside.

11.0 Objectives for 2018 – 2023

Purpose:

To build a competitive and sustainable tourism industry, increasing the contribution tourism makes to our local economy and employment:

Objectives

1. To create partnerships to enable a joint approach to growth	2. To develop a brand and promotional strategy to create regional and national awareness	3. To develop the local offer to create a competitive product which meets our target segment needs.

Priority areas

➢ Develop sector partnerships and communication channels throughout the district. ➢ Create a Mid Devon partnership to promote the District. ➢ Build partnerships with Visit Devon, Area Tourism Partnerships, neighbouring districts, and sectors within Mid Devon ➢ Monitor performance of the local economy and visitor experience to increase standards	➢ Attract and retain more day and staying visitors, targeting over 55's and families ➢ Develop a brand valued by the tourism community. ➢ Create a marketing and promotional strategy for the area ➢ Develop the identity and advertising of our market towns ➢ Identify promotional campaigns and activities to increase footfall	➢ Allocate land at J27 for tourism and leisure development of regional significance ➢ Develop products and experiences in line with the target market and trends. ➢ Support tourism business development ➢ Enhance the evening and night time economy ➢ Develop green infrastructure ➢ Enhance food and drink offer – food tourism ➢ Develop events & festivals

A number of organisations are responsible for achieving these objectives. Therefore, we need to consult with the wider tourism sector a) to adopt this destination plan b) to agree the objectives c) to establish how we will achieve the objectives which will form the priorities and action plan for the next 5 years.

Appendix A - List of Mid Devon Attractions (as of Dec 2017)

Paid Visitor Attractions (13) *(charging an entrance fee)*
Badger Watch
Bear Trail
Coldharbour Mill
Devon Railway Centre
Diggerland
Downes House
Fursdon House
Knightshayes
Quad World
Tiverton Canal Co., Canal Barge
Tiverton Castle
Tiverton Museum of Mid Devon Life
Yarak Birds of Prey

Visitor Attractions *(without an entrance fee)*
Bampton Heritage Centre
Grand Western Canal
Holy Cross Church, Crediton
St Andrew's Church, Cullompton
St Peter's Church, Tiverton

Leisure and Sports Activities
Tiverton Golf Course
Downes Golf Course, Crediton
Exe Valley Leisure Centre
Lord's Meadow Leisure Centre
Culm Valley Leisure Centre
Goodiford Mill Fishing Lakes
Lakeside View Carp Fisheries
Newcourt Barton Fishery
Kia Ora Fishery
Digger Lakes
Coombelands Coarse Fishery
Four Ponds Fishery
Lower Hollacombe Fishery

Wedding and Conference Venues
Bickleigh Castle
Bridwell Park
The Corn Barn
Duvale Priory
Hillersdon House
Huntsham Court
Middle Combe Farm
Muddifords Court Country House
Padbrook Park, Cullompton
The Oak Barn, Hittisleigh
St Andrew's Community Centre, Cullompton
Stoodleigh Court
Tiverton Hotel
Upton Barn

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Economy Policy Development Group Report

2017/18

We have dealt with a number of topics throughout the year at both formal and informal meetings.

Apprenticeships

We received a presentation detailing the new Apprenticeship Levy which had been introduced at the beginning of the year. Employers with a payroll exceeding £3m have to pay a levy of 0.5% of their pay bill. This affects the larger employers in Mid Devon. We will receive a further presentation, of a more general nature, at our March meeting. East Devon College will update us on the take-up of the new scheme.

Mills & Hydro Power Project

An application was made to the European Structural Investment Fund to further this project. Regrettably this bid was unsuccessful. However, there are a number of funding streams to support renewable energy generation activities, and bids have been submitted which we hope will be successful. We have also supported a team of Master's students to undertake a project that will help to advance the development of local mills.

Broadband

Superfast Broadband is an essential requirement for Mid Devon and has been discussed at most of our meetings. It is vital that local businesses have access to fast Broadband at the earliest opportunity. A recent bid had been made to "Local Full Fibre Network" for £2.4m across Greater Exeter. This will enable businesses to receive vouchers to access high speed Broadband. We are also actively exploring opportunities to enhance broadband provision, particularly in hard to reach parts of the District.

Tiverton Market

Tiverton Market has been a much discussed topic over the past months. It was decided that we would encourage local producers to attend normal markets rather than set up a designated farmers market.

In the longer term we will be looking at alternative methods of managing the market to see if there are better ways of operating.

We have agreed a Tiverton Market Environment Strategy, which will assist the market to operate in a more environmentally sensitive way. This will come into operation over the next few months.

We have also hosted a number of events in Tiverton in partnership with local groups. The Christmas light switch on was a particular success, bringing thousands of people into the town centre.

Car Parking

There has been considerable discussion regarding car parking income, with some members of the group unhappy with the current level of charges. There is a general appreciation that car parking does provide an income stream for the Council. If this income stream is reduced the shortfall will have to be found in other areas.

Strategy & Consultations

The group has been leading on responses to the LEP and other bodies, for consultations including the South West Productivity Strategy and the Great Western rail network. Both of these are highly relevant to the economy of Mid Devon. We have also been the leading group in the development of the local Economic Strategy helping to set local economic priorities and a vision for the District.

Townscape Heritage – Cullompton

An application to the Heritage Lottery Fund was made in December as scheduled. The bid is for £1.2m to support restoration of heritage buildings in the Cullompton Conservation Area, and the outcome of the application should be announced in May 2018.

My thanks to the staff who work in the Economic Development team for their continued assistance throughout the year. Also thank you to the committee clerk for her valued assistance.

Councillor Brenda Hull
Chairman of the Economy Policy Development Group