

Economic Development and Tourism Strategy 2017 – 2021

- Annual Delivery Plan Review 2017 – 2018
- Annual Delivery Plan 2018 - 2019

1. Employment Land Planning			
Development Services will support the Council Plan economic development objectives through:			
a) Practical solutions to facilitate business growth needs on existing and potential commercial sites			
Actions 2017/2018	Status	Progress on 2017/18	Actions for 2018/19
1. Safeguard viable employment land which meets the needs of business.	☺	<ul style="list-style-type: none"> - JCS adopted in Dec 2017 which includes allocations for 112ha employment - Employment land allocations and policies have been developed for the Preferred Options Borough Plan. - Land being monitored and protected through planning policy and process - Economic development inputting into employment land policies i.e. Borough Plan and JCS 	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. To instigate new co-ordinated service approach to businesses, incorporating planning business champion, as part of the launch of the Growth Hub 4. The J9 area masterplan is progressed.
2. Provide constructive planning advice to businesses to meet their development needs.	☺	<ul style="list-style-type: none"> - Planning advice provided to businesses - Development Management Champion for Businesses to be allocated through Growth Hub operation 	

b) Delivering sufficient employment land to meet the needs of the strategic plan			
1. Ensure there is an available and deliverable portfolio of sites across the borough to accommodate different employment types and uses.	☹️	- JCS adopted in Dec 2017 which includes allocations for 112ha employment Sites allocated through JCS and Borough Plan	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. Monitor overall position of employment land in the borough through comprehensive sites portfolio 4. Establish an Employment Land Task Group 5. The J9 area masterplan is progressed.
2. Work with developers, stakeholders and infrastructure providers to deliver strategic employment sites within JCS allocations.	☹️	- Economic development input into strategic sites at Elms Park and Churchdown, as well as inputting into Ashchurch Masterplan	
c) Positive application of land use policy in delivery of achievable employment land sites.			
1. Allocation of employment sites through the Joint Core Strategy and Tewkesbury Borough Plan.	😊	<ul style="list-style-type: none"> - JCS adopted in Dec 2017 which includes allocations for 112ha employment - Employment land allocations and policies have been developed for the Preferred Options Borough Plan. 	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. The J9 area masterplan is progressed.
2. Progress a development masterplan for the M5 Junction 9/A46 area to identify opportunities for economic growth.	😊	<ul style="list-style-type: none"> - Thinking Place appointed and delivered visioning work - BDP appointed to produce masterplan, incorporating employment land and growth agenda - Business consultation and focus groups delivered, to feed into BDP and Thinking Place work 	

d) Supporting key business park areas			
1. Explore potential for Business Improvement Districts to encourage greater business connectivity, environmental enhancement and business retention.	☹️	Once J9 Masterplan adopted, feasibility work and consultation with local businesses to be carried out for potential BID	<ol style="list-style-type: none"> 1. To carry out a feasibility study for a BID in the J9 area. 2. Put together an annual business engagement programme, including and utilising the Growth Hub. 3. Support business parks in their growth plans.
2. Develop both formal and informal links with the business community, business centre and business park managers across the borough and maximise opportunities.	😊	Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings.	
1. Transport Infrastructure Improvement			
Improve the three core transport links for the borough, vital to commercial prosperity, by working closely with partner authorities and agencies:			
a) Road – promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.			
1. Work in partnership with key agencies, such as the LEP and HCA, to drive forward delivery on major infrastructure works – including a particular focus on J9 and J10.	😊	<ul style="list-style-type: none"> - HIF bid successful for £8.1 m to secure a bridge to access the North of the MOD site - Masterplan work commenced and draft masterplan produced - HIF bid successful for J10 	<ol style="list-style-type: none"> 1. Continue to work with Homes England and other agencies to develop a programme for delivery of the HIF project. 2. Active involvement, influence and foster partnership working with Midlands Connect to ensure Tewkesbury seen as a key component to the delivery of the wider A46 partnership. 3. Explore opportunities through the LEP to maximise the potential of the M5 Growth Zone. 4. To take initiative with Highways
2. Work with HCA, GCC and HE to access external funding to identify and deliver infrastructure improvements to M5 J9/A46, as part of a development masterplan to deliver economic growth.	😊	<ul style="list-style-type: none"> - HIF bid successful for £8.1 m to secure a bridge to access the North of the MOD site - Masterplan work commenced and draft masterplan produced -HIF Bid for forward funding submitted for 	





		J9 through GCC however not progressed at this stage	England regarding strategic routes and road implementation schemes.
3. Work with neighbouring districts and authorities to realise M5 Growth Zone potential.	😊	- Working closely with CBC on plans for J10 and the LEP and County Council to highlight the strategic importance of the M5 corridor for local, regional and national growth potential.	
b) Air – support Gloucestershire Airport business expansion and highway access improvements			
1. Identify growth opportunities through the Tewkesbury Borough Plan.	😊	- Prepare plans and policies within the plan to support the airport in line with masterplan aspirations	<ol style="list-style-type: none"> 1. To develop an air strategy 2. To progress the Borough Plan, incorporating the policy approach to enable further airport growth 3. Hold a business engagement event in conjunction with Gloucestershire Airport
2. Work in partnership with the airport to build connections with local businesses and act as a catalyst to encourage investment in the borough.	😊	<ul style="list-style-type: none"> - Planning advice provided for the Airport - Borough Plan policies in reference to the Airport - Regular correspondence with Airport - Borough News feature on the airport 	
c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion			
1. Work with partners to support proposals for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station.	😊	<ul style="list-style-type: none"> - HIF Bid - Regular correspondence with Ashchurch for Tewkesbury Rail Association - Community funding support provided to Ashchurch for Tewkesbury Rail association – successful bid 	<ol style="list-style-type: none"> 1. Through Cotswold Tourism, promote the newly opened GWSR expansion 2. Work with partners to develop a rail strategy for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station.

3. Business Growth Support			
a) Instigate business support initiatives to promote economic growth.			
1. Develop an annual programme of business engagement meetings, with a selection of small, medium and major companies to improve communication and understanding of local business needs.	☺	<ul style="list-style-type: none"> - Business breakfast event held at Tewkesbury Park Hotel - Business Tewkesbury event held at Porsche - Presentations to existing business events and networks - Regular 1:1 support meetings with businesses. 	<ol style="list-style-type: none"> 1. Deliver year two business engagement programme of events and 1:1 meetings. 2. Continue to work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.
2. Work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.	☺	<ul style="list-style-type: none"> - Economic development respond to business enquiries for land and premises. - Utilise Co-Star digital land search package to assist businesses to locate premises - 1:1 support meetings with businesses expanding in area - Input into countywide inward investment bid. 	<ol style="list-style-type: none"> 3. A pilot business incentive scheme is developed. 4. Support and work in partnership on Countywide Inward Investment Service Bid.
3. Work with the business rates team to review the powers provided by the Localism Act 2011 that support local business growth	☺	<ul style="list-style-type: none"> - Working alongside Business Rates team to develop a pilot business incentives scheme, to target particular sectors and areas 	
b) Promote rural businesses and economic growth in rural areas of the borough			
1. Promote and support the delivery of the LEADER Grant Programme across the borough, to promote rural economic growth.	☺	<ul style="list-style-type: none"> - Successful grants awarded to Borough businesses. Examples include Café Au Chocolat and Spray Booth. - LEADER scheme promoted through business events, website, media and business meetings. 	<ol style="list-style-type: none"> 1. Continue to promote and support the delivery of the LEADER Grant Programme to businesses across the borough, to promote rural economic growth. 2. Work with Fastershire and business community to understand where broadband quality needs improving to support business growth.

2.Support the enhancement and provision of high quality broadband for business	☺	-Data provided for Fastershire to enable them to target their roll out and supply faster broadband -Promotion of business grants and training available under the scheme.	
c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a Growth Hub			
1. Delivery of a business support grant scheme and advice programme for pre, new start and growing businesses.	☺	- New scheme developed, promoted and launched	<ol style="list-style-type: none"> 1. Delivery of Council’s Small Business grant scheme and advice. 2. Launch, open, promote and operate the new Growth Hub within the PSC 3. Work with business support providers, such as SAGE, GEL and GAINS to deliver annual programme of workshops, training and seminars within the Growth hub and Civic Suite area. 4. Continued work with Join in China, Business West, Growth Hub and other organisations to promote export opportunities – including events and delegations.
2. Development and delivery of Business Growth Hub and enterprise incubation units to be launched within the council’s Public Service Centre.	☺	- Growth Hub development (incorporating incubator space) in progress - Expected soft launch July 2018 and official launch Sept 2018	
3. Support businesses looking to develop into new markets, and work with partner organisations to help businesses explore export potential.	☺	- TBC hosted Chinese delegations to bring Chinese and Tewkesbury Borough businesses together - Local business secured contract with Chinese company.	

d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.			
1. Identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire Growth Deal and Gloucestershire Infrastructure Investment Fund (GIIF)	☺	<ul style="list-style-type: none"> - TBC successfully secured Growth Hub funding. - Working on countywide Inward Investment Bid – Final Stage. - Working with Cotswold Tourism on Discover England funding to create new itineraries – through to second stage 	<ul style="list-style-type: none"> 1. Continue to identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire Growth Deal and Gloucestershire Infrastructure Investment Fund (GIIF) 2. Work with other districts and the LEP on the second phase of the Inward Investment application
2. Work in Partnership to secure European funding opportunities in line with the EU Structural and Investment Funds Strategy.	☺	<ul style="list-style-type: none"> - Jet Age Museum bidding for EUSIF funds - Two events held to promote EUSIF to local tourism businesses 	<ul style="list-style-type: none"> 3. Work with the LEP in the development of Industrial Strategy priorities. 4. Work with Cotswold Tourism to deliver Discover England bid, if successful
e) Encourage investment to improve the provision of visitor accommodation			
1. To facilitate and support funding bids from accommodation providers that focus on accommodation improvement and development.	☺	<ul style="list-style-type: none"> - Two events held to promote EUSIF to local tourism businesses - LEADER promotion and presentations 	<ul style="list-style-type: none"> 1. Through the Growth Hub offer a seminar on improving visitor accommodation for tourism businesses, incorporating funding opportunities.
2. To work with and support local SME tourism accommodation businesses to improve the quality of their businesses.	☺	<ul style="list-style-type: none"> - Cotswold Training events delivered - Cotswold Tourism 'huddle' held in Winchcombe to meet tourism businesses and understand their needs - Winchcombe 'meet and greet' held for tourism businesses to understand more about Cotswold Tourism and how to get more involved 	<ul style="list-style-type: none"> 2. Continue to build upon relationships with tourism providers/businesses in the area. 3. Growth Hub will provide support and expertise for tourism businesses

<p>f) Drive retail centre growth through regeneration projects</p>			
<p>1. Work with Tewkesbury Regeneration Partnership to support delivery of town centre improvements and transformational projects, which are catalysts for growth (including Spring Gardens and Healings Mill projects).</p>	<p>😊</p>	<ul style="list-style-type: none"> - Draft revised masterplan produced - Tewkesbury Nature Reserve submitted LEADER application - Healings Mill marketed - Tourism wayfinding and interpretation signage produced and launched, with accompanying leaflets 	<ol style="list-style-type: none"> 1. Adopt Tewkesbury Masterplan as a Supplementary Planning Document. Development of investment brochure/marketing material. 2. Launch and promote shop front guide 3. Investigate with business community the potential for ‘slow cities’ movement 4. Year 2 support for WDYT Campaign
<p>2. Work with partners and LEP Retail Sector Group to deliver emerging place management initiatives which support centre vitality and encourage the independent retail offer, including Digital High Street projects, a shop front design guide and investment plans.</p>	<p>😊</p>	<ul style="list-style-type: none"> -WDYT social media campaign launched - Monthly meeting attendance and support for Tewkesbury Traders Group. Development of Dog friendly Town Stickers. -Social media training sessions delivered - Draft shop front guide produced 	
<p>2. Promoting Tewkesbury Borough</p>			
<p>a) Promote Tewkesbury Borough and the ‘M5 Growth Corridor’ as the uniquely connected business location.</p>			
<p>1. Delivery of an inward investment campaign, promoting the key selling points of the borough as a business location, including development of M5 Growth Corridor and Better Connected for Business brands.</p>	<p>😊</p>	<ul style="list-style-type: none"> - Business Tewkesbury website produced, alongside video and prospectus - Launched at Porsche business event - Investment campaign work promoted in national property magazine. 	<ol style="list-style-type: none"> 1. Develop an investor contact database 2. Delivery of inward investment support and information service, linking with Growth Hub services and countywide inward investment bid.
<p>2. Delivery of Inward investment support and information service – promoting opportunities, through one point of contact.</p>	<p>😊</p>	<ul style="list-style-type: none"> - 1:1 support for inward investment enquiries, including tailored premises search business and funding support. - County inward investment approach has had successful expression of interest and developing final stage bid. 	<ol style="list-style-type: none"> 3. Database of investment and job creation in the Borough produced

<p>3. Establish and maintain a database of investment and job creation in the Borough, to help increase investment confidence and to pave the way for further development.</p>		<p>- Database in production</p>	
<p>b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.</p>			
<p>1. Retain active membership within the Cotswolds Tourism partnership and position Tewkesbury Borough as a key partner and destination within the Cotswolds.</p>		<p>- TBC key partner within Cotswold Tourism, attending meetings and picking up elements of work on behalf of Cotswold Tourism - Tourism review in progress</p>	<p>1. Ensure that Tewkesbury Borough has an active role in delivering the annual marketing plan for Cotswold Tourism 2. Investigate opportunities for further partnership working with the Forest and Severn Vale, as well as Worcestershire 3. Deliver Year Two of the Winchcombe Tourism Marketing Plan 4. Further investigate potential for Battlefield interpretation</p>
<p>2. To investigate other partnerships that benefit the Severn Vale and Tewkesbury Borough.</p>		<p>- Working with Forest and Severn Vale Tourism on joint Discover England funding bid - GFirst commenced focus group with partners, inc. Cotswold Tourism and Forest and Severn Vale Tourism</p>	
<p>3. Develop key marketing plans which complement the DMO (Cotswolds Tourism) for both Tewkesbury and Winchcombe and the surrounding areas.</p>		<p>-Winchcombe Tourism Marketing Plan produced and being delivered -Tewkesbury Plan has focussed on flood relief funds and continuing the open for businesses message, incorporating the Visit Tewkesbury website and promotional literature such as the Riverside pubs and restaurants leaflet</p>	

3. Employability Education and Training			
a) Promote initiatives to improve education and training relevant to local employment			
1. Help those furthest from the labour market access to skills opportunities and work through initiatives, such as the Going the Extra Mile (GEM) project.	😊	- TBC promoted the GEM project to local employers, and hosted member of public at Tourist Information Centre.	1. Through the Growth Hub, deliver skills initiatives and courses for the business community 2. Work with Gloucestershire Economic Intelligence Working Group, developing and co-ordinating workforce and skills data and survey results.
2. Work with partners to improve performance in Level 4+ qualifications and promote countywide funded sector skills initiatives, including STEM opportunities.	😊	-Supporting production and delivery of County Skills Strategy	
3. To work with Cotswolds Tourism to promote a wide variety of training opportunities for businesses and tourist information centres.	😊	- Annual plan of training provided to Cotswold Tourism members, e.g. social media, funding	
b) Facilitate links between local schools/colleges/universities and local businesses			
1. Support effective communication between schools, universities, colleges and businesses - to help develop the workforce of the future - work with partners to deliver a careers fair	😊	- Supported delivery of Careers Fair at PSC - TBC staff mentoring young people in school environment	1. Utilise the Growth Hub as a focus point to bring education and business community together and create closer links. 2. Work with apprenticeship providers, including Glos College, SWAC and the GOAL project to promote opportunities through drop in sessions/ events, utilising the Growth Hub.
2. Promote delivery of apprenticeship and graduate support programmes, to help develop and retain talent.	😊	- Apprenticeships promoted at Tewkesbury Park Business Breakfast event. - Promotion of apprenticeship programmes to local businesses. - TBC providing successful apprenticeship scheme	