



Economic Development and Tourism Strategy 2017 – 2021


Annual Delivery Plan Review 2018/2019

Annual Delivery Plan Actions 2019/2020

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 for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
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.		1. Consultation on the Preferred Options Borough Plan took place during October and November 2018. Plan is progressing to pre-submission stage. 2. JCS review has commenced with an Issues and Options consultation which took place during November 2018 to January 2019. 3. Growth Hub opened with planning business champion in place, assisting with relevant surgeries and clients. 4. Ashchurch Concept Masterplan was published and consulted on as part of the JCS Issues and Options consultation.	1. Facilitate multi-discipline roundtable meetings in the Growth Hub to offer practical solutions to commercial site growth. 2. Provide business support and funding advice to business expansion clients.
b) Delivering sufficient employment land to meet the needs of the strategic plan			

Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. Monitor overall position of employment land in the borough through comprehensive sites portfolio. 3. Establish an Employment Land Task Group 4. The J9 area masterplan is progressed. 		<ol style="list-style-type: none"> 1. Consultation on the Preferred Options Borough Plan took place during October and November 2018. Plan is progressing to pre-submission stage. 2. JCS review has commenced with an Issues and Options consultation which took place during November 2018 to January 2019. 3. Existing and new employment land sites being assessed through Borough Plan and JCS. 4. Officer task force in place and reviewing current availability and deliverability of employment land in the borough. 5. Ashchurch Concept Masterplan was published and consulted on as part of the JCS Issues and Options consultation. 	<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. Ensure employment needs are met through the Garden Towns and Ashchurch Masterplan project.


c) Positive application of land use policy in delivery of achievable employment land sites.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. 	☺	<ol style="list-style-type: none"> 1. Consultation on the Preferred Options Borough Plan took place during October and November 2018. Plan is progressing to pre-submission stage. 2. JCS review has commenced with an Issues and Options consultation which took place during November 2018 to January 2019. 3. Ashchurch Concept Masterplan was published and consulted on as part of the JCS Issues and Options consultation. 	<ol style="list-style-type: none"> 1. Work with Development Management team to encourage sustainable employment growth. 2. Deliver planning surgery sessions for businesses through the Growth Hub.
d) Supporting key business park areas			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. 	☺	<ol style="list-style-type: none"> 1. Scope of action has changed following Garden Town status, there is new focus to explore this working alongside the Masterplan. 2. Extensive engagement programme with businesses, including regular training workshops and events and successful Growth Hub launch. 3. Emerging Borough Plan policies provide flexible approach to employment growth, including assisting businesses and business park owners through 	<ol style="list-style-type: none"> 1. Support business parks in their growth plans. 2. Through Garden Town project, initiate communication strategy with businesses and establish a group. 3. Deliver annual engagement programme with businesses through events and visits.


		the Growth Hub.	
2, 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.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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 England regarding strategic routes and road 		<ol style="list-style-type: none"> 1. Work is ongoing, looking at the options to deliver a bridge across the railway to secure delivery of key sites. 2. TBC an active member of A46 partnership to influence Midlands Connect strategy. 3. Actively working with the LEP by incorporating projects into the revised SEP (Strategic Economic Plan) and other possible funding opportunities. 4. Working closely with Highways England through the Gardens Towns and Ashchurch Masterplan projects, midlands connect and the A46 Partnerships to develop a case for J9 A46 Improvements. A business case for J10 M5 has been submitted to secure delivery of the J10 improvements to realise wider aspirations for growth. 	<ol style="list-style-type: none"> 1. Work with Highways England and Midlands Connect through Garden Town's project to secure transport infrastructure improvements to A46/M5. 2. To take initiative with Highways England regarding strategic routes and road implementation schemes.


implementation schemes.			
b) Air – support Gloucestershire Airport business expansion and highway access improvements			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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 	☺	<ol style="list-style-type: none"> 1. Developed draft air strategy priorities, to add as an appendix to wider ED&T Strategy 2. Emerging borough plan includes specific policies to enable airport growth. 3. Engagement event programmed for 2019, to be hosted at Gloucestershire Airport 	<ol style="list-style-type: none"> 1. Deliver air strategy, working with Gloucestershire Airport and key partners. 2. To progress the Borough Plan, incorporating the policy approach to enable further airport growth. 3. Work with Gloucestershire Airport and Aviation related businesses to promote apprenticeship and training opportunities.
c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. 	☺	<ol style="list-style-type: none"> 1. GWSR promoted heavily through the TBC and Cotswolds Tourism including social media, website and press coverage. 2. Commissioned SLC Rail to prepare and help deliver a rail strategy focussed upon improved services and infrastructure at Ashchurch for Tewkesbury. 	<ol style="list-style-type: none"> 1. Work with SLC Rail and partners to deliver Rail Strategy for improved infrastructure and services at Ashchurch for Tewkesbury Railway Station. 2. Work with partners to develop a countywide rail strategy.


3. Business Growth Support

a) Instigate business support initiatives to promote economic growth.

Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. 3. A pilot business incentive scheme is developed. 4. Support and work in partnership on Countywide Inward Investment Service Bid. 		<ol style="list-style-type: none"> 1. Established a calendar of events, including social media and business growth workshops. One-to-one support meetings with clients held regularly per week. 2. Multi agency meetings held with clients bringing in partners and wider council services in Growth Hub to support business expansion plans across the borough. 3. A report on business incentive was presented to Executive. 4. Following successful bid, Countywide Inward Investment service launched with TBC a key partner. 	<ol style="list-style-type: none"> 1. Deliver year three 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. 3. Explore pilot business incentive scheme. 4. Deliver county Inward Investment service engagement programme and marketing plan, working with partners.

b) Promote rural businesses and economic growth in rural areas of the borough			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. 		<ol style="list-style-type: none"> 1. LEADER Grant Programme successful grants awarded to 18 projects in Tewkesbury Borough to value of £495k 2. Programme coming to an end, future replacement funding schemes being reviewed. 3. Fastershire holding a series of meetings to explain roll out of ultra-fast broadband 	<ol style="list-style-type: none"> 1. Work with businesses successful with LEADER funding to complete their projects. 2. Work with partners to identify replacement funding streams for LEADER. 3. Work with Fastershire to promote further phase of roll-out and events.


c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a Growth Hub			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<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. 		<ol style="list-style-type: none"> 1. Grant scheme ongoing - successful allocation of 18 grants. 2. Tewkesbury Growth Hub successfully launched, promoted and in operation. 3. Delivered successful calendar of events and regular event providers signed up, including business growth and marketing specialists. 4. Continued programme of promotion of export events to local businesses and Growth Hub incubator tenants. 	<ol style="list-style-type: none"> 1. Develop and expand the Growth Hub offer in Tewkesbury Borough, exploring hub extension plans. 2. Develop business event offer through hub and range of support providers. 3. Continued delivery of small business grant scheme. 4. Deliver and extend council business champion programme.

d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<p>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)</p> <p>2. Work with other districts and the LEP on the second phase of the Inward Investment application</p> <p>3. Work with the LEP in the development of Industrial Strategy priorities.</p> <p>4. Work with Cotswold Tourism to deliver Discover England bid, if successful</p>		<p>1. Referrals into GIIF and other funding programmes including, Gloucestershire Economic Growth - Capital Investment Pipeline (CIP) and Innovate UK.</p> <p>2. Successful bid and inward investment programme launched.</p> <p>3. Working group membership and submission of local evidence to Local industrial strategy.</p> <p>4. Uncover the Cotswolds project successfully developed and launched to offer new experiences to overseas markets.</p>	<p>1. Work with county inward investment team to encourage business investment in the borough.</p> <p>2. Continue to identify funding opportunities, in line with the county's revised Strategic Economic Plan (SEP) and emerging Local Industrial Strategy.</p> <p>3. Work with the LEP in the development and delivery of the Industrial Strategy priorities.</p> <p>4. Work with Cotswold Tourism to deliver 'Uncover the Cotswolds' year 2.</p>

e) Encourage investment to improve the provision of visitor accommodation			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
1. Through the Growth Hub offer a seminar on improving visitor accommodation for tourism businesses, incorporating funding opportunities. 2. Continue to build upon relationships with tourism providers/businesses in the area. 3. Growth Hub will provide support and expertise for tourism businesses	☺	1. LEADER funding opportunity promoted through hub and supported visitor accommodation improvements. 2. Discover England engagement events, promoting tourism events and attractions. 3. Supported tourism businesses through the Growth Hub, including Elmwicke Campsite and Hillview Lakes.	1. Actively promote opportunities for improving and raising standards for visitor accommodation within the borough. 2. Support tourism businesses with growth plans through the Growth Hub.
f) Drive retail centre growth through regeneration projects			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
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	☺	1. Tewkesbury Regeneration SPD adopted. Brochure and website continue to be promoted. 2. Draft shopfront guide in progress. 3. In consultation with 'slow cities' to discuss potential for Tewkesbury 4. Social media campaign to promote retail, continued social media promotion across the three retail centres, including events promotion. 5. Future High Streets fund expression of interest submitted.	1. If High Street Fund Expression of Interest successful, develop bid for funding. 2. Bid for other emerging high street funding and support opportunities. 3. Participate in the parking strategy review. 4. Develop Spring Gardens options for consultation. 5. Launch Shop Front Guide. 6. Deliver final JCS Retail Study


3. Promoting Tewkesbury Borough


a) Promote Tewkesbury Borough and the 'M5 Growth Corridor' as the uniquely connected business location.

Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
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. 3. Database of investment and job creation in the Borough produced		1. Developed key investor database with new inward investment project. 2. Countywide inward investment team in place and working out of the Hub on a regular basis to help promote the borough. 3. Database commenced.	1. Deliver Inward Investment promotion for Borough, linking with County Team. 2. Promote investor database to encourage investment in the borough. 3. Through Garden Town's work, develop programme of promotion and engagement.

b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.

Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
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		1. Council a key member within Cotswolds Tourism and delivering elements of the marketing plan on behalf of other partners e.g. Tstats, social media and FAM trips for press and overseas travel trade experts. 2. Working closely in partnership with Forest and Severn Vale through Discover England funding, a new LEP visitor and tourism economy group initiated. 3. Winchcombe Tourism Marketing Plan in progress, including new Winchcombe visitor leaflet, social media blogging day	1. Deliver Year 2 of the 'Uncover the Cotswolds' project. 2. Develop proposals for digital and tech offer for visitors. 3. Develop plans for increased heritage offer in Tewkesbury.

for Battlefield interpretation		and 'huddle' event with businesses. 4. Regular meetings with Battlefield society in progress and establishing scope of project.	
Employability Education and training			
a) Promote initiatives to improve education and training relevant to local employment			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<p>1. Through the Growth Hub, deliver skills initiatives and courses for the business community.</p> <p>2. Work with Gloucestershire Economic Intelligence Working Group, developing and co-ordinating workforce and skills data and survey results.</p>		<p>1. A range of courses delivered throughout the year, including sales, website development and marketing. Employability workshops delivered in partnership with Job Centre Plus (JCP)</p> <p>2. Worked with Gloucestershire Economic Intelligence Working Group to create a set of skills data. It is now available.</p>	<p>1. Deliver skills and training courses through the Growth Hub, including back to work courses with JCP.</p> <p>2. Build links between education providers and business community working with schools.</p>

b) Facilitate links between local schools/colleges/universities and local businesses			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<p>1. Utilise the Growth Hub as a focus point to bring education and business community together and create closer links.</p> <p>2. Work with apprenticeship providers, including Glos College, SWAC and the GOAL (Growing Opportunities for Apprenticeships Locally) project to promote opportunities through drop in sessions/ events, utilising the Growth Hub.</p>		<p>1. In the progress of setting up business school liaison group and number of officers involved in mentoring programme at schools. Work through hub to link businesses with schools.</p> <p>2. Promoted apprenticeships through the Growth Hub. Partners have provided one-to-one sessions with clients at the Hub.</p>	<p>1. Host school / business liaison event(s) through the Growth Hub</p> <p>2. Work with GFirst to meet Headteachers and business leaders to understand the skill needs of the business community.</p> <p>3. Promote apprenticeship opportunities and events through Hub, with sector focus where appropriate.</p>