



# Business Plan

2010-2013

## Introduction

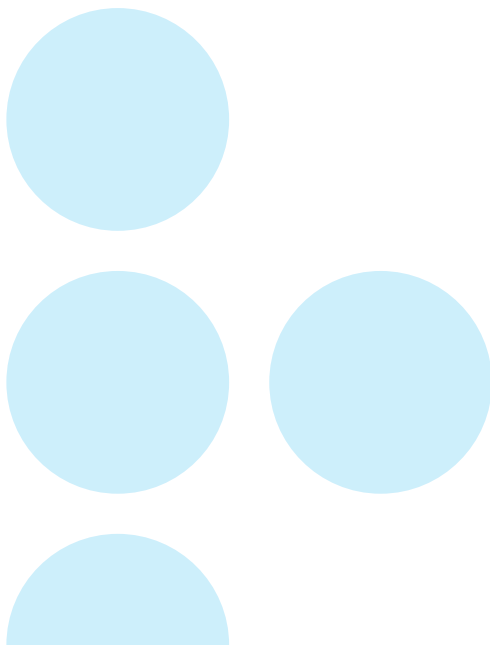
This three-year business plan relates to the sub-region of North Devon which comprises the areas covered by Torrington District and North Devon Councils. The plan follows the one-year plan prepared for North Devon+ (ND+) in 2009/10.

Since that shorter period plan several things have happened:

- A new Board has been recruited and is now in place
- The Memorandum and Articles of the company have been revised and the company established on an Economic Development Company (EDC) model
- The Joint Delivery Team (JDT) has started to deliver the Strategic Investment Framework (SIF) priorities
- ND+ have assumed the role of Destination Management Organisation for the area

ND+ is now a development company that not only carries out economic development and business support functions but will also be able in the future to hold and develop assets on behalf of the public sector partners. It will deliver on the economic priorities of the Joint Sustainable Community Strategy for the area. The company will provide an innovative approach to delivering economic prosperity in a sustainable way for its funding partners. It is hoped it will be a model for delivery in other rural areas of Devon and the South West.

This latest business plan addresses the new and challenging climate of recovery from recession and tightening public sector financial restraints. It sets out how the company can operate within the available resources, whilst focussing on the issues and prioritising the actions which are most important and will yield the greatest benefits to the local economy.



## Vision

The vision of ND+ and its partners is for Northern Devon to be an attractive, safe and vibrant place to live, learn, work and visit, based upon a high quality environment and a prosperous and sustainable economy.

## Aim

The aim of ND+ is to create the conditions in which the vision can be achieved through a planned and measured approach to achieving a prosperous and sustainable economy in partnership with other stakeholders.

## Strategic Context

ND+ operates within a substantial strategic context. This is set out in the table below. It is the purpose of ND+ to lead within this context on those actions it is best placed to deliver.

	Regional	County	Local
Planning	Regional Spatial Strategy		Local Development Frameworks
Economy	Regional Economic Strategy	Devon Economic Strategy and the Devon Economic Partnership DCC Investing in Devon Strategic Plan 2009 – 2013 Devon Rural Strategy	Northern Peninsula Strategic Investment Framework TDC and NDC Corporate Plans
	SW Employment and Skills Strategy	Productive Skills 4 Devon	ND Employment & Skills Board
	RDPE South West Regional Implementation Plan		LEADER 4 Local Development Strategy 2009 -2013
	Regional Sustainable Farming and Food Delivery Plan 2008/2011 – SW Food and Drink Strategy		ND+ Food & Drink project
	South West Tourism Strategy “Tomorrow’s Tourism” – South West Tourism	Visit Devon	ND and Exmoor Destination Management Organisation Local Tourism Associations
Community		Devon Sustainable Community Strategy – Devon Strategic Partnership	Joint Sustainable Community Strategy – Local Strategic Partnership

## Economic Challenges

The work carried out by Deloitte on behalf of the partners in 2007 identified the following key challenges:

### High Level Benchmarking

- Low Gross Domestic Product (GDP)/ Gross Value Added (GVA) per head
- Low but problematic deprivation

### Broad Locational Issues

- An isolated location
- Poor connectivity

### Legacy Issues

- Unfavourable economic structure

### Business Issues

- Low levels of enterprise
- Lack of big business
- Lack of serviced and available land and office space

### Labour Market Issues

- Low labour productivity
- Low earnings
- Lack of high skilled workers – low number of degree qualified residents
- Inactivity amongst working age population (specifically in Torridge)

### Other Issues

- Loss of Objective 2 funding and difficulty in accessing current EU funding streams
- The need to integrate migrant workers whilst maintaining opportunities for the resident population

With the exception of the last, which has been a short-term issue, all these challenges remain in North Devon. There is also the added impact of the recession, which makes the need to achieve structural change to the local economy even more important, in readiness for economic recovery. Finally the plan needs to take account of the probability of a continuing reduction in public sector funding.

## Company Purposes

In the response to these factors, the company has two fundamental purposes:

- To create a more productive economy
- To create more prosperous communities

## Strategic Objectives

The following are the strategic objectives of the company:

1. To improve productivity by developing a strong diverse and sustainable economy, based on a high quality environment
2. To raise the skill levels of the workforce and those entering employment
3. To increase the prosperity of North Devon's priority places, by securing the development of key sites, improving the public realm and increasing access to services and opportunities
4. To improve the infrastructure to support local economic growth and community regeneration

## Operational Objectives

In order to achieve the Strategic Objectives we have identified two key operational objectives:

- a. To develop ND+ as a sound and effective economic delivery agent for North Devon
- b. To identify and generate new funding opportunities and revenue streams to support and deliver the economic priorities identified in the SIF

## Company Core Functions

- Destination Management Organisation
- Sector/Business Support
- Joint Delivery Team Regeneration Programme
- Employment and Skills Board
- Leader 4 Torridge & North Devon
- Transform Neighbourhood Management
- Other Project Management

## Strategic Actions 2010-2013

The table below sets out those actions that are considered to be strategic in achieving the purposes, objectives and outcomes over the next three years. Further detail will be developed in the 12 month action plans that accompany the Business Plan.

Actions/Year	2010/2011	2011/2012	2012/2013
<b>Productivity</b>	Implement Marketing Plan	Ongoing delivery of Plan actions	Ongoing delivery of Plan actions
	Review priority sectors in SIF		
	Establish priority sector support programme	Delivery of programme actions	Delivery of programme actions
	Adopt business membership model	Implementation of model	Implementation of model
	Adopt Tourism Strategy	Implementation	Implementation
	Strengthen ATP role	Ongoing delivery of role	Ongoing delivery of role
	CHAIN Innovation project (Interreg programme)	Delivery of successor programme	Delivery of successor programme
		Re-establish ND Innovation Network	Ongoing delivery of Network programme
		Establish ND Connectivity programme	Ongoing delivery of programme
	<b>Skills</b>	Employment & Skills Board Year 1 Programme	Delivery of work programme
Workforce Development Group Programme		Delivery of programme	Delivery of programme
<b>Places</b>	Ilfracombe Regeneration Programme	Ongoing delivery of programme	Ongoing delivery of programme
	Bideford Regeneration Programme	Ongoing delivery of programme	Ongoing delivery of programme
	Holsworthy Agri-centre project	Ongoing delivery of project	Ongoing delivery of project
		South Molton Agri-centre project (if support required)	
		Barnstaple Regeneration (if support required)	
		Torrige Rural Action Plan (subject to review - support if required)	
	Transform Programme	Ongoing support to programme	Ongoing support to programme
	LEADER 4 Programme	Ongoing delivery of programme	Ongoing delivery of programme
	Exmoor Hill Farm project	Ongoing delivery of programme	Ongoing delivery of programme
	<b>Infrastructure</b>	Asset transfer/acquisition	Delivery of programme
Establish workspace programme		Delivery of programme	Delivery of programme
Bristol Channel Zone project		Ongoing support of project	Ongoing support of project
Local input to Devon Investment Plan		Ongoing support of implementation	Ongoing support of implementation
Connectivity and Transport		Ongoing support	Ongoing support

## Performance Management

It is important that the company works to an agreed set of indicators with its core funding partners. Targets will be agreed for the indicators set out below. They will be monitored and reported on at quarterly intervals.

### Local Economic Indicators:

In order to be certain that the activity plan is making the difference to the local economy, the following indicators will be monitored regularly:

1. GVA as a % of national GVA
2. Workplace Employment
3. Inactivity and unemployment
4. Gross Annual Workplace Earnings
5. High/low skills mix
6. Business characteristics: Enterprise and Size including new VAT registrations
7. Industrial structure

### Company Key Performance Indicators

These indicators will be developed and an agreed set will be monitored and reported on from the commencement of this Business Plan. They will include:

1. Income generated
2. Membership by group
3. Businesses supported
4. Individuals trained
5. Brownfield land remediated
6. Value of public/private sector finance levered
7. Jobs created
8. People assisted into employment

## Finance and Human Resources

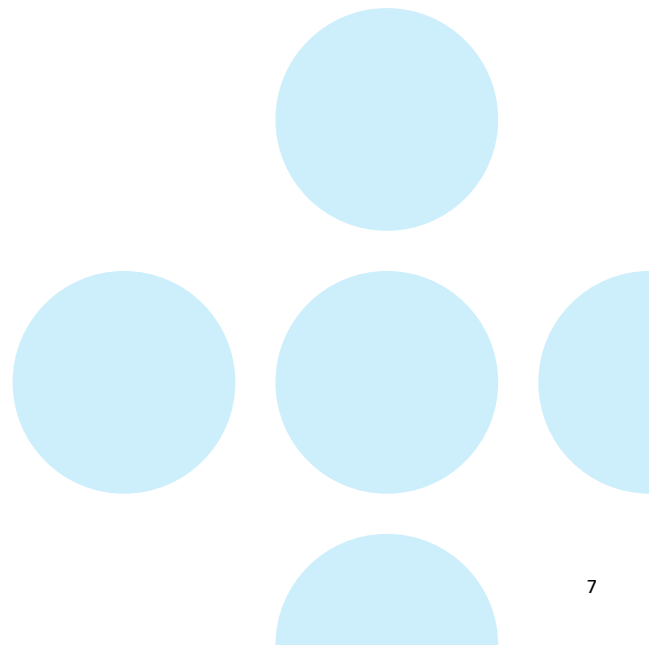
A three year financial strategy will accompany this Business Plan, in order to ensure that the strategic and operational objectives can be met effectively. The factors to be taken into account in preparing it are set out in the table below

Factor/Year	2010/2011	2011/2012	2012/2013
<b>Company structure</b>	Establish charitable entity		
	Establish asset-holding entity and capacity		
<b>Empowering Communities</b>	Replacement or mainstream funding?		
<b>Business Team</b>	Appoint Product Development/ Sales Manager		
<b>Food sector programme</b>		Mainstream	
<b>Water sports programme</b>		Mainstream	
<b>Chief Executive</b>		Replace funding source from Oct 2011	
<b>Transform</b>			Mainstream in LA's?
<b>JDT</b>			Mainstream in ND+ asset programme
<b>LEADER4</b>			Prepare succession funding bids for rural programme to run from Dec 2013
<b>Pension requirement</b>			Statutory date for pension provision

As can be seen from this table, some significant challenges face the company over the three year period. The first of these however, is to start the financial year with a balanced budget. This requires savings/additional income generation of about £40k.

A staff structure is also attached. It is considered now to represent a minimum resource to run the strategic activities identified in the Business Plan. The structure is made up of a Commercial Director and Team, who fulfil the company's Area Tourism Partnership role as well as the wider business and sector support roles, a Resource Director and Team, including Programme Teams for Rural Delivery, Transform Neighbourhood Management and Empowering Communities and the Joint Delivery Team for the Strategic Investment Framework priorities.

It is the company's policy to maintain appropriate HR and financial policies and to review them regularly.



## Review

This business plan will be reviewed annually, in order to prepare a three year rolling business plan and up to date one year activity plan.

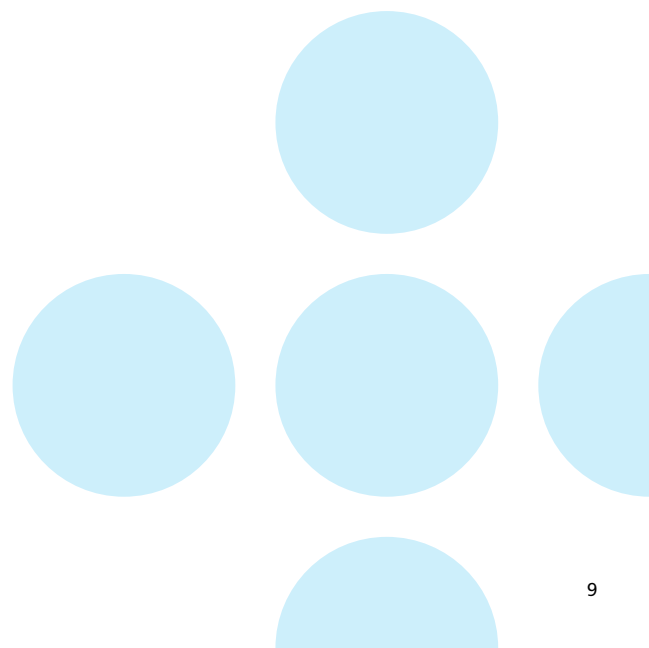
## North Devon+ 2013

At the end of the period of this Business Plan it is the intention that the company will have:

- Re-established its lead role as DMO for the area
  - Secured sustainable sources of income to maintain its economic development and regeneration delivery role in the area
  - Mainstreamed the work of the Joint Delivery Team
  - Secured assets for both income stream and development value leverage purposes
  - Successfully delivered its key programmes, such as LEADER4 and Transform and mainstreamed their work where appropriate
  - Made substantial progress on the key sites in the SIF priority communities of Bideford, Ilfracombe and Holsworthy
  - Supported progress on key regeneration sites in other main communities such as Barnstaple, South Molton, Great Torrington and coastal resorts such as Lynton/Lynmouth and Westward Ho!
  - Secured strategic alliances with other related service providers, such as North Devon Theatres Trust and North Devon Biosphere Reserve and AONB management, and with local business support organisations
  - Made measurable progress in transforming the key economic sectors identified in this Plan
  - Set up and operated an effective Employment and Skills Board
  - Made a measurable improvement in agreed economic indicators
- and thereby demonstrated to its core partners its value and long term effectiveness for the area.

## Implementation Plan 2010/11

This Business Plan will be accompanied by an Implementation Plan that sets out those activities that will be delivered as a priority in 2010/11, in order to achieve the business plan objectives. They include previous activities where the continuation is justified. The Implementation Plan now more fully integrates the SIF and provides a more sustained and continuous level of support.





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