

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Tuesday, 30 April 2013

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room, Town Hall, Castle Circus,
Torquay, TQ1 3DR

Members of the Committee

Councillor Thomas (J) (Chairman)

Councillor Barnby	Councillor Kingscote
Councillor Bent	Councillor Pentney
Councillor Darling (Vice-Chair)	Councillor Stockman
Councillor Hill	Councillor Pountney

Co-opted Members of the Board

Penny Burnside, Diocese of Exeter

Working for a healthy, prosperous and happy Bay

For information relating to this meeting or to request a copy in another format or language please contact:

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OVERVIEW AND SCRUTINY BOARD AGENDA

1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Committee.

2. Minutes

To confirm as a correct record the minutes of the meetings of the Board held on 13 March 2013.

(Pages 1 - 3)

3. Declarations of Interest

a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

4. Urgent Items

To consider any other items that the Chairman decides are urgent.

5. Torbay Economic Strategy

To consider the draft Torbay Economic Strategy and, in light of the Board's findings at its meetings in September 2012 and March 2013, to give its views to the Mayor.

(Pages 4 - 41)

Tim Jones (Chairman of the Heart of the South West Local Enterprise Partnership) has been invited to the meeting.

6. Livermead Sea Wall

To consider a briefing note on the recent breach to the sea wall at Livermead and to determine if a further review by the Board is required.

(Pages 42 - 45)

- 7. Fixed Odds Betting Terminals** (Pages 46 - 47)
To consider the Councillor Call for Action raised by Cllr Parrott and to determine whether the Board should investigate this matter further.
- 8. Overview and Scrutiny Annual Report 2012/13** (To Follow)
To consider the draft Annual Report of the Overview and Scrutiny Board.



Minutes of the Overview and Scrutiny Board

13 March 2013

-: Present :-

Councillor Thomas (J) (Chairman)

Councillors Addis, Barnby, Bent, Darling (Vice-Chair), Kingscote, Pentney, Stockman and Pountney

(Also in attendance: The Mayor and Councillors Excell and Lewis)

46. Apologies

It was reported that, in accordance with the wishes of the Conservative Group, the membership of the Board had been amended to include Councillor Addis in place of Councillor Hill.

47. Minutes

The minutes of the meeting of the Board held on 24 January 2013 were confirmed as a correct record and signed by the Chairman.

48. Economic Regeneration

In accordance with its Work Programme and following the meeting of the Board held on 12 September 2012, the Board had requested that the Mayor attend the meeting to discuss further his priorities and strategy around the economic regeneration of Torbay.

In particular the Board asked for updates on:

- South Devon Link Road and how the Council would be capitalising on the improved transport links into Torbay from the completion date of the road
- the recently announced £1.4 million which had been allocated to Torbay from the Government's Coastal Communities Fund
- the current position in relation to the European Union Transition Zone funding which was likely to be allocated to Devon
- the Council's relationship with the Heart of the South West Local Enterprise Partnership which would have a key role to play in the future economic strength of Torbay.

The Board also had before it extracts from the Quarter 3 Performance and Public Value Report which gave details of the “State of the Bay” including current statistics about Torbay’s economy together with updates on the Council’s and the Torbay Development Agency’s performance as it related to the economy.

At its meeting in September 2012, the Board had been reassured that the current Economic Strategy was being revised and that it, at that time, was scheduled to be considered by the Council in December 2012. The Board had asked to be provided with the opportunity to “critically engage with the consultation process” on the emerging Strategy.

The Mayor presented his briefing note which set out how the Economic Strategy was being revised taking account of the economic issues which Torbay continues to face. The Mayor stated that his main priority remained the creation of jobs (whether part-time or full-time). The number of jobs available needed to be increased and the numbers needed to be maintained.

The briefing note also gave details of Lord Heseltine’s report “No Stone Unturned in the Pursuit of Growth” which had been published at the end of October 2012. It was noted that the Local Economic Partnerships (LEP) would have an increasingly significant role in economic regeneration acting as a conduit for funding from central government to the regions. However, the level of funds available had substantially reduced and therefore bidding rounds were becoming ever more competitive.

The Chief Executive of the Torbay Development Agency was confident that he currently had the resources available to make successful bids. However, whilst recognising the increased pressure that Council finances were under, he expressed concern about his organisation’s ability to sustain the long term delivery of schemes to regenerate to the economy if the funding of his organisation continued to be reduced.

It was also noted that match funding which in the past had been provided by the South West Regional Development Agency (RDA) for schemes was not available through the LEP and that the Council would need to take a different approach to providing match funding which may be consider more risky than in the past (such as use of Community Infrastructure Levy or increased Business Rates).

In response to questions about the number of inward investment inquiries, it was noted that the loss of RDA had created a vacuum and that there was a need to put in place new initiatives. This was also a role which could be filled by the LEP and it was noted that the Council’s relationship within the Partnership was crucial. The LEP needed to be in a position to be able to talk positively about Torbay as a good place to invest.

In considering the emerging Economic Strategy, it was noted that it needed to align closely with the Local Plan and the Neighbourhood Plans. The Chief Executive of the TDA reported that it was difficult to set a strategy within the context of an annual (rather than longer term) budget cycle.

The Board was disappointed that the Strategy was still not available to it for comment and challenge. However, having heard from the Mayor and his officers

during this and the previous meeting on economic regeneration, the Board shared some of its views.

- The Strategy needs clear prioritisation in order to show a clear focus on what the Council (through Torbay Development Agency) can achieve. This is especially important given the increased competition for reduced funds.
- The need that has previously been highlighted by the Overview and Scrutiny Board to develop and work with voluntary and community sector should be highlighted within the Strategy. In particular, work to encourage social enterprise should be mainstreamed.
- Engagement with the voluntary sector should be articulated as creating a thriving voluntary sector enables those in deprived wards to develop confidence and skills to move onto work.
- There should be a focus on expanding, attracting and developing specific sectors which could operate well within Torbay rather than a broad approach.
- The impact of the South Devon Link Road also needs to be articulated within the Strategy together with the development opportunities within Torbay which the Road could help make successful.

Generally, the Board feel that there is a need for more work to be undertaken in schools so that students can gain an understanding of the breadth of jobs available in Torbay. There needs to be a better relationship between the curriculum within schools and the economy of Torbay. Business leaders need to be encouraged to go into schools to inspire students.

Chairman



Title: Economic Regeneration

To: Overview and Scrutiny Board **On:** 30 April 2013

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Background

1. Since the 2010 general election a number of changes have taken place nationally which have had a notable impact on economic development including the introduction, and growing importance of Local Enterprise Partnerships and the developing Plymouth City Deal. Torbay is now playing a key role in the Heart of the South West LEP and is a signatory to the City Deal, both things which will be important across the lifetime of the new economic strategy.
2. There has been some movement on the economic regeneration of Torbay in recent years which the strategy takes account of, including the beginning of construction of the South Devon Link Road and investment through both the private sector and successful grant applications. However, it also reflects the scale of the challenge and the need to build on existing sectoral strengths and explore new opportunities.
3. The strategy identifies the resources needed to deliver the proposed actions and will also enable the Council to make a case for investment. Securing the necessary funding to deliver the action plans set out within the strategy will be essential to its success.
4. We have a good understanding of the local economy and needs of businesses through our own research, research commissioned by the Council and the Local Enterprise Partnership and information from the Business Barometer survey. The structure of the Torbay economy has not altered significantly in recent years and remains characterised by a heavy reliance on the service (including the public sector) and tourism sectors. There are below average levels of employment in knowledge intensive and manufacturing industries.
5. This economy faces a number of challenges which the strategy seeks to address including low productivity levels (Gross Value Added), below average wages, high unemployment and lack of full time job opportunities. However, there are also a number of opportunities for growth which the strategy seeks to develop including:
 - High start up rates
 - Strength and reputation as a tourism destination
 - Hi Tech cluster
 - Medical/Healthcare developments
 - Upward trend in local wage levels
6. Evidence suggests that in the short term the priority must be to create jobs in order to grow the economy, which is why we are recommending adoption of the new strategy and its core objective centred on this.

The Strategy

7. The updated Torbay Economic Strategy is a plan to deliver jobs and sustainable economic growth in Torbay. The core objective of the economic strategy is:

To create more full time and sustainable employment by encouraging the growth of existing businesses and the creation of new businesses and social enterprises.

8. Delivery of this objective will be through four priorities, each with an associated action plan. These reflect the need to create more jobs in the short term by **driving business growth, sustaining the core economy and raising skill levels/promoting opportunities for all**, but also to **nurture the knowledge economy** and other sectors which will increase Gross Value Added and wage levels in the medium to longer term. Each priority has a detailed action plan setting out how it will be achieved and the projects which need to be brought forward to do this.
9. The new Local Plan 'A Landscape for Success' is also under development and will be closely linked to delivering the objective of job creation set out above. To secure the inward investment needed to deliver the strategy, and new jobs in the Bay, there will be a need to ensure – over the next 10 years – a careful balance between investment, infrastructure improvements, new job creation and new homes. That balance is even more important in an area of such environmental quality, which itself is one of the Bay's economic drivers. There is already, and will continue to be, consistency on these issues between the Economic Strategy and the Local Plan and robust annual / 5 yearly monitoring will ensure a careful balance of new development is achieved.

Driving Business Growth

10. This priority seeks to expand the existing business base through start ups and increased entrepreneurial activity in Torbay. Both of these are widely acknowledged as being important drivers of economic prosperity.
11. By driving business growth the strategy will support the creation and growth of new businesses and the jobs which come with these, building on the existing business support pathway. Funding for activities such as support to start new businesses and social enterprises, enabling access to finance and to support the growing sectors of the local economy will remain vital over the strategy lifetime because of the continued challenges that the local economy faces. This priority will ensure that an effective range of business support services and facilities are in place which will increase the rate of business start-ups, support business growth and help to create a climate of entrepreneurship.
12. Key activities under this priority include:
 - Development of Torbay Enterprise Areas – setting up Local Development Orders and utilising the Torbay Growth Fund
 - Opening up the Claylands site for development
 - A business support programme including access to finance and start up support

Sustaining the Core Economy

13. The core sectors of the Torbay economy are largely service driven and include fisheries, tourism, retail and healthcare. The economy is heavily reliant on these core

sectors meaning development and diversification of them is crucial to improving Torbay's economic performance.

14. This priority seeks to increase the attractiveness of Torbay as an inward investment destination within the core economy through improved infrastructure and a distinctive offer to promote the area. The actions promote appropriate uses of sites and premises, and facilitate their development through agreeing planning frameworks and working with developers, linked to priority sectors.
15. There are also actions designed to improve the tourism offer and support the fishing industry to enable Torbay to continue to compete in these sectors.
16. Key activities under this priority include:
 - Town centre regeneration
 - Identification of a new visitor attraction
 - Supporting development of the marine economy action plan for Torbay, including harbour infrastructure and infrastructure for the fishing sector (such as a fish processing development)

Raising Skill Levels and Promoting Opportunities for All

17. Low skill levels and worklessness are closely linked, and this priority seeks to address the barriers to employment faced by some groups within Torbay. Based around the Work and Skills Plan the aim is to create a coordinated approach to addressing worklessness and improving skill levels.
18. In addition to supporting those with low skill levels the evidence suggests that Torbay struggles to retain graduates and those with higher level skills. Actions within this priority seek to address the perceived lack of graduate roles locally, particularly within core industries, and to encourage businesses and education providers to work together to ensure a suitably trained workforce is available within Torbay to allow sectors such as electronics and photonics to grow.
19. Key activities under this priority include:
 - Strengthening links between local education and training providers and businesses
 - Development of a 'Torbay Works' programme – an encompassing brand under which all back to work support and provision is promoted
 - Development and delivery of a key sector workforce development programme – assessing demand for technical skills and stimulating development of a knowledge intensive workforce

Nurturing the Knowledge Economy

20. As set out above the core Torbay economy is underpinned by the service and tourism sectors. If we are to increase Gross Value Added and wage levels in the longer term there is a need to develop the more productive and better paid knowledge economy.
21. Manufacturing and hi tech related businesses are important components of the local economy and offer the opportunity for future growth if supported in the correct way.
22. Linked to improving skills levels and retaining graduates the actions in this priority will improve the provision of support for firms within the creative, professional services, medical and healthcare technology, electronics and engineering sectors. In addition it

will raise awareness of the opportunities within these sectors for graduates and trainees.

23. Key activities under this priority include:

- Development of the medical and healthcare technology sector
- Raising awareness of opportunities to young people and graduates by working with local businesses and education providers
- Development of a virtual electronics and photonics innovation centre

Investment

24. The actions set out in the strategy will require significant investment which will need to be secured from various sources locally, nationally and at European level. The strategy gives indicative costs for projects and where funding could potentially be sought. Work is already being done to secure investment through the Local Enterprise Partnership, 2014-20 European funding and development of the Plymouth City Deal and we would envisage this continuing through the life of the strategy.

Outcomes

25. As set out above the key focus of the strategy is job creation and this is one of the main factors by which success will be measured. However, in line with the longer term goal to promote a more diverse and productive economy if all the identified projects come forward and the action plans within the strategy are implemented we would anticipate the following outcomes:

- Create 2200 new jobs by 2015 and a further 3680 over the lifetime of this strategy
 - Develop Torbay as a vibrant economy with its Gross Value Added increasing faster than the regional average by 2020
 - Raise residents wage rates to 90% of the South West average by 2020
 - Sustain improvements in the skills attainment of local people
 - Secure investment to support delivery of the strategy and its action plan
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Torbay Economic Strategy

2013-2018

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DRAFT

Mayoral Foreword

Since becoming Mayor of Torbay I have been committed to turning Torbay's potential into the successful and prosperous economy we all want. We are a place of great economic potential. We are building the South Devon Link Road and it was my great privilege to be the Mayor of Torbay that received this funding for an investment that will be a game changer for our economy. I am pleased to report Devon has received EU Transition Status which means Torbay and more importantly inward investors coming to Torbay to create jobs and wealth will get increased EU funding and support. Over the past two years we have put considerable effort into making this happen and now we will put even more effort into making it work for us.

I recognise that Torbay will need to realise its economic potential by working with its neighbours. That is why I have committed to improve our partnerships across Devon. We are a key signatory to Plymouth City Deal that will boost the economy of South Devon and I have created an Enterprise Task Force with Teignbridge and South Hams. This will enable us to coordinate our efforts as we all know we are stronger if we work together. That is why I am working hard as Torbay's representative on the Heart of the South West Local Enterprise Partnership (LEP). This group is the key interface between Government, business, universities and the wider local public sector for the whole of Devon, Plymouth, Somerset and Torbay. It is my role to ensure that our whole LEP area and Torbay maximise their economic potential.

This economic strategy is about realising our potential to boost our economy. The work we have been doing over the past two years is starting to pay dividends with new businesses starting and the recent award of £1.35 million from the Coastal Communities Fund to create 350 new jobs. BT is investing significant sums so we will have superfast broadband which is vital in any modern economy. The work we are doing with our local businesses from new start ups, to saving existing jobs and creating new is delivering on my top election priority of jobs, jobs, jobs. I understand the value of our tourism sector and have made a major commitment to it with the investment in the RICC and the support I have given to promoting events across the Bay. The partnership working we have with South Devon College, whose Energy Centre and Studio School will make a real impact on two important sectors, and the NHS are all making a tangible difference to our economic performance. We need to continue to build to make the most of the international airport we have on our doorstep, to let the world know how great our schools are and that arguably we have the best quality of life opportunities in the Country.

Since becoming Mayor I have been working to create new jobs, save jobs where they could be lost and create investment to promote the sustainable growth of our economy to improve everyone's quality of life. This Strategy includes the successes we have had like retaining Sutton Seeds within the Bay, inward investment and projects that are creating 800 jobs and the funding of £320m that has been invested in Torbay since I became Mayor.

Picture of the Mayor

Executive summary

This strategy provides direction to the local community, the Heart of the South West local enterprise partnership and Government on the economic development objectives for Torbay.

The strategy reflects key changes that have taken place locally and nationally in recent years. It provides a framework for the Council and its partners over the next 5 years, prioritising the creation of jobs for Torbay in the short term and leading to the sustainable growth of the local economy in the longer term.

Over the past eighteen months there has been positive movement on the economic regeneration of Torbay with the award of funding to the South Devon Link Road presenting the opportunity of improved access, productivity and attracting new investment for the area. The strategy will be delivered against a challenging context but is building on successes which include;

- Securing Government support for the crucial South Devon Link Road
- Supporting the private sector to bring forward the development of sites including Oldway, Brixham Town Centre, the Palm Court site, the White Rock Business Park
- Securing planning consent for the third phase innovation centre at White Rock
- Creating over 100 additional jobs through growth in innovation centre tenants
- Growth of the Hi Tech Forum leading to changes in skills provision and the successful MTI conferences
- Continued support for start up businesses through the EU and Government supported programmes where over 150 new businesses have been created
- Establishment of the Ambassadors group in support of the inward investment programme which has seen three relocations and 90 jobs created in the past twelve months
- Developed an action plan for growth of the marine economy in Torbay
- Increased skills attainment in Torbay in particular moving level 3 and 4 skills levels closer to the national average.

This updated strategy and action plan sets out the context for the development of the local economy, the strategy which is being pursued and how we will measure our success.

Through the strategy, and with the local plan, we will

- Create 2200 new jobs by 2015 and a further 3680 over the lifetime of this strategy
- Develop Torbay as a vibrant economy with its Gross Value Added increasing faster than the regional average by 2020
- Raise residents wage rates to 90% of the South West average by 2020
- Sustain improvements in the skills attainment of local people
- Secure investment to support delivery of the strategy and its action plan

The strategy will prioritise the following activities

- Town centre regeneration
 - Market led masterplanning, dovetailing with Local and Neighbourhood Plans, to identify appropriate town centre regeneration projects for Torquay Town Centre development by the end of 2013
 - Market led masterplanning, dovetailing with Local and Neighbourhood Plans, to identify appropriate town centre regeneration projects for Paignton Town Centre development by the end of 2014

- Ensuring that the right land, buildings and infrastructure are in place to support business growth.
 - Implement local development orders for White Rock, Torquay Gateway and a town centre site to be confirmed
 - To bring forward new and revitalised employment space in the Torquay Gateway
 - Bring forward the Claylands site in Paignton for an employment scheme
 - Supporting delivery of the marine economy action plan for Torbay including harbour infrastructure and infrastructure for the fishing sector
 - To work with the Heart of the SW Partnership and partners to increase investment in economic infrastructure in Torbay

- Growth in and retention of small and medium sized businesses in Torbay
 - Secure funding for the White Rock Innovation Centre
 - Seek to identify funding in support of small business grants in Torbay Council
 - Support home based businesses through the creation of Workhub facilities
 - Develop and deliver with partners a growth programme for businesses and social enterprises including start up support, innovation and export

Objective & Priorities

Objective

To create more full time and sustainable employment by encouraging the growth of existing businesses and the creation of new businesses and social enterprises.

We will achieve this objective by working with the business community and other partners including the Heart of the South West Local Enterprise Partnership (HoSW). The HoSW partnership has been established with partners across Devon and Somerset and will be critical in ensuring the success of this strategy. Locally the strategy will align with community aspirations as set out through the neighbourhood plans and the Local Plan.

The objective is founded on the evidence that underpins this strategy. That evidence demonstrates that the local economy faces a number of challenges while the national and global economies continue to recover from the global recession. Particular challenges that this strategy responds to include low levels of business growth, regionally high unemployment, a shortage of demand from businesses for full time labour and less than optimal infrastructure for business with transport and premises issues regularly being highlighted as barriers by business.¹

Torbay does benefit from strong levels of business start ups and has seen improvements in wage rates and skills attainment. It remains by nature of its natural assets and low costs for premises and labour an attractive place in which to locate and grow a business, particularly as the key business infrastructure improves.

Businesses in Torbay have access to European and UK markets, a skilled and motivated workforce, access to research and development, and competitive operating costs. Torbay today offers companies a rare combination of quality of life and quality of opportunity which is enhanced by the approval of the South Devon Link Road. The road will act as a major stimulus for growth in the area, improving access to Torbay, helping businesses get products to external markets more quickly and complementing additional investment in the infrastructure serving Torbay which will encourage faster growth.

Cost effectiveness and affordability are key considerations for business. Rents in Torbay are lower than other parts of the country. The property portfolio is improving with business parks, incubation units and planned developments offering competitively priced space for all types of businesses. This strategy also explicitly identifies the need for space to be brought forward more quickly to accelerate local growth.

Employers can benefit from an available workforce with good skills and a low staff turnover rate. Torbay has a higher than average proportion of the working population with NVQ1 and NVQ2 qualifications, and with the help of a progressive local education sector, skill levels continue to improve ahead of regional and national averages. **Torbay offers real opportunities for local businesses and inward investors.**

¹ Torbay Development Agency Business Barometer 2012

An indication of the sites/projects for development which are expected to create these jobs is set out in the development pipeline for 2013-18 below.

Site	Number of jobs	Estimated Capital Cost
2013-15		
SDLR	150	£110,000,000
Outset Project	200	£500,000
New Enterprise Allowance	120	Revenue
Innovation Centres	200	Revenue
Roote Centre	10	£2,000,000
B&Q site, Torre	15	£5,000,000
Oldway Mansion	70	£11,200,000
SDC Energy Centre	416	£6,500,000
Clennon Valley	71	TBC (Under tender)
Brokenbury / Broadsands / North Boundary Rd	19	
Claylands	18	£1,800,000
Part of Yannons Farm	15	
White Rock Innovation Centre	220	£5,500,000
Edginswell, offices	50	
Palm Court Hotel Site	70	£10,000,000
Tesco, Brixham	130	£20,000,000
Marina Car Park / Torquay Pavilion	170	£20,000,000
GA Building, St Marychurch	50	
Torwood St	203	
Total 2013-15	2197	£192,500,000
2016-18		
Clennon Valley	72	As above
Brokenbury / Broadsands / North Boundary Rd	19	
Gooch and Housego	40	
Stone Age Man Museum	139	
Lymington Road Town Hall Car Park	150	£7,000,000
SDLR	200	As above
Freshwater Quarry / Oxen Cove	416	
Edginswell	275	
Claylands	178	As above
Paignton town centre	300	
White Rock	1135	
Torquay Town Centre	700	£200,000,000
Former school, Old Mill Road, Chelston	58	
Total 2016-18	3682	£207,000,000
Grand Total	5879	

In order to achieve this projected growth a range of actions are set out in this strategy which will support growing businesses and inward investments. That growth will in turn enable the Council to benefit from incentives such as Community Infrastructure Levy, New Homes Bonus and the Business Rate Retention proposed by Government.

The indicators which impact on the local economy are set out in detail in the supporting evidence review. The data there demonstrates the mix of sectors which are dominant, wage rates, productivity of business and the number of full time jobs available in the economy. These are all indicators of concern as confirmed by childhood poverty figures. However there are positive trends being seen on wage rates, on business start ups and on skill levels.

Therefore the Council, through both this updated strategy and in the Local Plan, is setting out that its overwhelming objective in the short term is to create more full time employment. To do this means encouraging innovation and ensuring that the Council uses its powers and services to support businesses in making the decision to invest in Torbay.

This updated strategy and action plan sets out that there is a need for the local economy to respond to changing market conditions by ensuring that the assets of Torbay are best harnessed for sustainable economic growth. These assets include the natural environment of the area which underpins the tourism, and other core, sectors of the local economy and the growing skills base that exists in the local workforce and underpins potential future growth of the alternative economy. The entrepreneurial assets evidenced by business starts and the physical assets of the area which will be enhanced by the South Devon Link Road are also important factors in Torbay's future growth.

The strengths of the Torbay economy are set out in more detail in the following SWOT analysis, alongside the weaknesses, opportunities and threats the strategy will need to address if it is to be successful in creating the jobs required.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ Continued business services growth ○ Enterprising economy ○ Attractive natural location – the maritime environment and proximity to Dartmoor ○ Quality of life ○ Reputation as a tourism destination ○ Active business community influencing the public sector ○ Programme of business support from local and regional partners is coherent ○ Outstanding South Devon College, already providing some courses linked to identified growth sectors. ○ Cost advantages to businesses - competitive wage and rental costs ○ High quality healthcare and research through the hospital ○ New Energy Centre at South Devon College ○ Improving higher level skills ○ Increasingly high profile Hi Tech forum and events 	<ul style="list-style-type: none"> ○ Peripheral location ○ Coastal location limits size of market for local services ○ Transport links within Torbay, for example the Western Corridor ○ Low levels of flexibility & skills in local labour market, particularly higher level skills ○ Lack of serviced premises for employment ○ Too few businesses growing past VAT threshold/lifestyle businesses ○ Low GVA per head, linked to the decline in higher value employment and manufacturing ○ Increasing levels of deprivation and worklessness – in particular child poverty ○ Low (and decreasing) levels of job density ○ Ageing population ○ Lack of R&D and weak links with universities ○ Reputation as holiday destination rather than a business centre ○ High levels of economic inactivity and benefit claimants ○ Housing affordability ○ Struggling town centres

Opportunities	Threats
<ul style="list-style-type: none"> ○ South Devon Link Road as a catalyst for growth ○ Business Growth Fund offering incentives for growth ○ Development of key sectors in particular high tech engineering and healthcare ○ Utilise demands of ageing population to develop and innovate within the healthcare sector ○ Develop retail offer ○ Implementation of tourism strategy ○ Improvement to rail and other forms of public transport (frequent ferry and investment in cycle network) ○ Green economy, SW Energy Centre and Marine Energy Park ○ Plymouth City Deal ○ Skills development ○ South Devon College and the growth of Higher Education ○ Development of stronger links with Universities for knowledge transfer and graduates ○ Increased use of Innovation Centres to foster new growth through the building of a third centre. ○ Engagement of knowledgeable older works within the labour market ○ Independent traders – less reliance on big chains ○ Support the language schools in promoting the area and establishing links with new places ○ Develop private sectors ability to supply public sector ○ Strengthened inward investment and promotional activities ○ Collaboration with, and influence of, the Local Enterprise Partnership ○ New local plan 	<ul style="list-style-type: none"> ○ Continued reliance on Tourism & Hospitality sector (highest in the country) ○ Dominance of part time and seasonal employment ○ Reliance on public sector employment at a time of government cuts ○ Impact of benefit reform ○ No university means a lack of graduate retention with 18-30 workers and young talent leaving the Bay to continue their education ○ Competition from other areas of the region, e.g., Exeter, Newton Abbot, Plymouth and Taunton, for funding and inward investment ○ Climate change and flood risk ○ Reduced funding for regeneration & economic development ○ Political instability ○ Lack of investment in transport links ○ Lack of investment in town centres ○ Lower wage costs overseas ○ Investment incentives on offer elsewhere

Priorities

The objective set out above will be delivered through a number of priority actions. These reflect the need to create jobs in the short term but also to grow the knowledge economy and more productive sectors in the medium to longer term.

Priority 1- Driving Business Growth

This priority will expand the existing business base and increase entrepreneurial activity in Torbay. Both of these are widely acknowledged as being important drivers of economic prosperity. They are important because the creation and growth of new businesses typically creates more jobs than the development of more mature businesses. The presence of enterprising and innovative businesses also increases productivity by improving processes and bringing new products and services to the market.

Delivery of supporting activities such as support to start new businesses and social enterprises, to connect growing businesses with access to finance and to support the growing sectors of the local economy will remain vital because of the continued challenges that the local economy faces.

Key in supporting this entrepreneurial and business growth will be links to the emerging LEP Smart Specialisation Strategy. Being developed as part of LEPs EU investment prospectus the Smart Specialisation Strategy will focus on the sectors and clusters which drive innovation with the Heart of the South West area. To capitalise on this a number of the activities below focus on the Hi Tech and high value sectors which have been identified as key to driving innovation, and on providing the commercial space required to make Torbay a destination for this type of business.

It is also recognised that competitive economies tend to be those with clearly identifiable specialisms or clusters of activity, which stimulate productivity growth. The actions here will seek to engage businesses in networking with others in their sector, or in related industries to improve local supply chains, inter-firm trading and help to strengthen local clusters.

Activities to be delivered under this section will ensure that an effective range of business support services and facilities are in place. These aim to increase the rate of business start-ups, support business growth and help to create a climate of entrepreneurship. They support businesses by providing advice, facilities and the services they need in their different stages of development.

Key actions

- Torbay Enterprise Areas
- Claylands
- Business support programme

Priority 2- Sustaining the core economy

Retaining investment and strength in the core sectors of the economy is critical to the economic performance of an area. The core sectors of the Torbay economy include fisheries, tourism, retail and healthcare. Strengthening these sectors will require that connectivity and

accessibility of Torbay is optimised and the quality of life for workers and businesses is enhanced. As global and national competition for investment intensifies Torbay needs to ensure it provides attractive locations to enable investment, and a distinctive offer to promote the area.

The activities here seek to increase confidence in the local economy and for inward investors through planned infrastructure improvements and other investments that support the traditional sectors of the local economy namely tourism, retail and fisheries. The actions promote appropriate uses of sites and premises, and facilitate their development through agreeing planning frameworks and working with developers, linked to priority sectors.

Key actions

- Town centre regeneration
- Identification of a new visitor attraction &
- Supporting delivery of the marine economy action plan for Torbay including harbour infrastructure and infrastructure for the fishing sector

Priority 3 – Raising skill levels and creating opportunities for all

Skills are a critical driver of competitiveness and productivity. Skilled workers are more readily employed, and once at work are more productive and have the capability to take on more complicated and productive tasks. Conversely, low educational attainment and skills levels are often cited as one of the principal reasons for productivity gaps between different areas of Great Britain, and between Britain and other countries.

Closely related to low skill levels, worklessness is often characterised by multiple disadvantage. Some categories of individuals face a number of barriers to participating in the labour market and a higher risk of being workless. The activities here, based on the Work & Skills Plan, seeks to co-ordinate local interventions in this area, improved productivity through workforce training and aligning education provision with business needs.

Skill levels within Torbay continue to improve at most qualification levels. This improving picture is testament to the work which has been done in this area by a number of partners. However the number of working age residents qualified to NVQ level 3 and 4 remains below the regional and national average, as the economy develops and higher skills are required this will need to be addressed if the economy is to grow.

While school attainment is good, this consistently lower proportion of working age residents qualified to the highest level could be due, in part, to a lack of graduate roles within the Bay. Talented young people do not see opportunities within the Bay so choose to move away. By developing key sectors in the economy and working with businesses to highlight graduate roles this is a trend which can be reversed.

To improve the skills of existing employees this strategy supports improved collaboration and links between local business and higher education institutions. Developing the right mix of courses and increasing awareness of the jobs available within Torbay, for example within the hi-tech and manufacturing sectors, will ensure a trained workforce is available locally and does not need to be recruited from elsewhere.

There is also a need to ensure training is available locally in more specialist sectors such as fish processing, adding value to the Brixham catch by ensuring it is prepared in Torbay rather than transported to other parts of the country.

Key actions

- Strengthening links between local education and training providers and local businesses
- Development and delivery of the Torbay Works Programme
- Development and delivery of the Key Sector Workforce Development programme

Priority 4 – Nurturing the knowledge economy

There is a growing understanding of the strengths and weaknesses of the local economy in relation to the distribution of businesses across sectors of the economy. Manufacturing and hi tech related businesses remain important components of the local economy and offer the opportunity for future growth if supported in the correct way.

Torbay is already home to a number of advanced electronics businesses. Silicon Valley headquartered businesses like Oclaro and Spirent are thriving, alongside homegrown successes like Syntech Technologies. Add in Gooch & Housego, Digitron, Eltek Semiconductor and the Hi-Tech Forum is a world-class network which offers the potential for specialisation and further growth alongside related sectors including medical technology and healthcare. The success of the Torbay Hi Tech Forum demonstrates that companies are enthusiastic about the opportunities of collaboration to promote the area as a career location, to improve links between education and the knowledge sectors and to grow their businesses.

Torbay has high potential in marine related industries. Astra Zeneca continues to maintain its world-class Environmental Laboratory research facility at Brixham. Marine life and environmental research is also boosted by the presence of two leading universities; Plymouth and Exeter plus South Devon College, creating opportunities for a regional network of research and development.

Torbay is at the heart of a strong health-based research corridor running from Exeter to Plymouth, taking in the renowned Peninsula Schools of Medicine and Dentistry. The Horizon Centre, based at Torbay Hospital is also a centre of excellence operating as a hub for many innovations. This environment offers opportunities for entrepreneurial start-ups to supply assisted living and related healthcare technologies.

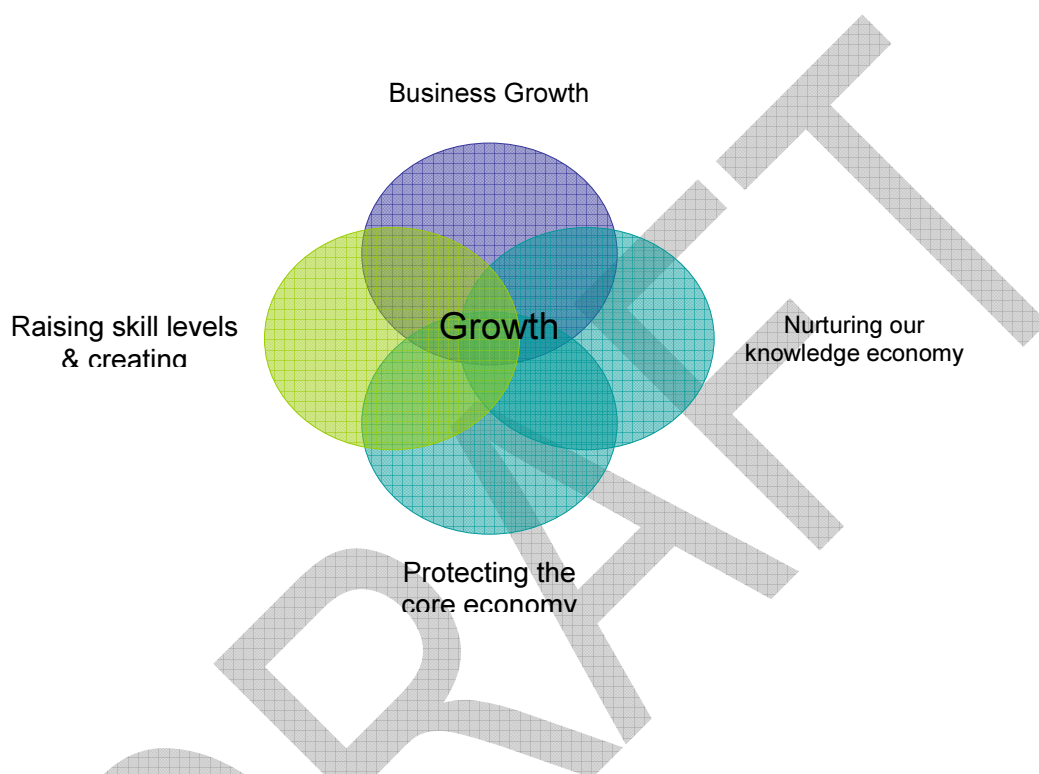
It is recognised that sectors such as these which could benefit from specialised advice, marketing, and research and development need to be supported. The activities set out here will improve the provision of specialised support for those firms. Research carried out by the TDA has clearly evidenced that many companies are concerned about recruitment of talent into their business and there is a requirement for a concerted campaign to raise awareness of the opportunities open to people here both graduates and school age children. Other issues that will be addressed include improving support for businesses in identifying and submitting bids for appropriate funding and improving supply chain connections.

Key actions

- Development of the medical and healthcare technology sector

Delivery

The priorities and actions contained in this strategy are proposed to create the conditions for sustained job growth in Torbay.



Delivery of this strategy will require leadership from the Council and its partners and will require investment. The Council's economic development company, Torbay Development Agency, will be instrumental in delivering the actions alongside other partners which will include the HoSW LEP and others.

Council leadership of this strategy will be critical and it will be important that relevant corporate policies and functions are aligned to support the objective and priorities set out in this strategy. The Council and the wider public sector remain major employers in Torbay, as employers and as large buyers of goods and services has a very direct impact on the local economy.

Delivery of this strategy will require significant investment, and the way in which Government seeks to allocate funding is changing. Government endorsement of Lord Heseltine's report² means a significantly increased role for LEPs in driving economic growth. As such the

² "No stone left unturned" October 2012

growing importance of the HoSW LEP and the role it will play in setting strategic priorities and allocating funding in the future should not be underestimated.

From 2014 onwards European funding which Torbay has historically benefitted from will be channelled through LEPs, and from 2015 a large proportion of Government funding will be allocated into a 'Single Local Growth Fund' which LEPs will bid into. This strategy will form the basis for Torbay's case for investment and it will be important to ensure links are made between the strategy and the LEPs emerging EU prospectus.

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Action plan

The projects set out here are proposed as a specific response to the economic evidence and to promote the immediate priority of creating jobs. The action plan will be crucial in influencing the Heart of the SW Enterprise Partnership strategy and ensuring that the investment priorities for Torbay are understood and supported by the activities of the HoSW partnership.

The action plan also prioritises key actions which are aimed at addressing issues which businesses agree are affecting the Torbay economy such as shortage of appropriate sites and premises (40%), a weaker than desired infrastructure (70%), low levels of business growth (93%) and lack of skilled workforce (45%)³. Together these actions form a package of activity, setting out how a combination of well developed, interlinked projects can grow the Torbay economy and create jobs over the lifetime of the strategy and beyond. This joined up approach is essential if Torbay is to successfully bid into future Government funding, as is ensuring projects are developed to a level where they can be implemented quickly.

The actions include a number which have been drawn from other strategies including:

Maritime Economy Action Plan - The focus of the Marine Economy Action Plan is to assess the potential for development of the marine economy in Torbay and specifically to identify the opportunity and appropriate actions needed to deliver outcomes linked to the economic strategy for Torbay. These outcomes will include:

- An increase in the number of businesses operating in the marine economy.
- An increase in the number of people employed in the marine economy.
- An increase in the proportion of people employed all year round in the marine economy.
- An improvement in the productivity of existing marine economy businesses.
- Stimulating or identifying new markets for marine businesses to provide goods and services for.
- Attracting new marine economy and businesses into Torbay.
- Enhancing the existing forum offer.
- Enhancing and sustaining the environment and Torbay's natural assets as well as enhancing opportunities for disadvantaged people in Torbay.

Tourism Strategy – Tourism continues to be an integral part of the Torbay economy, with 17% of the workforce employed in tourism related industries. However, the Tourism Strategy demonstrates that Torbay can no longer rely on traditional long stay tourism, and that the industry must diversify to meet the needs of the modern holiday market. It identifies five key opportunities for growth;

³ Autumn 2012 Business Barometer Survey

- Maritime leisure
- Agatha Christie legacy
- Global Geo Park Status events,
- Festivals and exhibitions
- Business tourism

Work & Skills Plan - The focus of the Work and Skills Plan is concerned with creating a healthy labour market and improving the employability of local residents, within this helping people back into work and ensuring that individuals are encouraged to develop their skills once in employment in order to maintain their employability and progress within the labour market. Delivery of the projects under this area will improve in young people's career aspirations and positive attitude towards work and specifically it will

- An increase in the number of local residents in sustainable employment.
- Improved engagement between local schools and other training providers with businesses in key growth sectors.
- Improved opportunities and local career prospects for graduates and higher level skilled residents. An increase in skills provision appropriately delivered to meet articulated business need.

Driving Business Growth

These actions are proposed in order to expand the existing business base and increase entrepreneurial activity in Torbay. Both of these are widely acknowledged as being important drivers of economic prosperity. They are important because the creation of new businesses and the growth of young businesses typically creates more jobs than the development of more mature businesses. The presence of enterprising and innovative businesses also increases productivity by improving processes and bringing new products and services to the market.

Project Name	Description	Likely Outcomes	Scheme Cost	Potential Funding Source
Access to finance	Work with banks, intermediaries and specialist lenders to raise awareness of funding options for growing businesses and improve their investment readiness.	<ul style="list-style-type: none"> Increased success rates for businesses in securing external investment in support of their growth. 	To be confirmed	EU Funding
Torbay Enterprise Areas	<p>A twin track approach to accelerate investment and growth in key areas. This action will introduce a Torbay Growth Fund. This new investment fund will be for Torbay's growing businesses. Expected to be delivered from April 2013.</p> <p>Complementing the financial investment Local Development Orders will also be introduced in three areas to give confidence to businesses that their growth plans can be supported and delivered.</p>	<ul style="list-style-type: none"> Provision of new employment space at the location of local development orders. New jobs. Improved business rate revenues 	£1,000,000	Funding Secured
Collaborative Project Development for Hi Tech and High	This action is primarily demand driven based on the existing and future needs of companies already in Torbay but also to ensure that those	<ul style="list-style-type: none"> It would be hoped that other apprentice frameworks or training needs could be identified that supports the 	To be confirmed	EU Funding / TDA

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<p>Value sectors</p>	<p>considering investment can see clearly that locally there is a planned programme of sector skills development activity. To date work has begun with South Devon College and NAS to develop an electrical engineering framework. Centrax have also stated that they would be willing to provide 'half baked' apprentices which is another potential avenue that both hi tech and manufacturing forums could take advantage of.</p>	<p>Forum. Industrial placements would also help here and help to provide real experience. Member companies would be encouraged to announce available placement opportunities to school/college/university students providing much needed real experience and also an opportunity to promote the Forum on various levels.</p>		
<p>Maximising the benefits of local procurement</p>	<p>This activity would provide training from the Council, in conjunction with the TDA and Federation of Small Businesses to increase the number of local businesses aware of public procurement opportunities.</p>	<ul style="list-style-type: none"> • Increased amount of Council spending retained within local economy. 	<p>To be confirmed</p>	
<p>Marketing to Businesses and Students</p>	<p>The Hi-Tech Forum has expressed the need for more awareness raising of the Torbay sector strengths and forum ongoing to support inward investment activities. This activity will provide a slide deck, images and other associated detail and can be adapted to fit.</p> <p>Many of our larger organisations may find this useful to encourage their head office to consider putting more of the business in their Torbay satellite.</p>	<ul style="list-style-type: none"> • Improved awareness of the strength of the hi tech sector within the local economy. • Stronger connections between local schools and the key growing sectors in the local economy 	<p>To be confirmed</p>	
<p>Preparing for Export</p>	<p>Implement an export programme</p>	<ul style="list-style-type: none"> • Increased numbers of 	<p>To be confirmed</p>	<p>EU Funding</p>

programme	supported by UKTI and local exemplar businesses. Learn from successful examples such as Export Cornwall. To be specified but look for extra UKTI assistance to support new to export businesses and would require advisory resource, access to market information, support in securing export licenses etc	businesses exporting from Torbay.		UK Trade & Investment
Torbay enterprise and business improvement programme	To enable the TDA to directly deliver a comprehensive programme of business support to raise productivity, rates of enterprise and business growth across the business stock. This builds on the focus of delivery on enterprise creation, by extending this focus to business growth. This would programme would incorporate; intensive start up support, enterprise coaching, access to finance and business mentoring advice.	<ul style="list-style-type: none"> Appointing a business advisor to provide advice/support for new and existing businesses within Torbay's innovation centres. 	£2,000,000	EU Funding
Torbay ICT Adoption	To help businesses make investments that will exploit the opportunities of superfast broadband provided by Next Generation Broadband. This activity will focus on both targeted business investment aimed at significantly increasing the GVA of high growth businesses in Torbay by maximising the opportunities that will arise with the roll out of NGB as well as demand stimulation and basic ICT skills.	<ul style="list-style-type: none"> 200 businesses assisted Improved business productivity 	£868,500	EU Funding
Barton Landfill	Site currently a heavily contaminated	<ul style="list-style-type: none"> Employment opportunity / 	To be confirmed	

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	former land fill. Project to promote a sports pitch scheme with ancillary employment.	<p>Sports Opportunity or a combination of both</p> <ul style="list-style-type: none"> • 'Brown Field' development of a problem site • Potential capital receipt if employment use • Substantial employment generation if employment 		
Claylands	Employment opportunity to provide a range of unit sizes to support local business expansion and inward investment. Scheme would require substantial infrastructure works to include land stabilisation, remediation and highways access.	<ul style="list-style-type: none"> • Employment opportunity • Support local business expansion and inward investment • Focus for grant applications • A tool to advance town centre redevelopment through strategic relocation 	£1.75m for highways access, surveys, estate road, site preparation. Build costs inc fees (excluding finance) = £6.1 m (B1 / B2 industrial) or £22.5 m (B1 office).	Growing Places Fund
Old Mill Road	Proposed scheme to refurbish, refit and enhance the existing school on Old Mill Road to provide business start up accommodation with high grade sustainable and energy efficiency features. Demolition of external classrooms and rebuild 250 m2 B1 business unit / workshop.	<ul style="list-style-type: none"> • Support the Local Centre • Catalyst for regeneration 	Approx £600k	

Sustaining the core economy

Retaining investment and strength in the core sectors of the economy is critical to the economic performance of an area. This often means ensuring that the connectivity and accessibility of the place is optimised and the quality of life for workers and businesses is enhanced. As global and national competition for investment intensifies Torbay needs to ensure it provides attractive locations to enable investment, and a distinctive offer to promote the area.

Project Name	Description	Likely Outcomes	Scheme Cost	Potential Funding Source
Create Northern Arm breakwater in Brixham.	This project would consist of the construction of a Northern Arm Breakwater in Brixham, this would enclose the open water area of the outer harbour to provide calmer wave conditions and a safer harbour in all weather conditions, this would allow for increased use by existing users and development of further leisure opportunities (including additional marina facilities)	<ul style="list-style-type: none"> • Increase the useable water space in Brixham harbour for leisure and commercial use. • Provision of shoreside space for a variety of employment uses. 	£30,000,000	Public Works Loan Board Private sector
Development of a Fish Processing Park (FPP).	Brixham is home to a productive fishing fleet – one that lands the highest value of catch in England (£21.7m). The project is to de-cant and expand the existing fish processing capacity to a purpose built Fish Processing Park (FPP). Under Common Fisheries Policy reform, the European Commission is proposing a	<ul style="list-style-type: none"> • Increased retention of the proceeds of the fishing industry locally. • Improved branding of Torbay fish. • Increased employment in the fisheries sector. 	To be confirmed	EU Funding Fisheries Fund

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	phased ban on fish discards. As such, it is our intention that the FPP will also contain facilities for processing fish waste to maximise the production of waste or by-products, generating economic return.			
Torquay Town Centre	A town centre regeneration scheme to attract higher order retailers to Torquay.	<ul style="list-style-type: none"> • Revitalise Town Centre • Arrest Retail leakage to Exeter, Plymouth, Newton Abbot & the Willows • Place changing transformation • Enhance visitor experience / boost to tourism • Quality of life improvements to residents / Pride in the Bay 	£200M+	
Station Lane	Multi interest town centre regeneration and public realm improvement scheme following the Paignton Library scheme and Station Square improvements. Includes, the fundraising, renovation and restoration of the Paignton Picture House with the Devon Historic Building Trust and National Trust. Redevelopment to include pavilion retail, Bar café, Hotel, sheltered housing, residential. Improvements to the transport infrastructure.	<ul style="list-style-type: none"> • Public realm improvements including the establishment of the Paignton Town square and Station square. • Restoration of a grade II* heritage cinema. EH building at risk, providing an important visitor facility and attraction. • Catalyst for regeneration. • Investment in deprived ward • Improved transport infrastructure 	To be confirmed	
Torquay Harbour Extension	Extend Haldon Pier by approximately 300m to the SW and dredge the seabed to allow cruise ships to berth alongside	<ul style="list-style-type: none"> • Cruise ships and fast ferries to Torquay and Torbay • Supporting existing local businesses with increased tourism 	To be confirmed	

	<p>the inner face of the new harbour wall. Additional alongside berthing at Princess Pier and a possible location for the fast ferry terminal. Pontooning the inner harbour and creating additional marina berths by the existing marina. Additional car parking at Beacon Quay and proposals to consider a new dinghy platform off Haldon Pier by Living Coasts.</p>	<ul style="list-style-type: none"> • Employment opportunities • Income from marina extension and inner harbour pontooning • Increased business rates from the marina extension • Berthing fees from cruise ships • Additional car park income 		
MDL Car Park	<p>To retain the existing car park and build a 4* + hotel and private, open market apartments above, with cafes, restaurants and a small element of retail, all at ground floor fronting the inner harbour. To improve the public realm adjacent to the inner harbour. To repair the structure of the Pavilion and refurbish it to include the public areas of the hotel (reception, bar, restaurant, spa). Landscaping and car parking within Cary Green, retaining Peaceful Cottage and the ziggurat.</p>	<ul style="list-style-type: none"> • Year round employment at the hotel, cafes, restaurants • Extending the hotel offer in Torbay with a 4*+ hotel • Adding to the local economy • Restoring the Pavilion and creating a viable use for the building • Improving the build environment along the inner harbour and masking the car park • Improving the public realm by the inner harbour, Fish Quay and in front of the Pavilion • Creating an active frontage along the inner harbour • Extending Torquay's restaurant offer, esp. evening offer around the harbour • Retaining current levels of income (rent) to the authority 	£20-25m	
Supporting and developing skills in marine sectors	<p>A number of skills gaps have been identified in marine sectors across Torbay including within</p>	<ul style="list-style-type: none"> ▪ Encourage marine businesses to take on apprentices ▪ Test feasibility of a marine science field 	To be confirmed	

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	<p>the fishing industry. A project building on investment by South Devon College to develop marine based provision, including a marine centre of excellence to support all sub sectors is proposed to support this (this would link with other key developments such as the planned centre of excellence for water sports).</p> <p>Marine science is an underdeveloped sector within Torbay. The location of Astra Zeneca within Torbay presents an opportunity to build the marine science sector and develop a health corridor running from Exeter through Torbay to Plymouth and encompassing the Peninsula Medical school and Devon's two universities.</p>	<p>station.</p> <ul style="list-style-type: none"> ▪ Establish marine biology courses ▪ Promote Geopark marine environs ▪ Encourage work based diplomas ▪ Create greater community involvement in watersports through support for volunteering. <p>The development of knowledge infrastructure such as field stations and higher education provision will help create the conditions for growth in the marine science sector in the future.</p>		
Maximise benefits of the Marine Energy Park and renewable energy opportunities	The importance of renewable energy continues to grow, and Torbay is well placed to explore the potential of this.	Continued exploration of the opportunities available for Torbay's businesses as part of the South West Marine Energy Park.	To be confirmed	
Development of activity sports (rock climbing, coast steering etc).	This project would create Integration of maritime leisure activities into generic brand/marketing activities,		To be confirmed	

	competition for water sports, events from other destinations that have better facilities and are prepared to 'pay more and provide more for free'			
Training Hotel – Customer service skills for the tourism sector	The 2010-2015 Tourism Strategy for Torbay outlines the importance of tourism and leisure as a priority sector for development. One of the key actions from the Strategy to enable growth is to encourage all tourism businesses to take part in quality training programmes to improve customer service and quality.	To create a well developed training programme to develop the skills in the tourism sector in support of higher level skills and the Council's objectives for the sector.	£1,000,000	
National Centre for Stone Age Man	Kents Cavern is a site of global importance to Paleontological research. The links of the site to the development of archaeology and the development of Darwinian theories of Evolution are of great scientific importance. Torbay is the only UNESCO recognised urban Geo-Park in the World (shortly to be joined by Hong Kong). The proposal involves development of a visitor centre to build on these globally significant aspects of Torbay's heritage.	<ul style="list-style-type: none"> • Employment opportunity • Support local business expansion and inward investment • Focus for grant applications • A tool to advance town centre redevelopment through strategic relocation 	To be confirmed	Heritage Lottery
Clennon Valley	Procurement of replacement or refurbished sports facilities at	<ul style="list-style-type: none"> • Employment opportunity • Support local tourism offer 	To be confirmed	

	Clennon Valley. Potential for additional tourism and leisure facilities.	<ul style="list-style-type: none">• Provide improved sporting facilities for residents		
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Raising skill levels & creating opportunities for all

Skills are a critical driver of competitiveness and productivity. Skilled workers are more readily employed, and once at work are more productive and have the capability to take on more complicated and productive tasks. Conversely, low educational attainment and skills levels are often cited as one of the principal reasons for productivity gaps between different areas of Great Britain, and between Britain and other countries.

Project Name	Description	Likely Outcomes	Scheme Cost	Potential Funding Source
Key sector workforce development programme	The project is to assess the employer demand for technical skills, support delivery, and stimulate the continued development of the KIS workforce. This will encompass an audit of the skills gaps and specific skills requirements of Torbay's priority sectors.	<ul style="list-style-type: none"> • Current skills gaps/requirements identified. • Appropriate programme developed to meet employer need. 	£1,000,000	EU Funding
Asset Based Community Development	Building on a successful pilot the ABCD project aims to reach marginalised residents in their own communities; unlocking talent and mobilising individual and community skills and assets. The project will be community led with community connectors supporting people to develop co-operatives and social enterprises	<ul style="list-style-type: none"> • Increased employment in deprived areas • Better connected and engaged communities • Increased uptake of training 	£200,000	Coastal Communities Funding secured
Apprenticeship Development	Small businesses are not always aware of the advantages of hosting apprentices or how to get the most out of them. This project	<ul style="list-style-type: none"> • Increased numbers of apprenticeships in key sectors • Better understanding by businesses of the role of apprentices 	£471,000	Coastal Communities Funding

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	will offer an enhanced apprentice scheme, including funding, enabling employers to take on a Level 2 or Level 3 apprentice to help grow their business			
Torbay Works	<p>An encompassing brand under which all back to work support and provision is promoted, providing a one-stop 'shop' of information, advice, guidance and support for providers and clients alike</p> <p>Provision under the banner would be delivered cost-effectively through existing funding streams and allocations</p>	<ul style="list-style-type: none"> • Co-ordinator role developed • Torbay Works brand developed with partner agencies delivering to relevant objectives • Recognition by external agencies as the 'one stop shop' for information within this agenda • Creation of Torbay Works website/webpages. • Delivery of a successful all-round campaign • Reduction in local unemployment • Promotion of local jobs, matching employers with good quality locally-based candidates • Showcasing the broad-range of excellent skills in the area 	TBC	<p>Utilising existing funding streams and allocations the SFA adult funding budget and DWP back to work provision</p> <p>Potential Jobcentre Plus support through secondment opportunities and/or flexibilities funding for initial project creation</p>
Improve links between businesses and schools	Feedback from local employers suggests school leavers are not always employment ready. This project aims to improve links between schools and businesses to ensure young	<ul style="list-style-type: none"> • Reduced youth unemployment 		

	people have the skills needed to secure employment.			
Social Enterprise Development	Support development of Torbay SEN.	•		
Employer Engagement Events	<p>Building a programme of TDA run events which complement existing provision, involving key partner agencies, and delivered to business</p> <p>Events will be themed, focussing on key areas of Employment and Skills support and provision and/or specific issues that may be affecting businesses locally</p>	<ul style="list-style-type: none"> • Quarterly breakfast events held • Average 50 businesses in attendance • Improved business understanding of local provision and support available 	£10,000	TDA
Attracting and retaining higher level skills	<p>Higher Level Skills (HLS) are an essential component of a productive and innovative economy. Torbay possesses no substantial indigenous HE and so does not 'generate' HLS. The Bay then is in the position that, in order to raise HLS, it must first attract and then retain graduates.</p>	<ul style="list-style-type: none"> • Increased awareness of opportunities available to higher level graduates. • A creation of jobs to accommodate those qualified in higher level skills. Access to local learning and training. • Advertisements through businesses of available positions. 	£499,400	EU Funding
Graduate Milk Round	<p>This activity would work to identify businesses recruiting graduates currently or where graduate level talent would help that business grow. By identifying those businesses the Universities can be engaged and opportunities in those local firms can be promoted.</p>	<ul style="list-style-type: none"> • Improved skills in the workforce 	To be confirmed	

Nurturing the knowledge economy

There is growing understanding of the strengths and weaknesses of the local economy in relation to the representation of businesses across sectors of the economy. Manufacturing and hi tech related businesses remain important components of the local economy and offer the opportunity for future growth if supported in the correct way.

Project Name	Description	Likely Outcomes	Scheme Cost	Potential Funding Source
Virtual Electronics and Photonics Innovation Centre (EPIC)	To develop and facilitate the Electronics and photonics sectors in innovation centres across Torbay. To provide support where needed for growth, exportation, commercialisation, grants for funding and provision of space for technical/product development also to provide Links to graduate internships and higher level apprenticeships.	<ul style="list-style-type: none"> An innovation advisor would be employed by TDA, working closely with the existing (TDA funded) business advisor to ensure joined up diagnostic and referral. The role would be responsible for developing the activities of the Hi Tech forum, undertaking diagnostic and business reviews, and referring businesses to professional expertise and advice, as well as facilitating links with the knowledge base in the region to foster collaborative innovation and R&D activity. Potentially this could include an innovation voucher scheme, providing a subsidy to businesses that require specific professional expertise or research support. 	£837,000	EU Funding Technology Strategy Board
Torbay Knowledge Access Partnership (TKAP)	Access to the research and knowledge to HEIs with national and international research strengths aligned to its key sectors for businesses.	<ul style="list-style-type: none"> To work with Universities South West and other regional partners to investigate the potential for a wider Programme. To review the UK Partnership 	£436,900	EU Funding

		<p>Contract to establish Programme fit across the CSF funds.</p> <ul style="list-style-type: none"> To develop the evidence base (number of KTPs in Torbay, demand for KT approach etc). To examine alternative funding opportunities. 		
<p>Awareness Raising Amongst & Retention of Younger People as a prospective career in the Advanced Electronics, Hi Tech Engineering sectors.</p>	<p>This would develop and deliver marketing activity and physical visit programme into schools and colleges.</p> <p>Key Hi Tech Forum members would visit schools to outline their company, the sector and the forum. This would increase awareness of the strength of the sector locally, retain our brighter stars and encourage/aspire students to attain the necessary qualifications and skills to succeed in a career closer to home.</p>	<ul style="list-style-type: none"> Increased engagement between schools and the business community in Torbay Increased awareness from careers staff and young people of the job opportunities and careers available locally 	To be confirmed	
<p>Employer Ownership of Skills</p>	<p>The Employer Ownership of Skills (EOS) pilot is a government initiative aimed at encouraging employers in taking the lead with developing solutions to skills gaps. The TDA is working with the Hi Tech Forum and South Devon College in developing an application to the fund to deliver solutions to skills issues identified by the</p>	<ul style="list-style-type: none"> Route into employment in the hi tech sector Greater engagement between businesses and schools Improved careers advice Apprenticeships which meet the need of local hi tech sector businesses Graduate recruitment programme High tech sector businesses taking ownership of the skills agenda for their 	£1,000,000	

Torbay Economic Strategy

	sector.	sector <ul style="list-style-type: none"> • Improved retention of younger people • Greater awareness of the employment opportunities created by high tech sector businesses 		
Medical Technology Sector Development	The population demographics, reputation of Torbay hospital and existing hi tech businesses mean we are well positioned to grow the medical and healthcare technology sectors. Specific opportunities which should be explored include development of a medical technology cluster linked to the research and innovation opportunities available at Torbay hospital. Further work to test and develop new models of care and collaboration between the hi tech and healthcare sectors.	<ul style="list-style-type: none"> • Increased innovation • Increased productivity through higher paid jobs • Better links to other research institutions • Establishment of a gateway into the health services, providing access for business to clinicians, researchers and other experts and decision makers for local businesses 	£150,000	EU Funding – Smart Specialisation
Marine sector development	The marine economy sector is growing across the South West and Torbay has a foundation that can be developed particularly in marine leisure but extending into engineering, science and aquaculture. This area of work will	<ul style="list-style-type: none"> • An increase in the number of businesses operating in the marine economy. • An increase in the number of people employed in the marine economy. An increase in the proportion of people employed all year round in the marine economy. • An improvement in the productivity of existing marine economy businesses 	£100,000	

Monitoring

The success of the strategy plan will be measured by progress against the actions set out here and ultimately the key indicator for success of the plan will be job creation.

- Create 2200 new jobs by 2015 and a further 3680 over the lifetime of this strategy
- Develop Torbay as a vibrant economy with its Gross Value Added increasing faster than the regional average by 2020
- Raise residents wage rates to 90%% of the South West average by 2020
- Sustain improvements in the skills attainment of local people
- Secure investment to support delivery of the strategy and its action plan

Other relevant indicators will include

- An increase in exports/export ready businesses
- A reduction in the number of individuals Not in Employment Education or Training/18-24 year old unemployed
- An increase in business productivity as measured by GVA
- Businesses assisted
- Improved business rate level for Torbay Council



Title: **Livermead Sea Wall**

Wards Affected: **Cockington with Chelston**

To: **Overview & Scrutiny** On: **30th April 2013**

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1. Key points and Summary

- 1.1 The Chairman of the Overview and Scrutiny Board has requested a report on the background and implications of the recent breach of the sea wall at Livermead. This reports answers the 5 specific questions raised.

2. Introduction

- 2.1 On Easter Monday 1st April, a breach of the sea wall was reported to Torbay Council which led to a failure of the SWW sewerage rising main which required emergency repairs. The Chairman of the Overview & Scrutiny Board has requested a response to the following 5 questions:

1. When did the local authority first become aware of the threat to this section of sea defences?
2. In light of the sewage pipe and gas main being under threat if this risk was realised, why were the necessary works not fast tracked?
3. Plant appears to have been on site for about six weeks with little progress made. Why did this happen?
4. At the crucial time when the works could have been taking place there was a three week negotiation between SWW and the Contractor. Could this have been avoided?
5. Torbay chose not to include the sewage spill in a press release issued on Tuesday [2 April], when the pumps were turned off on the previous night, making a spill inevitable. Why did Torbay abdicate its public health responsibilities to a private company?

3.0 Background

- 3.1 **Question 1:** When did the local authority first become aware of the threat to this section of sea defences?

The Structure has been in a condition of poor repair for many years as are a number of coastal structures within Torbay which need significant capital

investment. An initial request for funding from the Environment Agency was made over two years ago. The most recent recorded inspection was May 2012 when significant failures to the revetment to the front of the sea wall were identified. A report was presented to SCOPE on the 6th July 2012 to request funding to carry out works to the sea defences at Livermead. SCOPE supported the application and subsequently £350,000 funding was provided to allow the Council to progress the works, however, officer were instructed to apply to the Environment Agency for match funding. The proposed works were predominately aimed at repairing the revetment to the front of the sea wall. On approval of funding a prequalification questionnaire was issued to potential bidders in August 2012 and detailed design was commenced.

In the short term some intermediate repairs were carried out in October 2012. The instruction to the Contractor was to carry out all necessary pointing and sand bagging to help maintain the wall prior to a refurbishment scheme being implemented. The works were supervised by staff from Torbay Council's Engineers Service.

- 3.2 **Question 2:** In light of the sewage pipe and gas main being under threat if this risk was realised, why were the necessary works not fast tracked?

The tender was issued at the start of December 2012 and tenders returned on the 22nd January 2013. South West Highways were appointed on the 30th January 2013 with an initial commencement date identified as the 18th February 2013. The intention was to commence works as soon as possible in the hope that the majority of the works could be completed before Easter. As some intermediate works had been carried out in October it was not felt the wall was at an immediate risk of collapse. The effects of six weeks of easterly winds and the fact that the beach was at a very low level did accelerate deterioration.

- 3.3 **Question 3:** Plant appears to have been on site for about six weeks with little progress made. Why did this happen?

The proposed machinery that South West Highways intended to use included a large crane which would be situated on the highway above the sewage rising main. When South West Water were advised of the preferred contractor's method they expressed their concerns regarding the loading on the rising main and asked for extra protection to be provided. Through discussions a revised method statement was agreed between South West Water, Torbay Council and the Contractor on the 22nd March and works commenced on the 25th March.

- 3.4 **Question 4:** At the crucial time when the works could have been taking place there was a three week negotiation between SWW and the Contractor. Could this have been avoided?

The Contractor could have discussed their temporary works with South West Water in advance. However, South West Water may not have been prepared to discuss temporary works designs and individual method statements with each potential contractor. This could have led to the tender period being extended for the same three weeks.

- 3.5 **Question 5:** Torbay chose not to include the sewage spill in a press release issued on Tuesday [2 April], when the pumps were turned off on the previous night, making a spill inevitable. Why did Torbay abdicate its public health responsibilities to a private company?

The Council did not abdicate its public health responsibilities, as warning notices were placed on every bathing water beach within Torbay by Tuesday 2nd April 2013. However, it was agreed that South West Water would lead on communications relating to the operation of their infrastructure. South West Water also have facilities in place to publish this information which specific users such as surfers can access.

4. Summary of Incident Response

- 4.1 Outlined below is a summary of the response to the incident.

Saturday 30th March

A report was made to the Council of an issue in Livermead, however this was reported as a rocking paving slab. An inspector visited the site but did not identify any failures in the pavement and so no further action was taken.

Monday 1st April

A hole in the pavement was reported on Monday morning, an inspector visited the site and asked for Tor2 to attend to assist with opening of the footpath to investigate. Once the extent of the problem had been identified the road was closed for safety reasons and a Marine Contractor contacted and asked to assist. The Contractor mobilised quickly and worked through the night to attempt to “plug” the hole temporarily with over 30 1 tonne bags. It was agreed late Monday night to switch off the pumps at Ilsham for two reasons, the first being the safety of the men and the second being that any spill would be better to occur at Hope’s Nose rather than directly on the beach.

Tuesday 2nd April

Further attempts to plug the hole only reduced the rate of erosion and the main failed. Further erosion put the gas main at risk and so a large piling rig and steel sheet piles were sourced. By 9.30pm the first sheet pile was placed in the ground to prevent further erosion of the road.

Wednesday 3rd April

The sheet piles prevented further erosion and temporary shuttering was placed on the outside of the wall to allow concrete to be placed in the hole.

Thursday 4th April

Over 100 tonnes of concrete in total was placed to repair the hole and the area behind the wall.

Friday 5th April

South West Water contractors commenced work to repair the rising main and the pumping station at Ilsham was switched back on late Friday night and monitored over the weekend. Water quality tests carried out on the following Monday showed the water quality to be excellent.

5.0 Conclusion

- 5.1 Works were planned to repair the revetment to the front of the sea wall, however, the effects of almost six weeks of constant Easterly winds found a weakness in the sea wall. The problem was further exacerbated by the fact that the beach was at a very low level which is reflected by the fact that the local failure was at the base of the sea wall.
- 5.2 As the summary of response outlines officers from Torbay Council and local contractors worked day and night during the week to prevent failures of the highway and other utility apparatus. Water quality surveys have shown that the unplanned spill did not have any long term effects on water quality.

Sue Cheriton
Executive Head – Residents & Visitor Services

Appendices

None.

Documents available in members' rooms

None.

Background Papers:

The following documents/files were used to compile this report:

None.



Chairman of the Overview and Scrutiny Board

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Date: 15 April 2013

Dear Cllr Thomas

Fixed Odds Betting Terminals

In accordance with Standing Order D13 I would like to request that the proliferation of Fixed Odds Betting Terminals in Torbay be considered by the Overview and Scrutiny Board.

Fixed Odds Betting Terminals (FOBT) are new touch-screen roulette and gaming machines which can accept stakes of up to £100 every 20 seconds. The machines do not take cash. Instead, the customer provides cash or their credit/debit cards at the counter and the cashier credits the machine of choice remotely. In this way, the customer is not putting hard cash into the machine in the same way that in a casino a gambler hands over cash for plastic chips. This is an important psychological step whereby the direct link between gambling and cash is broken. For example, the customer can have the FOBT machine credited with £100 and then set the machine to whatever game he/she chooses and at whatever stake level he/she decides.

According to research released last month by the Campaign for Fairer Gambling, the Gambling Act 2005 restricts each betting shop to a maximum of four such machines. However, this just means that the profitability of the machines causes the bookmakers to open more and more shops to increase the number of machines in poorer areas (where most of the profits come from).

The Campaign for Fairer Gambling has done detailed research based on parliamentary constituencies (each MP being responsible for the representation of roughly the same number of constituents) (all figures are rounded):

Beckenham (Kent) £76,000,000 per annum

Great Yarmouth (Norfolk) £68,000,000 per annum

Woking (Surrey) £64,000,000 per annum

Torbay £97,000,000 per annum

And comparing Torbay directly with Exeter (one MP, annual spend £70m) and Plymouth (three MPs, annual spend £91m), the picture looks equally as grim.

So, in Torbay (or, rather, Torquay and Paignton as this is the area covered by the local MP), our residents spend almost one hundred million pounds each year on gambling on FOBT machines alone. Meanwhile, rent and utilities are being paid by credit card; payday and similar loans proliferate and children are leaving for school without any breakfast. In our Bay, there is a financial atom bomb waiting to detonate.

I would appreciate the Overview and Scrutiny Board considering:

- The detailed breakdown of the research from the Campaign for Fairer Gambling
- The impact of this type of gambling on children (especially those already in poverty and those on the edge of poverty)
- The Council's Licensing Policy and whether amendments can be made (within the constraints of the law) to limit the proliferation of these machines and the promotions aimed at encouraging people to use them
- Any possible links between increased level of violence/anti social behaviour and increased spend on gambling

Yours sincerely

Councillor Julien Parrott