



TDA STRATEGIC REVIEW 2014/15

EXECUTIVE SUMMARY



The past twelve months has seen the TDA continue to develop and we are a growing provider of award winning and high quality economic development, asset management, property services and facilities management services to a range of customers.

Throughout 2014 we have attracted new customers and won new contracts allowing the business to grow and maintain our strong track record of success. We are now working across a broader geography including work with district and county councils, supporting the growth of an increasing number of businesses and both efficiently and effectively delivering services that meet our clients' need.

Locally our work is making a real difference to the lives of people living and working within Torbay. Through its strategic and tactical programmes the TDA demonstrates real successes in areas such as job and business creation, winning awards through excellence in quality and service delivery.

This is underlined by achieving the ISO 9001 quality accreditation as well as becoming an Investors in People employer. So as the financial challenges to the public sector loom large the TDA with its record of delivery and our understanding of these challenges is well placed to deliver for its partners and customers in Torbay and elsewhere.

Vince Flower
Chairman

Delivering successes for the TDA to end 2014

735

total number of
existing businesses
supported

This was achieved through:

- Drop-In sessions at TDA sites
- Start-up Programmes
- Business Workshops
- Business Growth programmes
- Export Support 1:1
- Business Support Events

Furthermore, TDA encouraged good networking by organising and staging successful local events such as:

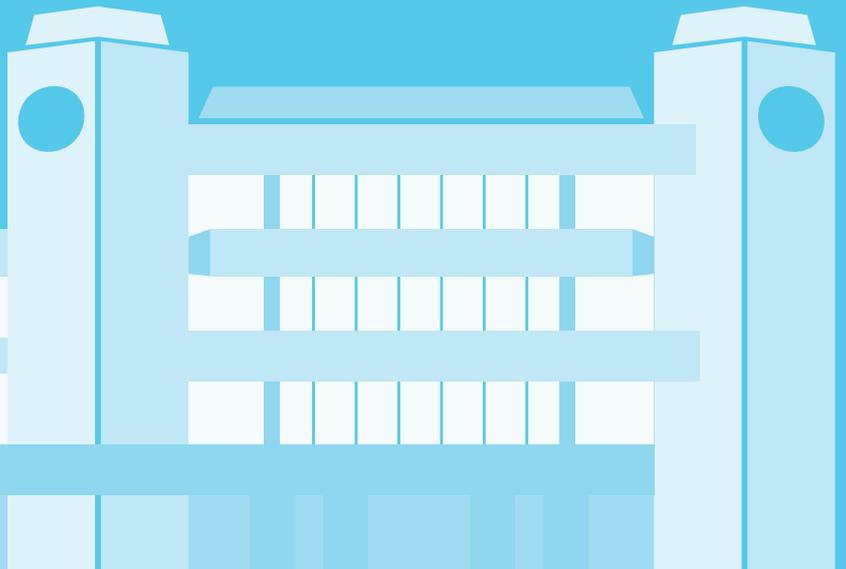
- Manufacturing Forum
- Hi-Tech Forum
- South Devon Export Network
- Business Breakfast sessions

The demonstrable outputs by the TDA of Enterprise Week included:

- 106 people supported to start a business
- 61 new businesses started
- Supported Ministry of Cake to expand into Torbay creating 30 jobs; supporting one further company looking to expand into Torbay potentially creating 12 new jobs
- Supporting 5 local companies with their growth plans with potential to create 57 further new jobs
- Torbay Growth fund has supported 15 companies potentially creating 286 new jobs.

OCTOBER 2014

The TDA hosted one of the South West's biggest technology shows at the Riviera International Conference Centre in Torquay.



Delivering Contracts

The TDA has successfully established a business support service stepping forward to support tenants and a range of businesses in setting up new businesses, developing new services and accessing new markets. We are helping businesses create jobs and wealth.

100 BUSINESSES TO GROW AND INCREASE THEIR COMPETITIVENESS.

Super Fast Business helps businesses discover how to take advantage of using superfast technology through a combination of diagnostic and intensive support.

61 NEW BUSINESSES WERE CREATED IN 2014. THESE BUSINESSES WERE SUPPORTED THROUGH THE FOLLOWING PROGRAMMES:

Ready for Business is a business start up programme designed to help anyone looking to set up their own business. This programme provides a one day workshop exploring what it takes to set up and run your own business complemented with one-to-one support to help develop a business plan.

New Enterprise Allowance supports people on benefits interested in moving into self employment. Through face to face support, clients were helped to develop their business plan and start their business, accessing start up loan finance if required.

Awards



Winning the Enterprising Britain Award 2014

SUPPORT FOR EXPORTING

TDA Property Services

The TDA delivers a wide range of property services and is the supplier of choice for Torbay Council and many South Devon schools. Over the last three years the team has successfully expanded its client base and offers a wide range of services from master planning, project management of new build projects to planned maintenance of buildings including mechanical and electrical services as well as many other related property services.



Torbay Growth Fund

15 companies received grants from Torbay's Growth Fund, delivered by The TDA

286 jobs created across the 3 year lifetime of the award

155 of the 286 jobs have been created to date

£3,500 average investment per job. Despite increased award levels the fund offers very good value for money.

South West Business Centres



The TDA manages a range of property through our South West Business Centres including Lymington Road in Torquay, Vantage Point and the South West Energy Centre in Paignton, alongside the Cockington Court Craft Centre, providing affordable workspace and support services to the local business community. Between April 2013 and end of March 2014, sales turnover of companies based in these Centres grew by £3.59m and they took on 106 jobs.

In 2014 we have successfully grown this area of our business and are proud to be working with Somerset County Council to operate 4 existing Enterprise Centres with 41 light industrial units, totalling 46,000 square feet. Since taking on the contract in April 2014, centre occupancy has increased to 93% and we have assisted a number of higher growth companies with business support and brokerage to Innovation UK's Business Growth Scheme. We have also delivered breakfast networking events in Frome and Dulverton, with more planned for Minehead and Wheddon Cross in Exmoor.

An additional Somerset Enterprise Centre at Highbridge is due to be opened shortly of a new, mixed use development with offices and light industrial units. The light industrial units were reserved 3 months before opening. We will be hosting a major launch event for Highbridge in March 2015.

A new contract with Devon County Council to manage exhibition and retail space in West Devon will begin in Spring 2015.

WORKHUBS OPENED

Following the TDA's success in winning grants to open space for home based businesses The Harbour Works and Brixham Sea Works hubs opened in February 2014 to attract home based and co-working businesses to rent a desk and locker space. Video conferencing, IT equipment, high speed broad band and meeting room space is provided along with business support services.



Affordable housing

The TDA intends to exceed this year's target by delivering 113 new affordable homes for local people. Included in this is the new Extra Care facility for the frail and elderly at Hayes Road in Paignton, enabling residents to live independently while receiving necessary care and support. Communal facilities include a restaurant, hair salon communal lounges and treatment rooms to ensure that quality care is provided as well as reducing social isolation.

Beechfield is a flagship housing development which is recognised locally and nationally by having won a variety of awards. This is testament to the quality of its design, construction and appeal to the local people that want to live there. These include:

- **BEST LARGE DEVELOPMENT** – National Housing Awards
- **RESIDENTIAL DEVELOPMENT OF THE YEAR** – Michelmores Property Awards
- **GOLD AWARD FOR THE BEST STARTER HOME INITIATIVE** – What Housing Awards
- **UK'S TOP 50 AFFORDABLE HOUSING DEVELOPMENTS** – Inside Housing
- **TOP 5 SUSTAINABLE DEVELOPMENTS** – Inside Housing



Independent Viability Advice

£779,000

of additional planning contributions for Torbay Council negotiated and secured by The TDA

3 HISTORIC BUILDINGS

had enhanced design costs secured

£2.3M

of negotiated additional affordable housing

Estate Management

840

leased assets and licenses, including corporate buildings and facilities, of the council's assets successfully managed by the TDA.

£3.2M

envisaged income target from the let estate will continue to improve over time.

100%

success rate with planning applications in 2014/2015 seeing a very successful asset disposal programme.

£1.6M

generated by asset disposal to assist Torbay Council deliver against its capital programme.

ALL TORBAY COUNCIL ASSETS VALUATIONS HAVE BEEN COMPLETED WITHIN THE AGREED TARGET DATE.



Customer Testimonial

Resident and Visitor Services to co-locate with colleagues in TOR2 over in Aspen Way.

Charles Uzzell - Torbay Council Director of Place gave the following feedback:

"I would like to thank you and everyone else that helped make the move happen for your efforts on this one. The team appear to have settled in, in fact if you didn't know they had just moved in you would have assumed there had been there for a long time."

Awards

In June 2014 the TDA received a Recognition of Exemplary Achievement from the Salix Fund. Torbay Council has consistently appeared in the top 20 on three occasions. This is based around seven key delivery measures.

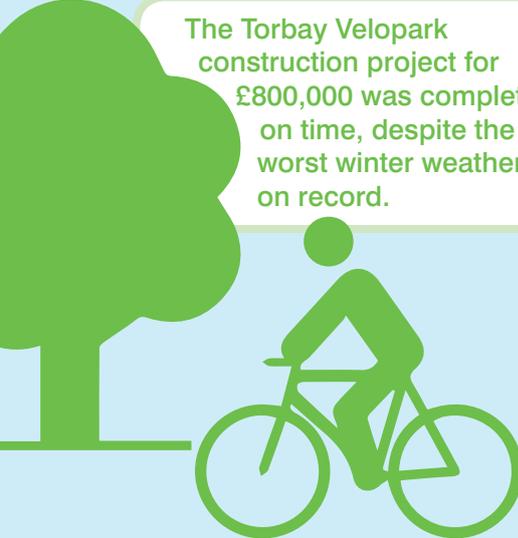


Successes



£4.5 MILLION

Barton Primary School extension was completed five weeks early and £200,000 under the original budget.



The Torbay Velopark construction project for £800,000 was completed on time, despite the worst winter weather on record.

Notable successes include the management of Westlands/Homelands PFI Contract on behalf of Children's Services. This secured an unexpected rebate of £60,000 from the facilities management contractor.



£3.6 MILLION

For new Devon Studio School on behalf of South Devon College, completed on time and in budget.



TDA engineers averted a potential major Public Health issue from contaminated drinking water at an outdoor event on Paignton Green.



£2.4 MILLION

estimated lifetime savings from annual savings of over £190,000 due to £650,000 external funding for council energy saving schemes.

Project managed the move of South West Water from Kings Ash House to alternative accommodation at Gallows Gate.

The Office Rationalisation Project also successfully moved and managed 4 Council teams from various locations around Torbay.

Inward Investment



Investment by the Torbay Growth Fund is supporting 3 inward investment opportunities for Torbay, most notably with the Ministry of Cake. The fund has been a crucial part of the support package which has encouraged these large organisations to explore the Bay as a new location. Without this there is a strong likelihood these enquiries would not have



In addition the fund has formed an invaluable part of the inward investment offer for Torbay, securing interest from a number of large employers in key sectors. The fund has undoubtedly been central to the thinking of the companies who have chosen to relocate to Torbay.

A lead generation campaign targeted at the US market is ongoing and to date has generated 18 leads with 2 potential opportunities.

Winning External Funding

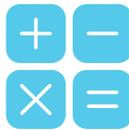
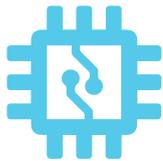


tSpace phase 1 (JCP £32,000/NAS £35,000)

Funding was secured to develop an online portal to help young people access support on their career options. Phase 1 focussed on the development of the portal which provides a range of useful services to help prepare young people for the world of work. This early phase also saw the creation of 80 new apprenticeships.

tSpace phase 2 (Transformational Challenge Award £37,000)

Building on the success of phase 1, phase 2 seeks to develop a mobile app, school programme and an online vacancy board which will further grow the accessibility and usage of the portal.



Manufacturing Challenge Award (£40,000)

The Manufacturing Challenge pilot project is a series of manufacturing focussed activities designed to inspire, motivate and engage school pupils in STEM (Science, Technology, Engineering and Mathematics) learning from primary school, through secondary school into further education and beyond. The project will bring schools and employers together to develop a new programme of engagement to stimulate and challenge young minds and prepare them for a future in manufacturing. This award has not been publically announced as yet.

Growth Deal 2 (£3,000,000)

This funding will help Torbay realise it's ambition in developing a new 30-40,000 sq ft Electronics and Photonics Innovation Centre (EPIC) to support the growth of the local high tech cluster. EPIC will foster the commercial development of emerging ideas by bringing together businesses, scientists and engineers together in one space. The project will create up to 220 new jobs.



National Apprenticeship Week/ Promotion of Apprenticeships (NAS £3,425)

The tSpace portal was launched during National Apprenticeship Week in June and a range of events were held to raise awareness of the portal and promote the benefits of Apprenticeships.



South Devon Enterprise Network

The Export Network ran 4 events throughout 2014 exploring trading opportunities in Hungary, Netherlands, Russia and Canada. The Network was recognised through the Enterprising Britain Awards 2014. It also hosted the Hungarian Ambassador.



Coastal Communities Fund (£1,575,000)

In addition to supporting the development of the EPIC, this funding will enable Torbay to add 4 further key events to the tourism calendar as well as creating a new project which will support the development of the high street through pop up shops and business support direct to retailers.

Schools Capital Programme

THE NEW PROJECTS COMMISSIONED INCLUDE:

Torbay School development/relocation (£3m)

Furzeham Refurbishment Phase 2 (£0.6m)

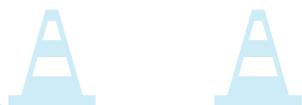
Ellacombe Expansion (£0.5m)

STARTS ON SITE:

Cockington expansion (£3.5m)

White Rock expansion (£3.5m)

St Margaret Clitherow expansion (£0.6m)



COMPLETIONS:

Hillside development for PRU (£120k)

Barton Academy Remodelling (£4.5m)

Torre Expansion (£1.2m)

Roselands expansion (£0.7m)

Furzeham Refurbishment Phase 1 (£150k)

CAPITAL FUNDING 2014/15:

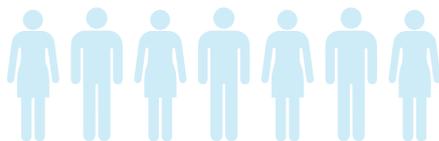
Basic Need allocation £1,010,706

Local Authority Capital Maintenance allocation £630,298

UFSM capital allocation £121,738

Devolved Formula Capital £273,992.

70



Number of new primary places provided for Reception September 2014 (30 in Torquay/ 30 in Paignton and 10 in Brixham).



**THE UNIVERSAL INFANT
FREE SCHOOL MEALS
(UFSM) PLEDGE HAS MEANT
THAT ALL SCHOOLS WERE
FULLY COMPLIANT BY
SEPTEMBER 2014.**

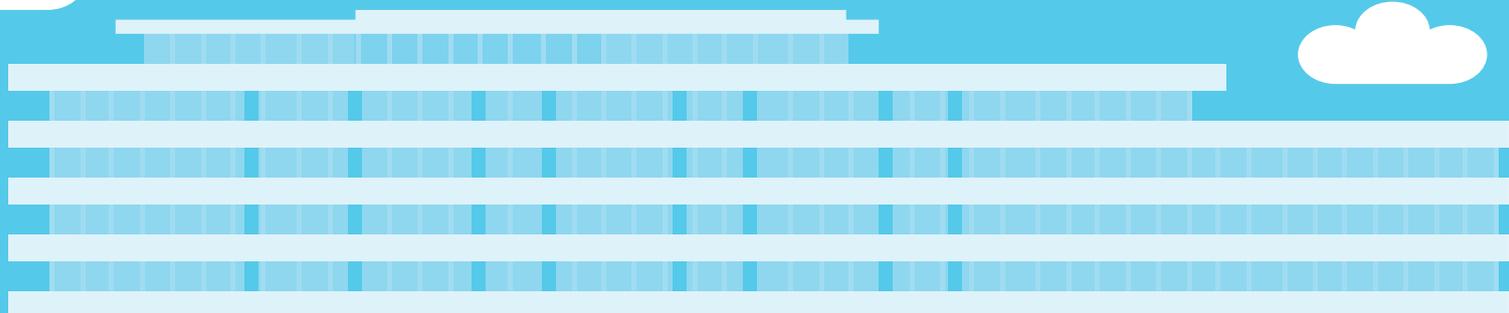


Regeneration

A PLANNING APPLICATION HAS BEEN SUBMITTED FOR THE PAVILION AND MARINA CAR PARK REDEVELOPMENT PROJECT.

A PLANNING APPLICATION HAS BEEN SUBMITTED FOR THE REGENERATION PROJECT ON TORWOOD STREET.

IN 2014/15 ABBEY SANDS WAS COMPLETED AND OPENED FOR BUSINESS.



Facilities Management

1,397 CALLS DEALT WITH BY THE HELPDESK IN 2014/15 MEETING ALL PERFORMANCE INDICATORS.

The Facilities Management (FM) team provide a building management service to incorporate all of the corporate buildings within Torbay (Torquay Town Hall, Tor Hill House, Paignton Library, Parkfield House, Abbey Road and Link). The service is managed through an automated helpdesk system where all calls are logged and recorded.

100%

of emergency calls handled satisfactorily. Through ongoing training the TDA have incorporated plumbing, risk assessment, health & safety producing savings of £10,000 for the Council.

PLEASE SEE BELOW A QUOTE RECEIVED RECENTLY IN AN EMAIL FROM A PARKFIELD RESIDENT 9.12.14

“Other residents have also commented on the improvement and we are now... awaiting the completion of the work being done to the garden and grounds.”

“Thank you so much for listening to us and thank you also for the difference you have made to our daily lives. I know all these things take time and you have proved that it’s all worth it in the end.”

Conclusion

The work TDA carries out supports, develops and helps organisations deliver and businesses in the South West grow.

Over the coming 2-3 years, the key challenges for TDA will be to support regeneration of the South West and continue to grow as a leading influencer of job creation and provider of high quality professional services across the region.

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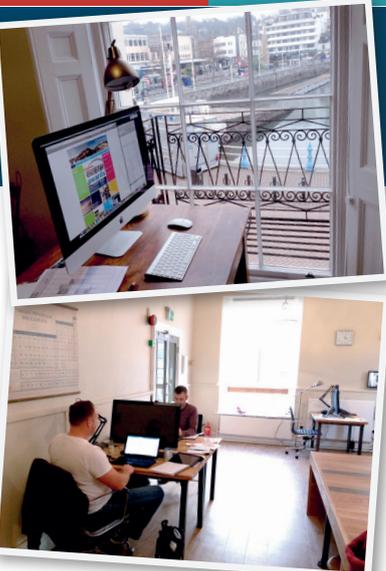
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Starting or growing your business?

TDA Business can help

The South West region is thriving with new start ups and small businesses. This is thanks to the amount of help and support available. At the TDA we know how challenging starting and growing a business can be.

So we have gathered together a toolbox of essential start up and growth advice and support covering issues as varied as funding and finance, through to marketing, networking and mentoring.

Included in our business toolbox are:

- FREE one hour 1-2-1 business diagnostic
- FREE one hour business plan health check
- FREE basic business plan template
- Business advice and guidance
- Business growth plan template
- Complete business plan service
- Interactive workshops covering
 - ◆ Social media
 - ◆ Sales
 - ◆ Marketing
 - ◆ Finance
 - ◆ Exporting

For more details contact TDA Business on 01803 208369.

Visit us online at www.torbaydevelopmentagency.co.uk/business or on Twitter @TorbayTDA.

