



South Somerset, a great place
to do business

ECONOMIC
DEVELOPMENT
STRATEGY

Draft for Council Approval
February 2019

Appendix A1

Delivering the Actions & Performance
Monitoring and Review

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Chard Town Centre
Photo by David Jones

Introduction

We outline below how we will deliver the primary projects and actions that are at the centre of our Economic Development Strategy together with our approach to performance monitoring and review.

Key to this is leadership and the clear identification of roles, responsibilities and partnering arrangements that are needed to effectively and efficiently deliver our Strategy. These aspects will be critical to success. A summary table, linking actions to roles & responsibilities, provides more detail on how we will deliver.



Haynes International Motor Meuseum
Courtesy of Haynes International Motor Meuseum



Leadership and Strategic Direction

Leadership and Strategic Direction

We will provide committed and consistent corporate leadership as well as playing our supporting, influencing and lobbying roles with our public and private partners.

Leadership

We will explore how a local sounding-board forum could assist in supporting delivery, advocating our economic vision and help shape future reviews and refinements of the Strategy.

Partnerships and Joint Working

We need to work directly with a range of organisations and stakeholders, including:

- Somerset County Council
- Parish and Town Councils
- The Heart of the South West Local Enterprise Partnership
- Strategic Tourism partnerships (such as Visit Somerset)
- Education and training providers
- Our business community, established networks and representative groups including the Chambers of Commerce and similar bodies
- Developers and commercial agents
- Voluntary (Third) Sector Representatives (Housing Associations and Voluntary Organisations)
- Government Departments and agencies.

This is not an exhaustive list, but these partners and organisations will have a central role to play in helping the EDS to be delivered and to sustain our economic achievements and success.

South Somerset is not alone in looking for new ways of attracting investment and ensuring that its workforce has the right skills, or of making sure that it has the supporting high quality physical and digital infrastructure.

We have outlined below the expected delivery and partnership arrangements to ensure each of the primary projects and interventions are successfully progressed. There are risks of duplication and wasted resources if these relationships are not carefully managed. It is worth investing time in developing these links, and in pooling resources where it is sensible to do so.

We will use existing structures to deliver priorities, share expertise, and identify joint approaches with our partners and with neighbouring authorities where there are clear benefits to our economy in doing so.



Learning and Development
Courtesy of Somerset County Council

Primary Actions: Roles and Responsibilities

Primary Actions	Roles & Responsibilities
PT1: Business Support, Retention, Innovation and Inward Investment.	
1.1: Create and maintain a business Key Account Management programme	South Somerset District Council – Leading, Coordinating and Delivering
1.2: Map and evaluate existing key sector support plans, and business support networks and initiatives alongside key partners, including marketing and promotion as a business destination for potential new high growth sectors	South Somerset District Council – Leading, Coordinating and Delivering Partners – Business Community, Third Sector, LEP, Somerset County Council, Parish & Town Councils
1.3: Evaluate the current business support provision and signpost to other services where appropriate	Lead Partner – LEP Growth Hub South Somerset District Council – Coordinating, Supporting and Delivering Partners – Business Community, Third Sector, LEP, Somerset County Council, Parish & Town Councils
PT2: Transport and Communications Infrastructure	
2.1: Support delivery of committed road and rail infrastructure projects	Lead Partners – Government Agencies, LEP, Somerset County Council South Somerset District Council – Influencing, Supporting and Brokering Partners – Business Community
2.2: Continue to support and secure delivery of superfast broadband and mobile communications to rural and urban businesses in South Somerset	Lead Partner – Connecting Devon and Somerset South Somerset District Council – Influencing, Supporting and Brokering Partners – Government Agencies, Business Community, Third Sector, Somerset County Council

PT3: Economic Inclusion – Skills, Careers and Training	
3.1: Support to identify emerging skills needs with business networks	<p>Lead Partner – Somerset County Council South Somerset District Council – Supporting and Coordinating Partners – Government Agencies, Business Community, Third Sector, Education Providers, LEP, Somerset County Council</p>
3.2: Continue to promote apprenticeship and other business training opportunities	<p>Lead Partner – Somerset County Council South Somerset District Council – Influencing, and Coordinating Partners – Business Community, Third Sector, LEP, Government Agencies, Education Providers</p>
3.3: Support greater engagement with schools, colleges and local universities to increase aspirations and improve career choices for young people addressing social mobility issues	<p>Lead Partner – Somerset County Council South Somerset District Council – Leading, Supporting and Coordinating Partners – Education Providers, Business Community, Third Sector, LEP</p>
3.4: Improve digital skills	<p>Lead Partner – LEP South Somerset District Council – Influencing, Supporting and Brokering Partners – Government Agencies, Business Community, Third Sector, Education Providers, Somerset County Council</p>

PT4: Land, Sites and Workspaces	
4.1: Support development of new start-up and grow on incubation and innovation managed workspaces	Lead Partners - Business Community, Developers, Commercial Agents and public sector South Somerset District Council – Supporting and Brokering
4.2: Support investment in new high quality mix of commercial floor space	Lead Partners - Business Community, Developers and Commercial Agents South Somerset District Council – Influencing, Supporting and Coordinating
4.3: Create and promote a key employment sites portfolio	South Somerset District Council – Leading, Influencing, Supporting and Coordinating Partners – Business Community, Developers and Commercial Agents
PT5: Supporting Urban Economies	
5.1: Continue to deliver the Yeovil Refresh programme	South Somerset District Council – Leading, Coordinating, Commissioning and Delivering Partners – Business Community, Developers and Commercial Agents, Parish and Town Councils, Third Sector Representatives, Government Agencies, Somerset County Council
5.2: Continue to deliver the Chard Regeneration Programme	South Somerset District Council – Leading, Coordinating, Commissioning and Delivering Partners – Business Community, Developers and Commercial Agents, Parish and Town Councils, Third Sector Representatives, Government Agencies, Somerset County Council
5.3: Prepare the Wincanton Town Centre Rejuvenation Plan and Programme	South Somerset District Council – Leading, Coordinating, Commissioning and Delivering Partners – Business Community, Developers and Commercial Agents, Parish and Town Councils, Third Sector Representatives, Government Agencies, Somerset County Council
5.4: Supporting new businesses to occupy space in our town centres	South Somerset District Council – Leading, Coordinating, Commissioning and Delivering Partners – Business Community, Developers and Commercial Agents, Parish and Town Councils, Third Sector Representatives

PT6: Supporting Rural Economies	
6.1: Continue to promote and safeguard traditional rural and services including artisan businesses, food & drink and farming and agriculture plus tourism which support and contribute to the vitality and viability of rural communities	South Somerset District Council – Leading and Influencing Partners – Business Community, Third Sector, Developers and Commercial Agents, Parish and Town Councils, Government Agencies, Somerset County Council
6.2: Assess the potential to support and grow a local, sustainable, circular economy	South Somerset District Council – Leading, Coordinating, Commissioning and Delivering Partners – Business Community, Third Sector, Education Providers, Parish and Town Councils, LEP, Somerset County Council



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Wincanton Racecourse
Courtesy of Wincanton Racecourse



SSDC Resources

Economic development is a key responsibility and function and we are committed to ensuring that we deliver this successfully and in an affordable way.

Our One Council, Transformation Agenda enables resourcing to be effectively matched to priority needs and adapted over time to ensure the delivery of our Economic Development Strategy. This will allow us to respond swiftly to emerging issues (using our Foresight, Research & Evidence and Intelligence approach to performance and review of our Strategy) over the lifetime of the Strategy.

Finance and Funding

Our EDS is an important mechanism by which we can support public funding bids. It will help us demonstrate the benefits and returns on investment that can be achieved in South Somerset.

Our EDS offers the opportunity to focus funding and investments from the LEP, as well as to co-ordinate project funding requirements alongside Somerset County Council and appropriate partners for economic development projects. This will include supporting bids to relevant sources, such as Innovate UK and the Science &

Technology Facilities Council. Innovate UK is of particular relevance, as it focuses on the Materials & Manufacturing, Emerging & Enabling Technologies, Infrastructure Systems and Health & Life Sciences sectors providing a range of innovation and productivity related funding streams.

Social Capital and Value

An important dimension of our approach for the EDS is further development of Social Capital within the South Somerset economy. Social Capital revolves around social networks, in which transactions are marked by reciprocity, trust and cooperation. It can be a powerful means of helping to improve the performance of various groups and individuals across society.

Our EDS has, as an embedded thread running across the various Priority Themes, the development and reinforcement of Social Capital Value within our local economy. Our emphasis on drawing out the Social Capital within South Somerset will help us to grow entrepreneurial firms, support improved business managerial performance, enhance supply chain relations, and reinforce the value of our communities.

By Place

Our Strategy sets out a framework for economic growth and prosperity within South Somerset over the next ten years. Delivery of the EDS will be differentiated by place in accordance with our Area+ approach.

This will ensure that our work focuses on sustaining and rejuvenating our Market Towns, villages and more rural areas, which in turn forms the basis for a high quality of life and an attractive business retention, investment and expansion environment. South Somerset has a well identified and long-standing approach to a place-based working and service delivery.

The existing Local Plan runs to 2028 and this EDS is aligned to that time period. The Local Plan sets key development projects for employment space, retail and more rural development within an overarching spatial strategy and settlement hierarchy.

Our EDS has been created in conjunction and consultation with planning policy and property colleagues within the District and will, in turn, help further guide and shape the place-based approach to our economy.

Performance Monitoring and Review

Monitoring our performance over time and reviewing our achievements and progress towards our Vision and outcomes is critical.

This is based on three inter-linked themes:

- Foresight
- Research & Evidence
- Intelligence.

Foresight

Foresight based on proactive analysis is essential in anticipating any changes to our programme and individual projects/actions.

It will help to meet future funding bid spending deadlines and provide a means for future funding of economic development initiatives to be identified (with a clear rationale and evidence base to support funding bids).

Foresight is also critical to ongoing re-profiling of project/action priorities; accommodating 'windfall' projects and actions that may arise over time; and setting resources and funding expenditure. This will be based on the outcomes and outputs of particular projects.

Research & Evidence

Effective research and evidence is a key performance management and review tool. It is necessary and important to help us plan for events including possible economic shocks, or the emergence of new projects/actions ('windfalls') that may not previously have been anticipated. It is essential that our EDS is reviewed against a reference base of current economic, business sentiment, planning and infrastructure delivery evidence.

Research is needed to collate and update information on:

- key economic development and socio-economic indicators relevant to the District (and suitably benchmarked with Somerset County and the wider HotSW LEP area)
- project development costs (financial and non-financial human resource costs)
- trends in commercial and town centre property market changes for Yeovil, the Market Towns, villages and wider rural areas

Research is also essential to support the selection of other partners or organisations in South Somerset who could commit time resources, finance or in-kind support to the Economic Development Strategy projects. We will seek to take a more active role in collective research and evidence base development including activity on data and lesson sharing. This may include sustaining

involvement with Somerset Intelligence (<http://www.somersetintelligence.org.uk>); joint working on econometric modelling and forward projections with Somerset County and the HotSW LEP; and cross theme working to harness specialist skills and intelligence of partners (such as around visitor economy, rural development and business communications technology).

Research and shared evidence will then be utilised to inform our foresight and intelligence activities and feed into future performance reviews of our Economic Development Strategy.

Intelligence

Intelligence will ensure that the records we keep are up-to-date (particularly in relation to 'key account' relationships with our businesses and investors in the District). It will ensure we are well placed to understand and respond to economic shocks that may occur. It will also support work to obtain external economic development funds that are identified.

Active intelligence is also concerned with ensuring that our Elected Members, Area Committees and wider partners (Chambers of Commerce, Town and Parish Councils and other public partners) are kept fully informed of progress and successes and input to future reviews.



Wildcat Helicopter, Leonardo



Evaluating Performance

Monitoring project and action performance over time will allow us to assess the ongoing deliverability of the EDS vision and outcomes, to identify additions or changes to the Strategy as well as implement any contingencies (such as accelerating secondary actions or adjusting timescales for delivery) as may be required.

To do this we will monitor, evaluate and report:

- progress of projects and actions to completion against identified milestones and revenue expenditure. This will review whether activity is happening on the ground (where appropriate) and how the Economic Development Strategy outcomes may be changing as a result
- our time and revenue expenditure aggregated by Priority Theme
- externally sourced (public or private) funding contributions to projects and actions as appropriate
- performance of the Strategy as a whole and particularly measure progress towards our stated outcomes and key economic performance indicators on a yearly basis.

Updating and Refreshing the Economic Development Strategy

Ongoing monitoring and performance review of our Economic Development Strategy over its lifetime is critical, but there may be future events (such as changing economic circumstances, emergence of new 'windfall' projects, national policy or financing shifts for example) that will result in our needing to undertake a more detailed update and refresh of the Strategy.

Our performance monitoring and review approach will mean we are well positioned to undertake lighter touch or more in-depth updates to the Strategy when required. To give greater structure to the update and refresh of the Economic Development Strategy, we will commit to working with our partners to a five-year update and refresh programme for the overall Strategy.

This recognises that over each five-year period there will have been much activity and achievement of projects and actions but also offers sufficient time to allow delivery to occur, as well as making the most efficient use of our (and partners) internal resources.

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Produced by Chilmark Consulting Ltd
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