

Eden District Council
Commercial Services Portfolio
10 July 2017

Commercial Services Portfolio Plan 2017-2018

Portfolio:	Commercial Services
Report from:	Assistant Director Commercial Services
Wards:	All Wards
OPEN PUBLIC ITEM	

1 Purpose

- 1.1 To set out the proposed annual Portfolio Plan for this Portfolio.

2 Recommendation

That the Portfolio Plan for 2017-2018 attached to this report as Appendix 1 is approved.

3 Report Details

- 3.1 The Council has a Council Plan for 2015-2019.
- 3.2 This Portfolio Plan sets out in more detail the remit and the particular priorities and activities for this Portfolio and sets, where appropriate, measureable targets by which achievement may be assessed and reported. Also included are details of the 2017-2018 budgets assigned to this Portfolio and the strategies and plans which underpin the Portfolio work.

4 Policy Framework

- 4.1 The Council has four corporate priorities which are:
- Decent Homes for All
 - Strong Economy, Rich Environment
 - Thriving Communities
 - Quality Council
- 4.2 This Portfolio Plan primarily meets the Strong Economy, Rich Environment corporate priority.

5 Consultation

- 5.1 Portfolio plans are the means of implementing the Council Plan. All delivery actions in the Council's Portfolio Plans are directly linked to the priorities, objectives and strategic actions contained in the Council Plan. The Council Plan 2015-2019 was subjected to a period of extensive public and internal consultation throughout its development, between July 2014 and September 2015.

6 Implications

6.1 Financial and Resources

6.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2015-2019 as agreed at Council on 17 September 2015.

6.1.2 The Financial implications are set out in the budget for the Portfolio Plan.

6.2 Legal

6.2.1 There are no Legal implications arising from the report..

6.3 Human Resources

6.3.1 There are no Human Resources implications arising from the report.

6.4 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	There are no equality issues arising out of this report.
Health, Social Environmental and Economic Impact	The activities set out within the Plan are intended to have a positive impact in terms of health, social cohesion and the Eden economy.
Crime and Disorder	There are no crime and disorder implications arising from this report.
Children and Safeguarding	There are no child protection implications arising from this report.

6.5 Risk Management

Risk	Consequence	Controls Required
Failure to monitor and report the progress of portfolio plans.	Public, financial or reputational harm to the Council.	Effective corporate planning procedures in place, including monitoring and reporting.

7 Other Options Considered

7.1 No other options have been considered.

8 Reasons for the Decision/Recommendation

8.1 The Plan ensures that the Commercial Services Portfolio Holder is able to focus on key priorities and objectives for the year ahead.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	26.06.17
Monitoring Officer (or Deputy)	26.06.17
Assistant Director	26.06.17

Background Papers: None

Appendices: Appendix 1- Draft 2017-2018 Commercial Services Portfolio Plan

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Appendix 1

Portfolio Plan	Commercial Services Portfolio Plan
Priority/priorities (general)	Strong Economy, Rich Environment Thriving Communities
Priority/priorities (detail)	Supporting a strong economy that benefits from and values Eden's rich natural and built environment Working in partnership, enabling communities to be active, secure, healthy and connected
Year	2017-18
Portfolio Holder	Councillor Mike Slee
Lead Officer	Oliver Shimell (Assistant Director Commercial Services)

This Portfolio Plan is a summary of key activities and priorities for 2017-18 and the resources available to meet them.

Responsibilities and Budget of the Portfolio

Service/Function	£	Department	Section
Economic Development and Promotion	403,010	Governance	Commercial Services
Markets	11,320	Governance	Commercial Services
Tourism Promotion	125,200	Governance	Commercial Services
Tourist Information Centres	83,020	Governance	Commercial Services
Town Centres	100,610	Governance	Commercial Services
Museum	80,060	Governance	Commercial Services
Arts and Leisure	121,130	Governance	Commercial Services
Total	£924,350		

Commercial Opportunities

The Council has an agreed Commercial Plan which covers the period 2017–2020. The Commercial Plan sets out the principles the Council will work to in addressing unknown factors in the Council's Medium Term Financial Plan and seeks to generate and/or save £1 million by the end of the Plan's term. In the table below are actions which the Portfolio Holder may choose to undertake to help achieve that goal, in accordance with the three investment principles.

Principle	Actions
Investing for a social return	<ul style="list-style-type: none"> Investment of officer and financial resource in the Alston Townscape Heritage Initiative and Appleby Heritage Action Zone Projects. Eden Apprenticeship Scheme.
Investing for financial and social return	<ul style="list-style-type: none"> The Eden Business Support fund provides loans to local businesses with the interest paid on the loans shared between the Council and a Not for Profit organisation.
Investing for a financial return	<ul style="list-style-type: none"> Identification of commercial opportunities that provide a return to the Council as set out in the Commercial Plan 2017-2020. Using our Evolutive property system to scan for commercial properties that could provide a financial return for the Council.

Outside Bodies

Alston Moor Partnership
Cumbria Tourism Executive Board
Eden Tourism Network
Penrith Partnership
Yorkshire Dales National Park (connected to the Portfolio Holder but not represented by the Portfolio Holder)
Lake District National Park (connected to the Portfolio Holder but not represented by the Portfolio Holder)

Key Policies and Plans Relevant to this Portfolio

Council Plan 2015-2019
Eden Economic Growth Strategy 2016-18
Apprenticeship Agreement
Eden Business Support Fund Formal Agreement
Eden Local Plan
Commercial Plan 2017 – 2020 (Supported by Annual Delivery Plans)
Heritage Action Zone Agreement

Action Plan - 2017-18 for Commercial Services Portfolio

Objective EE1: Provide an appropriate planning framework which facilitates sustainable development and attracts inward investment

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised target date
EE1a: Work to integrate opportunities for economic development which build on the unique environment of the District	Identify commercial opportunities to bring income to the Council which can be used to further the aims of the economic development service.	Identify at least five commercial opportunities providing a return of at least 3%. Where possible, seek Member approval to take forward three of the opportunities identified. Develop list of commercial opportunities and prioritise them by September 2017.			
	Develop and regularly update the Commercial Plan's Annual Delivery Plan which seeks to identify £1 million of income and/or savings by 2020.	Abridged version of the Annual Delivery Plan developed and submitted to Members by September 2017.			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised target date
EE1c: Identify land for employment development and support business growth	Work with site advisors to progress Old London Road and Redhills sites over their 12 month contract.	Milestones achieved within the agreed contract. Contract ends in April 2018.			
	Hold an event to launch the Local Development Orders (LDO) in Eden. Market the availability/opportunities available through the LDOs.	Seek Executive approval to formally consult on the draft LDOs by September 2017. Formally adopt the LDOs by the Executive by October/November 2017. Hold an event to launch the LDOs in Eden. Market the potential and opportunities available through the LDOs by the from November 2017.			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised target date
	Explore opportunities to further develop the Newton Rigg Masterplan focussing on assisting businesses to relocate to or set up on the site in partnership with Askham Bryan College.	<p>Submit a revised Project Plan (using existing Heads of Terms); for approval by Askham Bryan by end September 2017</p> <p>Agree with Askham Bryan appointment process of preferred consultants to assist with business case to develop the site by end September 2017.</p> <p>Submit outline planning application, if appropriate, by the end of December 2017.</p> <p>If there is an appetite from partners, complete demand assessment ready for marketing the site in March 2018.</p>			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised target date
	Work with the Council's existing Leisure Contract providers to ensure that the Leisure Contract becomes sustainable and seek opportunities where a surplus could be identified from the site(s) for both the Council and the Leisure Contractor.	<p>Identify break clauses within the Contract in order to develop a timetable for sustainable activities to be explored by the end of December 2017.</p> <p>Generate options for further sustainable activities on the sites by the end of March 2018.</p>			

Action Plan - 2017-18 for Commercial Services Portfolio

Objective EE2: Engage and support businesses to innovate, grow and seek to maximise higher wage employment.

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
EE2a: Continue with our 'Invest in Eden' website and business marketing and support offers, including the Eden Business Support Fund, to attract high quality businesses to locate and expand in the area	Ensure monitoring of the Eden Business Support Fund takes place on a quarterly basis.	Take up of the fund. Income generated per year and since the scheme has been running. At 31 March 2017 - £295,000 of loans are approved. Income to date: 2015/16 - £2, 606.13 2016/17 - £5,829.40			
	Produce a Marketing and Promotion Plan to support the Economic Development Strategy of the Council to develop jobs and growth in key locations around the District.	Produce bi-annual reports on progress implementing the Marketing and Promotion Plan to the Economy Portfolio Holder			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	Futher develop the Invest in Eden Marketing materials and produce a promotional video.	Revision and updating of marketing materials by end of October 2017. Video produced by end of March 2018.			
	Promote the Eden Apprenticeship Scheme to local employers. Between March 2012 and March 2017 the scheme has generated 77 Apprenticeship places and helped 67 employers.	At least 15 apprentice placements per year. Monitor the agreement in place on a quarterly basis and report to the Portfolio Holder.			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
EE2b: Engage with Eden's four market towns and the Chambers of Trade to increase their vitality, including the Townscape Heritage Initiative (THI) in Alston and the Penrith Business Improvement District	Alston <ul style="list-style-type: none"> Provide financial support of £3,000 to enable buying in specialist Conservation Officer advice to advise on THI grant applications for property. Carry out feasibility study into the regeneration of the High Mill Site as instructed by the Executive on 1 March 2016. 	<ul style="list-style-type: none"> Report to Portfolio Holder on take up of this provision in March 2018. Report to Executive in September on options and seek recommendation for way forward. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<p>Appleby</p> <ul style="list-style-type: none"> Enter into a Service Level Agreement with Appleby Community Enterprises to facilitate a business support and training programme. Work alongside Historic England to deliver the Heritage Action Zone programme in Appleby. 	<ul style="list-style-type: none"> Business support and training needs identified by end of October 2017. Delivery started by end of March 2018. Meeting the project timescales and indicators as set out in the delivery plan. Project Officer and Conservation Officer should be appointed by end of July and Area Grant Scheme in place. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<ul style="list-style-type: none"> Investigate the feasibility of devolving the Appleby Market Service to Appleby Town Council. Draw up brief for a tourism signage scheme in Appleby and agree with partners. 	<ul style="list-style-type: none"> Feasibility report produced and considered by Portfolio Holder by October 2017. Brief drawn up to establish costs and funding application submitted by March 2018, if applicable. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<p>Kirkby Stephen</p> <ul style="list-style-type: none"> Enter into a Service Level Agreement with Upper Eden Community Interest Company for them to lead on an updating of the Upper Eden Community Plan. 	<ul style="list-style-type: none"> Refresh of Community Plan completed by March 2018. Bi-annual report on progress to the Economic Development and Communities Portfolio Holder. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<p>Business training and support programme</p> <ol style="list-style-type: none"> 1) Organise and deliver locally legally required courses such as First Aid and Food Hygiene 2) Work with The Edge funded training project to promote and deliver a range of training courses identified in the recent demand assessment. 3) Deliver a 1-1 business support service in a Business Hub at Kirkby Stephen Business Park through an 	<ul style="list-style-type: none"> • Bi-annual report on progress to the Economic Development Portfolio Holder. Deliver training to 30 businesses by March 2018. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<p>SLA with Upper Eden Community Interest Company.</p> <p>Work with partners in Kirkby Stephen to investigate feasibility of starting the Encounter Eden project through a 'Phase one' project at the John Strutt Trust property in Kirkby Stephen.</p>	<ul style="list-style-type: none"> Work towards submitting a funding application by January 2018. Bi-annual report on progress to the Economic Development Portfolio Holder. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	Penrith <ul style="list-style-type: none"> Assist with renewal ballot of the Penrith Business Improvement District. 	<ul style="list-style-type: none"> Seek a formal Council resolution as to whether the Council wishes to formally support the renewal of the Penrith BID by relevant timescales. From 12/06/17 BID to undertake 6 weeks consultation with BID levy payers. EDC to be consulted by BID via Members briefing on the 21 June. EDC to provide Base Line Statement of services to BID From 17/07/17 – BID submission of formal notification (84 days' notice) to EDC 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<ul style="list-style-type: none"> Have in place and monitor SLA with Penrith Town Centre for signature Events 	<ul style="list-style-type: none"> EDC to appoint external organisation to hold ballot and to give 42 day notification to voters by 20/10/17. Ballot day 30/11/17 <p>All finance (£24,000) is spent on relevant events each year. A six month progress meeting is held and a progress report is shared with the Portfolio Holder.</p>			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<ul style="list-style-type: none"> Investigate the potential for alternative uses and occupiers for the Two Lions Pub in Penrith. 	<p>3 options will be considered for use of the building:</p> <ol style="list-style-type: none"> Community sponsored use EDC led commercial use Independent Commercial use <p>Community group has been asked to submit a project proposal for consideration by 24 July 2017.</p> <ul style="list-style-type: none"> Economic Development Support Officer will continue to liaise with partners to consider commercial opportunities 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
EE2c: Engage with partner organisations to support the rural economy	Work with the Local Enterprise Partnership (LEP) to secure finance that assists and supports the rural economy to be sustainable and thrive.	Work closely with the LEP to input Eden requirements into funding schemes. Promote funding schemes available through the LEP via Invest in Eden website and to business support enquiries.			
	Provide business support to businesses via an agreement with Cumbria Chamber of Commerce	Provide support for 40 business start-ups. Provide support to 25 SMEs. Provide support to 20 non ERDF eligible businesses/start-ups. To be monitored quarterly from June 17.			

Action Plan - 2017-18 for Commercial Services Portfolio

Objective EE3: Work with partners to promote and develop an economically and environmentally sustainable tourism product in order to attract visitors with a range of interests.

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
EE3a: Promote and develop the key themes of cycling, walking, local history and local food and support arts and cultural events to support the economy and encourage all year round visitors to Eden.	Westmorland Dales Heritage Lottery Fund (HLF) Landscape Partnership Scheme Development Phase: <ul style="list-style-type: none"> Update and funding request to Portfolio Holder. 	<ul style="list-style-type: none"> Informal report/briefing note presented by end July 2017 to Economic Development Portfolio meeting. 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	<ul style="list-style-type: none"> Working with the Yorkshire Dales National Park Authority & other partners, work up detailed project proposals for the Tourism & Interpretation elements of the scheme during the development phase. 	<ul style="list-style-type: none"> Detailed project proposals under the themes of Discovering the Westmorland Dales; Drove Roads & Distinctly Westmorland Dales worked up by end of March 2018 ready for submission in Round 2 bid (July 2018). 			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	Eden Tourism has been successful in securing £22k funding from Historic England. The 2 year project, in conjunction with Historic England, includes the production of 4 trail leaflets, interpretation panels at Eden's 4 TIC's and a heritage trail app. The project will be undertaken with input from the ETN heritage sun group.	Production of 4 service centre leaflet trails by end of 2017. Progress work on interpretation panels and heritage app in conjunction with Historic England and the Eden Tourism Network heritage group.			
	Explore options for making Penrith TIC more sustainable through reconfiguration, increase in retail opportunities and investigations into expansion to incorporate a commercial venture e.g. café operated through a lease.	Research options and report back to the Portfolio Holder by December 2017.			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	Monitor and report on the SLA's in place with Kirkby Stephen Visitor Information Centre and Appleby TIC with a view to seeing how they can become more sustainable over the course of the year.	<p>Maintain regular meetings and liaison with Appleby Town Council and Upper Eden Community Interest Company.</p> <p>Discuss future grant funding options with concerned bodies in preparation for new funding regime from 2018/19.</p>			
	Penrith and Eden Museum - liaise with the Arts Council over any outstanding requirements or information requests in connection with re-accreditation, taking action where needed.	Penrith and Eden Museum is awarded full re-accreditation with the Arts Council by the end of December 2017.			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	Progress Women of Cumbria partnership project and exhibition. Liaise with partners, lenders and community groups. Research, development and sourcing of Lorna Graves exhibition.	Penrith and Eden Museum delivers Lorna Graves exhibition and Women of Cumbria community project. 2 local groups are successfully engaged with the project and outputs contribute to an artist banner and banner procession in March 2018.			
EE3b: Promote and support events including the Eden Food and Farming Festival, Winter Droving, Marmalade Festival, May Day celebrations in Penrith and attract regional and national events to Eden, such as the Tour of Britain.	Well attended Annual Tourism summit to be developed and held on 18 October 2017.	To deliver a Summit to incorporate a selection of speakers in the morning and 3 afternoon workshops. Attract 100 delegates to the event.			

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
	Organise events to mark Visit England's annual English Tourism Week that takes place in March 2018.	<p>Create and deliver a launch event involving national and local tourism representatives.</p> <p>Ensure a range of Eden tourism businesses to take part in national initiative.</p> <p>Promote launch and local offers to visitors and local community via social media and traditional media platforms.</p>			

Action Plan - 2017-18 for Commercial Services Portfolio

ObjectiveTC6: Support improved communication with and for rural communities including the roll-out of high speed Broadband.

Strategic action	Delivery action	Target/measure	Progress at 30 September 2017	Outturn - progress at 31 March 2018	Reason for any under performance and revised date when target will be met
TC6b: Support improved Broadband, including Phase 2 of Connecting Cumbria so that Eden's communities have access to Superfast Broadband and we will signpost businesses and communities to options for developing their own broadband schemes where necessary.	Continue to make information available to communities who may be unable to benefit from the commercial roll-out of superfast broadband delivery.	Information on the website will be updated by the end of December 2018 with a range of methods that communities and businesses can secure their own superfast broadband connection.			
	Act as a point of liaison between communities and businesses and the Connecting Cumbria Project to highlight areas that still require superfast broadband coverage.	Where required, highlight the needs of communities and businesses to access superfast broadband through relevant channels.			