

APPENDIX 2

[Town Name] Project Group (or alternative name as chosen by group)

Terms of Reference

Background: Urban Renewal in Devon's Towns

Devon County Council, working with the District and Town Councils, and Hardisty Jones Associates (HJA) is delivering an urban renewal programme for Devon's towns.

HJA's previous work on market and coastal towns in Devon carried out an initial review of the challenges and opportunities they face, identified the highest priority towns for support, and set out proposals for their Renewal and structural change in response to both long-standing issues and the more recent challenges caused by issues such as Covid and Brexit.

In this next stage of work, HJA focus on eight of the hardest hit places to support the delivery of the aims of the Team Devon Post Covid Economic Recovery and Business Prospectus. This project is about practical and pragmatic plans and business cases to deliver transformational change in eight pilot towns.

Devon-wide objectives for the future of the towns are:

- Making towns attractive and safe places to live, work and play
- Providing locally and sectorally-specific learning, training, and employment opportunities
- Making towns digitally and physically accessible
- Ensuring towns have good quality high streets and town centres
- Recognising that some residents will continue to be employed elsewhere, but making towns places to work remotely at least part of the time
- Ensuring that towns have employment space for businesses at all stages of their life
- Encouraging a holistic approach to increasing skills and supporting businesses
- Encouraging provision of affordable housing
- Delivering growth that is environmentally sustainable and socially inclusive
- Giving investors and funders (both private and public) the confidence to invest

Role of the Group

The Group will shape and guide the future renewal of the town, setting out a vision and direction for the future of the town centre, with a view to increasing inward investment. It will advise the District and County Council and other investors and funders about the town's challenges and opportunities, to inform their local activity and investment. The District and County Council will not be committed to deliver the objectives identified by the Group.

Membership

Membership of the group is set out below.

Activities

The Group will work with local authority staff and the consultancy team to create a Renewal Strategy based on a range of evidence. The Renewal Strategy should include:

- A vision for the future transformational change of the town to be adopted by all stakeholders
- Challenges faced by the town
- Opportunities for transformational change
- Risks and barriers to transformational change
- Actions needed to deliver transformational change
- An indication of cost where possible
- Examples of outputs that might be delivered
- High-level timescale for the delivery of the strategy

Some of this work, in relation to strategic development sites is already well developed as this has been progressed by the separate but complementary **Axe Valley Project**.

The Group will identify a key project (or small group of closely aligned key projects) from the Renewal Strategy for which an outline business case will be developed by the consultancy team, supported by local authority staff. This business case will be used to support future funding bids.

The Group will identify up to three quick win projects which help to deliver the objectives of the Renewal Strategy. These can be capital or revenue projects and must be delivered in the summer and autumn of 2022.

To ensure that there is public awareness of the Group's activities, discussions and project progress, notes of meetings will be publicly available and published as part of the District Council's Cabinet agendas.

The Project Group will be subject to review in one years' time to assess need for continuation and/or whether any changes are appropriate.

Meetings

The Group is expected to provide guidance to the Local Authorities and HJA in relation to the development of the town and there are tasks that need to be completed in 2022. Group meetings to achieve these tasks may be held face-to-face or online.

The Group will meet as often as necessary, but must achieve the following in 2022:

- Establish the Group, review the terms of reference, and agree how the Group will work
- Provide local views on the challenges and opportunities of the town, to inform the development of the Renewal Strategy
- Review the emerging Renewal Strategy and feedback on this
- Approve the Renewal Strategy
- Choose a key project or group of aligned projects for the development of a business case
- Support the development of the business case as required
- Approve the business case
- Identify and approve quick-win projects

Secretariat

The District Council will provide the secretariat service for the Project Group.

Membership:

Working with the Town Council and with advice from HJA, membership of the group will be established to reflect the issues, challenges and opportunities identified and to optimise delivery of projects.

Membership may alter throughout the project to reflect this.

To assist the Group they may, through the Chair, invite individuals with relevant expertise to attend on a 'one-off' basis to discuss a particular issue.