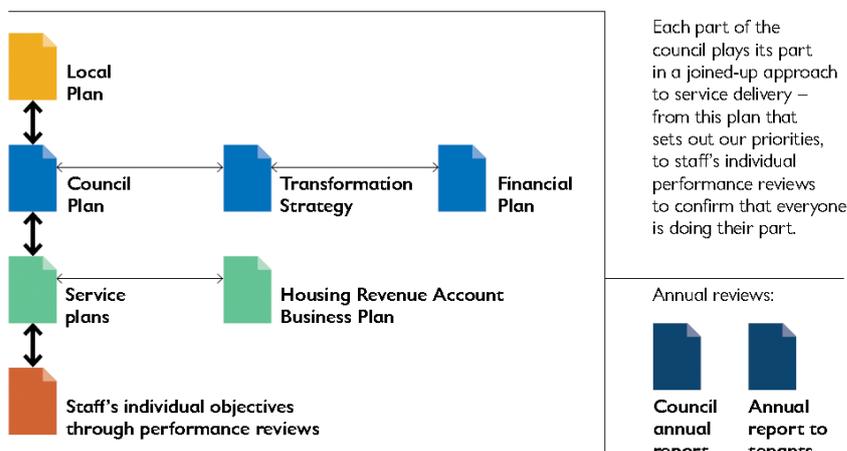


Service Planning 2020-21

Growth, Development and Prosperity Service

Version 2.0

April 2020 – March 2021



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Portfolio holders: Cllr Kevin Blakey (Economy), Cllr Susie Bond (Strategic Development), Cllr Geoff Yung (Environment), Cllr Ian Thomas (Finance)

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Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount and absence rates.

Shaded areas are for guidance.

When you have completed your Service Plan:

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – Brief description of service and purpose(s)

What we do and who we deliver to

The Growth, Development and Prosperity Team is a newly formed team combining expertise across a range of disciplines including habitat mitigation, infrastructure delivery and economic development. The team has a strong partnership working ethos and a focus on delivering key strategies and projects and the achievement of good growth. We work closely with our neighbouring Authorities, the County Council, our business sectors and with partners such as Natural England, Homes England and Heart of the South West LEP to promote partnership working, strengthen local economies and to secure resources.

The team works to ensure that sustainable growth is accommodated within our outstanding natural environment, helping to realise positive economic, social and environmental benefits. Through the work of the Habitat Regulations Executive Committee the first Suitable Alternative Natural Greenspace has been delivered alongside the roll out on-site measures to protect key habitats at the Pebblebed Heaths and Exe Estuary. Projects to progress the Green Infrastructure Strategy include the Clyst Valley Regional Park and accompanying multi use trail. The Great Trees project has helped local people to explore, record and restore the heritage landscape of trees in the Clyst Valley as well as to plant nearly 3,000 additional trees. We also focus on helping to secure a low carbon economy and to support zero carbon development including progressing energy based projects such as the roll out of district heating networks.

We also deliver projects that further the economic development of the whole district. We support local businesses to be more productive and sustainable, attract higher skills and pay better wages, for example by using the latest technology. We also support businesses that are experiencing more difficult times including redundancy situations. The Exeter and East Devon Enterprise Zone designation will help to accelerate the delivery of circa 10,000 new jobs across four sites including Exeter Science Park and Cranbrook town centre. Our activities help to realise the dividend from growth including NNDR uplift and New Homes Bonus receipts.

	<p>The team has a responsibility to promote good growth across East Devon. We are well placed to ensure that growth is both clean and inclusive – two of the core themes in the Local Industrial Strategy for the Heart of the South West area. In turn this goes to the heart of realising the Council’s objectives in terms of reducing poverty and carbon emissions.</p> <p>The team operates at a number of different geographical levels. Alongside the delivery of major projects in the West End of the District, the team works across East Devon to ensure our market and coastal towns and our more rural areas can thrive. Businesses across the district can benefit from our funding of business support as well as access to affordable workshops and business centre accommodation. We also engage at a sub-regional level through forums such as the Exeter and Heart of Devon economic partnership.</p> <p>The agreed Our Towns study, which will begin in early 2020, will help to provide the evidence base to design bespoke interventions to support each place in the District. It will be the template for future place shaping and local support and investment in economic improvement. We are also supporting the development of the Greater Exeter Strategic Plan and helping to ensure that effective delivery vehicles and mechanisms are in place to support the next generation of strategic sites and ensure high quality outcomes in terms of the built environment.</p> <p>The team supports the South East Devon Habitat Regulations Executive Committee, Cranbrook Strategic Delivery Board and Enterprise Zone Board. We work across a number of portfolios including economy, environment, finance and strategic development to align outcomes and achieve sustainable development.</p>
<p>How we deliver and ensure equal access</p>	<p>Our projects are for the whole community. We work closely with a wide range of groups from volunteers through to the business community. In terms of transparency and accountability we also work with neighbouring councils, our own elected members, local communities and wider stakeholders. All projects and expenditure is subject to an equalities assessment. We contribute to specific areas of work, such as the Poverty</p>

	<p>Strategy, to ensure that we can help to address existing areas of disadvantage.</p>
<p>How we compare</p>	<p>The team comprises a wide range of expertise across a number of different disciplines in delivering against the council’s core commitment to good growth that combines economic advancement with environmental stewardship. Thus the team’s activities span all of the Council Plan priority themes and we report to four different portfolio holders. We therefore have the opportunity to take an integrated, place based approach.</p> <p>Partnership arrangements in the locality are generally seen as both mature and successful and are highlighted as examples of good practice by partners such as Homes England. We have successfully secured and deployed over £20m of funding which has in turn helped to create the conditions for private sector investment to flow. From the Met Office’s super computer and Exeter Science Park Centre to Cranbrook achieving the fastest rate of new housing delivery in the country, there is real progress towards achieving the vision of new homes and jobs coming forward in close proximity.</p> <p>The South East Devon Habitat Regulations Partnership is one of 6 equivalent partnership across the country. We benchmark our activity with these other partnership to ensure that individual measures are effective.</p> <p>The Enterprise Zone is one of over 40 nationally. Again we benchmark our activity against other Enterprise Zones.</p> <p>In March 2019, the South West Audit Partnership (SWAP) completed an audit of the EDDC Economic Development Service resulting in a positive assurance opinion. The report noted that “The Economic Development (ED) team are making a positive impact on the economic development of East Devon despite the limited resource and the changing priorities”</p> <p>As part of the Peer Review, numerous business leaders and representatives were invited to take part in a full and frank review of Economic Development in East Devon. Based on the feedback provided by businesses, the review team singled out the Economic Development</p>

	team's engagement with business for specific praise, concluding that the service is positively regarded by the business community and encouraged the importance of an economic focus for the district.
Statutory elements of the service	<p>The implementation of the Habitat Regulations is a legal requirement for the Council as a competent authority.</p> <p>The Exeter and East Devon Enterprise Zone is a statutory designation running until 2042.</p> <p>The Greater Exeter Strategic Plan is a statutory document.</p>
Current net budget (excludes Internal support charges and capital budget)	

Section 2 – Key achievements in 2019-20		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	The consultation on the Pebblebed Heaths Visitor Access Advisory Report has concluded. The consultation included local residents, the many different clubs, groups and individual users of the area. The consultation responses will inform the implementation of the report through the Habitat Regulations Executive Committee 5 year business plan.	Outstanding place and environment
2	The Wildlife Refuge Areas on the Exe Estuary are in the second year of operation. Monitoring from the first year of operation has indicated positive results with an increase in the number of over wintering birds.	Outstanding place and environment
3	The Devon Loves Dogs project has now been live for two years and has established a programme of events, pit stops and guided walks to promote responsible dog ownership as part of the implementation of our Habitat Mitigation programme. Membership now is over 500 people and is continues to grow steadily.	Outstanding place and environment
4	The Great Trees Project has been successful, resulting in the planting of 2,200 trees, 234m of hedgerow, 2 new orchards and public engagement at 52 events. The project also won the Pride of Devon Environmental Award 2019	Outstanding place and environment
5	EDDC was successful in a bid to BEIS to develop a feasibility study to explore the viability of introducing a council tax and business rate incentive scheme to stimulate the energy efficiency market and save carbon. Funding has also been secured to undertake a detailed	Outstanding homes and communities

	study to support the achievement of large scale zero carbon development in the West End of the District.	
6	Funding bids have been submitted to multiple funding streams including MHCLG's Garden Communities programme, the One Public Estate initiative and the Future High Streets Fund.	Outstanding homes and communities
7	Support has been provided to bring forward development in Cranbrook town centre. This has included commissioning commercial advice and a business planning exercise for the Town Council building.	Outstanding homes and communities
8	Further investment decision have been made within the Enterprise Zone designation, to continue to unlock and bring forward development. There is now commitment for £4.9m, with the principle of borrowing a further £3.1m. Highlights include <ul style="list-style-type: none"> • 33% increase in patronage on the Connexions bus service • Commencement of the Long Lane enhancement scheme • Upgrading of the Instrument Landing System at the Airport secured The level of employment at the Science Park is on track to reach 700 in 2020	Outstanding economic growth, productivity and prosperity
9	The number of businesses who have secured HM Treasury funded rate relief in the Enterprise Zone has continued to grow which has helped to support the take up of new commercial space. Business rate income is 17% ahead of original assumptions.	Outstanding economic growth, productivity and prosperity
10	Growth Hub business support provides a free single point of contact for all businesses seeking advice and support on any issues relating to the operations and aspirations of their business. As of Aug 2019, more businesses had benefitted from Growth Hub support in East Devon than in any of the other 14 LEP districts.	Outstanding economic growth, productivity and prosperity
11	The East Devon Enhancing Productivity (EDEP) Programme offers a range of fully funded workshops and one-to-one support for pre-start and existing businesses across East Devon. The project has delivered ahead of target and we are funding additional support to meet the sustained demand from businesses for this support.	Outstanding economic growth, productivity and prosperity
12	The Propeller Group in Exmouth has been successfully growing its collaborative incubator space in Exmouth with the support of discretionary rate relief to help establish the initiative. As well as providing a workspace for people to collaborate, the group is delivering networking, innovative events and developing an education programme to help new and existing businesses to grow and provide valuable jobs in the developing local tech sector.	Outstanding economic growth, productivity and prosperity
13	The team has supported key local employers who were experiencing challenging conditions. This included a rapid redundancy response for Axminster Carpets Ltd where an information and advice session was held in October. The event featured Job Centre Plus, Business Information Point, Axminster Job Club, and others. There are has	Outstanding economic growth, productivity and prosperity

	also been considerable engagement with Flybe following acquisition by new owners in the summer. This is alongside the County Council, LEP and Airport.	
14	There has been continued improvements to operations at East Devon Business Centre during 2019/20. This has become a positive net income generator with 100% of offices let and meeting room income increased by 67% compared with 2014-15.	Outstanding economic growth, productivity and prosperity
15	EDDC became one of the first local authorities in the country to publish comprehensive online guidance to inform and support businesses preparing for Brexit.	Outstanding economic growth, productivity and prosperity
16	Effective Engagement with Planning. The team has continued to support the planning process with responses to planning applications. Positive outcomes of this work include promoting new workspace development, protecting existing employment sites and bringing forward Employment & Skills Plans as part of major developments.	Outstanding economic growth, productivity and prosperity
17	The team co-ordinated and developed the evidence based submission to the House of Lords Select Committee Enquiry for Rural Economies.	Outstanding economic growth, productivity and prosperity
18	Development and dissemination of quarterly Business Newsletters to increase awareness in our local business base of relevant training, funding and wider support opportunities.	Outstanding economic growth, productivity and prosperity
19	Wildlife Refuge comms – good team effort with ongoing positive media relationship and coverage with ITV. Website published and ongoing improvements. Social media training provided to staff.	Outstanding place and environment
20	Great Trees website published and transition to Clyst Valley Regional Park plan. Impacts and outcomes celebrated. Clyst Valley Regional Park branding and communications support, including research for Veitch booklet and ambassadors project in planning. Youtube channel established.	Outstanding place and environment
21	Enterprise Zone digital comms successes including website, video flythrough and narrative, video talking heads of key influencers for website. Achievements celebrated in press, e.g. in relation to open innovation building.	Outstanding economic growth, productivity and prosperity
22	2019 FSB Award for Building Greater Exeter. This is an active collaboration between Exeter, East Devon, Teignbridge District Councils and industry to support local people gaining construction skills and employment opportunities through apprenticeships and diverse training initiatives.	Outstanding economic growth, productivity and prosperity

Section 3 – Looking forward : what we will do in 2020-21 (service objectives)				
Key Service Objectives (<i>please include consultation or procurement activity required</i>)	Financial/ corporate resource	Lead Officers	Start date	End date

Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.				
1) Outstanding place and environment				
Lead on the Our Towns Study. Manage the commissioned resource; bring together a corporate project team and ensure relevant public and local stakeholder engagement to identify a series of feasible and costed project recommendations.	Retained NNDR fund	Rob Murray	Jan 2020	Jun 2020
Deliver the Clyst Valley Regional Park proposals including engaging with key stakeholders and the community; <ul style="list-style-type: none"> • Complete public consultation exercise • Finalise masterplan • Support meetings of the Steering Group • Identify and deliver proposals for tree planting 	CIL	Simon Bates	April 2020	March 2021
Engage with landowners and other partners to implement the Clyst Valley Trail proposals including; <ul style="list-style-type: none"> • Finalise alignment and delivery plan • Secure resources and funding • Raise public awareness of the Trail 	DCC/Highways England	Simon Bates	April 2020	March 2021
Deliver the Routes for Roots programme working closely with the community and landowners to secure a network of inter-generational all ability routes that support the delivery of the Clyst Valley Regional Park	Heritage Lottery Fund	Simon Bates	April 2020	March 2021
Deliver the South East Devon Habitat Mitigation Strategy including <ul style="list-style-type: none"> • Supporting quarterly meetings of the Habitat Regulations Executive Committee 	CIL/S.106 ECC/TDC	Neil Harris	April 2020	March 2021

<ul style="list-style-type: none"> • Implement on site and off sites measures • Provide an annual monitoring report 				
Identify, design and help to bring forward proposals for Suitable Alternative Natural Green Space to serve Cranbrook	Cranbrook Team	Neil Harris Simon Bates	April 2020	March 2021
2) Outstanding homes and communities				
Ensure that effective delivery mechanisms are in place (up to and including the formation of a Locally Led Development Corporation) to support the delivery of strategic development sites in line with garden community principles	MHCLG/ Homes England	Andy Wood	April 2020	March 2021
Support the delivery of a vibrant town centre for Cranbrook including bringing forward specific investment proposals for new workspace and supporting the establishment of a centre of excellence for the built environment	Enterprise Zone/One Public Estate	Naomi Harnett	April 2020	March 2021
Support the work of the Cranbrook Strategic Delivery Board including developing an Implementation Plan to guide the delivery of community infrastructure and key services	DCC/Cranbrook Town Council	Andy Wood	April 2020	March 2021
3) Outstanding economic growth, productivity and prosperity				
Lead the delivery of the Enterprise Zone programme to accelerate the delivery of new commercial space; <ul style="list-style-type: none"> • Bring forward investment proposals • Manage the investment programme ensuring that key outputs are realised • Support quarterly meetings of the Enterprise Zone Board 	Enterprise Zone/DCC/LEP	Naomi Harnett	April 2020	March 2021
Introduce a simplified planning regime in the Enterprise Zone area by bringing forward Local Development Orders including to	Enterprise Zone/Site Owners	Frances Wadsley	April 2020	Mar 2021

support the roll out of district heating infrastructure				
<p>Develop a pipeline of potential investment projects to ensure that the District is well placed to access future funding streams (including the Shared Prosperity Fund);</p> <ul style="list-style-type: none"> • Use business rate pilot monies to commission necessary technical and feasibility work • Ensure that projects contribute to the achievement of clean and inclusive growth 	Business Rate Pilot/LAGBI	Andy Wood/Naomi Harnett/Rob Murray	April 2020	Jul 2020
Support the development of a sustainable aviation cluster focused on Exeter Airport in line with the ambition set out in the Local Industrial Strategy	LEP/DCC	Andy Wood	April 2020	March 2021
Identify and develop new economic opportunities and projects arising from the Council's Climate Change Action Plan (for example in relation to building retrofit and renewable energy) and ensure that these are supported by the development of new skill sets.		Andy Wood/Rob Murray	April 2020	March 2021
<p>Ensure the large scale delivery of zero carbon development in the West End of the District through ;</p> <ul style="list-style-type: none"> • Completing a techno-economic study for the Cranbrook/Skypark district heating network • Formulating and agreeing a pathway for achieving zero carbon development • Submitting a bid for Heat Network Investment Programme funding • Engaging with landowners/developers and energy 	BEIS, University of Exeter	Andy Wood	April 2020	December 2020

companies to help broker and deliver a solution				
Develop feasibility studies and clear business cases for investment (including from EDDC's Commercial Investment Fund (CIF)) to deliver new workspace development at: <ul style="list-style-type: none"> • East Devon Business centre extension • Cloakham Lawns, Axminster • Cranbrook Town Centre workspace 		Rob Murray / Naomi Harnett	Apr 2020	Mar 2021
Widen EDDC's Productivity Focussed Business Support Programme to deliver tailored one to one support to an increased number of businesses across the district.		Rob Murray	Apr 2020	Mar 2021
Develop a Key Ambassadors contact network across East Devon comprising major employers and High GVA sector leads in order to: <ul style="list-style-type: none"> • Ensure improved communication of current and future employment and skills needs between businesses and education, training and skills providers • Engage, advise and support both growing indigenous businesses and inward investors 		Rob Murray	Apr 2020	Mar 2021
Develop our role with Building Greater Exeter to encourage developers of projects over £1m in value to deliver Employment & Skills Plans to address recruitment and skills challenges in the construction sector and support local people to access jobs and training.		Rob Murray	Apr 2020	Mar 2021
4) Outstanding council and council services				
Contribute to the development of the Greater Exeter Strategic Plan ensuring that this sets a robust policy framework in terms of economic development, green infrastructure and habitat mitigation.	GESP/Planning	Andy Wood	April 2020	March 2021

Coordinate the Greater Exeter Low Carbon Task force to bring forward and deliver a range of low carbon and de-carbonising projects		Andy Wood	April 2020	March 2021
Ensure that key messages and achievements are clearly communicated both internally and externally across a range of media channels through; <ul style="list-style-type: none"> • Issuing press release • Supporting consultation events and exercises • Providing advice and support on the use of social media 		Anne Mountjoy	April 2020	March 2021
Develop and publish quarterly Business Newsletters to engage and inform an increased business readership		Anne Mountjoy	April 2020	March 2021
Raise the profile of the area by developing and implementing a place branding strategy for the West End of the District as part of coordinated marketing plan for the Enterprise Zone		Anne Mountjoy	April 2020	March 2021

**Section 3 a – Looking forward: any Service challenges or pressures for the next three years?
(Revenue/Capital)**

1. As a newly formed team there will be a challenge of ensuring that the available expertise (for example in terms of bid writing and project management) is used to best effect across the District. The Service Plan helps to identify potential synergies in this respect. Within the constraints of funding sources and conditions for staff of the new team, it will be important for former Growth Point and Economic Development staff to be able to operate both across the district as a whole and within the Growth Point area in an agile and flexible manner. This will extend to close working with colleagues managing commercial and private housing investment funds for the council.

2. The uncertainty created by Brexit has a particular impact in terms of economic development. We have already witnessed this in terms of the effect on major employers in the District which in turn create a major risk to our employment base. Equally we need to prepare for a new funding regime and the successor programmes to European structural funds. This includes the Rural Development Programme for England.

Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years.

Please outline any opportunities to do things differently using the following key strategic themes:

Commercialisation

Fit for purpose

Careful choices

Commercialisation: Our activities can help to both preserve and enhance the business rate base for the District which is an increasingly important source of funding to support the council's operation and services. This includes both mitigating risks in terms of the loss of major employers (recent activity includes Axminster Carpets and Flybe) and bringing forward significant new commercial development in the Enterprise Zone and across the district as a whole. The Councils will retain 75% of new business rate income and in the Enterprise Zone area this rises to 100%. We will continue to focus on ensuring that the Council benefits from this growth dividend.

In addition to this we can adopt a commercial approach to assessing opportunities for new workspace provision that can both support the local economy and new/established businesses and also contribute to the revenue income for the council. We will also continue to progress a commercial approach at East Devon Business Centre to ensure that it cost savings and efficiencies are made whilst remaining fit for purpose for the needs of tenants and others using the meeting room facilities.

The team has a track record of securing substantial external funding, both capital and revenue. Moving forward we will continue to adopt an entrepreneurial approach to identifying and securing such opportunities. This will include developing a pipeline of potential projects. This will ensure that we are well prepared to access the new funding streams, such as the Shared Prosperity Fund, which will replace European Structural Funds.

We will help to develop investable propositions that yield a return to the Council including through the Enterprise Zone programme, linking to the commercial property investment fund

Fit for purpose: the newly formed team is a direct result of the fit for purpose approach. As well as being more cost effective overall, it will allow synergies (in terms of skills and knowledge) to be exploited within the team and specific expertise to be deployed across the District to best effect.

The majority of team members continue to be funded from external funding sources such as the Community Infrastructure Levy and Heritage Lottery. Moving forward we will continue to explore how we can minimise the call on core budgets in terms of staff salaries.

Careful choices: we continue to look for efficiencies and partnership working opportunities to offset residual costs to core budgets. Securing funding from external sources will be a key area of focus going forward and a metric by which the team will be measured. We will work with partner Authorities in the Greater Exeter area to ensure that effective delivery arrangements are in place, sharing costs where possible.

Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom					
Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information	Retain this measure (yes/no) or new
Economic Development Progress report to include number and value of jobs created/business benefiting from support	Annually	Overview	Outstanding economic growth, productivity and prosperity.	Rob Murray	Yes
Habitat Mitigation Monitoring Report	Annually	Habitat Regulations Executive Committee	Outstanding place and environment	Neil Harris	Yes
Business rate income in the Enterprise Zone area	Quarterly	Enterprise Zone Board	Outstanding economic growth, productivity and prosperity	Naomi Harnett	Yes
External funding and investment secured	Annually	Overview	All	Andy Wood	New

Section 4 – Resources and workforce planning	
Full time equivalents/Headcount as at 01/04/2019	FTE = 11 Headcount = 10.3
Turnover (April 2018 to March 2019)	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover = 0%
Absence (April 2018 to March 2019)	Days lost per person: 1 day

Section 5 – Training and development			
Team based skills/development required – please identify training required that is not currently available	Who for	Expected outcome	When
1. Cost Benefit Analysis and Economic Evaluation training	Rob Murray	To ensure understanding of best methods for undertaking these in relation to new development proposals	Aug 2020
2. RICS accreditation	Andy Wood / Naomi Harnett	RICS membership	End of 2020

Section 6 – Risks			
New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant, serious, major]	Likely-hood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk
1. Habitat mitigation measure are ineffective	Major	Unlikely	Annual monitoring reports
2. Brexit restricts business investment and growth	Major	Likely	Subject to national policy
3. Failure to secure external funding	Significant	Unlikely	Team has a record of effective bid writing
4. Lack of clarity regarding partnership working at a Greater Exeter level	Significant	Unlikely	The progression of the Greater Exeter Strategic Plan will help to manage this risk

Section 7 – System thinking		
Which services have been reviewed	The Growth Point and Economic Development services have been reviewed.	
Future systems to be reviewed	Service	Date of review

	N/A	
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Section 8 - Equalities and safeguarding

New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1.		
2.		

Section 9 – Climate change

There will be a corporate action plan around climate change but please note here any particular climate change initiatives which will be implemented within your service.

The team has wide ranging expertise that is relevant to this theme. Of particular importance are the following;

- Delivery of large scale zero carbon development in the West End with a focus on district heating
- Safeguarding key habitats
- Securing clean growth in line with objectives of the Local Industrial Strategy
- Delivery of green infrastructure including tree planting
- Promoting active travel through the Clyst Valley Trail
- Sharing of best practice through the Low Carbon Task Force
- Exploring fiscal measure to support the take up of energy efficiency and renewable energy measures

All team members are environmentally aware and keen to play a full role in implementing the Climate Change Action plan.