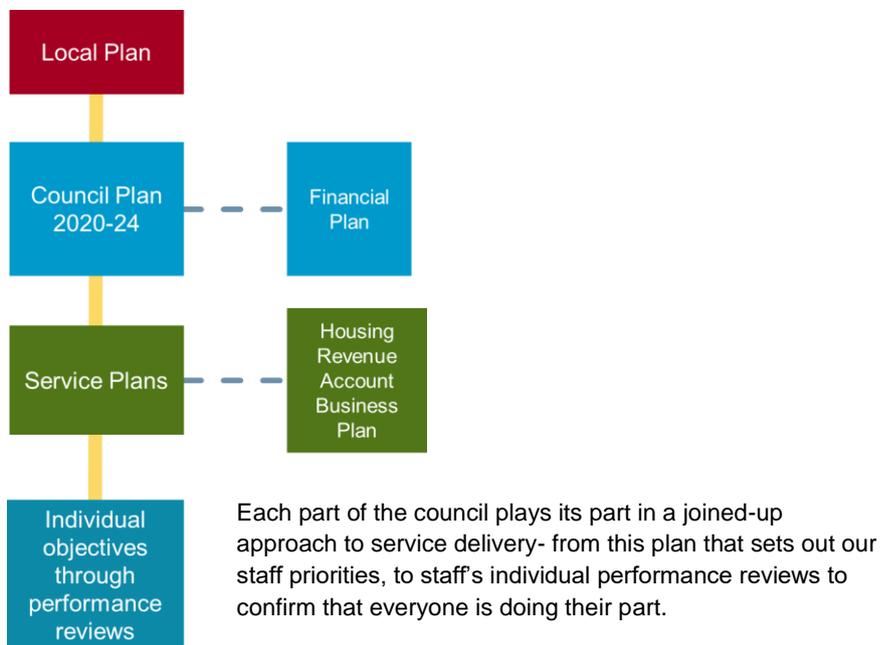


Service Planning 2021-22

Growth Development and Prosperity Service

Version 2.0

April 2021 – March 2022



Service Lead: Andy Wood

Portfolio holders:

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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 service formed in January 2020, to combine expertise across a range of disciplines including habitat mitigation, infrastructure delivery and economic development. The team has a strong partnership working ethos, a focus on delivering key strategies and projects and the achievement of good growth. We work closely with the County Council, our neighbouring Authorities, business community and with partners such as Natural England, National Trust, Pebblebed Heaths Conservation Trust Homes England, Department of Business, Innovation & Skills, 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 the outstanding natural environment of the district, helping to realise positive economic, social and environmental benefits whilst also protecting the integrity of our internationally important wildlife sites.

Through the work of the Habitat Regulations Executive Committee work continues to protect the Pebblebed Heaths, Exe Estuary and Dawlish Warren. This includes a range of both on-site and off-site measures to protect key habitats. . Projects to progress the Green Infrastructure Strategy include the Clyst Valley Regional Park and accompanying multi use trail. The Routes to Roots project commenced in July 2020 and is helping local people to explore the natural heritage landscape of the Clyst Valley, along with developing new walking routes, as well planting 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 continued roll out of district heating networks and the promotion of fibre connectivity.

The Covid-19 pandemic has had a dramatic impact on the economy of the District and unemployment is expected to increase from less than 2% to around 10% during the course of 2020. Supporting economic recovery is a major area of enhanced focus for this Service Plan. We will support businesses and employees that are experiencing acute challenges such as

contraction and redundancy, ensuring access to a network of re-employment, skills and training provision. Alongside this, we will also deliver our largest business support programme 'Adapt and Thrive', designed to help businesses to be more productive, sustainable, and provide more valuable, skilled jobs through employing the latest technology. This in addition to the deployment of grant programmes in response national and local restrictions.

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. Targeted support is also being provided for Exeter Airport.

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.

One specific aspect of this, which is a core focus for the next year, relates to promoting a green recovery rather than just a return to business as usual. This service plan identifies a range of activity to support this objective ranging from securing biodiversity net gain improvements through the provision of multi-purpose new greenspace to promoting innovation such as through the forthcoming Centre for Future Clean Mobility at the Science Park.

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, coastal towns and rural areas can thrive. Businesses across the district can benefit from our funded business support and grant programmes. We are also fully engaged in the Team Devon approach and we are working towards the successful delivery of the Business and Economic Recovery Prospectus.

	<p>We will be moving forward with proposals for business adaptation, resilience and innovation fund. This will help business and places across the District to respond to the new post-Covid landscape. We are also working to ensure that effective delivery vehicles and mechanisms are in put in place alongside the progression of the Local Plan review. This will 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, climate action and strategic 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. We also work with neighbouring councils, 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 Strategy, to ensure that we can help to address existing areas of disadvantage. We have undertaken significant work to ensure that our websites meet accessibility standards.</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>The team responded with speed and agility to the impact of the Covid-19 pandemic. Working closely with colleagues across the Council, a range of grant schemes were mobilised quickly whilst ensuring robust processes. This compares favourably with other Local Authorities. 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. This</p>

	<p>includes investment in the delivery of district heating, new employment space and highway improvements. The team continue to make real progress towards achieving the vision of new homes and new, valuable 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>
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. Local Development Orders are being prepared to support the EZ designation, these are a statutory element of the planning process.</p>
Current net budget (excludes Internal support charges and capital budget)	

Section 2 – Key achievements in 2020-21		
	<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>
	<p>One of the consequences of the Covid-19 lockdown has been for an increase of new visitors discovering the protected sites for the first time, many of whom are not aware of the rarity or vulnerability of the wildlife and habitat. At a time where on site engagement opportunities with visitors are limited by the necessities associated with social distancing, our online engagement offer has been significantly bolstered and improved in order to cater for any lost audiences and to widen our approach more generally. Social media posts are following a co-ordinated communications plan, resulting in a significant increase in engagements and interactions, particularly as a result of our video content, a new e-newsletter has been developed, now on its third issue and with an increasing subscription</p>	<p>Outstanding place and environment</p>

	audience, and our first Facebook live event with Devon Loves Dogs. A redesign of the partnership website is underway.	
	The Wildlife Refuge Areas on the Exe Estuary are in the third year of operation. Monitoring from the second year of operation has that the refuges continue to support large numbers of birds, and that incursions into the refuges when they are active are still relatively infrequent, but nevertheless have increased since last year.	Outstanding place and environment
	17 Hectares of new Suitable Alternative Natural Greenspace has been delivered in conjunction with the South West Exeter development through the support of the Habitat Regulations Executive Committee.	Outstanding place and environment
	The Devon Loves Dogs project has now been live for three 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 800 people and is continues to grow steadily.	Outstanding place and environment
	Further infrastructure relating to the Clyst Valley Trail has been delivered, with the completion of a new crossing at Blackhorse. The draft Clyst Valley Regional Park Masterplan has been compiled and is currently the subject of public consultation.	Outstanding place and environment
	Having secured £90K in funding for the new <i>Routes for Roots</i> project, furthering the aspirations for the Clyst Valley Regional Park, this project has already established an active social media presence encouraging all age groups to engage with active outdoor lifestyles. Our recent video self-guided walk has achieved over 200 views on YouTube in one week. More walks within the Clyst Valley are being researched, mapped and shared. Progress is ongoing in forging links with partner organisations for delivery of other component of the project plan including a community based arts and heritage programme. Collaboration with National Trust Killerton has already identified improvements to the Killerton-Broadclyst footpath and cycle route, with more to follow.	Outstanding place and environment
	Successful delivery of the first Local Development Order within the Enterprise Zone. The LDO supports delivery of district heating, supporting the development of the existing network and directly support the delivery of low carbon development.	Outstanding economic growth, productivity and prosperity
	Further investment decisions have been made within the Enterprise Zone designation, to continue to unlock and bring forward development. There is now commitment for £6.8m, with the principle of borrowing a further £13.2m. Highlights include: <ul style="list-style-type: none"> - Completion of the V-Sim building on Exeter Science Park 	Outstanding economic growth, productivity and prosperity

	<ul style="list-style-type: none"> - Completion of development of the Ada Lovelace Building, Exeter Science Park - Exeter Science Park being awarded £5m from the 'Getting Building' fund to support the delivery of a 'Grow-Out Building' - Funding for a deliverable scheme to enhancement Long Lane being approved, which will enable the development of Air Park, along with improved access to the Airport, Future Skills Centre, and Hampton at Hilton Hotel. 	
	<p>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 30% ahead of original assumptions.</p>	<p>Outstanding economic growth, productivity and prosperity</p>
	<p>The team responded quickly to the impact of the Covid-19 pandemic, working closely with colleagues across the Council to mobilise and deploy new grant schemes. To date circa £50m has been deployed to over 4,500 businesses. Significant positive feedback has been received. Furthermore there has been a rapid and agile response to the second lockdown and associated grant schemes.</p>	<p>Outstanding economic growth, productivity and prosperity</p>
	<p>Additional business support has been deployed through the 'Adapt and Thrive' programme to help businesses adapt to the new post Covid landscape. This includes promoting digital skills and an enhanced online presence. A Lockdown series of workshops has been created to support businesses during the second lockdown and help them adapt to new operational models.</p>	<p>Outstanding economic growth, productivity and prosperity</p>
	<p>Support has been provided for key local employers who were experiencing challenging conditions. This included a rapid redundancy response for when Axminster Carpets and Flybe went into administration. A series of events were help, featuring Job Centre Plus, Business Information Point, Axminster Job Club, and others. The impact of the Covid-19 made delivery of these events even more challenging, with lockdown required events to be delivered virtually. The team also participates a Redundancy Task Force set up to offer a coordinated front of support to Oscar Mayer in South Somerset following October announcement of potential site closure. The team provided input to a county-wide Redundancy Response Network in partnership with Devon County Council and DWP.</p>	<p>Outstanding economic growth, productivity and prosperity</p>
	<p>A package of support has been agreed for Exeter Airport, the most impacted by Covid-19 of any business in the District. This includes endorsement for the concept of developing a sustainable aviation cluster as well as enabling continued infrastructure delivery.</p>	<p>Outstanding economic growth, productivity and prosperity</p>
	<p>Development and dissemination of Business Newsletters to increase awareness in our local business base of relevant operating guidelines, training, funding and wider support opportunities. During</p>	<p>Outstanding economic growth, productivity and prosperity</p>

	the pandemic the Newsletters increased to weekly circulation to ensure local businesses receive key information on a regular basis. These news letters are now being circulated on a monthly basis.	
	Enterprise Zone digital communication successes including continued development of the website and social media channels. Achievements celebrated widely in press, e.g. including the increased funding to the EZ programme and topping out of the Ada Lovelace Building.	Outstanding economic growth, productivity and prosperity

Section 3 – Looking forward : what we will do in 2021-22 (service objectives)				
Key Service Objectives (please include consultation or procurement activity required) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) A greener East Devon (to include any climate change objectives)				
Supporting the government’s Green Industrial Revolution through encouraging investment in green technologies and jobs; <ul style="list-style-type: none"> Develop a pipeline of projects that will support the transition to a low carbon economy Develop proposals to improve and enhance natural capital Develop bids to the Green Recovery Fund and equivalent funding sources 	Countryside team, DCC, LEP	Andy Wood	April 2021	March 2022
Deliver the Clyst Valley Regional Park proposals including engaging with key stakeholders and the community; <ul style="list-style-type: none"> Continue to work with partners to prioritise projects within the masterplan Identify funding sources to deliver projects within the masterplan 	CIL	Simon Bates	April 2021	March 2022

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, National Trust	Simon Bates	April 2021	March 2022
Deliver the Routes for Roots programme working closely with the community and landowners to: <ul style="list-style-type: none"> secure a network of inter-generational all ability routes that support the delivery of the Clyst Valley Regional Park deliver additional tree coverage within the Clyst Valley Regional Park Engage with residents to encourage a greater knowledge and understanding of the local heritage 	Heritage Lottery Fund	Simon Bates	April 2021	March 2022
Deliver the South East Devon Habitat Mitigation Strategy including <ul style="list-style-type: none"> Supporting quarterly meetings of the Habitat Regulations Executive Committee Implement on site and off sites measures Provide an annual monitoring report 	CIL/S.106 ECC/TDC	Neil Harris	April 2021	March 2022
Identify, design and help to bring forward proposals for Suitable Alternative Natural Green Space to serve Cranbrook	Cranbrook Team	Neil Harris Simon Bates	April 2021	March 2022
Ensure the large scale delivery of zero carbon development in the West End of the District through ; <ul style="list-style-type: none"> Agreeing a pathway for achieving zero carbon development 	BEIS, University of Exeter	Andy Wood	April 2021	December 2022

<ul style="list-style-type: none"> • Submitting a bid for Heat Network Investment Programme funding • Engaging with landowners/developers and energy companies to help broker and deliver a solution 				
2) Better homes and communities for all				
Support the work of the Cranbrook Strategic Delivery Board, ensuring that a range of services and infrastructure are delivered in step with new homes.	DCC/Cranbrook Town Council	Andy Wood	April 2021	March 2022
Complete a review of delivery vehicles to support the implementation of the new Local Plan up to and including the establishment of a Development Corporation.	DCC	Andy Wood	April 2021	March 2022
3) A resilient economy				
Prepare and implement a redundancy response programme including; <ul style="list-style-type: none"> • Working with DWP, DCC and other regional and local partners on the East Devon redundancy response network and the development and coordination of effective county-wide arrangements • Providing up-to-date local intelligence to DCC and DWP about planned or live redundancies in the district • Providing relevant support and guidance to affected companies and individuals on local opportunities for retraining and reemployment • Exploring the potential to develop community based responses 	DCC/DWP	Robert Murray	April 2021	March 2022

<p>Ensure that there is a comprehensive programme to support skills development and employability including;</p> <ul style="list-style-type: none"> • Representation on the steering group support and sponsorship of the Building Greater Exeter (BGE) construction skills and employment programme • Ongoing engagement with the HoTSW Skills Advisory Panel (SAP) to ensure gaps are communicated to education and training providers • Ensuring that East Devon employers are aware and benefitting from the Kickstart Scheme, which provides placements to 16 – 24 year olds • Provide guidance so every employer and placement gets best possible support and maximum value from the scheme Working with providers and employers to ensure that training meets the future employment needs of each placement, directly addressing rising unemployment 	DCC/ECC/DWP	Robert Murray	April 2021	March 2022
<p>Ensure that there is a programme of support for potential inward investment in to the District including;</p> <ul style="list-style-type: none"> • Swift and effective response to all inward investment enquiries • Working in partnership with DIT on foreign direct investment opportunities (FDI), DCC and HotSW LEP on any country and LEP-wide opportunities 	DCC/LEP/DIT	Robert Murray	April 2021	March 2022

<ul style="list-style-type: none"> • Support indigenous and local businesses with expansion plans • Participate in the county-wide Devon Delivers inward investment programme and campaigns. 				
Establish a business ambassador network with representation from key sectors in the District to help promote both indigenous business growth and inward investment including the development of an East Devon Delivers prospectus.	DCC/Chambers of Commerce/ Business community	Geri Panteva	April 2021	March 2022
<p>Deliver a programme of business support to help underpin post Covid and to adapt to new operating condition;</p> <ul style="list-style-type: none"> • Work with the Growth Hub to support local small and start-up businesses through access to tailored advice and guidance • Consider the introduction of a mentor scheme 	DCC, LEP	Robert Murray	April 2021	March 2022
<p>Promote and support the rural economy including sustainable tourism, responsible agriculture and training opportunities for younger residents.</p> <ul style="list-style-type: none"> • Encourage the development of localised supply chains with our food and drink producers including through Gate to Plate in 2021 • Support improvements to digital connectivity in the District by liaising with the Connecting Devon & Somerset appointed provider to influence investment plans • Work with the Local Enterprise Partnership to deliver the rural productivity deal and to implement the Tourism Action Zone 	DCC, LEP	Robert Murray	April 2021	March 2022

<ul style="list-style-type: none"> Adapt to new funding regimes post Brexit including considering the potential to take forward LEADER type principles 				
<p>Support improvements to digital connectivity in the District by liaising with the Connecting Devon & Somerset appointed provider rural areas and commercial providers to influence investment plans and facilitate infrastructure improvements;</p> <ul style="list-style-type: none"> Raise awareness of voucher schemes 	DCC	Robert Murray	April 2021	March 2022
<p>Establish a robust policy and delivery framework for grant programmes relating to local and national restrictions. Bring forward and deploy a grant scheme to support economic recovery including encouraging adaptation and innovation.</p>	DCC/Devon LAs/DWP	Robert Murray	April 2021	March 2022
<p>Lead the delivery of the Enterprise Zone programme to accelerate the delivery of new commercial space;</p> <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 2021	March 2022
<p>Continue to develop the simplified planning regime in the Enterprise Zone area by bringing forward further Local Development Orders with the support of stakeholders.</p>	Enterprise Zone/Site Owners	Frances Wadsley	April 2021	Mar 2022
<p>Support the delivery of a vibrant town centre for Cranbrook including bringing forward specific investment proposals in</p>	Enterprise Zone/One Public Estate	Naomi Harnett	April 2021	March 2022

conjunction with the One Public Estate programme.				
Support the development of a sustainable aviation cluster focused on Exeter Airport in line with the ambition set out in the Local Industrial Strategy <ul style="list-style-type: none"> • Work in conjunction with the LEP to develop a High Potential Opportunity offer 	LEP/DCC	Andy Wood	April 2021	March 2022
4) Services that matter to all of us				
Provide intelligence and input to the development of the new Local Plan with a focus on establishing robust, effective and defensible policies and proposals in the following areas; <ul style="list-style-type: none"> • Habitat mitigation • Green infrastructure • Biodiversity net gain – receptor sites • Economic development • Employment sites • Zero carbon development • Energy • Delivery vehicles 	Local Plan team	Andy Wood	April 2021	March 2022
Develop a pipeline of investment ready projects making sure that opportunities to secure external, including new funding streams, is maximised	Place, Assets and Commercialisation DCC, LEP	Andy Wood	April 2021	March 2022
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 	Communications	Anne Mountjoy	April 2021	March 2022

<ul style="list-style-type: none"> Providing advice and support on the use of social media 				
Develop and publish monthly Business Newsletters to engage and inform an increased business readership	Communications	Anne Mountjoy	April 2021	March 2022
Raise the profile of the area by developing and implementing a branding strategy for the Enterprise Zone designation	Communications	Anne Mountjoy	April 2021	March 2022

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

1. The Covid-19 pandemic has had a dramatic impact on the economy of the District. This is coupled with the uncertainty on the outcome Brexit negotiation, particularly whether the UK will have a trade deal by the end of December 2020. This uncertainty has contributed to the economic shocks recently experienced within the district, particularly with the demise of Flybe, but also other employers, resulting in major job losses such as Gould Pumps in Axminster. We need to continue to respond to these challenges, working across council departments and with our partners, to take action and support the economic and employment base of the district. We will be recruiting two additional Senior Economic Development Officer roles to enable us to play a full role in this respect.
2. There is a challenge to ensure that we deliver clean growth and support the green industrial revolution. There is a specific opportunity to promote a green economic recovery rather than a return to business as usual. The credentials for this, including in terms of carbon savings and biodiversity recovery, need to be carefully established. We need to innovative, including pursuing different funding mechanisms, to support overall delivery.
3. Changes to how and where people work, particular those in office based jobs, will create both challenges and opportunities. There is likely to be a continued decline in demand for office accommodation, which will need to be considered as we plan support for existing and emerging employment space. There is also an opportunity to realise the carbon savings associated with reduced levels of commuting and to support the renaissance of places that have traditionally seen high levels of out commuting.
4. We need to ensure that we contribute towards the delivery of the anti-poverty strategy by moving towards a more inclusive economy. In the face of rising unemployment, which is disproportionately impacting younger and older age groups, this will be a challenge. We are contributing to the development of the Action Plan to ensure that there is a comprehensive programme of activity.

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.

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.

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. More widely we will contribute to the development of decision making models that relate to Doughnut Economics approach, for example by ensuring that potential investment are able to demonstrate a triple bottom line in terms of securing social and environmental benefits.

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.

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	3	Rob Murray	Yes
Habitat Mitigation Monitoring Report Ha of SPA protected Exe refuges monitoring	Annually	Habitat Regulations Executive Committee	1	Neil Harris	Yes
Business rate income in the Enterprise Zone area	Quarterly	Enterprise Zone Board	3	Naomi Harnett	Yes
External funding and investment secured	Annually	Overview	1,2,3,4	Andy Wood	New
Tonnes of carbon saved	Annually	Overview	1,2,3,4	Andy Wood	New
Area of new greenspace delivered	Annually	Overview	1	Simon Bates	New

Section 4 – Resources and workforce planning

Full time equivalents/Headcount as at 01/04/2020	FTE = 12.1 Headcount = 13
Turnover (April 2019 to March 2020)	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover = 0%
Absence (April 2019 to March 2020)	Days lost per person: 3 days

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. Social media training	All team	Ability to communicate clearly and effectively across a variety of channels	Summer 2021

2. Management training	Selected team members	Personal development, improved effectiveness	By March 2022
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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. Lingering impact of the COVID-19 pandemic leads results in ongoing business failures and rising unemployment	Major	Likely	Working within the Team Devon approach, a programme of initiatives are being developed
4. Failure to secure external funding	Significant	Unlikely	Team has a record of effective bid writing
5. Fall in CIL revenue for habitat regulations spend	Significant	Unlikely	Protecting the integrity of key habitats is a legal requirement
6. Economic uncertainty results in reduction of business rate income within the Enterprise Zone.	Major	Likely	The Enterprise Zone programme has been robustly tested to ensure that the financial commitments made through borrowing can be met, even if there is a 50% reduction in business rate income.

Section 7 – System thinking	
Which services have been reviewed	The Growth Point and Economic Development services were revised as part of forming the service in January 2020.

Future systems to be reviewed	Service	Date of review

Section 8 - Equalities and safeguarding		
New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1.		
2.		