

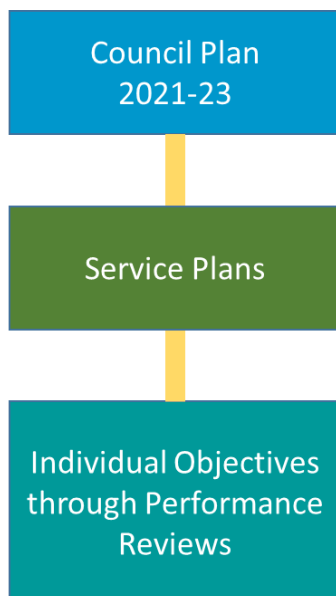


## **Service Planning 2022-23**

### **Growth Development and Prosperity Service**

#### **Version 2.0**

**April 2022 – March 2023**



Each part of the council plays its part in a joined-up approach to service delivery- from this plan that sets out our staff priorities, to staff's individual performance reviews to confirm that everyone is doing their part.

**Strategic Lead: Andy Wood**

**Portfolio holders: Cllr Paul Hayward, Cllr Nick Hookway, Cllr Geoff Jung, Cllr Dan Ledger, Cllr Marianne Rixson**

## **Service Plan Template 2022-23: Contents Page**

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### **Notes for Strategic Leads and Service Leads:**

\*Certain parts of this form will be pre-populated. 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 was formed in January 2020 to combine expertise across a range of disciplines including habitat mitigation, infrastructure delivery and economic development. The Service is one of the smallest in the Council but benefits from a 'can do' attitude and a strong desire to work collegiately with other Services. This helps to ensure an agile and responsive approach which utilises the available expertise to best effect.

The team has a strong partnership working ethos, a focus on delivering key strategies and projects and the achievement of clean growth. We engage closely with the County Council, our neighbouring Councils, the business community and with a wide variety of partners including Natural England, National Trust, Pebblebed Heaths Conservation Trust, Homes England, Department of Business, Innovation & Skills, and Heart of the South West LEP to promote collaborative working and to secure resources.

The Service 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. 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.

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 strengthen economies and ensure our market, coastal towns and rural areas can thrive. Businesses across the district can benefit from our funded business support and grant programmes. The South East Devon Habitat Regulations Executive Committee is a formal partnership with Exeter City Council and Teignbridge District Council. 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.

We work across a number of portfolios including economy, environment, finance, climate action and strategic development. Our work contributes to all

three of the Council Plan objectives. The team supports the Cranbrook Strategic Delivery Board and the Exeter and East Devon Enterprise Zone Board. There is a very strong commitment amongst team members to supporting climate action and carbon reduction which helps to bind the work of the team together in delivering shared objectives.

Specific areas of activity include the following;

- In partnership with Exeter and Teignbridge Councils through 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 masterplan and 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.
- The COVID-19 pandemic has had a significant impact on the economy of the District. We are working to ensure a green economic recovery through a number of initiatives ranging from supporting local retailing and sustainable tourism through the Welcome Back Fund to the deployment of the £2.1m Innovation and Resilience Fund.
- The team is helping to secure the transition to a net zero economy and to support zero carbon development including progressing energy based projects such as the continued roll out of district heating networks.
- 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. Targeted support is also being provided for Exeter Airport including to support the development of a sustainable aviation cluster.

Three areas are identified for increased emphasis in 2022/23 are;

- Supporting the development of the Local Plan – ensuring that specific policies and proposals are underpinned by robust evidence, the Habitat Mitigation Strategy is refreshed and rolled forward and that effective delivery vehicles and mechanisms are in place. This will support the next generation of strategic sites and ensure high quality outcomes in terms of both the built and natural environment.

	<ul style="list-style-type: none"> <li>• Ensuring that we maximise our ability to access external funding opportunities – significant changes to the legislative and funding landscape have either recently happened, such as the enactment of the Environment Bill, or are due, including the publication of the Levelling Up White Paper and introduction of the Shared Prosperity Fund. Securing external funding also helps to address the Council’s wider budgetary pressures.</li> <li>• Maximising our contribution to the delivery of the Climate Change Action Plan – this spans across all areas of service activity and the team is leading a number of projects, initiatives and programmes that will achieve significant carbon savings as well as support enhanced biodiversity. This will also help to enable the transition to net zero and to support a green economic recovery.</li> </ul>
<b>How we deliver and ensure equal access</b>	<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 Reduction Strategy, to ensure that we can help to address existing areas of disadvantage. We collaborate with Disability Ramblers to ensure that green infrastructure is accessible to all. We have undertaken significant work to ensure that our websites meet accessibility standards.</p>
<b>How we compare</b>	<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 to distribute more than £80m to local businesses whilst ensuring robust processes. This compares favourably with other Local Authorities, not all of which met spend deadlines to access further discretionary grant funding. Most recently we have worked to support a communications campaign to support local retailing funded through the Welcome Back Fund.</p> <p>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 includes investment in the delivery of district heating, new employment space and highway improvements. The team continues to make real progress towards</p>

	<p>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>
<b>Statutory elements of the service</b>	<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>
<b>Current net budget (excludes Internal support charges and capital budget)</b>	

<b>Section 2 – Key achievements in 2021-22</b>		
	<i><b>Briefly</b> 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	A feasibility study to support the delivery of modular space in Cranbrook was commissioned. This was part of a wider package of support to ensure that a vibrant town centre at the heart of Cranbrook is realised.	Better homes and communities for all
2	Cabinet received a series of reports at a meeting in July which was dedicated specifically to Cranbrook. This included agreeing in principle to the establishment of a £40m Local Infrastructure Fund to support future infrastructure delivery.	Better homes and communities for all
3	The first outdoor theatre events took place in Cranbrook. The ‘Tuck Inn’ performances were attended by over 120 families.	Better homes and communities for all
4	Regular wellbeing walks have been undertaken in Broadclyst as part of the Routes to Roots project helping to overcome issues of isolation caused by the pandemic and improve mental health.	Better homes and communities for all
5	The Wildlife Refuge Areas on the Exe Estuary are in their fourth year of operation. The HREC Committee received a report detailing the impact of the refuges over this period. This revealed that the Wildlife Refuges are playing an important role in providing foraging and roosting habitat for the SPA bird interest and ensuring that a range of disturbance reduced areas are always available for birds to use.	A greener East Devon

	But further monitoring should be undertaken to allow more robust conclusions to be made.	
6	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.	A greener East Devon
7	The Devon Loves Dogs project has now been live for four 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 continues to grow steadily. New locations for the walks have also been added.	A greener East Devon
8	A programme of investment to improve car parking at the Pebblebed Heaths has been agreed including securing planning permission for the first phase. This is now moving forward to delivery with a planning application being prepared for a further phase of works.	A greener East Devon
9	A masterplan to guide the development of the Clyst Valley Regional Park has been agreed by Strategic Planning Committee. This subsequently won multiple awards at the Royal Town Planning Institute South West regional event. This included the overall award for Planning Excellence in the region.	A greener East Devon
10	A bid to the Environment Agency's Natural Environment Investment Readiness Fund was successful, securing £100k to help model innovative ways of enhancing tree canopy coverage in the Clyst Valley. Key partners include the National Farmers Union, National Trust and University of Exeter.	A greener East Devon
11	Work has commenced on the first site specific Local Development Order within the Enterprise Zone. This will introduce a simplified planning regime for the Power Park site and help to enable accelerated investment and employment creation.	A resilient economy
12	The Long Lane enhancement scheme has commenced construction. This £3.7m investment will unlock the Power Park site and also deliver lasting pedestrian, cycling and public transport improvements.	A resilient economy
13	Over £6m of discretionary grant funding has been deployed, providing vital support to over 1,000 business applicants during the pandemic. All key deadlines were met enabling over £1.4m of additional top up funding to be secured.	A resilient economy
14	Over £75k in marketing and communications support has been deployed to support both a local consumer-facing businesses with a shop local campaign and a destination marketing campaign promoting East Devon.	A resilient economy
15	The Innovation and Resilience Fund was launched to support and sustain economic recovery in the District. Over 160 expressions of interest have so far been received seeking total funding of £6.4m.	A resilient economy

	The ability to enable carbon savings and the development of a low carbon economy is a key part of the overall assessment of applications.	
16	The first hybrid electric flight took off from Exeter Airport in August. This marked an important step towards supporting the development of a sustainable aviation cluster in the locality.	A resilient economy
17	Good momentum has been achieved across the Enterprise Zone. This includes the start on site of the largest building to date, a new manufacturing facility for Stovax. The team played an important role in helping to support the determination of the planning application for this. The Grow Out building also started construction at Exeter Science Park and the Park & Change facility is now operational.	A resilient economy
18	A successful application was made to the government's Heat Network Investment Programme resulting in an offer of over £10m of funding. This will play a vital role in supporting the large scale delivery of low and zero carbon development in the West End of the District.	A resilient economy
19	Honiton Gate to Plate was successfully and safely delivered in Aug 2021. The street market celebrates the district's finest local food drink and craft producers, providing vital support to a sector so adversely impacted by periods of national restrictions associated with C-19.	A resilient economy
20	Development and delivery of the 'Adapt & Thrive' business support programme. Responding quickly to the support needs of local businesses as remote working became a necessity, we delivered a series of professional development workshops to help business leads adapt to changes and become more resilient through improved digital skills and business operations during a time when we are being forced to rethink our approach to sales, marketing and customer service.	A resilient economy
21	We directly supported the delivery of Taste East Devon, a nine day food and drink festival in support of local producers and hospitality venues so adversely affected by C-19 restrictions. Delivered at venues across East Devon, this festival was hugely successful and showcased some of our very best local produce to a national audience.	A resilient economy
22	A report on digital connectivity was considered by Overview Committee. This highlighted the initiatives that are underway to improve the roll out of superfast broadband networks in the District including the use of innovative technologies.	A resilient economy
23	Development and delivery of quarterly business newsletters to an audience of more than 2,500 local businesses. These were essential in disseminating news of grant funding opportunities, relevant criteria and wider support available. We have maintained these in supporting our economic recovery, addressing recruitment	A resilient economy



	challenges in our labour market, sharing best practice and encouraging applications to our Innovation and Resilience Fund.	
24	Completing our review of external funding opportunities relevant to a future pipeline of investment ready projects. We are now closely monitoring the publication of the anticipated Levelling Up White Paper and introduction of the Shared Prosperity Fund.	A resilient economy

<b>Section 3 – Looking forward : what we will do in 2022-23 (service objectives)</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>  <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See <a href="#">project guidance document</a> for the definition of a project.</i>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>1) Better homes and communities for all</b>				
Bring forward investment proposals for Cranbrook town centre, particularly the delivery of Cranbox, with the aim to provide the community with a revenue generating asset.	Enterprise Zone, DCC, Heart of the SW LEP	Naomi Harnett	April 2022	March 2023
Support the work of the Cranbrook Strategic Delivery Board, ensuring that a range of services and infrastructure are delivered in step with new homes and that an Implementation Plan for the town is agreed.	DCC/Cranbrook Town Council	Andy Wood	April 2022	March 2023
Progress work to develop a business case for a delivery vehicle (up to and including the establishment of a Development Corporation) to support major development proposals and the implementation of the new Local Plan.	DCC	Andy Wood	April 2022	March 2023
<b>2) A greener East Devon (to include any climate change objectives)</b>				

<p>Deliver the Clyst Valley Regional Park proposals including engaging with key stakeholders and the community;</p> <ul style="list-style-type: none"> <li>• Continue to work with partners to prioritise projects within the masterplan</li> <li>• Identify funding sources to deliver projects</li> <li>• Submit a major Heritage Lottery Fund bid</li> <li>• Raise public awareness through communications and marketing</li> </ul>	CIL, Lottery	Simon Bates	April 2022	March 2023
<p>Progress the Crystal Clear Clyst bond work to increase canopy cover in the CVRP utilising funding from the Natural Environment Investment Readiness Fund.</p> <ul style="list-style-type: none"> <li>• Consider how this could be replicated over a larger area</li> <li>• Continue to support projects that will deliver increased canopy cover in the West End.</li> </ul>	NFU, Environment Agency, National Trust, Forestry Commission	Simon Bates	April 2022	March 2023
<p>Engage with landowners and other partners to implement the Clyst Valley Trail proposals including;</p> <ul style="list-style-type: none"> <li>• Finalise alignment and delivery plan</li> <li>• Secure resources and funding</li> <li>• Raise public awareness of the Trail</li> <li>• Continue to identify interconnecting routes (cycle &amp; footways) in the West End, to improve access to employment sites/recreation</li> </ul>	DCC, National Highways, National Trust	Simon Bates	April 2022	March 2023
<p>Deliver the South East Devon Habitat Mitigation Strategy including</p> <ul style="list-style-type: none"> <li>• Supporting quarterly meetings of the Habitat Regulations Executive Committee</li> </ul>	CIL/S.106 ECC/TDC	Neil Harris	April 2022	March 2023

<ul style="list-style-type: none"> <li>• Implementation of on site and off sites measures</li> <li>• Provide an annual monitoring report</li> </ul>				
<p>Work with landowners and developers to deliver habitat mitigation on-site with new developments or to provide mitigation close to the development site;</p> <ul style="list-style-type: none"> <li>• Identify, design and help to bring forward proposals for Suitable Alternative Natural Green Space including to serve Cranbrook</li> <li>• Agree suitable sites and instigate negotiations with landowners</li> <li>• Confirm funding and support the development of a long term management solution</li> </ul>	Cranbrook Team	Neil Harris Simon Bates	April 2022	March 2023
<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"> <li>• Securing investment from the government's Heat Network Investment Programme to bring forward a large scale source of low carbon heat</li> <li>• Enabling the continued roll out of district heating network to support the Cranbrook expansion areas</li> <li>• Engaging with landowners/ developers and energy companies to help broker and deliver a cost effective solution</li> </ul>	BEIS, University of Exeter, E.ON, developers	Andy Wood	April 2021	December 2022
<b>3) A resilient economy</b>				
Maintain an active approach to sourcing and securing available funds to help with the promotion of the district's economy including in relation to the Shared	Place, Assets and Commercialisation, DCC, LEP	Andy Wood	April 2022	March 2023

<p>Prosperity Fund and the Levelling UP agenda;</p> <ul style="list-style-type: none"> <li>• Help to develop a pipeline of investment ready projects</li> <li>• Provide regular updates to SMT+ with regard to potential funding opportunities</li> <li>• Marshall resources and support bid writing to maximise the chances of submitting successful applications</li> </ul>				
<p>Ensure that the Innovation and Resilience Fund is fully deployed, helping to support economic recovery and to promote the transition to a low carbon economy;</p> <ul style="list-style-type: none"> <li>• Complete call for applications and provide support to applicants as required</li> <li>• Ensure that meetings of the Cllr Panel are presented with well developed applications</li> <li>• Lever opportunities to secure funding from other sources e.g. DCC's Green Innovation Fund</li> <li>• Complete all associated funding agreements and monitor impact of the funds</li> </ul>	BEIS, DCC	Robert Murray	April 2022	March 2023
<p>Employment &amp; Skills project delivery:</p> <ul style="list-style-type: none"> <li>• Employment &amp; Skills Plans secured and delivery monitored at Exeter Logistics Park</li> <li>• Robust evidence base to support the wider requirement of E&amp;S Plans for major development within a new, specific Local Plan Policy</li> <li>• Supporting the local delivery of education and skills projects funded via the Community Renewal Fund (CRF)</li> <li>• Redundancy Response – Coordination and direction of a</li> </ul>	DCC, Planning, Policy, SAP, Retrofit Academy CIC, DWP, Redundancy Response Network	Robert Murray	April 2022	March 2023

strengthened network of relevant agencies.				
<p>Develop initiatives and provide support to secure economic investment in the District and to generate employment opportunities;</p> <ul style="list-style-type: none"> <li>• Launch an inward Investment platform (East Devon Delivers)</li> <li>• Develop a Key Ambassadors Network</li> <li>• Provide dedicated business support where gaps are identified</li> </ul>	DCC	Robert Murray	April 2022	March 2023
<p>Support the deployment of projects funded through the Community Renewal Fund ensuring that the benefit to local people and organisations is maximised;</p> <ul style="list-style-type: none"> <li>• Devon Agri Tech Accelerator</li> <li>• Retrofit Skills and Business Accelerator</li> <li>• Stronger Together</li> <li>• Velocity - VCSE Devon</li> <li>• Devon Start and Grow</li> <li>• Ability not Disability</li> <li>• Innovation for Youth and Community</li> <li>• Devon Elevation Fund</li> <li>• Digital Devon</li> <li>• Libraries Unlimited</li> </ul>	DCC, Delivery Partners	Robert Murray	April 2022	July 2022
<p>Promote prosperity and reduce hardship within the District through supporting the delivery of the Poverty Reduction Strategy;</p> <ul style="list-style-type: none"> <li>• Progress actions identified in the Action Plan</li> <li>• Monitor key economic data</li> <li>• Support meetings of the Poverty Panel</li> </ul>	Financial Resilience Team; Business Rates; Housing	Andy Wood	April 2022	March 2023

<ul style="list-style-type: none"> <li>• Provide corporate support to Financial Resilience Team; Business Rates; Housing</li> </ul>				
<p>Develop the infrastructure needed to support our local economy, including transport and housing.</p> <ul style="list-style-type: none"> <li>• Lead work to understand the infrastructure needs of further major development in the West End of the District</li> <li>• Engage with utility companies to understand potential capacity issues and work to influence investment plans</li> </ul>	DCC, utility companies	Andy Wood	April 2022	March 2023
<p>Commission, develop and secure endorsement for a tourism strategy for the District with an emphasis on supporting sustainable tourism and ensuring alignment with the Cultural Development Strategy;</p> <ul style="list-style-type: none"> <li>• Engage with key stakeholders and partners</li> <li>• Ensure that there is a clear implementation plan</li> <li>• Utilise impetus provided by place marketing campaign funded through the Welcome Back Fund</li> </ul>	Visit Devon, Visit South Devon, East Devon Excellence	Geri Panteva	April 2022	March 2023
<p>Lead the delivery of the Enterprise Zone programme to accelerate the delivery of new commercial space;</p> <ul style="list-style-type: none"> <li>• Bring forward investment proposals</li> <li>• Manage the investment programme ensuring that key outputs are realised</li> <li>• Support quarterly meetings of the Enterprise Zone Board</li> </ul>	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> <ul style="list-style-type: none"> <li>• Complete the LDO for the Power Park site</li> <li>• Commence work on an LDO for Skypark</li> </ul>	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 conjunction with the One Public Estate programme.</p>	Enterprise Zone/One Public Estate	Naomi Harnett	April 2022	March 2023
<p>Support the development of a sustainable aviation cluster focused on Exeter Airport in line with the ambition set out in the Local Industrial Strategy;</p> <ul style="list-style-type: none"> <li>• Work in conjunction with the LEP to develop a High Potential Opportunity offer and to provide representation on the Sustainable Aviation Programme Board</li> <li>• Support the 2Zero electric flight project</li> </ul>	LEP/DCC/Exeter Airport	Andy Wood	April 2022	March 2023
<p>Promote a green economic recovery and the transition to net zero through;</p> <ul style="list-style-type: none"> <li>• Supporting the introduction of the Devon Doughnut model to inform decision making</li> <li>• Taking forward the vision for clean growth in the West End of the District</li> <li>• Identifying the skills and training needs for green jobs including retrofit</li> </ul>	DCC	Andy Wood	April 2022	March 2023

<p>Support improvements to digital connectivity in the District by liaising with the Connecting Devon &amp; Somerset appointed and commercial providers to influence investment plans and facilitate infrastructure improvements;</p> <ul style="list-style-type: none"> <li>• Raise awareness of current and future broadband and 4G mobile phone booster voucher schemes</li> </ul>	DCC	Robert Murray	April 2022	March 2023
<b>4) Other relevant considerations</b>				
<p>Provide evidence 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;</p> <ul style="list-style-type: none"> <li>• Habitat mitigation</li> <li>• Green infrastructure</li> <li>• Protecting existing biodiversity and nature corridors and enhancing green spaces and nature habitats</li> <li>• Biodiversity net gain – receptor sites</li> <li>• Economic development i</li> <li>• Enterprise Zone</li> <li>• Employment sites including a District wide workspace demand assessment</li> <li>• Zero carbon development</li> <li>• Energy</li> <li>• Delivery vehicles</li> </ul>	Local Plan team	Andy Wood	April 2022	March 2023
<p>Ensure that key messages and achievements are clearly communicated both internally and externally across a range of media channels through;</p> <ul style="list-style-type: none"> <li>• Online and offline channels including issuing press release</li> <li>• Supporting consultation events and exercises</li> </ul>	Communications	Anne Mountjoy	April 2022	March 2023



<ul style="list-style-type: none"> <li>Providing advice and support on the use of social media</li> </ul>				
Develop and publish regular Business Newsletters to engage and inform an increased business readership	Communications/ Economic Development team	Anne Mountjoy	April 2022	March 2023
Raise the profile of the area by developing and implementing a branding strategy for the Enterprise Zone designation and celebrating its 5 <sup>th</sup> year of operation.	Communications	Anne Mountjoy	April 2022	March 2023

**Section 3 a – 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 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. There is a risk that we will have insufficient capacity

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. There is a risk that we will have insufficient capacity to develop and drive forward a full range of projects, a situation we will need to keep under careful review, particularly as the Local Plan moves forward.

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. Access to revenue funding will assist in developing funding bids where we do not have either the capacity or expertise in house. 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 b – 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 Council Plan priorities	Responsible Officer for production of management information	Retain this measure (yes/no) or new
Economic Development Progress report to include number baseline economic data and updates on specific topics	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

<b>Full time equivalents/Headcount as at 01/04/2021</b>	FTE = 11.4
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	Headcount = 13
<b>Turnover (April 2020 to March 2021)</b>	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover = 0%
<b>Absence (April 2020 to March 2021)</b>	Days lost per person: 7.4 days

## Section 5 – Training and development

<b>Team based skills/development required – please identify training required that is not currently available</b>	<b>Who for</b>	<b>Expected outcome</b>	<b>When</b>
1. Carbon literacy training	Remaining team members who have not already benefited from this	Ensuring all team members have completed the training and associated pledge will contribute to the Climate Change Action Plan	June 2022
2. Economic impact assessment training	Economic Development team	Greater understanding of key data and indicators will help to refine specific policies and interventions	By end of 2022
3. Bid writing	Selected team members	Improve the proportion of funding bids that are successful.	By end of 2022
4. Management training	Selected team members	Personal development, improved effectiveness	By March 2023
5. Procurement training	Selected team members	Ensuring team members are able to successfully procure support needed for specific projects.	By end of 2022
6. Skills and knowledge sharing within team and between EDDC departments	All	Effective, efficient delivery	Two field tours in 2022

## Section 6 – Reducing our carbon footprint

In what ways is your service contributing to our carbon footprint	What can you do to reduce this impact
Individual carbon footprints	A number of team members have already completed the carbon literacy training with the intention that everyone will be able to benefit from this as it is made more widely available. This will enable people to consider the action they can take to reduce their carbon footprints through their own pledges. Team members already support each other in this respect including in terms of providing practical suggestions.
Staff travel	The team has adapted well to greater home working. Generally speaking the need for site visits is relatively low and team members make efforts to minimise private car usage. This would be further assisted by changes being considered through the Worksmart review to incentivise sustainable modes of travel.
Vehicles	We currently have two diesel vans which, whilst relatively efficient, need to be transitioned to EVs. At the last decision making point there wasn't a viable way forward for this given infrastructure and wider constraints. This position will be kept under review.
Wider carbon savings and biodiversity net gain	Whilst the carbon footprint of the team is relatively small, our main impact is in relation to the circa 30% of carbon emissions from the District that that the Council has a wider influence over. The team is working hard to support the large scale delivery of zero carbon development through the roll out of district heating networks. The criteria for grant schemes to support economic recovery now have criteria which place carbon savings as an essential part of the decision making process. This part of wider efforts to support a green economic recovery and the achievement of clean growth. The Clyst Canopy project will result in significant additional tree planting. Protecting existing wildlife sites alongside bring forward the Clyst Valley

Regional Park proposals will both protect and enhance biodiversity.

## Section 7 – 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 measures are ineffective	Major	Unlikely	Annual monitoring reports
2. 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 and deployed
3. Failure to secure external funding	Significant	Unlikely	Team has a record of effective bid writing
4. Fall in CIL revenue for habitat regulations spend	Significant	Unlikely	Protecting the integrity of key habitats is a legal requirement
5. 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 8 - Equalities and safeguarding

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