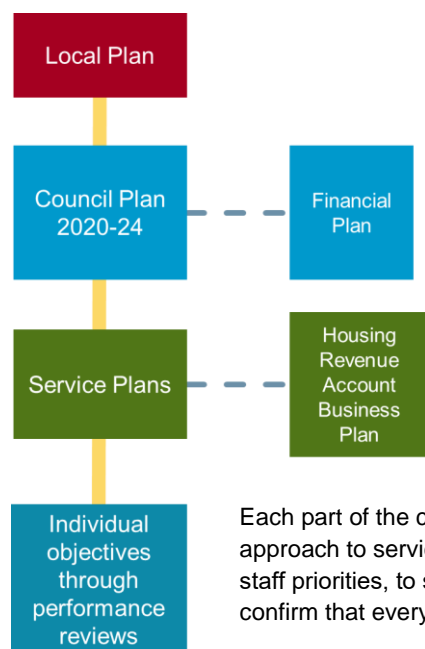


Growth, Development & Prosperity Service Plan 2023-24

Version 0.7

April 2023 – March 2024



Director:

Portfolio holders:

Service Plan Template 2023-24: Contents Page

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Notes for Director and Assistant Director/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 was formed in January 2020 to combine expertise across a range of disciplines including habitat mitigation, infrastructure delivery and economic development. A focus on achieving integrated social, economic and environmental outcomes and the delivery of sustainable development unites the team.

The Service is one of the smallest in the Council but benefits from a ‘can do’ attitude, a high degree of adaptability 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.

As part of reviewing the Service Plan the team undertook an exercise to create a word cloud that best described our purpose as a Service. This is shown below;



	<p>There are a number of key themes running throughout the work of the Service including enabling communities and businesses to prosper, developing ecosystem services and ensuring the growth of human and natural capital.</p> <p>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.</p> <p>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.</p> <p>As part of the review exercise team members were asked to create a word cloud of the values that they saw underpinning the Service. This is shown below;</p>
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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 collaboratively on opportunities for economic recovery through the Levelling Up and Community Renewal Fund.

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, subsequent increase in utility costs, constrained employment land/premises supply as well as labour market shortages have 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 our visitor economy through delivery of our Tourism Strategy for East Devon to the deployment of the 14 projects comprising our UK Shared Prosperity and Rural England Prosperity Funds.
- 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.

A number of areas are identified for increased emphasis in 2023/24 as follows;

- Delivery of Cranbrook town centre, following investment from the Enterprise Zone programme to acquire circa 4 acres of land. This will support the development of local employment, along with much needed leisure and community facilities.
- Opening of the Clyst Meadow Suitable Alternative Natural Greenspace in Broadclyst parish. This will be the first SANGS to be developed by East Devon District Council.

	<ul style="list-style-type: none"> • Ensuring delivery of the 14 projects comprising our cumulative £2.6m UK Shared Prosperity and Rural England Prosperity Funds. Ensuring all UKSPF and REPF projects achieve core outputs and outcomes in line with the UKSPF Investment Plan and REPF Addendum. • 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 particularly the second new community, and ensure high quality outcomes in terms of both the built and natural environment. • 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 passage of the Levelling Up and Regeneration Bill. The new Bidsmart approach will help us to approach funding bids on a more corporate basis with the support of SMT+. Securing external funding will also help to address the Council’s wider budgetary pressures. • 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. This includes the delivery of the district heating interconnector project with a capex of circa £30m, which will save carbon savings of over 17,000 tonnes per year.
How we deliver and ensure equal access	<p>Our projects are for the whole community and we work in an agile way to ensure to deliver services that meet people’s needs. 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>

How we compare	<p>The service comprises a wide range of expertise across a number of different disciplines. We take a holistic approach, drawing on the breadth of knowledge within the team, to deliver 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. All discretionary funds were deployed to best effect, working closely with a Cllr Panel to guide decisions. 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 tourism and retailing funded through the Welcome Back Fund and the Innovation and Resilience Fund was the recent recipient of the 'Future Ready' award in the Federation of Small Businesses South West awards.</p> <p>We recognise the financial challenges facing local government and adopt an entrepreneurial approach to addressing key issues. We have an excellent track record of securing over £30m of external funds and of bringing forward innovative solutions to key problems including investment in the delivery of district heating, new employment space and highway improvements. In turn this has helped to create the conditions for private sector investment to flow which helps to underpin business rate income for the Council. The team continue to make real progress towards achieving the vision of new communities 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 2022-23		
	<i>Briefly describe key achievements and what outcomes were created. This will contribute to annual reviews of our Poverty Action Plan, Health & Wellbeing and carbon reduction work.</i>	<i>Link to Council Plan priorities and other strategic objectives: -</i>
		<ul style="list-style-type: none"> • Greener East Devon • Better Homes and communities • A resilient economy • Poverty action plan • Health & wellbeing • Carbon reduction
1.	Additional Restrictions Grant (ARG) - A total of 1,175 ARG applications were approved, and £5,646,879 distributed to struggling local businesses.	<ul style="list-style-type: none"> • A resilient economy
2.	<p>Delivery of our £2.1m Innovation & Resilience Fund, supporting 51 local businesses to transform their operations, diversify their product/service offer, reduce carbon emissions and provide new, high value employment.</p> <ul style="list-style-type: none"> • 51 successful applicants. 47 (92%) were micro or small, including 9 sole traders • £2,082,918 of grants paid (£1m from EDDC and remainder from ARG) • £2.1m in volunteered match-funding, bringing total investment up to £4.2m • 103 new jobs and 11 new apprenticeships to be created • 36 businesses committing to launching a new product or service • 25% of funds to be spent on goods/services from other East Devon businesses 	<ul style="list-style-type: none"> • A resilient economy • Greener East Devon • Carbon reduction

Section 2 – Key achievements in 2022-23

3.	Development and publication of a new East Devon Tourism Strategy . This required close engagement with a range of industry partners. The vision for the sector includes a focus on developing a more sustainable and year round offer. The Strategy was adopted by Cabinet in September and has been promoted through wider communications and PR support.	<ul style="list-style-type: none">• <i>A resilient economy</i>• <i>Greener East Devon</i>																										
4.	Establishment of our East Devon Tourism Network – leading delivery of our Tourism Strategy objectives.	<ul style="list-style-type: none">• <i>A resilient economy</i>• <i>Greener East Devon</i>																										
5.	<div>Development and submission of our successful UKSPF Investment Plan, unlocking £1.8m of funding from DLUHC to deliver the following projects:</div> <table><tr><th>Project</th><th>Total Cost</th></tr><tr><td>Action on Poverty Fund</td><td>£139,452</td></tr><tr><td>East Devon Council for Voluntary Service</td><td>£180,000</td></tr><tr><td>Active Travel Fund</td><td>£200,000</td></tr><tr><td>East Devon Culture Programme</td><td>£95,000</td></tr><tr><td>East Devon Leisure Programme</td><td>£114,000</td></tr><tr><td>Net Zero Innovation Fund</td><td>£209,554</td></tr><tr><td>Sustainable Tourism Fund</td><td>£209,553</td></tr><tr><td>East Devon Towns Feasibility Work</td><td>£105,000</td></tr><tr><td>Business Support Programme</td><td>£190,804</td></tr><tr><td>Disability Employment Support Programme</td><td>£81,250</td></tr><tr><td>Retrofit Programme</td><td>£140,500</td></tr><tr><td>NEET Employment Support Programme</td><td>£59,397</td></tr></table>	Project	Total Cost	Action on Poverty Fund	£139,452	East Devon Council for Voluntary Service	£180,000	Active Travel Fund	£200,000	East Devon Culture Programme	£95,000	East Devon Leisure Programme	£114,000	Net Zero Innovation Fund	£209,554	Sustainable Tourism Fund	£209,553	East Devon Towns Feasibility Work	£105,000	Business Support Programme	£190,804	Disability Employment Support Programme	£81,250	Retrofit Programme	£140,500	NEET Employment Support Programme	£59,397	<ul style="list-style-type: none">• <i>A resilient economy</i>• <i>Greener East Devon</i>• <i>Carbon reduction</i>• <i>Poverty action plan</i>
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Section 2 – Key achievements in 2022-23

6.	<p>Development and submission of the Rural England Prosperity Fund addendum to our Investment Plan, seeking to unlock £850k of funding from Defra in order to:</p> <p>1) support new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy. This includes farm businesses looking to diversify income streams</p> <p>2) support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy</p>	<ul style="list-style-type: none"> • <i>A resilient economy</i> • <i>Greener East Devon</i> • <i>Carbon reduction</i> • <i>Poverty action plan</i>
7.	<p>Welcome Back Fund monies were utilised to help establish a shop local campaign in the run up to Christmas 2021. This was relaunched in the November 2022 including new material such as TikTok videos.</p>	<ul style="list-style-type: none"> • <i>A resilient economy</i> • <i>Carbon reduction</i>
8.	<p>The #EastDevonly campaign helped retail, hospitality and leisure businesses recover from the impacts of the pandemic. The district-wide marketing was developed by involving an array of local stakeholders throughout to deliver engaging campaigns that reflected changing government guidance.</p> <p>Outcomes: By the end of the campaign, evaluation showed:</p> <ul style="list-style-type: none"> • 50+ key local stakeholders involved • combined social media reach of 1.6m people • market value of 3,000 hashtag usages equated to £25k economic benefit • 36,000 website views – incredible for a new website in such a short period of time • strong engagement and positive feedback from residents and local businesses • Local MPs, councillors and businesses cited the benefits of collective promotion • EastDevonly has been hugely important to our local economy at a crucial time. We continue to support EastDevonly. It proved businesses joining together could achieve a greater impact, setting a precedent for the future business collaboration which went on to underpin our East Devon Tourism Strategy 	<ul style="list-style-type: none"> • <i>A resilient economy</i>

Section 2 – Key achievements in 2022-23

8.	Supporting local delivery of 13 Community Renewal Funded projects resulting in £700,000 spend across East Devon.	<ul style="list-style-type: none"> • <i>A resilient economy</i>
9.	Winning the Federation of Small Business SW Regional award for the Innovation & Resilience Fund and being shortlisted for #EastDevonly.	<ul style="list-style-type: none"> • <i>A resilient economy</i>
10.	Implementing the Bidsmart initiative to improve the coordination of bids for external funding and to ensure that resources are focused in such a way as to maximise the chances of success.	<ul style="list-style-type: none"> • <i>A resilient economy</i>
10.	The proposed investment in district heating interconnector project was considered by Cabinet in November 2022 Cabinet. This will help to deliver circa 12,000 homes to a low/zero carbon standard and is ultimately expected to save up around 17,000 tonnes of carbon per year. The project will now progress to procurement.	<ul style="list-style-type: none"> • <i>A resilient economy</i> • <i>Better Homes and communities</i> • <i>Carbon reduction</i>
11.	<p>The Routes for Roots programme achieved its goal to get people active outdoors despite the severe challenges posed by the pandemic. Highlights included</p> <ul style="list-style-type: none"> • 130 people planting 1,000 trees to restore an orchard, create 90m of new hedgerow and an acre of new woodland. This included 60 children from Broadclyst Primary School. Cranbrook held its first ever outdoor theatre; 280 residents attended and 4 pupils from the Education Campus performed. • With leadership from our art colleagues at THG, more than 100 children and adults came to a family fun day called "Unearthing Cranbrook's hidden stories". Storyteller Dave Oliver of Rattlebox Theatre brought the history of the 'Cranbrook archer' to life, enabling several classes from St Martins' Primary School to use tin to cast their own badges and understand how the Bronze Age came about. • 65 people enjoyed Co-bike rides exploring the Clyst Valley green lanes. 	<ul style="list-style-type: none"> • <i>Greener East Devon</i> • <i>Health & wellbeing</i>
12.	Four acres of land has been acquired in Cranbrook town centre , funded through the Enterprise Zone programme. This will enable the town centre to flex and adapt over time so that it can support an expected population of up to 20,000 people. A feasibility study for bringing forward a health and wellbeing hub has been commissioned in with support from the One Public Estate programme.	<ul style="list-style-type: none"> • <i>A resilient economy</i> • <i>Better Homes and communities</i>

Section 2 – Key achievements in 2022-23

13.	The first Local Development Order for a development site in the Enterprise Zone was adopted by the Planning Committee in October 2022. This will enable development of the Power Park site to come forward in a more agile and flexible way whilst maintaining standards in relation to quality and safeguarding in relation to the adjacent Airport.	<ul style="list-style-type: none"> • <i>A resilient economy</i>
14.	The masterplan for the Clyst Valley Regional Park has been shortlisted in the Plan Making Practice category of the national Royal Town Planning Institute Awards for Planning Excellence.	<ul style="list-style-type: none"> • <i>Greener East Devon</i>
15.	The Wildlife Refuge Areas on the Exe Estuary are in the fourth year of operation. Monitoring has illustrated 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.	<ul style="list-style-type: none"> • <i>Greener East Devon</i>
16.	10 hectares of land has been acquired in the Broadclyst station area to create a new area of Suitable Alternative Natural Greenspace . This will serve residents in the local area and will reduce recreational pressure on nearby internationally recognised habitats.	<ul style="list-style-type: none"> • <i>Greener East Devon</i>
17.	The first phases of the new Suitable Alternative Natural Greenspace at South West Exeter have opened. This will bring 17 hectares of new publicly accessible space.	<ul style="list-style-type: none"> • <i>Greener East Devon</i>
18.	The Devon Loves Dogs project has now been live for five 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 has now reached 1,000 people and continues to grow steadily.	<ul style="list-style-type: none"> • <i>Greener East Devon</i>
19.	Phases 1 and 2 of the Pebblebed Heaths Visitor Access Strategy have been completed with improvements including signage, drainage and car park surfacing. A new multi-user access trail has also been created.	<ul style="list-style-type: none"> • <i>Greener East Devon</i>
20.	The Long Lane improvement scheme has progressed to completion. This £4.5m investment through the Enterprise Zone programme will unlock the Power Park employment site and also deliver a new bus loop and pedestrian and cycling links.	<ul style="list-style-type: none"> • <i>A resilient economy</i>

Section 3 – Looking forward: what we will do in 2023-24 (service objectives)

This service agrees that it will undertake the work required under the Financial Sustainability Model adopted by Council in its Financial Plan in reviewing the service under the following 6 areas:

- System Thinking
- Digital Transformation
- Customer Access
- Performance Management Data
- Asset Management
- Income Maximisation

3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health & Wellbeing. (Carbon reduction activities see section 5 below)	Financial/ corporate resource	Lead Officers
<p>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;</p> <ul style="list-style-type: none"> • Employment sites • Economic development • Green infrastructure • Habitat mitigation 	Local Plans Team	Assistant Director, Delivery Manager, Economic Development Manager

<ul style="list-style-type: none"> • Zero carbon development • Energy • Delivery vehicles <p>In addition to ensuring a coherent sub-regional response by feeding in to responses to ECC and TDC responses.</p>		
<p>Lead on the development of the economic evidence base for the Local Plan. Develop a brief to commission a study covering the following:</p> <ol style="list-style-type: none"> 1) The quantum of employment land requirements including; <ul style="list-style-type: none"> • identifying future needs of the logistics sector • assessing cross provision and potential displacement from Exeter to avoid double counting • the provision associated with the second new community • addressing barriers to delivery 2) The contribution to achieving clean growth 	LABGI (£25k)	Economic Development Manager
<p>Lead the deployment of the UK Shared Prosperity Fund and Rural Economic Productivity Fund programmes ensuring;</p> <ul style="list-style-type: none"> ○ all UKSPF projects achieve core outputs and outcomes in line with the UKSPF Investment Plan ○ all UKSPF projects achieve key milestones on time and to budget in line with the UKSPF Investment Plan ○ all UKSPF reporting, monitoring and evaluation duties are completed on time and in accordance with DLUHC requirements 	£2.6m UKSPF & REPF allocations	Economic Development Manager, Economic Development Officer

<ul style="list-style-type: none"> ○ Year 3 Preparation: NEET Employment Support Programme. Support for young residents not in employment, education or training (NEETs) to improve their employment opportunities. 		
<p>Provide ongoing support to the East Devon Tourism Network. Enabling delivery of relevant Tourism Strategy objectives.</p> <ul style="list-style-type: none"> ○ Oversee and support the operation of EDTN ○ Ensure alignment with the Tourism Strategy ○ Monitor performance and procurement contract ○ Extend contract subject to satisfactory annual review 	UKSPF funding	Senior Economic Development Officer
<p>Engage with and provide support to the local business community so as to;</p> <ul style="list-style-type: none"> ○ Build sustainable and mutually beneficial relationship to support business growth ○ Facilitate local delivery of funded business support programmes ○ Champion key EDDC priorities, e.g. net zero, clean growth, connectivity, etc. ○ Provide strategic intelligence, policy and advice on business, employment and economy ○ Conduct research to inform economic development, strategic planning and Local Plan policy ○ Improve our understanding of the issues and experiences of local businesses through improved communication with their representative organisations 		Senior Economic Development Officer, Economic Development Manager

Strengthen our engagement with Place, Assets & Commercialisation Service to inform delivery of commercial landholdings (e.g. Hayne Lane Project Delivery Team).	Place, Assets & Commercialisation	Economic Development Manager
Continued support to planning colleagues through detailed consultation responses on planning applications covering issues relevant to the Service	Planning	Economic Development Manager, Economic Development Officer, Green Infrastructure Manager, Habitat Mitigation Manager.
Ongoing implementation of the Bidsmart initiative including lead coordination of relevant team of officers, driving improvements through a more collaborative, informed approach to identifying and responding more robustly to external funding opportunities with reference to the strongest supporting evidence	All Service areas External funding streams will be wide ranging including Lottery funding and through government agencies	Economic Development Officer
Support the Inaugural Axminster Gate to Plate event on 7 th October 2023, helping to ensure successful delivery, maximising local benefit and encouraging local adoption as an annual event.		Economic Development Manager
Record, support and report on all inward investment and local business land/premises enquiries received. Issues experienced in relation to constrained employment land and premises supply within the market to be fed back to Policy and Planning colleagues	Planning	Senior Economic Development Officer
Improve the handling of commercial premises/land enquiries by coordinating and amalgamating record keeping and enquiry handling by different teams to develop a single central database which all teams feed into, update and can report from.	Enterprise Zone, Revenues & Benefits, Place, Assets & Commercialisation	Senior Economic Development Officer, Delivery Manager

Support local business growth and inward investment by strengthening EDDC's active promotion of vacant/available employment units district wide.	Enterprise Zone, Revenues & Benefits, Place, Assets & Commercialisation	Economic Development Manager
<p>Ensure the delivery of inclusive growth and improved employment and skills outcomes for residents through;</p> <ul style="list-style-type: none"> ○ Negotiation and delivery of an increased number of Employment & Skills Plans aimed at improving access to training, higher value employment and staff development. ○ Supporting employers, especially those in sectors with the highest volumes of vacant roles, to deliver effective recruitment strategies and events. ○ Continued support for the work of Buidling Greater Exeter as founder members of the steering group. ○ Redundancy Response: 	S106	Economic Development Officer
Monitor and evaluate the impact of our Innovation and Resilience Fund (IRF). Ensure that beneficiaries have spent their grant funds in line with their Funding Agreements. Complete an evaluation of the local economic, social and environmental impact of the IRF.		Economic Development Officer
<p>Deliver the Clyst Valley Regional Park proposals including engaging with key stakeholders and the community;</p> <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/S106	Delivery Manager, Green Infrastructure Manager, Senior Communications Officer

<p>Deliver the Clyst Meadows SANGS including engaging with key stakeholders and the community;</p> <ul style="list-style-type: none"> • submit planning application for the site • work with Devon County Council to develop sustainable travel options to the site • implement delivery plan for the site • develop in perpetuity funding proposal for the site 	CIL/DCC	Delivery Manager, Green Infrastructure Manager, Senior Communications Officer
<p>Engage with landowners and other partners to implement the Clyst Valley Trail proposals including;</p> <ul style="list-style-type: none"> • Finalise alignment and delivery plan • Secure resources and funding • Raise public awareness of the Trail 	DCC/Highways England	Delivery Manager, Green Infrastructure Manager, Senior Communications Officer
<p>Deliver the South East Devon Habitat Mitigation Strategy including</p> <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	Habitat Mitigation Manager
<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"> • Procurement of the preferred HNIP scheme • Implementing the GHNF funded scheme (is application successful) for the Cranbrook Expansion areas • Developing a scheme to serve the second new community, including looking at a range of renewable energy sources. 	HNIP. GHNF, EZ, EDDC investment	Assistant Director, Delivery Manager

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	Assistant Director
<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	Delivery Manager, Assistant Director
Continue to develop the simplified planning regime in the Enterprise Zone area by bringing forward further Local Development Orders for Skypark and District Heating (extended). Undertake assessments of individual development proposals in terms of compliance with extant LDOs	Enterprise Zone/Site Owners	Project Manager Simplified Planning
<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"> • Represent the Council on the Sustainable Aviation Board • Support project development 	LEP/DCC	Assistant Director
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.	MTFP	Assistant Director

Raise the profile of the area by developing and implementing a branding strategy for the Enterprise Zone designation	Enterprise Zone	Senior Communications Officer
<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"> • Online and offline channels including issuing press release • Supporting consultation events and exercises <p>Providing advice and support on the use of social media</p>		Senior Communications Officer
Support the progression of the devolution deal negotiations through Team Devon, ensuring that the Council's interests are represented and key proposals are reported to Cabinet.	Team Devon	Assistant Director

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Delivery of Clyst Meadow SANG	Delivery of 10 hectares of new publicly accessible greenspace in close proximity to Cranbrook.	S106 + future CIL receipts will fund acquisition and endowment costs.
Link to Council Plan priorities	A greener East Devon	
Milestones	Due date	Lead officer
1. Public consultation on proposals	July 2023	Green Infrastructure Manager
2. Implementation of Phase 1 works	October 2023	Green Infrastructure Manager

3. Full opening	March 2024	Green Infrastructure Manager
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3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Delivery of Cranbrook town centre	Delivery of a vibrant town centre with a mix of uses which will ultimately serve a population of up to 20,000 people.	Mix of funding including One Public Estate and Enterprise Zone
Link to Council Plan priorities	Better Homes and Communities	
Milestones	Due date	Lead officer
1. Completion of feasibility study for Health & Wellbeing Hub	April 2023	New Community Manager
2. Public consultation on wider investment framework	June 2023	Delivery Manger
3. Agreement of delivery plan	November 2023	Assistant Director
3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
District heating interconnector project	Interconnector project will enable the bulk supply of low carbon heat so	Mix of funding including Enterprise Zone and Heat Network Investment Programme
Link to Council Plan objective	A greener East Devon	
Milestones	Due date	Lead officer
1. Completion of procurement exercise	July 2023	Delivery Manger
2. Award of contract	September 2023	Delivery Manger

3. Start of construction	November	Delivery Manger
3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Delivery of UK SPF and REPF programmes	Deployment of funds in line with agreed/amended Investment Plan through a wide range of projects.	Funding allocation from government (£2.6m)
Link to Council Plan objective	A resilient economy	
Milestones	Due date	Lead officer
1.Work with relevant project leads to evaluate outputs and outcomes of year 1 delivery	April 2023	Economic Development Manager
2. Recruit Economy Projects Assistant (using allocated UKSPF admin budget	April 2023	Economic Development Manager
3. Work with relevant project leads to oversee delivery of year 2 elements and associated spend for 8 SPF projects	March 2024	Economic Development Manager
4.Complete year 1 spend of Rural England Prosperity Fund (REPF) projects	March 2024	Economic Development Manager
3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Delivery of the Clyst Valley Trail	An approved delivery plan for the length of the trail.	S106, CIL, wider funding
Link to Council Plan objective	A greener East Devon	
Milestones	Due date	Lead officer

1. Agreement of delivery plan	September 2023	Green Infrastructure Manager
2. Planning permission for Mosshayne Lane section	September 2023	Green Infrastructure Manager

3.3 Service measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Responsible Officer for production of management information	Retain this measure (yes/no) or new
UKSPF/REPF spend	Annually	Cabinet	Tom Winters	New
Business Rate income in Enterprise Zone area	Annually	Cabinet	Naomi Harnett	Yes

Section 4 – Workforce Planning key findings and actions (see appendix for detailed Workforce Plan)	
Major demands impacting on the workforce have been identified as:	<p>Administration and monitoring of 14 UKSPF and REPF projects being delivered throughout 2022-2025. Economy Projects Assistant role will utilise the £75k UKSPF admin allocation specifically designed to support the staff costs of delivering, monitoring and reporting on UKSPF and REPF project delivery, funds expenditure and outcomes/milestones being achieved.</p> <p>Requirement to deliver Employment & Skills outcomes currently beyond the capacity of the existing team: Building Greater Exeter Steering Group input; Skills Advisory Panel/Chamber led skills partnership input; Greater Exeter Skills Partnership engagement and input; Negotiation, agreement and monitoring of Employment & Skills</p>

	<p>Plans linked to development at Exeter Logistics Park and district wide once our Local Plan is adopted (major resource requirement); Redundancy response; DWP liaison; Recruitment support to growing business and inward investors (inc.to our EZ); Schools/colleges liaison to promote higher value local employment (inc in transformational sectors and clean growth/retrofit); delivery of specific initiatives allocated through the Poverty Strategy Action Plan.</p> <p>Ongoing Project Management support to enable the development of infrastructure projects within the West End of the district. The team is has gained significant levels of external funding to support project development and delivery, Including HNIP funding for the district heating project; funding to support the development of Cranbrook town centre, along with the development of long term projects within the Enterprise Zone & Clyst Valley Regional Park. Additional Project Management support is required to ensure that the team are able to support the demanding programme of work.</p>
Major issues impacting on workforce supply have been identified as:	<ul style="list-style-type: none"> • Inability to recruit • Deregulation including in relation to protection of key habitats • Decline in wider collaboration/partnership working arrangements • Volume of work relative to resources/capacity • Engaging with public/communities will become increasingly important but is resource intensive
Priority workforce actions that have been agreed by the Service Management Team in liaison with their HR Business Partner are:	<ul style="list-style-type: none"> • Recruitment of Economy Projects Assistant utilising UKSPF admin allocation designed for this purpose • Recruitment of permanent Economic Development Officer – Employment & Skills

	<ul style="list-style-type: none"> Recruitment of additional Project Management capacity
The service Workforce Plan will be reviewed by the Management Team, in liaison with the HR Business Partner, on the following basis:	Review of capacity requirements going forward alongside progression of Local Plan review. This will have a particular bearing in terms of habitat mitigation activity and also what is needed to support the delivery of the second new community. The latter is subject to a £1m provision over a three year period in the mid-term financial plan. This review will need to consider whether additional communications resource and administration support is also required.

Section 5 – Carbon and resource use

5.1 Short term objective	Expected outcome	Resources required
Continuing reduction of carbon emissions associated with the day-to-day operation of the service.	The team has a high degree of awareness in terms of its environmental impact. Through the Work Smart exercise the carbon emissions have reduced by more than 60% compared to pre-pandemic levels. The target to reduce emissions by a further 20%.	To be confirmed.
Link to climate plan action plan	There are particular links to Objective 3 of the action plan including supporting sustainable modes of travel.	
Milestones	Due date	Lead officer

1. Completion of baseline exercise	April 2023	Assistant Director
2. Ongoing assessment of team activities (e.g. team meetings) and potential carbon savings	March 2024	Assistant Director
3. Stock take of carbon savings	March 2024	Assistant Director
Short term objective	Expected outcome	Resources required
Include a carbon calculator as part of the Bidsmart initiative.	To be able demonstrate the level of carbon savings associated with bids to secure external funding.	To be confirmed.
Link to climate plan action plan	This links to Objective 10 and considering the impacts of climate change on investment decisions.	
Milestones	Due date	Lead officer
1. Agreement of carbon calculator methodology	June 2023	Climate Change Officer
2. Incorporation of carbon savings in to Bidsmart dashboard	September 2023	Economic Development Officer
5.2 Long term objective	Expected outcome	Resources required
Clyst Canopy Project	Strategy for increasing tree cover to 30% through private investment	Mix of public and private finance – will depend upon preferred investment vehicle

Link to climate plan action plan	Supports objective 5 by identifying new sources of private investment for tree planting; objective 6 by carbon offsetting on our green spaces; objective 8 by progressing tree planting at scale within the CVRP; objective 9 by identifying where trees can deliver natural flood management	
Milestones	Due date	Lead officer
1. Complete landowner/investor engagement	April 2023	Green Infrastructure Manager
2. Bring strategy and final report to Cabinet	June 2023	Green Infrastructure Manager
3. Agree Implementation Plan and resources	September 2023	Green Infrastructure Manager
5.2 Long term objective	Expected outcome	Resources required
District Heating project	The interconnector project will decarbonise the existing Cranbrook/Skypark and Monkerton/Tithebarn district heating networks as well as making a major contribution to ensuring that the Cranbrook expansion areas are delivered to a zero carbon standard.	The total cost of the project is expected to be circa £30m and will require funds from the HNIP and Enterprise Zone programmes alongside s106.
Link to climate plan action plan	Delivering large scale zero carbon development in the West End is a key	

	objective in the Council's Climate Change Action Plan	
Milestones	Due date	Lead officer
1. Completion of procurement exercise	July 2023	Delivery Manager
2. Award of contract	September 2023	Delivery Manager
3. Start of construction	November	Delivery Manager

Section 6 – Risks

New/emerging risks consider with your team any new and emerging risks to be reported to the Management Information Officer.

Any current risks that are emerging as high risk should also be reported to the Management Information Officer.

- Loss of accumulated experience
- Deregulation particularly impacting habitat protection
- Prolonged recession and drop in living standards

Section 7 – Digital / Data Transformation

Digital and data are essential building blocks of a successful organisation. Digital transformation will enable teams to work in a more streamlined and efficient way, reducing duplicated work and automating manual processes, in support of our service plans.

Digital refers to a technology-enabled way of working that uses modern tools, technology and capability.

Data refers to digital information about people, things and systems.

Aims: Digital transformation will make accessing and delivering our services to the customer far quicker and simpler. To deliver a better service for our customers we require fast and efficient digital services, high quality data and skilled staff.

7.1 Current and ongoing digital/data projects

New websites for Devon Loves Dogs and Enterprise Zone

Name of project

UKSPF & REPF grants projects will require web based application/firmstep.

Centralised commercial premises/land enquiry database (with all relevant services/officers feeding into/updating this).

Promotion of vacant commercial premises in East Devon will be online.

Bidsmart.

Impact on service (low/med/high)

UKSPF & REPF forms: medium

Bidsmart: low

Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)

UKSPF & REPF forms: Tom Winters, Strata (typically one form developer)

Bidsmart: Tom Winters, David Martin

Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?

UKSPF & REPF forms: to develop two Firmstep application forms for the Innovation and Resilience Fund 2 and Culture, Leisure and Tourism Fund schemes. Using Firmstep will avoid the need for a paper-based solution, thereby streamlining the process for both the applicant and the appraiser.

Bidsmart: to develop an application form and dashboard outlining funding opportunities to the council and the status of current funding bids. Bidsmart will also help to bring officers with bid writing experience together to help assist on future bids. By streamlining the development and monitoring process of funding bids, we can help to maximise our chances of success, thereby supporting the council's financial sustainability.
Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project
UKSPF & REPF forms: the use of Firmstep forms for grant schemes has now become the standard practise for this type of scheme. Bidsmart: The development and integration of new Microsoft Teams and PowerBI tools will be the main source of development work.
Project start date (if applicable)
UKSPF & REPF forms: January 2023 Bidsmart: October 2022
Project end date (if applicable)
UKSPF & REPF forms: February-May 2023 (depending on any changes to the UKSPF spend deadlines) Bidsmart: January 2023