

ECONOMY AND DEVELOPMENT SERVICE PLAN 2010/13

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CONTENTS		
PART A:	PERFORMANCE IN 2009/10	SECTIONS 1 - 3
PART B:	PERFORMANCE MEASURES	SECTION 4
PART C:	PLANS FOR 2010/13	SECTIONS 5 - 13

Introduction to the Economy and Development Service

The Council's Vision is to achieve an "Outstanding and sustainable quality of life for everyone in East Devon." The Economy & Development service will have a significant role to play in delivering this vision in bringing together four areas of Council business directly related to the Council's priority of achieving "a thriving economy": Planning Policy, Estate Management, Economic Development and the New Growth Point Delivery Team.

Key outcomes for the service include:

- Deliver strategic economic and housing growth in the West End of the district
- Secure an increased supply of affordable housing
- Enhance the role of the market and coastal towns
- Improve accessibility to economic activity
- Secure effective and targeted regeneration in Exmouth and Seaton
- Overcome potential delivery constraints
- Support high standards of sustainable development
- Promote measures to deliver low carbon economic development
- Management of the Council's assets to deliver corporate priorities and services

The service is charged with the statutory responsibility to prepare the Council's Local Development Framework that will shape the development of the district over the next twenty years. The LDF will lead the place shaping agenda and will be a major policy instrument in securing housing in general and affordable housing in particular.

The Council's corporate strategy seeks to address some of the structural economic issues of a low waged economy and under representation in the knowledge based economy by a major programme of economic growth directed at the "west end" of the District; for example the Council is working with other partners to bring forward the Exeter Science Park in the District. The University of Exeter has a potentially important role to play in facilitating knowledge transfer to the wider economy. The Growth agenda includes a strategic employment site known as Skypark, together with the expansion of Exeter Airport and the

establishment of an inter-modal rail freight facility and distribution centre. Through the growth agenda in the west end of the District the Council will be expected to deliver significant job creation over the next ten years. This task will be made far more challenging with the recession and collapse of the property market. A major down turn in the residential and commercial sectors will impact negatively in the planned programme of delivery for the strategic housing and employment proposals.

A range of strategic and local transport infrastructure initiatives must be addressed to support the economic and social priorities of the Sub-region and District. Some are long standing such as: the expansion of air services to and from Exeter International Airport; the upgrading of the A30/A303 between Ilminster and Honiton; and improving the frequency and reliability of the Exeter to Waterloo rail services. A key transport priority is the resolution of the access requirements at Junction 29 of the M5 to serve the planned developments in the west end; it is vital to the economic development strategy of the sub-region that a solution is found to the provision of the access arrangements at this location together with ensuring the west end growth agenda is supported by co-ordinated transport investment and public transport facilities.

The provision of employment sites to meet local need at existing settlements is an immediate priority articulated by the local business community and failure to address this action has been a source of frustration. During a recession the successful interface of business and the Council's planning regime will be a priority.

The service will also have a key role in the place shaping agenda through the management of the Council's assets; the Council will use its assets within Exmouth and Seaton to support a programme of regeneration within these coastal towns. The Council is committed to supporting the visitor economy in these towns and is working with a number of partners to bring forward interpretation centres for the Jurassic Coast.

East Devon District Council holds a varied portfolio of property and building assets with an existing use/replacement value of £86.1m that brings in an income of £802,637 (excluding car parks). The management of this estate in accordance with the Council's Property Asset Management Plan is a key Council function.

A suite of documents provide the context, action plan, measures and supporting justification for much of the content of this service plan, they are:

- The Council's Corporate Strategy 2008
- The (Draft)Corporate Property Asset Management Plan 2009-12
- EDDC's Climate Change Strategy
- EDDC's Carbon Management Programme 2009
- The Local Development Scheme
- The Exeter and East Devon New Growth Point Programme of Delivery 2008-2011
- The Exeter and Heart of Devon Economic Development Strategy 2008-13
- East Devon Local Plan 1995-2011
- Devon Employment Space Strategy
- Devon Economic Strategy
- Regional Spatial Strategy
- Regional Economic Strategy
- Regional Housing Strategy
- Sub-regional Housing Market Assessment
- The Local Strategic Partnership
- The Regional Fund Allocation 2005
- Devon's representation to the SW regional funding allocation (RFA) 2009-2019

PART A: PERFORMANCE IN 2009/10

1. Key achievements in 2009/10

Priority 1 Affordable homes

1. Working closely with the Housing Enabling Officer in identifying a number of potential Council owned sites suitable for social housing development and working with selected Housing Associations, the Estates team has negotiated option agreements in respect of the following sites:
 - a) Bonners Glen, Axminster (8 houses and 4 flats currently under construction)
 - b) Rodney Close, Exmouth (14 houses and flats)
 - c) Holmdale, Sidmouth (11 flats)
 - d) Grove Road, Whimple (11 houses)
 - e) St Saviours, Ottery St Mary (2 houses)
 - f) Stowford Rise, Sidmouth (130 units)
2. Production of an interim affordable housing site position statement to promote provision of mixed affordable/open-market housing schemes in rural areas beyond Local Plan Built-up Area Boundaries.
3. Secured £6.3m capital Growth Fund Grant Funding to ensure early delivery of Clyst Honiton Bypass and the Cranbrook Multi-Purpose Building, the prerequisite transport and community infrastructure to deliver 1st phase of Cranbrook and up to 300 affordable houses.
4. Commissioned a Study Programme across the Growth Point and remainder of the district, providing key information on transport, utilities, social and community infrastructure together with site specific Masterplanning work, to inform the strategic and local planning of the area and implementation of housing and economic development sites.

Priority 2 Thriving economy

West End

1. Worked with public sector partners to Secure Outline Planning Permission for Exeter Science Park a high quality Science Park, comprising 76,450 square metres (m2) of business floorspace to include science-related offices with the potential for creating some 2,000 – 3,700 jobs up to 2030.
2. Worked with private sector developers to secure Outline Planning Permission for the Flybe Academy and 160 bed Hotel which will deliver up to 200 additional jobs.

Exmouth

3. In Exmouth, Officers have been working closely with colleagues at Devon County Council to bring forward a £3m enhancement scheme to The Strand; EDDC's investment in the scheme is £1million.
4. Consultants are being employed to produce a master plan and development brief for the town centre and estuary side.

Seaton

5. The Seaton regeneration programme has moved on significantly over the last year. In September, a resolution was made to grant planning permission for Tesco to bring forward a mixed use development on the former holiday camp – a significant part of the area identified for regeneration in Seaton. Negotiations with Tesco to grant an easement to enable a pedestrian right of way from the regeneration area to the Town Centre has been

agreed. This will provide a £1,955,000 capital receipt for the Council to commit to the delivery of a Visitor Centre and Cycle Hub, matchfunding towards the employment of a Town Manager and, a contribution of £80,000 to improved youth facilities at Elizabeth Road Playing Fields.

6.

Support to Small Business

7. The East Devon Business Centre continues to offer high quality serviced office accommodation to small businesses in the District on flexible terms. This year, the service has been further improved with the addition of Wi-fi broadband connection available for use by tenants and the general public. The importance of the contribution to the business community is reflected in the Centre's full occupancy at the time of writing.
8. The Estates Team continue to manage the provision of some 50 small industrial workshops to businesses in the community. Although turnover rates have been higher over the last year, through effective management, void rates have been kept low.
9. The East Devon Business Forum has benefited greatly from the organisational and administrative contribution from Council officers. The Forum provides a collective base for all business in the district and has contributed greatly to the Employment Land Review.

Priority 3 Safe, clean and green environment

1. Successfully secured a grant of £2.5m from the Homes and Communities Agency to provide funding for a combined heat and power plant to supply the energy requirements for Cranbrook and Skypark. This £2.5m grant will enable E-on to make a much larger investment to provide the energy centre. This will provide the first zero carbon volume house building green field development anywhere in the country.
2. Completed the production of the Green Infrastructure strategy for East Devon, Exeter and Teignbridge.
3. The construction of new sewage treatment plants at Waggs Plot, Axminster was project managed to serve 24 existing former Council houses (and enabling the construction of a further 4 social housing units). Responsibility now transferred to South West Water plc.
4. Project managements of replacement sewage treatment works at Taleford Villas, Ottery St Mary, to serve 23 former and existing Council housing stock, thus enabling the transfer of these works to South West Water plc.

Priority 4 Recycling

1. Terms have been agreed for the acquisition of a new refuse and recycling depot at Greendale Business Park. The new facility will enable the continued roll out of the Council's refuse and recycling programme.

Priority 5 Children and young people

1. The Council has transferred to the Town Council land at Elizabeth Road Playing Field and committed £80,000 to allow improvements in youth facilities for the Town.

Priority 6 Excellent service for our customers

1. New Growth Point web site created and monthly newsletter published to keep the public and property development industry informed of the progress being made to bring forward the strategic growth in the west end of the District.
2. The New Growth Point delivery team has taken an active role in communicating progress on projects within the growth point and sharing experiences and innovative solutions to private and public sector audiences through presentations, seminars, conferences etc. A great deal of positive feedback has been received by the team for this work.

Priority 7 An inspirational Council

1. Putting together a significant and innovative funding package with our partners to enable the strategic sites to come forward at least two years earlier than the market would suggest and to provide in the process an exemplar zero carbon energy solution that is changing the way the house building industry engages with the low carbon agenda.

2. Customer understanding and involvement in service design in 2009/10

Engagement	
Information gathered	Use in planning/designing service delivery
<p>East Devon Business Centre</p> <p>Casual hirers of the conference facilities at the East Devon Business Centre are invited to complete user surveys and the findings are as follows:</p> <ul style="list-style-type: none"> a) The rating of the facilities is considered to be good/excellent b) They have found the service that they receive from reception staff to be good/excellent. c) 100% of delegates attending courses would consider hiring the facilities for their own use. 	<p>The survey findings and comments received are used to ensure that the high quality standard of service is maintained.</p>
Benchmarking	
Information gathered	Use in planning/designing service delivery
<p>Assessment undertaken of comparative staff/resource issues in neighbouring administrative planning policy teams.</p>	<p>Inform staff requirements/future workloads in/for policy team.</p>
<p>Energy performance of buildings managed by EDDC or by LED is being benchmarked against national guidance provided by CIBSE.</p>	
Other	
Information gathered	Use in planning/designing service delivery
<p>The information gathered in the Issues & Options consultation exercise was assessed in 2009 and will be reported back to committee in 2010. The Issues & Options consultation event involved extensive public consultation.</p>	<p>Consultation responses will help inform the Preferred Options report for the Core Strategy.</p>

3. Performance review for 2009/10

Affordable housing and the Growth Point
<ol style="list-style-type: none"> 1. Delivery of affordable housing and house building in general has been poor. The number of houses completed as dropped to half of the output prior to the recession. The single largest site Cranbrook has failed to commence construction. And, largely as a consequence of this, the Council's housing land supply has fallen below 5 years. These issues are reflected in the Use of Resources letter from the Audit Commission. 2. The new community partners have not commenced implementation of Cranbrook due to the state of the economy. Throughout the country green field developments requiring significant infrastructure investment have been put on hold, with little prospect of development starting until 2012. 3. Non provision of affordable housing has largely been a factor of strategic planning policy requiring the bulk of all the Council's future housing being provided at Cranbrook, as a consequence non delivery at Cranbrook does not have a plan B, not by choice but as a consequence of regional and strategic planning policy.

4. The Council has made a significant initiative in putting together with the SWRDA a funding package of £29million that will enable the big ticket infrastructure costs to be met upfront, with a profile of payments that will assist the cash flow of the new community partners and with the benefit of £6m of grant address viability issues. The work, which has taken 12 months to put together, will enable the key infrastructure: the Clyst Honiton Bypass, the main local route, railway station and multi purpose building to start from April 2010.
5. The affordable housing package to provide 300 affordable dwellings in the first phase of Cranbrook is being negotiated with the HCA but is likely to be a significant sum in excess of £13m.
6. The performance of the Growth Point Delivery Team has been impressive and has been instrumental in keeping the whole of the growth agenda still largely on course, with the Flybe Academy being the first start on site in December of 2009.

LDF

1. Progress on the LDF has been slower than originally programmed in the Local Development Scheme. The Issues and Options document has been published and subject to public consultation and the Local Development Framework Panel has completed the testing of the strategic options for delivering growth; and a significant body of work has been completed by the Panel to enable the Council to engage in a public consultation to help in formulation of preferred Options during the Spring on 2010. The Infrastructure Study for the district has been completed and this will inform the LDF and provide the basic information for the development of a possible tariff and community infrastructure levy. A number of other key technical studies have also been completed and or commenced during the year including a Green infrastructure study and Sustainability Appraisal/Strategic Environmental Assessment. The strategic housing land assessment is nearing completion. Fundamentally progress on the LDF is dependent on capacity to complete the work and a modest staff complement is constrained in achieving a quicker turn around.

Regeneration

1. Exmouth and Seaton, two significant programmes of work are being developed and supported by a small number of key staff. Valuation and legal advice has been brought in as, and when, required to supplement the staff.
2. The Regeneration Programme Boards for Seaton and Exmouth are running successfully and provide a formal governance structure for the delivery programme. The support to the Boards is provided by the Service.
3. The funding of necessary advisors has come from the Council's Local Authority Business Grant initiative settlement. There is no base budget for property work of the nature of pre-development or investment opportunities. Therefore LABGI remains the only source of funding for the service to bring forward initiatives.
4. With the collapse of the property market, there was a disappointing start to the New Year when Asda Stores pulled out of discussions to invest in a scheme at Royal Avenue. However, Devon County Council has recently confirmed a commitment of £50,000 matchfunding to EDDC's commitment of £75,000 to commence masterplanning and development brief work in Exmouth. The aim is to create a masterplan for the town centre, with development briefs for two key strategic sites, which include land adjacent to the Exe Estuary and town centre car parks primarily in the Council's ownership. At the heart of the exercise will be engagement with the community to ensure that the result is soundly based on community aspirations. These development briefs will provide clarity on the most appropriate uses and locations to enhance the attractiveness of the town centre's retail area and as the market improves, the Council will be ready to go to the market with a clear indication of expectations. A tendering exercise has commenced to appoint a consultancy team to undertake the work due to start in February 2010. The results of the study will also inform the Local Development Framework (LDF) work currently being undertaken by East

Devon District Council.

5. Work to bring forward new schemes for the sea front at sites such as Elizabeth Hall, Orcombe Point and part of Beach Gardens has been hampered by title issues and a poor economic climate.
6. Partnership working with Devon County Council, Exmouth Town Council and Exmouth Town Management continues to be productive and consistent. The work of the officers feeds directly into the Exmouth Regeneration Programme Board.

Strategic Asset Management

1. The Council has now adopted a Corporate Property Asset Management Plan and work has commenced on its implementation. In particular, a review of the Council's car parks, the Knowle office accommodation and the Council's tenanted non residential property has begun.
2. This year has also seen the implementation of a pilot community asset transfer scheme as part of the Council's local ownership policy.
3. Staff resources within the Estates Team are a constraint to making greater progress with the planned programme; this is particularly so when a number of communities have a desire to transfer the Council's asset to them. Managing the day to day work programme of the Estates function, together with providing capacity for regeneration and asset management in on going challenge.

PART B: PERFORMANCE MEASURES

4. Performance measures

NI 185 Carbon dioxide reduction from local authority operations

2008/09 was the first year of submission of data under NI 185 which therefore represents the baseline against which future submissions will be compared. Data collected showed emissions from stationery sources of around 3,500 tonnes of CO₂. Emissions from transport amounted to just over 1,000 tonnes of CO₂.

NI 186 Per capita reduction in CO₂ emissions in the LA area

Data is not provided by individual councils for NI 186. Excluding Exeter, East Devon has the lowest per capita CO₂ emissions in Devon, at 6.8 tonnes per person.

NI 188 Adaptation to Climate Change

This indicator measures the extent to which local authorities are prepared to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment from a changing climate, and to make the most of new opportunities. For 2008/09 EDDC reported a Level 0.

NI 194 Air quality - % reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations

NO_x and PM₁₀ data was submitted as part of NI 185. However the DEFRA spreadsheet tool contained an error and thus the calculated totals were incorrect. The correct values are not yet known.

KIoE 3.1 Use of Natural Resources

The council is aiming for a Level 2 self-assessment for 2009/10. The council's ability to quantify its use of natural resources (energy, water and materials) and its impact on air, soil, water and biodiversity has developed significantly. Strategies to reduce impact are in place. In order to achieve a Level 3 the council would have to demonstrate success in its efforts to reduce impact on natural resources.

NI 154 - Net additional homes provided

This indicator measures the net increase in dwelling stock over one year. In the financial year ending 31 March 2009 there were 284 net additional dwellings completed in East Devon and added to the dwelling stock, none of these were at Cranbrook. The Devon Structure Plan (to 2016) annualised average requirement, excluding Cranbrook, is for completion of 330 dwellings per years.

NI 159 - Supply of ready to develop housing sites

The total number of net additional dwellings that are deliverable as a percentage of the planned housing provision (in net additional dwellings) for the 5 year period. The five year supply of deliverable dwellings in East Devon, as at 31 March 2010, is recorded in the LDF Annual Monitoring report as 1,100 dwellings in/at the PUA (at Cranbrook) and 1,769 dwellings in the Rest of East Devon. This equates to a projected 4.24 years supply.

NI170 - Previously developed land that has been vacant or derelict for more than 5 years

The Council provide a return to the Government (to the National Land Use database) on an annual basis. A site size threshold of 0.25 hectares or greater is used and returns for 31 March 2009 indicated two sites of previously developed land (or Brownfield sites) to have been vacant or derelict for more than 5 years. These are:

- Skypark (part of Exeter Airport) (Gross area – 48.5 hectares); and
- Otter Mill Switchgear site at Ottery St Mary (Gross area – 1.23 hectares).

It should be noted that information collection/monitoring processes for recording previously developed land are extremely rudimentary, and also the figure for Skypark includes concreted/hard standing areas that can be regarded as previously developed and grassed areas that should more accurately be recorded as Greenfield.

PART C: PLANS FOR 2010/13

5. Key issues to be faced in the next 3 years

Key issues	Start Date	End Date	Lead Officer
<p>Delayed start to Cranbrook. There is a clear risk that no house building may start at Cranbrook until late 2011. Therefore we have a number of strategic risks: Firstly, failure to provide affordable housing in any significant amount; secondly, pressure from developers arguing non completions at Cranbrook means we are under pressure to allow houses to be built elsewhere. The New Community Partners want a mixture of grant and a reprofiling of the 106 payments in relation to infrastructure to enable the volume housebuilders to open up Cranbrook. Regional Infrastructure Funding of £22m approved by SWRDA subject to conditions requiring provision of CHP. New Growth Point Grant funding of £6m approved by EDDC. There is a very good prospect that the funding package including grant for affordable housing will be sufficient to allow the developers to make a start on the infrastructure from April 2010.</p>			KH
<p>NGP Delivery Team After 2010 the NGP team will need to secure funding for their continued employment. SWRDA has signalled they will no longer be in a position to fund the team from revenue. Therefore, other than funding from the NGP fund a solution will need to be found this financial year. The work load issues arising from the funding agreements, including the HCA's £2.5m for the CHP are significant. The co-ordinating role and project management capacity to assist delivery will be difficult to absorb elsewhere in the Council.</p> <p>Funding required for the New Growth Point Delivery team amounts to £300,000* per year including salaries, accommodation and operating expenses.</p> <p>*figure excludes EDDC Planning staff working for the team.</p> <p>Supplementary staff resources from EDDC Planning Development and policy team have been reduced with Urban Designer's post frozen since 2009 and Major Projects Manager's post being reduced in hours. As well as having sufficient resources, it is critical that staff have the necessary skills and expertise to deal with the challenges faced during the implementation stage of</p>			KH

Cranbrook and other major developments			
<p>Regeneration In the absence of additional funding being found to invest in regeneration, the Council's work will have to be much more focused. In previous years the Council has sought to move forward development plans for the Exmouth sea front and estuary area. Recent European rulings make it clear that the Council would need to invest significantly in pre-development costs before disposing of opportunities to the market. The production of development briefs clarifying the Council's requirements will be essential. The absence of a funded capital programme makes it difficult to initiate plans for developing the sea front area. Consequently over the next twelve months the Council's effort will be concentrated on the production of a development brief for Exmouth town centre and the completion of the Strand enhancement scheme.</p> <p>In Seaton, the major land holdings for the regeneration area have been successful in obtaining planning permissions and therefore there is a good prospect that development will start in 2010. The Council has committed close to £2m towards the regeneration programme and the Visitor centre and cycle hub look likely to deliverable, likewise the expanded wetlands and improvements in youth facilities. However, a major plank of the programme is at risk, namely the provision of employment land at Harepath Road together with recreational playing facilities. Land ownership constraints and a lack of funding render a public sector intervention unviable.</p> <p>The Council's role over the next 12 months will be to complete the easement and property deal with Tesco's to facilitate a comprehensive development; and the delivery of the visitor centre.</p>			KH
<p>Impact of recession on business: The property market is still going through a difficult period; therefore the viability of all manner of projects will need to be kept under appraisal. Developers will be likely to consider hitherto standard 106 requirements as challenging the viability of projects. Long standing projects may be at risks in the short term. Town centre shop premises in coastal and market towns may experience a rising level of vacancies. When a number of vacancies are evident traders will expect the District Council to be doing something to help businesses. Significant intervention takes finance and time. Exmouth and Seaton at least have the benefit that potential schemes are close to emerging. Other</p>			NH

<p>communities have not had the same level of assistance and time.</p> <p>Individual firms will need assistance, either for sign posting to agencies that can help or direct assistance. EDDC's current capacity to assist is extremely limited. Should a major employer run into difficulty the demand for EDDC to do something will be dramatic and visible. EDDC has a choice, direct assistance or a supporting role. If the latter is the preferred route we ought to have clear arrangements spelt out. The current service is not geared up to a provide an interventionist role.</p>			
<p>LDF</p> <p>The production of the local development framework (LDF) will be a major challenge over the next two years. Key documents, including: the Core Strategy, Joint Area Action Plan with Exeter, and land allocation document will involve a significant work load and will be costly. The published time table is set out in the Local Development Scheme and is subject to annual monitoring report. South Hams and Plymouth estimate the cost of producing their LDF Core Strategy was over £1m.</p> <p>We will need to complete building the technical evidence base for the Core Strategy; the following studies have been commissioned/are in production and will inform the Core Strategy (and other LDF documents):</p> <ul style="list-style-type: none"> • Sustainability Appraisal/Strategic Environmental Assessment • Habitats Regulations Assessment <p>In addition there are further potential studies that may be required that with current staff resources cannot be produced in house, these may include:</p> <ul style="list-style-type: none"> • Rural Sustainability Study; • Functional Analysis of settlements; • Housing Viability Assessment; • PPG17 Assessment of existing and future needs for open space. • Technical evidence required to support Core Strategy production will depend on the ultimate form/content of the strategy and this is still to be determined. Other LDF documents will also require yet to determined evidence. 			<p>MD</p>
<p>Asset management</p> <p>The Council will need to evaluate the continued use of the Knowle as the Council's head quarters. As part of strategic asset management and the Council's carbon footprint the Council should investigate options for the delivery of its services, including relocating the</p>			<p>DB</p>

Council's offices.			
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6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the Use of Natural Resources and combating Climate Change are:			
<ul style="list-style-type: none"> • To further understand and quantify use of natural resources • To manage performance to reduce impact on the environment • To be able to demonstrate reduced impact on the environment • To develop a climate impacts profile 	2010	2013	DB
The main outcomes the service will achieve in 2010/13 as part of its contribution to Asset Management are:			
<ol style="list-style-type: none"> 1. Public Convenience Review 2. Knowle Office Review 3. Accommodation Review 4. Depot Review 5. Car Park Review 6. Public Open Space 7. Community Asset Transfer 8. Building user & accessibility surveys 9. Performance & condition of the existing estate <ol style="list-style-type: none"> a) Running costs b) Suitability (accommodation review) c) Review of capital projects (2010/11) 10. Tenanted non residential property (TNRP) Review 11. Data management 12. Performance management <ol style="list-style-type: none"> a) Performance measures 13. Financial Management <ol style="list-style-type: none"> a) Capital Programme links to AMP b) Whole Life Costing Appraisal 	2010 2009 2009 2010 2009 2010 2009 2011 2009 2009 2010 2011 2009	2011 2010 2011 2011 2010 2010 2011 2012 2011 2010 2011 2010	DB DB DB DB DB DB DB DB DB DB DB DB DB

<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to Risk Management are:</p> <ol style="list-style-type: none"> 1. Ensure the efficient and effective use of land and building resources. This will be managed principally through a rigorous asset management process. Continue to use the district valuer office to assist on major property negotiations and where necessary to employ external legal advice, as is currently the case with seaton regeneration; this can have financial consequences. 2. Delivery of the new community – Cranbrook. This will be achieved principally through the measures being taken by the Delivery Team; however the future of the team is not guaranteed beyond March 2011. 3. Production of the Local Development Framework (LDF), with the finalisation of the Core Strategy by the end of the 2010 for subsequent submission to the Secretary of State in 2011. Securing the resources available to support this work will need urgent consideration. 4. Adaptation of Council Services to climate change with the monitoring of the Council's Carbon Management Programme and the publication of a Climate Change Strategy. The lack of any budget to take any initiatives to develop both the strategy and to incentivise progress is a concern. 	2010	On going	DB
	2010	On going	FM
	2010	2011	MD
	2010	On going	DB

7. Key service objectives planned for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Priority 1 Affordable homes				
Complete 1 st Strategic Housing Land Availability Assessment – start 1 st review of SHLAA for completion by March 2011 (and annual review thereafter).	yes	2009	2010	Linda Renshaw
Work with developers, land owners and promoters of strategic development proposals to establish soundness of proposals to feed into assessment of preferred options for the LDF	yes	2009	2010	MD
Prepare draft consultation document (preferred options) with strategic allocations	yes	2010	2010	MD
Publish core strategy for the LDF and take to public examination (formal adoption likely in 2012).	yes	2010	2012	MD

Cranbrook – deliver first 300 affordable housing units within the first phase of Cranbrook (1000 dwellings)	yes	2011	2013	FM
Conclude a local investment agreement with the Homes and Communities Agency under the Single Conversation	no	Jan 2010	Dec 2010	KH
Seaton: prepare regeneration site for building works to be able to commence when the market turns around. Secure raising of ground levels.	no	Autumn 2010	2011	DB
Priority 2 Thriving economy				
Economic Growth in the West of the District				
Delivery of employment growth in accordance with Growth Delivery Plan: <ul style="list-style-type: none"> Commence site infrastructure on first phase of Science Park by summer 2010; and begin construction on first building by end of 2010. Skypark to have progressed to building works on site by 2011; Flybe Academy open before end of 2011 	yes			FM
Resolution of the way forward for delivering the Phase 2 access solution to the M5 junction 29/A30 improvements. <ul style="list-style-type: none"> Construction of the Junction 29 improvements in 2011 	yes			FM
<ul style="list-style-type: none"> Works commence on the construction of Clyst Honiton Bypass before the summer of 2010. 	yes			FM
Concluded the Regional Infrastructure Funding £22m to enable Cranbrook to start in 2010.	No		March 2010	KH
Facilitate delivery of a new railway station at Cranbrook with public transport provision to all major development sites.	On going			FM
Ensure the provision of sustainable forms of transport, walking, cycling and buses are integrated into the west end developments. <ul style="list-style-type: none"> Construction of the green bridge over the M5 at junction 29 by 2011 	On going			FM
Seaton Regeneration				
Lead the Seaton regeneration programme providing support to the Seaton Regeneration programme Board.	yes	On going		NH
Support the expansion Wetland Nature Reserve project through transfer of additional land.	yes	On going		DB

Deliver Seaton Jurassic Coast visitor centre and cycle hub, construction to commence on the building in 2010.		2010		DB
Provide £80,000 towards improving youth facilities in Seaton	yes	2010	2012	DB
Provide match funding of £45,000 to fund town manager post for three years.	No	2010	2012	NH
<p>Support the Exmouth & Seaton Interpretation Centre Board of Trustees for Jurassic Coast Visitor Centre project at Seaton through direct funding of £1.8 million of capital funding and project management of building.</p> <p>The E&SIC Board of Trustees is expected appoint a replacement for Tracey Guiry (project manager), and this post will be responsible for content (ie the exhibition and galleries), and the operational and business plans up to the launch. This post will be the key contact for the Board on the project.</p> <p>The major milestones for both projects are:</p> <ul style="list-style-type: none"> • To approve the Masterplan for the project prior to planning application March 2010 • To approve the Business and Operational Plans for the Seaton and Exmouth Visitor Centres by March 2010 (these plans are to be provided to EDDC by the Exmouth and Seaton Interpretation Centre Board of Trustees (E&SIC), to the appropriate EDDC meeting) • To receive funding from Tesco Plc by March 2010 for the Seaton Project (to enable Ward Williams to continue their project management as they are included in fees under this funding) • To received funding confirmation from DCC for the Seaton and Exmouth Projects by March 2010 • Achieve planning permission for the Seaton Visitor Centre by June 2010 • To approve plans for Cycle Hub construction and operation by June 2010 • To complete groundworks for Underfleet site by March 2011 • To complete construction of the Seaton Visitor Centre by August 2011. 	On going	2010	2011	KH
Exmouth regeneration				
Lead the regeneration programme for Exmouth and work with our partners at Devon County	yes	2010		DB

Council and Exmouth Town Council to successfully secure public and private sector investment in Exmouth <ul style="list-style-type: none"> Bring forward the implementation of key development sites identified in the Local Plan; securing investment in the town centre securing investment in sea front through management of the Council's assets. 		2010 2010 2011		
Support the Jurassic Coast Visitor Centre project at Exmouth, delivering with £500,000 investment from Devon CC a facility at Mamhead slipway.	yes	2010	2011	DB
Address the car parking shortfall in Exmouth Town Centre <ul style="list-style-type: none"> Identify solution through the development brief for the Town centre 	yes	2010	2013	DB
Support the Strand Gardens enhancement scheme through capital investment of £1million	yes	2010	2011	KH
Assist the bringing forward of additional employment land within Exmouth to enable both the provision of local employment but also to unlock key regeneration sites in the town centre <ul style="list-style-type: none"> Liverton business park phase two Identify a further strategic employment site through the LDF 	yes	2010		NH
Economic Growth Generally				
Conclude a local investment agreement with the Homes and Communities Agency under the Single Conversation	no	Jan 2010	Dec 2010	KH
Support Tourist Information Centres with rents and NNDR costs (£33,400)	yes	On going		NH
Use opportunities provided by the Local Authority Business Growth Incentive Scheme to reinvest in economic development initiatives. Explore the potential to bring forward managed workspace provision identified in the Devon Employment Space Strategy for Axminster, Exmouth, Honiton and Seaton.	yes	On going		NH
Continued support to the East Devon Business Centre at Honiton.	yes	On going		NH
Support the redevelopment of Axminster's Webster's Garage site for retail led development through estates role in relation to the Council's	yes	2010		DB

key land interest.				
Estates				
Implementation of the Asset Management Plan including <ul style="list-style-type: none"> Review of the council's accommodation. 	yes	2010		DB
<ul style="list-style-type: none"> Review of tenanted non residential property (TNRP) 	yes	2010		DB
<ul style="list-style-type: none"> Assistance to Housing Service in delivery of new affordable homes on Council held land 	yes	2010		DB
<ul style="list-style-type: none"> Review of the Council's Depots 	yes	2010		DB
<ul style="list-style-type: none"> Review of Car Parks: The car parks owned and managed by the Council provide a significant contribution to the revenue budget (£2.9m 2007/08). The car parks are to be reviewed in terms of their on-going revenue provision, maintenance, purchase of additional car parks and potential to otherwise support regeneration projects through disposal. 	yes	2010		DB
<ul style="list-style-type: none"> Public Open Space: Review of acquisition, disposal and management of public open space to ensure clear guidelines are put in place. 	yes	2010		DB
<ul style="list-style-type: none"> Community Asset Transfer: Establishment of clear procedural policies. 	yes	2010		DB
Priority 3 Safe, clean and green environment				
To continue to monitor progress towards the targets contained within the Carbon Management Plan and to progress projects identified as helping towards those targets.	No	2010	2013	D Berry
To support and guide the introduction of the Sustainable Procurement Strategy	No	2010	2013	D Berry
To continue to monitor progress on actions contained in the Climate Change Strategy.	No	2010	2013	D Berry
To monitor progress on actions contained in the Use of Natural Resources and Climate Change	No	2010	2013	D Berry

sections of service plans across all services.				
To monitor developments under the Carbon Reduction Commitment to ensure that the council undertakes appropriate action (currently this means submitting an information disclosure as electricity consumption is below the required threshold).	No	2010	2013	D Berry
To take account of the Green Fleet Review in order to update the Green Travel Plan with the target of reducing carbon dioxide emissions from transport by 45% by 2014.	No	2010	2010	D Berry
To meet criteria for achieving Level 2 under NI 188 (adaptation to climate change) by undertaking a comprehensive risk based assessment of vulnerabilities to weather and climate. In its role as community leader, the council also needs to work with the LSP to identify major weather and climate vulnerabilities that affect the delivery of the LSP's objectives	No	2010	2010	D Berry
To meet criteria for achieving Level 3 under KIoE 3.1. In particular this means being able to demonstrate the success of initiatives to reduce use of natural resources.	No	2010	2011	D Berry
To continue to work with the Devon Climate Network to share knowledge and experience around climate change mitigation and adaptation	No	2010	On going	D Berry
Priority 7 An inspirational Council				
The provision of the Country's first volume housing zero carbon housing development at Cranbrook as a demonstration of Cranbrook's status as a prototype eco-town.		2010	2012	FM

8. Service transformation in 2010/11

Changes to the service in light of the service transformation exercise	Lead Officer
<p>Economic development, tourism, and regeneration</p>	
<p>The Economic development budget has been reduced by 75% since 2005. In 2005 economic development was identified by members as a low priority and the Council pursued a clear exist strategy for the service, i.e, the number of staff and budgets were reduced. Since then the economy has been plunged into a deep recession, the economy has been identified as a top Council priority and the expectations surrounding the potential of East Devon to contribute to the performance of the sub-regional and regional economy has been firmly established. Therefore, ordinarily it would be reasonable this year to contemplate an increase in the budget to recognise the change in priority. However, the draft budget envisages a potential reduction in the budget. The main areas that this will impact are discussed below:</p> <p><u>Economic Development - Stimulating Investment</u></p> <p>EDDC does not have a programme addressing branding and managing inward investment inquiries. EDDC works mainly through the Exeter and Heart of Devon partnership where we provide collaboration funding of £16,000. A reduction in this budget will undermine the credibility of the Council's position as a partner in the Exeter and Heart of Devon Economic Partnership and erode the Council's effectiveness as an economic development service. This needs to be understood in the context where Devon regularly monitors its branding and is clear about the Devon brand. Exeter is also clear about the Exeter brand and has identified its unique selling point in the Devon and South West economy; there are differences of emphasis and substance. Exeter has good working relationships with commercial agents and a thorough understanding of local inward investment issues. Exeter supports and promotes a commercial property database helped funded by contributions from East Devon. Planning policies to facilitate and support development and investment are subject to tensions. Most authorities have regular contact with commercial agents in the area. Business perception of the planning services in East Devon can be negative. The Council is becoming a reactive service dependent on others, rather than as a shaper of the Council's own economic agenda. The potential reduction in the East Devon Business Forum's budget adds weight to this position, ie lack of a clear East Devon Economic agenda.</p> <p>The government is introducing legislation to require all upper tier and unitary authorities to undertake a local economic assessment. District councils will have a duty to co-operate with county councils in preparing these assessments. A decision has to be taken on what level of economic profiling is required to develop strategies and interventions at the local level and within the sub-region.</p> <p>Currently EDDC contributes £8,000pa to Exeter City Council towards producing the "Economic trends." Whilst EDDC could reduce or remove this funding, the cost to the District in setting up its own research basis would be greater that the current cost of £8,000. In the absence of this research and statistical data the Council is entirely reliant on other authorities.</p>	<p>NH</p>

<p><u>Business Formation and survival</u></p> <p>The provision of locally managed workshops/premises is an important part of the economic development service; indeed, it may be the primary form of past intervention and the most visible form of business support. The costs of bringing forward sites and accommodation in the future will be a challenge particularly in difficult economic times. There are two very different offers: relatively inexpensive fit for purpose industrial/business units for the rural and market town offer; City and growth areas provision of up market accommodation linked with the knowledge based economy with potential links with innovation and Higher Learning.</p> <p>The Devon Employment Space Strategy identified potential for managed workspace accommodation at Axminster, Exmouth, Honiton and Seaton. The Council has options in this area:</p> <ul style="list-style-type: none"> • Option 1: EDDC continue to provide managed workspace, such as Honiton and support through the regulatory processes and with investment; • Option 2: EDDC to come out of the business of providing managed workshops and business units. <p>The Council does not have within the base budget funding to take this area of work forward, but the Council does have LABGI funding that could be used to explore this type of work. However the capital funding implications would need to be addressed. On the basis that the Council wishes to control all spending then no work would be done to bring forward managed workspaces.</p>	<p>NH</p>
<p><u>Raising Skills and reducing worklessness</u></p> <p>Devon County Council has a programme of initiatives aimed at raising skill levels and works with partner agencies addressing barriers to work; improving basic skills and employability; encouraging local recruitment and developing opportunities; raising educational attainment and higher level skills and supporting workforce development. The establishment of local employment and skills boards reflects the desire of district councils to also play a role in this agenda Exeter City Council through the Exeter and Heart of Devon Employment and Skills Board has secured some funding to develop an initiative that will support work in the growth area. The Council has no track record of funding this area of work traditionally seen as a county and regional agency function. Malcolm Florey as business champion sits on the Employment and Skills Board and he together with the Rural Champion, Philip Skinner are beginning to shape the scope of work required for East Devon embracing the Innovation agenda and the needs of East Devon. EDDC's role is largely about articulating needs of the community and this is being done through the member champions.</p>	<p>NH</p>
<p><u>Increasing environmental sustainability</u></p> <p>Sustainability is a key economic priority for the region and county. Responsibility for driving the sustainability agenda at the County Council sits within the same directorate as Economic Development. Many County authorities locate sustainable development within the same directorate but not necessarily within the economic development service. East Devon's economy and development service is responsible for the sustainable agenda. The green economy will be a sector of the economy we in Devon wish to develop in the future. However, in</p>	<p>DB</p>

<p>the absence of a budget or staff capacity the benefits in locating carbon management and climate change within this service is minimal.</p> <p>EDDC's role has been lead through the New Growth Point delivery team to deliver an exemplar project. The delivery team has successfully secured £2.5m from the HCA to provide a CHP to deliver zero carbon housing at Cranbrook; sited at Skypark it will provide the means to drive the low carbon agenda in terms of business development.</p> <p>The Cost to the Council in taking forward the carbon management programme and wider work on climate change is £20,000 pa; this represents some £11,000 of salary cost for a part time officer post. This last year the whole of the £20,000 was paid back by grant. The potential budget reduction of £10,000 will remove the budget for any initiatives. Leaving the salary cost for the part time office in place. The role of the officer will therefore be one of coordinating, monitoring and championing the carbon management programme action plan.</p> <p>The largest areas of the Council responsible for carbon production are located within the Communities directorate: housing, leisure and street scene which includes the Council's property assets. There is therefore merit in moving the responsibility for the carbon management programme into the Communities directorate, possibly within the Property services function of the Street Scene Service.</p>	
<p><u>Increasing business formation and survival</u></p> <p>In the past the Council has worked with Business Link and local partners to ensure that an effective range of local business support services and facilities are in place. These aim to increase the rate of business start-ups, support business growth and help to create a climate of entrepreneurship. They support businesses by providing advice, facilities and the services they need in their early stages of development. They also often advise businesses to minimise their energy consumption and reduce their impact on the environment.</p> <p>EDDC currently provides Business Support and Advice through West Devon (BIP) at a cost of £40,000; we also provide industrial sites and the East Devon Business centre. Whilst supporting business with advice is a net cost, managed workspace can produce an income, e.g., Riverside Workshops Seaton produce an income of £78,500. There is a business case to invest in industrial development within the district. Currently the Council's industrial stock produces a better income than we would get from investments in the bank.</p> <p>The draft budget would potentially remove all funding from business support; we would therefore be essentially out of this work. Businesses would have to contact Devon County Council, or their bank manager.</p>	NH
<p><u>Planning Policy</u></p> <p>The Planning Advisory Service commenting on the progress with the LDF commented on the resources available to the LDF as follows:</p> <p><i>“Urgent work is needed to consider the resources available for the LDF particularly in the context of the council reviewing its budget for next year and achieving efficiency savings and the growth point funding which is only guaranteed until March 2010.”</i></p> <p><i>“D1 The planning policy team is a very small team. In addition to the planning</i></p>	MD

policy manager, there is a team leader, one senior planning officer and two part time senior planning officers. One of the part time senior planning officers has been on maternity leave for the whole of 2009. The establishment also has an additional planning officer post but this has been vacant since he left in mid 2008. The team has therefore been 1.5 staff down for the whole of 2009 and with these posts frozen has been unable to recruit temporary or permanent replacements. There is the equivalent of one full time administrative post but there is no technical support so that planning officers spend much of their time doing a technician's role e.g. GIS and spreadsheets and this leaves even less capacity for professional planning work. The Council is looking to make 10% cuts across all budgets for 2010/11 and there is concern that this will impact even further on the team.

The policy team had sought in April 2009 to second staff from development management and made a formal request for three staff to undertake work for a 4 month period but this was not forthcoming and they had used consultants instead who have now left. The fact that the development management staff are in a separate directorate made the secondment of staff more difficult to achieve and it is not clear that there is sufficient importance given to the core strategy corporately to ensure that sufficient resources are allocated to the LDF. The team has used officers in the Growth point team established in 2007 as far as possible but with funding guaranteed only up until March 2010 this is also uncertain. There is a very small budget for the development of the evidence base which has delayed the commissioning of studies.

D2: With the Planning Policy Manager due to retire in 2010 and the uncertainty about local government reorganisation and the proposals for a single unitary authority for Devon the Policy Manager has stepped aside from day to day management in order to ensure succession planning and his role is now shared with the team leader. The officer leadership of the LDF has not always been clear to those outside the team.

D3: The management of the programme is ad hoc with no project and resource planning and significant slippage has occurred. No resource assessment has been done and there is no detailed project plan or individual work programmes so that priorities can change without much warning without the knock on consequences being established. The current timeline is for the 'preferred options' report to go to members in early 2010 but with many of the evidence studies still to be completed and evaluation to be undertaken it is not yet clear whether the time line is deliverable"

Assuming that no additional staff resources are invested in the Planning Policy Team, and previous posts identified on the establishment are lost in the process of meeting the Budget reduction target, then the merger with Development management represents the single most effective way of bringing resources to the task of producing the LDF. There is considerable benefit in bringing Planning Policy together with Development Management from the point of view of utilising additional capacity and skills possessed by development management staff.

Whilst the Planning Policy Team is identified under the draft Economy and Development Service Plan for 2010/11, the intention will be to reflect the work of the Planning Policy Team as part of the Planning Service.

The Planning Policy team currently has a projected availability of funds for the 2008/09 to 2010/11 period of around £186,000 (excluding staff wages and incidental expenditure items, e.g. printing and stationary). It is estimated that, as a minimum it will cost at least this amount to produce and take the Core Strategy through examination and to adoption. There would, on this basis, be no money available to pay for studies needed for production of other LDF documents or to take other documents through examination (including Planning Inspectorate costs).	
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9. Customer understanding and involvement in service design in 2010/13

Engagement			
Action	Start Date	End Date	Lead Officer
There will be major public consultation exercises for the regeneration work at Exmouth; and for the LDF Core Strategy.	March 2010	Dec 2010	DB & MD
Equality			
Action	Start Date	End Date	Lead Officer
The planning policy work that feeds into the LDF will be subject to equality impact assessments	2010	2011	MD

10. Joint working – opportunities to share services and work in partnership in 2010/13

Opportunities to share services in 2010/13	Start Date	End Date	Lead Officer
Corporate Director will be shared with Exeter City Council	1 st April 2010	31 December 2009	KH
Partnering opportunities in 2010/13			
	Start Date	End Date	Lead Officer
New Growth Point constitutes a formal partnership with EDDC, the Government, Devon County Council, Exeter City Council, Teignbridge DC, and SWRDA	On going		KH
Exmouth town management is an on going partnership with Exmouth Town Council, Devon County Council, private sector business and East Devon DC	On going		NH
Seaton town management, a formal partnership is expected to be entered into with seaton Town Council, East Devon DC and Tesco's to provide funding for a town manager position for three years.	2010	2012	NH
The Exeter Science Park is a formal partnership between EDDC, Devon CC, Exeter CC, SWRDA, the University of Exeter, and the Met Office; the partnership became a company in 2010.	2008		KH
The Jurassic Coast Visitor centre projects' constitute a formal partnership with Devon CC, the Seaton and Exmouth town councils and the District Council.	2008		KH
Exeter and the Heart of Devon Economic Partnership is an economic partnership of EDDC, Exeter CC, Devon CC, Mid Devon DC and Teignbridge DC which meets regularly to progress economic development under an agreed 5 year strategy document.	On going		KH

11. Workforce Planning for 2010/13

Headcount	
What is the current headcount in your service?	18.94 (FTE)
Is the headcount likely to significantly change in the next three years? If yes, how?	From 2010 the NGP delivery team will not be guaranteed funding from SWRDA. Currently some £200,000 pa is secured from SWRDA for the delivery team. Therefore, the continued funding of the team will have to be addressed as a priority in the coming financial year.
Which key post holders are likely to retire in the next three years? Is there a succession planning strategy in place for this/these post(s)? If not, how would you fill this/these post(s)?	John Maidment from April 2010 Matt Dickins has assumed management role for the Planning Policy Team over the last twelve months to ensure a smooth succession. Rob Speers, Senior Estates Officer, retires post 2011. No succession planning has been formally prepared but part of the reasoning behind creating a graduate position in 2008 was to provide career progression and succession when Rob retires.
Recruitment and turnover	
Which posts have you found it difficult to recruit for?	N/A
What action are you taking to help fill posts which are difficult to recruit for?	N/A
Have you put market supplements in place for these posts?	N/A
What is the current turnover for the service?	Nil
Skills Development	
What skills gaps exist in the service and what skills need further development?	Urban design skills, post deleted when last post holder moved on in 2009. Lack of statistical and research resource and GIS role, a key skills required by policy and estates to underpin the economic role and wider roles. We get by on sharing data with Exeter and Devon and when required employing consultants to produce the data. This is normally required when a planning appeal requires us to produce the hard data. Shortage of senior commercial valuation advice – currently we are addressing this through LABGI funding to employ the DV to support the Principal Estates Officer.
Have you undertaken succession planning within your service?	Yes – Planning Policy Manager
Have you and your managers put in place specific training plans for individuals to assist the succession planning process, for instance, special training for high potential individuals?	yes

Workforce Development priorities	
<p>What are the main Workforce Development priorities for the service in the next three years? <i>(This might include specific corporate or professional training, training for staff in partnership working, systems reviews, sharing service provision with other councils, individual training plans for succession planning.)</i></p>	Performance management for managers and senior staff.

12. Review of Action Plan in response to the Best Councils Survey findings and, if appropriate, Happy, Healthy, Here Audits

Action	Progress
Use team meetings to share regular updates on progress against plans and priorities at a team and directorate level	embedded
<p>The following staff meetings will be held:</p> <ul style="list-style-type: none"> • Weekly meeting at beginning of week to capture main issues for the week. • Section meeting once a fortnight to address SMT/DMT and corporate issues • (Once a month the director will attend) • Monthly meeting with Policy and Delivery Team • 1:1 for every member of staff <p>LDF work programme meeting monthly</p>	embedded
Ensure that staff receive clear project briefs and that project reviews are built in at a level appropriate to individual staff	Work needed to embed this in the culture of how we perform
Consider using a project management approach to agree outcomes, clarify responsibilities, identify tasks and resources and to help manage deadlines	Progress has been made especially in the Delivery team, but key project manager post will become vacant. Work still needed in Planning Policy
Review areas of work that can be stopped or minimised.	This has been done but this exercise will Need repeating
Ensure managers understand their responsibilities in terms of duty of care	Done
<p>Consider using national and regional guidance to provide suite of documents to provide proactive guidance for DM</p> <p>Library of documents for DM to refer</p>	Little Progress due to work load priority for the Planning Policy Team
Managers should help staff to prioritise work and to review work load in 1:1 sessions	Done
Managers to familiarise themselves with their 360 feedback and adjust feedback to the character of individuals and team	Done

13. Budget underpinning the Service Plan in 2010/13

	2010/11	2011/12	2012/13
Total Budget Requirement Revenue	£ 000's	£ 000's	£ 000's
Gross Expenditure	3,658,770		
External Income	(2,984,320)		
Internal Support Service Charges	583,830		
Internal Income	(469,110)		
Capital Charges	34,890		
Net Budget	824,060		
Additional spending/Transfer of resources			
Additional spending/Transfer of resources	2010/11	2011/12	2012/13
The Strand enhancement scheme (capital)	£500,000 cap		
Growth Point Delivery Team, funding ends in 2011.		£300,000	£300,000
The Planning Policy team currently has a projected availability of funds for the 2008/09 to 2010/11 period of around £186,000 (excluding staff wages and incidental expenditure items, e.g. printing and stationary). It is estimated that, as a minimum it will cost at least this amount to produce and take the Core Strategy through examination and to adoption. There would, on this basis, be no money available to pay for studies needed for production of other LDF documents or to take other documents through examination (including Planning Inspectorate costs).			