
Draft Action Plan

Actions are listed under strategic objectives and the role of the main partners is identified as follows:

- Direct Delivery (D)
- Regulatory (planning) (R)
- Support (S)
- Funding (F)
- Leadership (lobbying) (L)

Suggested targets/outcomes are also listed which may change as circumstances dictate.

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.1 Provide the right environment for business			
1.1.1 Use the Local Development Framework as a vehicle to ensure a timely and adequate supply of employment space is provided	Planning (R)	SWRA (S) SWRDA (S) GOSW (S)	Per 1.1.3
1.1.2 Integrate land-use planning with the opportunities presented by new investment in infrastructure	Planning (R)	DCC (S & F) SWRDA – RIF (S) Highways Agency (S)	Per 1.1.3
1.1.3 Pursue delivery of sites in accordance with Devon Employment Space Strategy 2008 In particular those sites requiring intervention either from: a) Change of planning and/or b) Funding	Planning (R) Acquisition, infrastructure provision and/or grant assistance (D & F)	SWRDA (D & F) English Partnerships (EP) (D) Priority Sites (D) DCC (F) Utilities (F)	57.5 Ha of employment land available 2008-11
1.1.4 Seek to establish network of serviced Business Centres across the sub region In particular in the following locations: • Honiton • Exmouth • Newton Abbot • Tiverton	Identify sites and seek funding assistance to deliver (F)	SWRDA (F) EP (D & S) Priority Sites (D & S) Highways Agency (S)	At least 2 serviced centres of 1,000m ² by 2013

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.1.5 Progress development of Skypark	Planning (R)	DCC (F) JV Partner (D) Highways Agency (S)	Planning application by August 2008 Development of 37 Ha land by 2015
1.1.6 Seek to ensure the effective use of the Intermodal Freight Terminal (Exeter Gateway) addressing the issue of lack of demand for rail haulage	Feasibility (F) Planning (R)	DCC (D) Network Rail (F) Hauliers (S) Highways Agency (S)	Planning – Aug 2008 68,000m2 floorspace by 2013/14
1.1.7 Continue to ensure all planning permissions make maximum use of the opportunities to promote sustainable economic development presented by Section 106 and other conditions, including links to local labour and skills training	Planning (R) Coordination (D)	Developers (D) Job Centre+ (F) Colleges (F)	Programme of agreements established linked to local labour and skills training
1.1.8 Continue to mobilise cross-sector partnership support for targeted inward investment opportunities (as was achieved with the Met Office re-location)	Marketing (F) Coordination (D)	DCC (S) Chambers of Commerce (S) Exeter University (S) Met Office (S) SWRDA (S)	At least 1 major inward investment secured by 2013
1.1.9 Continue to encourage and support regional businesses to trade internationally	Signposting (S)	Business Link (D) Enterprise Agencies (D) SWRDA (F)	Increase in earnings from international trade

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
1. Successful and Competitive Businesses			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.1.10 Work with partners to secure adequate and consistent funding for the creation of an integrated business support, advice and training framework across the sub-region for small and medium sized enterprises	Potential funding support (F)	SWRDA (S) Business Link (F) Enterprise Agencies (F & S) Learning & Skills Council (D) Local FE Colleges (D)	Increase business start ups from x in 2006 to y by 2013
1.1.11 Provide advice and support to potential new businesses and smaller and medium sized enterprises including signposting to premises and business planning advice via Exeter Business Support Service www.exeter.gov.uk/support	Funding (F) Signposting (S)	Business Link (D) Exeter City Council (S) University of Exeter (S) Peninsula Innovations (D)	Convert 5% of enquiries received pa (over 1500 in 2007) into new businesses
1.1.12 Continue to provide an appropriate monitoring and 'aftercare' relationship with indigenous and investing organisations to help secure their long-term future in the region	Economic Development Officer services (D) Signposting (D)	Business Link (F & D) Enterprise Agencies (D & S) Learning & Skills Council (D) Local FE Colleges (D)	Improved business survival rates
1.1.13 Encourage agricultural diversification and re-use of buildings for rural enterprise: assess and identify opportunities, suitable occupier types and the economic and planning implications; and assisting in access to new RDPE funds if necessary	Promote and fund studies (F)	Devon Rural Renaissance (D, F & S) DCC (D & F) SWRDA (F) Countryside Agency (S)	X m ² of new employment space in rural locations by 2013

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
1.1.14 Develop a Masterplan for Bradley Lane industrial area to transform into mixed used with potential for establishment of a creative industries quarter	Procurement (F)	SWRDA (S) Culture SW (S)	New mixed use area providing 500+ jobs by 2013
1.1.15 Seek the expansion of Heathfield as a major business location	Planning (R)	DCC (S) Land owners (F) Highways Agency (S)	Feasibility study
1.1.16 Support to the expansion of Exeter International Airport including potential new access and expanded business park	Planning (R) Marketing (F)	Airlines (D) Operator (D & F) Developers (D) Tourism Businesses (S) Highways Agency (S)	18 Ha potential business park expansion 6,500m ² terminal expansion
<i>1.2 Provide the right workforce for business</i>			
1.2.1 Establish the Exeter and Heart of Devon Employment and Skills Board as a driver	Participation (L & S) Coordination (D)	Employers (L) LSC (F), Colleges and Schools (D) Other Providers (D)	Higher level of employer involvement in course design and investment in training
1.2.2 Participate in Employment and Skills Partnerships to ensure matching between employers' needs, target sectors' needs and skills training offered	Coordination (D) and Support (S)	Schools (S) Colleges (S) University (S) Employers (L & S) SWRDA (S & F) LSC(S & F)	Training courses provided to match demand Demand influenced by provision of higher value training

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.2.3 Improve efficiency and retention of graduate labour market by support to Higher Education Institutions in developing understanding of labour market graduate needs in order to increase the number of graduates employed at graduate level in the sub-region	Liveability of urban centres (R & F)	Colleges (S) University (S) Employers (S)	Higher graduate retention
1.2.4 Increase demand for, and take up of, higher level skills training (NVQ Level 3 and above)	Information (S)	Colleges (D) University (D) LSC (S & F) Employers (S & F)	Increase in proportion of NVQ3+ in working age population
1.2.5 Engage employers and colleges in course development	Introductions (S)	FE Colleges (D & F) Local employers (S & F)	New apprenticeship places
1.2.6 Work towards a smooth path of progression for young people from school to college to work, supported by good labour market information and training opportunities	Information and signposting (S)	Schools (S) Colleges (D) University (D) LSC (S & F) Connexions (D & F)	Clear pathway and level of support for learning and training and its links to occupational routes

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.2.7 Progress the Workforce Development Plan, creating pilot projects with the potential to be rolled out across the sub-region	Coordination (S)	LSC (S & F), Schools (D), Third Sector (D), Colleges (D), Job Centre Plus (F & D), Devon Community Foundation (F & S) Employers - public and private (L, S & F)	Improvement in achievements for the most deprived areas suffering low education and skills scores in the indices of multiple deprivation
1.2.8 Work with HE and FE institutions to supply training modules that match job opportunities, working in concert with employers – including growth sectors that are not traditionally targeted high GVA sectors	Information and signposting (S)	Colleges (D) University (D) Employers (S & F) LSC (S & F) Peninsula Enterprise (S)	Bespoke training that matches the need of the local economy and employment sectors
1.2.9 Continue to support and facilitate the establishment of Train to Gain contracts	Support (S)	Peninsula Enterprise (D) Colleges and other Providers (D)	Comprehensive provision and measurable increase in uptake of training opportunities by employers for their workforce
1.2.10 Pilot suitable models for SMEs to allow more supported placements with them	Support (S)	Job Centre Plus (F) LSC (F), Peninsula Enterprise (S), Train to Gain Providers (S)	Increased placements and employment opportunities
1.2.11 Undertake skills audits in priority communities	Support and Consultation (S)	LSC (F), Job Centre Plus (F & S)	12 audits

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
1.2.12 Bring public sector employers into a partnership to source and train labour locally – rather than importing skilled workers	Coordination (S)	LSC (F & S), Colleges and other providers (D)	Increase in jobs secured by local resident population
1.2.13 Work with South Devon College to establish a presence in Newton Abbot	Facilitation (S)	South Devon College (D) SWRDA (S), LSC (F & S) DCC (S)	New college presence in Newton Abbot by 2013

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
1. Successful and Competitive Businesses			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.3 Create a culture of enterprise & innovation			
1.3.1 Promote image of EHOD for investment and support and encourage the development of key sectors <ul style="list-style-type: none"> • ICT • Creative industries • Professional & business services • Biotech, medical & healthcare research and development • Environmental technologies • Small scale advanced engineering • Tourism • Food and drink 	Marketing site opportunities (D & F) Marketing training & enterprise support (F&S)	SWRDA (F & D) University of Exeter (S) FE Colleges (S) Business Link (S) Major employers in key sectors (S & F)	X Jobs in keys sectors – currently assessed at x in 2006, raise to x by 2013
1.3.2 Work with Partners to build on the newly established Exeter Business Support Service and encourage further incubation units and enterprise centres to be placed at strategic points in the sub-region, supported by business advisors and mentors	Advice and Funding (D, F & S)	Peninsula Enterprise (F & D), University of Exeter (F & S), Peninsula Innovations Ltd (D), SWRDA (F), Private Sector (S)	Workspace provided to meet the market demand within EHOD

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.3.3 Work with schools and business support providers to ensure early training in business skills is provided	Coordination (S)	Schools (D), Colleges (D), Peninsula Enterprises (D), Connexions (D), Business Education Partnerships (D)	Programme of business /enterprise awareness available to every high school pupil
1.3.4 Support the University of Exeter in its bids to raise research excellence and investment and to be a centre of knowledge transfer	Support (S)	University (D) Employers (S) SWRDA (S)	University is recognised as being in top 10 nationally by 2012
1.3.5 Promote development of skills in knowledge based businesses In particular, support for the Flybe Training Academy	Support (S)	University of Exeter (S & D) Flybe (F) Exeter College of FE (D) LSC (S)	Operational 2009
1.3.6 Work with the Exeter Science Park Steering Group to: <ul style="list-style-type: none"> to establish an appropriate management vehicle for the Science Park develop a master plan for the site submit a planning application market opportunities 	Support (S), Marketing (D) & Planning (R)	University of Exeter (D & F) SWRDA (F & S) Met Office (F & S) Hi-Tech companies e.g. Centrax, Heathcoat (L & S) Highways Agency (S)	Vehicle established end 2008 Planning application by July 2009 Occupation of x m2 of floorspace in the Science Park by 2013
1.3.7 Establish new Innovation Centre in Newton Abbot linked to aerospace/automotive	Planning (R)	SWRDA (D & F) Centrax (F)	X m ² Innovation Centre by 2013

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
1.4 Specific priorities and actions for Exeter not covered elsewhere under this strategic objective are set out below			
1.4.1 Continue to focus on growing knowledge-based industry, by working with the University, Medical School, Science Park Partners and Met Office as drivers for science and technology based industries	Coordination and Facilitation (D)	University of Exeter (D & S), Medical School (S), Met Office (D & S), SWRDA (D & S), DCC (S), EDDC (S), Key Employers (S)	Recognised cluster of knowledge and location of local and/or inward investment companies in key knowledge based industries in and around Exeter
1.4.2 Working with Science Park Company to develop strategy for occupation of the Science Park	Coordination and Facilitation (D)	University of Exeter (D & S), Medical School (S), Met Office (D & S), SWRDA (D & S), DCC (S), EDDC (S), Key Employers (S)	Strategy produced, key milestones agreed and task and finish group established implementing agreed actions.
1.4.3 Aim to attract and retain public sector and other knowledge-based employment	Coordination and Facilitation (D), Lobbying (L)	University of Exeter (D, L & S), Medical School (S), Met Office (D, L & S), SWRDA (D, L & S), Exeter Chamber of Commerce (L & S) and Key Employers (S)	Vision and Strategy for this action produced and implemented
1.4.4 Promote a hotel/conference centre in the city centre to accommodate larger events and promote specialist conferences in desired sectors	Coordination and Facilitation (D), Lobbying (L)	Developers (S & F), University of Exeter (S), Medical School (S), Met Office (S), SWRDA (S), Exeter Chamber of Commerce (L & S) and Key Employers (S)	Building fit for purpose established in Exeter

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
1.4.5 Maximise effectiveness of the Innovation Centre as a sub-regional hub for supporting development of high growth knowledge based enterprises	Support (S)	Innovation Centre Strategy Board (D & F) ; Exeter Business Support Service	Business Plan targets achieved or surpassed.
1.5 Specific priorities and actions for Teignbridge not covered elsewhere under this strategic objective are set out below			
1.5.1 Work with South Devon College to establish a presence in Newton Abbot	Planning and Support (R & S)	South Devon College (D&F), LSC (S & F), SWRDA (S), Local employers/Chamber of commerce (L& S)	Building and outreach fit for purpose established
1.5.2 Establish a new Innovation Centre in Newton Abbot linked to aerospace/automotive	Planning, Coordination and Support (R & S)	Developers (S & F), University of Exeter (S) SWRDA (S & F) Chamber of Commerce (L & S) and Key Employers (S)	Building and outreach fit for purpose established
1.6 Specific priorities and actions for East Devon not covered elsewhere under this strategic objective are set out below			

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>1. Successful and Competitive Businesses</i>			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
1.6.1 Working with Science Park Company to develop a clear strategy for occupation of the Science Park	Coordination and Facilitation (D)	University of Exeter (D & S), Medical School (S), Met Office (D & S), SWRDA (D & S), DCC (S), ECC (S), Key Employers (S)	Strategy produced, key milestones agreed and task and finish group established implementing agreed actions.
1.6.2 Establish a series of business service centres (as at Honiton, which needs to be expanded) in Exmouth, Axminster and possibly Seaton	Coordination and Facilitation (D)	SWRDA (S & F), Peninsula Enterprise (S), Federation of Small Businesses (S & L), Local Employers (S & L)	Buildings and outreach fit for purpose established
1.6.3 Improve bus links to East Devon college in Tiverton (Mid Devon) now operated by North Devon College	Facilitation (S)	MDDC (S), North Devon College (S & L), DCC (D, S & F), LSC (S) Public Transport providers (D)	Enhanced service and improved accessibility for learners
<i>1.7 Specific priorities and actions for Mid Devon not covered elsewhere under this strategic objective are set out below</i>			
1.7.1 Strengthen the role of Tiverton with the provision of a serviced business centre	Coordination and Facilitation (D)	SWRDA (S & F), Peninsula Enterprise (S), Federation of Small Businesses (S & L), Local Employers (S & L)	Building and outreach fit for purpose established

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
2. Strong and Inclusive Communities			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
2.1 Improve participation in the economy			
2.1.1 Continue to work with the EHOD Workforce Development Group to develop targeted programmes raising the skills levels of those in deprived urban areas, especially groups on incapacity benefit and the learning disabled using pilot schemes to assist them and other disadvantaged groups into work	Coordination (S)	Schools (D) Colleges (D) LSC (S & F) Third Sector (D) Job Centre Plus (F & D) Devon Community Foundation (F & S)	Reduction in education and training indices of multiple deprivation
2.1.2 Deliver routes into employment for the long-term unemployed and other hard to reach individuals through Employment Partnerships	Support (S)	LSC (S) Job Centre Plus (F & D) Employers (S)	Reduce number of long term unemployed
2.1.3 Strengthen the voluntary and community sector as a catalyst for economic inclusion, using public sector commissioning to encourage and support third sector providers. Support areas with the greatest concentrations of multiple deprivation	Funding (F)	Voluntary & Community sector (D)	Increased capacity and effectiveness of organisations; more help given to individuals affected by multiple deprivation to move into or be further along the road into work

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
2. Strong and Inclusive Communities			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
2.1.4 Facilitate support for actions aimed at raising household incomes by: <ul style="list-style-type: none"> working closely with partners to ensure comprehensive take-up of benefits securing access to training for remote and disadvantaged communities (ICT, transport, childcare provision, outreach services etc) 	Support (S)	SWRDA (S) FE Colleges & Schools (S&D), LSPs (F) Job Centre Plus (S & F) Voluntary Sector (D) Major Employers (S) Employers (D)	Raise average household incomes from £x in 2006 to £y in 2013 Decrease house price to income ratio – baseline to be established in Monitoring and Evaluation Plan
2.1.5 Promote the use of special initiatives to raise the career and income aspirations of young people, particularly in areas of greatest need.	Coordination (S)	DCC (D) Job Centre Plus (D) Employers (D) Connexions (D)	Young people from deprived backgrounds competing successfully in job market
2.1.6 Remove barriers to employment and training by pursuing initiatives that provide transport links to deprived areas and deliver access to vital services, notably learning and skills training, Childcare facilities (after school, crèche, holiday clubs)	Support (S) and Lobbying (L)	DCC (S & F) Stagecoach (S & D) Colleges (S & D)	Increased employment per Monitoring & Evaluation Plan Increased bus passenger use (if measurable)

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
2. Strong and Inclusive Communities			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
2.1.7 Measures to strengthen the role of market and coastal towns including Dawlish and Teignmouth	Facilitation (S)	Town Councils (S) Local Chambers of Commerce (S)	1 scheme in each
2.2 Regenerate the most disadvantaged areas			
2.2.1 Encourage training delivery agencies to target deprived communities, raising basic skills and progression to higher skills	Facilitation (S)	LSC (S) Schools (D) Colleges (D)	Raising of numbers above NVQ1 and no qualifications
2.2.2 Develop targeted actions to tackle deprivation in the most deprived areas within for e.g. Exeter, Exmouth, Newton Abbot and Tiverton	Formulate actions and secure funding (D & S)	LSC (S) Job Centre Plus (F) SWRDA (S) Police (S) Voluntary Sector (D) Devon Community Foundation (S)	Remove 3 in worst 10% by 2010 Halve number in worst 25% from 22 to 11 by 2013
2.2.3 Specific measures to tackle crime and deprivation in Exmouth	Facilitation (S)	Community Organisations (S & D), Police (D)	Reduction in crime as shown in IMD
2.3 Plan Sustainable and Successful Communities			

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
2. Strong and Inclusive Communities			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
2.3.1 Facilitate support to increase the provision of affordable housing by: <ul style="list-style-type: none"> working closely with local planning authorities to establish mechanisms for securing developer contributions to increase supply of affordable housing lobbying for increased funding for social housing 	Planning (R) Lobbying (L)	SWRDA (S) Developers (D) Major employers (S & L)	RSS targets Affordable as a % of new housing completions to x% by 2013
2.3.2 Support actions to ensure that Cranbrook new community is developed as a sustainable community Including employment space, community facilities, latest communication technology and high quality transport links	Planning (R), (D) through East Devon Delivery Team & (F)	DCC (D) Highways Agency (S) SWRDA (S & F) Network Rail (D) Housebuilders (D) Stagecoach (F, S & D)	Start housing Dec 2009 First 750 homes by 2011 1500 homes by 2013 (may need revising in view of economic circumstances)
2.3.3 Support actions to capitalise on new growth point status in Newton Abbot Ensuring that new housing is provide along with appropriate employment and community facilities	Planning (R) (D) through Delivery Team (to be established) & (F)	DCC (D) SWRDA (S & F) House builders (D)	500 new homes in one urban extension by 2013
2.3.4 Seek New Growth Points status for the 2,500 new homes planned in the eastern extension to Tiverton	Lobbying (L)	GOSW (S) SWRDA (S)	Decision on NGP by mid 2009

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
2. Strong and Inclusive Communities			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
2.3.5 Seek to provide free public access WIFI in Exeter and all market towns	Lobbying (L)	BT (F) Mobile telephone providers (F)	Exeter by 2010 80% other Market towns by 2013
2.3.6 Consideration be given to establishing a conference facility in Exeter	Feasibility (F)	SW Tourism (S) Business Leaders (S)	Recommendation agreed by end of 2009
2.3.7 Measures to strengthen the market and coastal towns of Axminster, Exmouth, Honiton, Seaton and Sidmouth	Coordination (S)	Town Councils (S) Chambers of Commerce (S)	Improved economic sustainability
2.4 Specific priorities and actions for Exeter not covered elsewhere under this strategic objective are set out below			
2.4.1 Develop measures to address deprivation prioritising those pockets in the city identified as being in the worst 20 'super output areas'	Coordination, Funding and Lobbying (S, F & L)	Exeter Social Health and Inclusion Partnership and Partners in Exeter Positive Steps	Improvements to individuals economic, health, education, skills & learning and a reduction in crime levels affecting them
2.5 Specific priorities and actions for Teignbridge not covered elsewhere under this strategic objective are set out below			
2.5.1 Undertake a Tall Buildings Feasibility Study with a view to formulating a Strategy for Newton Abbot	Promote and fund study (F)	Chamber of Commerce (S)	Strategies in place by 2011

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
2. Strong and Inclusive Communities			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
2.5.2 Measures to ensure that planned urban extensions to Newton Abbot are sustainable and include employment opportunities and community facilities as well as housing	Facilitation (S) and Planning (R)	Developers (S & F)	Funding secured via Section 106 and other conditions for community facilities, housing and local labour and skills training
2.5.3 Measures to take advantage of New Growth Points status	Facilitation (S) and Planning (R)	SWRDA (S & F), GOSW (S)	Programme of actions agreed and implemented
2.6 Specific priorities and actions for East Devon not covered elsewhere under this strategic objective are set out below			
2.6.1 Measures to ensure that the development of the Cranbrook new community is sustainable	Facilitation (S) and Planning (R)	SWRDA (S), Highways Agency (S), DCC (S), Developers (S & F)	Programme of actions agreed and implemented
2.6.2 Specific measures to tackle housing affordability as a particular issue to include stricter appliance of S106 on housing sites, but also a more flexible approach to employment sites where mixed use could bring affordable housing	Facilitation (S) and Planning (R)	SWRDA (S), Highways Agency (S), DCC (S), Developers (S & F)	Programme of actions agreed and implemented
2.7 There are no specific priorities and actions for Mid Devon not covered elsewhere under this strategic objective			

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>3. An Effective and Confident Sub-Region</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
3.1 Improve transport infrastructure			
3.1.1 Improve Transport Networks to ensure connectivity, providing access to markets and tackling peripherality by ongoing lobbying for: <ol style="list-style-type: none"> 1. commitment to A303 / A30 improvements (Honiton to Ilminster) and north-south improvement 2. Longer term improvement to Junction 28 of the M5 3. Improvement to frequency and reliability of Exeter-Paddington and Exeter-Waterloo services 4. the region to have direct rail connections to key infrastructure in London, particularly Heathrow and Crossrail 5. Improvements to the rural bus network to increase access to employment, training, local services and transport hubs 6. commitment for maximising use of existing rail network (and stations) in the Exeter Travel to Work area 	Lobbying & leadership (L)	Highways Agency (D) Network Rail (D) Train Operating Companies (D) SWRDA (L & F) Exeter International Airport (D) DCC (D)	<ol style="list-style-type: none"> 1. Secure by 2013 2. Long term commitment 3. End 2009 with Axminster/Cranbrook improvements 4. Long term commitment 5. Passenger increase to be determined by Monitoring & Evaluation Plan 6. Long term commitment and passenger increase measures to be determined

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>3. An Effective and Confident Sub-Region</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
3.1.2 Coordinate infrastructure requirements emanating from RSS/LDF process e.g. South Devon Link Road and junctions to serve developments around Newton Abbot, also for Tiverton and junction from North Devon Link Road	Planning (R)	DCC (D) SWRDA (S & F) Highways Agency (D)	New junctions to serve urban extensions and employment sites – secure in principle by 2013
3.1.3 Development of transport infrastructure to support East of Exeter developments <ul style="list-style-type: none"> Clyst Honiton bypass Cranbrook railway station M5 J29 and J30 improvements 	East Devon DC Planning (R), Exeter City Council (S)	East Devon New Community Partners (F) DCC (D & F) Highways Agency (S & D) SWRDA/RIF (S & F) Network Rail (D)	Clyst Honiton bypass open for traffic mid 2010 Hourly service Exeter-Waterloo by end 2009 J29 complete Oct 2011
3.1.4 Develop proposals to address Phase 3 improvements to cater for increased housing at Cranbrook Phase 2 allows up to 3,500 homes only – road improvements to J27 and through Science Park, coupled with HQPT connections and Park n Ride	Planning (R) Consultee (S)	Highways Agency (S & D) DCC (D) Science Park Company (S) Stagecoach (D & F) Developers (D)	Strategy in place by opening of J29 in October 2011
3.1.5 Delivery of South Devon Link Road (Kingskerswell bypass)	Teignbridge DC (R & S)	DCC (D) Torbay Council (R) SWRDA (S & F) Highways Agency (S)	Major scheme bid 2008 Start construction 2010/11

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>3. An Effective and Confident Sub-Region</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
3.2 Promote and enhance what is best about the sub-region			
3.2.1 Promote high profile landmark developments to increase 'visibility' of sub-region (e.g. development of Skypark, Science Park, Exeter Gateway, Airport, Paris Street Exeter and Bradley Lane, Newton Abbot).	Marketing (D)	SWRDA (S) DCC (S & F) Large employers - local and inward investors (S)	See Monitoring & Evaluation Plan
3.2.2 Develop a distinct branding to market Exeter and the Heart of Devon e.g. Regional Capital, Science City	Commissioning & Consultation (D & S)	DCC (S) SWRDA (S) University (S) Met Office (S) Major employers (S) Chambers of Commerce (S)	Branding agreed, campaign developed and implemented

Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)			
3. An Effective and Confident Sub-Region			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
3.2.3 Promote tourism offer and support the development of the Area Tourism Partnerships to include web based database of accommodation and attractions, range of activities and other initiatives that will extend the tourism season e.g.: <ul style="list-style-type: none"> collaborate with Destination Devon on promoting the Devon brand market site opportunities for new high quality hotel developments (including Exeter) promote the 'icon' status of the East Devon World Heritage Coastal Site and support the creation of World Heritage interpretation centres at Exmouth and Seaton. support initiatives to increase numbers of 'off season' and 'shoulder season' visitors promote the quality and distinctiveness of the sub-region's food & drink, arts & crafts promote business tourism and develop conference capacity agriculture & forestry improve signage to key tourism destinations along major routes into the sub-region. 	Coordination (S) Commissioning (F)	South West Tourism (S) Environment Agency (S) Hotel owners and accommodation providers (F & S), Chambers of Commerce (F & S) DCC (S)) SWRDA (S) NFU (South West) (S) Town Councils and TIC's (S), WHS Team (S), Tourism Attractions (F & S) Forestry Commission (S & F)	Increase visitor numbers and overnight stays in accordance with the Monitoring & Evaluation Plan
3.2.4 Develop the individual character of settlements through planning, promotion and product development	Planning (R) Marketing (D)	Same as 3.2.5	As 3.2.5

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>3. An Effective and Confident Sub-Region</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
3.2.5 Develop a strategy to secure maximum benefit for the EHOD sub-region from 2012 London Olympics	Participation (S)	SWRDA (D & S)	Clear strategy by end 2009
3.3 A sustainable sub-region			
3.3.1 Support environmental oriented enterprises: Produce and implement project plans that support the establishment and growth of enterprises producing environmental products or using the environment as a key economic resource (e.g. biomass systems, coppice woodlands, arts and crafts)	Coordination (D)	Peninsula Enterprise (S) SWRDA (S)	Growth in employment in environmental industries per Monitoring & Evaluation Plan
3.3.2 Emphasise and demonstrate importance of the natural environment: produce and implement a project plan that demonstrates to external organisations the importance of the sub-region's natural environment both as an existing economic resource, a potential asset for future growth and as a key contributor to quality of life (for businesses, employers, residents and visitors alike), i.e. not just tourism destinations but actual products – food and drink, pottery, leatherware etc	Facilitation (S)	FSB (S) Chambers of Commerce (S) Devon Rural Network (F) South West Tourism (S)	Increased GVA from agricultural, manufacturing and tourism sectors – baseline to be established

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
3. An Effective and Confident Sub-Region			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
3.3.3 Implement the region's sustainable waste strategy through: <ul style="list-style-type: none"> working with waste sector to improve services offered to businesses and improve recycling rate for commercial wastes stimulating waste recycles market developing innovative approaches to waste management 	Coordination (S)	DCC (D) University (S)	Increased recycling, reduced waste to land fill per Monitoring & Evaluation Plan
3.4 Improve leadership, influence and partnership			
3.4.1 Ensure planning policies in Local Development Frameworks reflect vision and goals of economic development strategy	Planning allocations for employment uses (R)	SWRDA (S) GOSW (S)	LDFs adopted by mid 2009
3.4.2 Further develop existing arrangements designed to support the delivery of the EHOD strategy, including: <ul style="list-style-type: none"> regular reporting on progress ensuring appropriate evaluation of activity, and learning from good practice in the region and beyond 	Reporting (D)	EHOD Economic Partnership (S)	Effective measurement and monitoring in place and agreed task and finish projects delivered
3.4.3 EHOD Economic Partnership to maintain with partners a delivery framework to implement the Strategy and deliver identified economic development projects throughout the sub-region	Reporting (D)	EHOD (S)	Monitor progress against Action Plan

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>3. An Effective and Confident Sub-Region</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
3.4.4 Measure and publicise economic impact: Strengthen the integrity and profile of the sub-region through on-going research to highlight and measure its contribution to the regional economy, and to demonstrate the linkages between Exeter and the rest of the sub-region and communicate these via the EHOD web-site to provide information to potential inward investors	Facilitation - research and web site (D)	DCC (S) SWRDA (S) SWRA (S)	Web-site operation by April 2009
3.4.5 Ensure partnerships are “action-orientated” and respect different roles	Participation (S)	EHOD & Others	Clear terms of reference, roles and responsibilities agreed for key partnerships with annual reviews
3.4.6 Maximise opportunities presented by European, national and regional funding initiatives to support the delivery of the Action Plan	Bidding (S & D)	EHOD (S)	Per Monitoring & Evaluation Plan

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
<i>3. An Effective and Confident Sub-Region</i>			
<i>ACTIONS BY STRATEGIC OBJECTIVE</i>	<i>Local Authority Role</i>	<i>Key Partners & Role</i>	<i>Target/Outcomes</i>
3.4.7 Review with the Environmental Agency measures to address flooding designations that affect many of the sub-regions potential development sites	Leadership (L)	SWRDA (S) SWRA (S) Environment Agency (S) DCC (S)	Identify x Ha of land currently designated that can be developed for beneficial economic use
3.5 Specific priorities and actions for Teignbridge not covered elsewhere under this strategic objective are set out below			
3.5.1 Continued support and lobbying for the South Devon Link Road (Kingskerswell Bypass)	Support and Lobbying (S & L)	DCC (D), SWRDA (S & F), TDDC (D), Chambers of Commerce (L), DCBC (L), Torbay Development Company (S & L)	Road improvement complete
3.6 Specific priorities and actions for East Devon not covered elsewhere under this strategic objective are set out below			
3.6.1 Lobbying for the funding of key transport improvements e.g. Phase 3 Access Strategy	Coordinate and Lobbying (S & L)	DCC (D & F), SWRDA (S & F), EDDC (D), Science Park Company (S), Highways Agency (S)	Detailed plan and funding agreed

<i>Direct Delivery (D), Regulatory (Planning) (R), Support (S), Funding (F) & Leadership (Lobbying) (L)</i>			
3. An Effective and Confident Sub-Region			
ACTIONS BY STRATEGIC OBJECTIVE	Local Authority Role	Key Partners & Role	Target/Outcomes
3.6.2 Support the expansion of Exeter International Airport including potential new access and expanded business park	Support and Planning (S & R)	EDDC (R), SWRDA (S & F), Exeter International Airport (D), DCC (D), ECC (S)	Master Plan agreed and supported by all key players
3.7 Specific priorities and actions for Mid Devon not covered elsewhere under this strategic objective are set out below			
3.7.1 Lobby for improvements to J28 of the M5 in order to unlock the potential for further development at Cullompton	Facilitate and Lobby (S & L)	DCC (L), SWRDA (S&F), MDDC (L), Highways Agency (S)	Detailed plan and funding agreed