

# Economic Development Strategy

2024–2029

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# Foreword



**Cllr Paul Hayward**

Deputy Leader and Portfolio Holder for  
Economy and Assets

It is with great pleasure that I am introducing East Devon's Economic Development Strategy 2024–2029.

This document has been developed to address East Devon's unique set of opportunities and challenges, offering a clear set of economic priorities for the rest of this decade. We know that times have been challenging for many local businesses in recent years. This is why we feel it's important to make clear where East Devon District Council can have the greatest impact in supporting the development of our economy with the influence and resources available to us.

Our five policies reflect the areas in which we can be most effective in focusing collective efforts. They are an example of how even the largest and most complex issues of our time, such as climate change, can be addressed through directing local action. Every project we embark upon, whether it's developing the Enterprise Zone or establishing food festivals like Gate to Plate, can be linked back to one of these five core policies.

We're hugely grateful for the valuable insights and feedback provided by our most significant local employers, representative organisations and stakeholders in helping to shape the overall strategic direction of this work. What was clear in working together to develop this Strategy was that this continued collaboration would be just as essential for delivering on the agreed strategic objectives.

Whether it's ensuring the construction of new infrastructure, promoting employment and skills or protecting our natural landscapes, it's essential that we continue to strengthen our engagement with our local, regional and national partners to deliver shared economic priorities in the way our residents and businesses expect of us.

In setting a strategic direction for our priorities and actions for the next five years, we can ensure we deliver impactful, effective projects which target our core needs, make the most of emerging opportunities, and celebrate the unique character of our district.



# Introduction

The strength of East Devon's economy lies in its strategic connectivity and diversity. Whether it is cutting-edge research and development at Exeter Science Park, nationally renowned restaurants on our coastline, or small enterprises tucked away in our rural hamlets, East Devon has a broad economic base, home to businesses of all sectors and sizes.

This diversity creates resilience, cushioning our economy from the worst impacts of the 2008 financial crisis and the COVID-19 pandemic. A robust economy, well-positioned in terms of our beautiful coast and countryside, proximity to Exeter and major transport routes, helps to make East Devon an attractive place to live, work, invest and visit.

East Devon's economy has its challenges. Most of these are driven by historic local trends such as lower wages, limited workspace provision in rural areas and higher house prices compared to national averages. The quality of our natural environment is a key economic driver, but rural employment development to improve the sustainability of our communities, can be challenging to deliver. By striking the right balance, we can reduce out-commuting and emissions whilst making the district more attractive for working age residents.

East Devon is already feeling the effects of wider social and global environmental challenges, such as our ageing, less economically active population, climate change and a biodiversity crisis, all of which require urgent attention.

With an informed Economic Development Strategy and a clear set of actions, we can more effectively tackle these challenges, further strengthening the diversity and resilience of our district economy. This is particularly important in responding to our most pressing global challenge of transitioning to a Net Zero economy, in our case, by acting decisively on some of the greatest opportunities for positive change in the district.

To make this Strategy as accessible as possible, we have included a glossary of key terms which can be found at the end of the document.



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## What is Economic Development?

Economics is the study of scarcity, whether it is the scarcity of physical things like natural resources and products, or of intangible things like ideas or time. 'Economic development' prioritises these scarcities in a way to improve the wellbeing of citizens, providing them with a good quality of life.

Previously, this meant chasing growth at any cost, focusing on conventional economic outputs with the social and ecological consequences viewed as secondary, or even irrelevant. This outdated approach is neither desirable nor sustainable.

Our approach to economic development is different. We view our economy as being embedded within a unique and sensitive environmental and social system. Economic growth should only happen where there is a proven link to the improved and equitable economic wellbeing and prosperity of our residents. In addition, economic growth needs to be bound together with both ecological regrowth and greater social pride and cohesion.

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## Why do we need a strategy?

East Devon members committed the Council to develop an Economic Development Strategy in the Council Plan 2024–28. Our decision to prioritise this work was shaped by our Economic Development team having both the required resource, and the ambition to inform our evolving strategic landscape at a critical time.

The national and global economic turmoil witnessed over recent years has prevented us from being able to reliably baseline the performance of our economy. This situation has stabilised to some degree and the results of the 2021 Census now provide a groundswell of evidence, enabling us to better identify and understand the district's various economic and demographic strengths and weaknesses.

We have witnessed an ongoing transfer of powers and funds to local authorities to aid economic development at a more localised level. Although these resources have been limited to date, they have nonetheless provided an effective tool for local authorities to set local priorities based on local need. This has helped us to act upon East Devon's core economic challenges and opportunities.

Having a clear and concise Economic Development Strategy for the district with a clear pipeline of projects will strengthen our hand for future funding bids and opportunities arising from further devolution. The Strategy is distinct from the Council Plan and emerging Local Plan but will help to outline in more detail the economic priorities set out in these documents.

Our aim is for the Strategy to provide the clarity and confidence needed for residents, strategic partners and inward investors.

### Links to other information

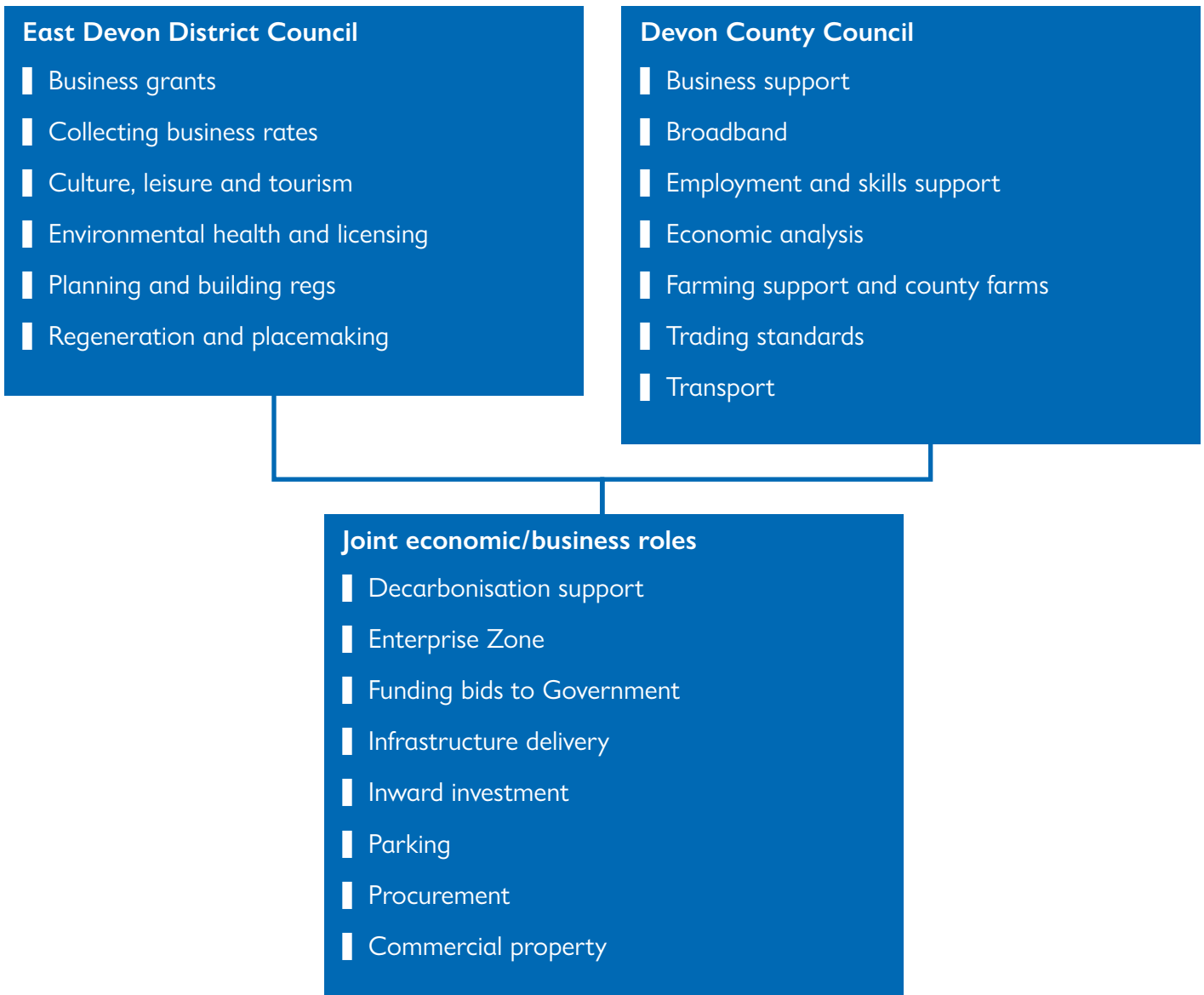
■ [Council Plan 2024–28](#)

## Roles

This Strategy acknowledges the various roles played by local, regional, and national partners in supporting the economic development of East Devon. The Council's role is to provide additionality to what is already being delivered, avoid duplicating what our partners are doing and play to our strengths and specialisms as a district council.

The diagram below shows which economic activities and business services have traditionally been delivered by East Devon District Council and Devon County Council.

### Economic/business roles



In addition to these responsibilities, one of the most important roles of a local authority is to be an enabler. By collaborating with local partners, we can help to facilitate those shared aspirations, as we can achieve more when we work together than we can apart.

## Shared goals

Our Economic Development Strategy needs to align with wider strategic objectives at a regional, national, and global level. Where new strategies are developed at a regional level resulting from devolution for example, we will ensure that shared objectives are identified and can be acted upon at a local level.

To ensure there is alignment with longer term global priorities, each action presented within this Economic Development Strategy will be linked to one or more of the United Nations' 17 Sustainable Development Goals. We have taken this approach to demonstrate to our residents and businesses how action at a local level can feed into critical global priorities.



The Sustainable Development Goals

[un.org/sustainabledevelopment](http://un.org/sustainabledevelopment)

## Evidence

This Economic Development Strategy for East Devon has been developed using a wide evidence base. This includes data from the 2021 Census and other Office for National Statistics (ONS) datasets. Evidence commissioned by the Council has also been used, including the Economic Development Needs Assessment (EDNA) produced to help inform the emerging Local Plan. This data was brought together to form a Local Economic Review endorsed by East Devon District Council Cabinet and published in October 2023.

### Links to other information

Local Economic Review

## 4<sup>th</sup> highest

proportion of retirees out of England's 332 local authority areas

## By 2040

Our carbon emissions are not falling fast enough to reach our Net Zero goal

## 58,000+

Economically inactive residents  
46% of East Devon's population

## +14%

increase in population from 2011 and 2021

### Average wage

£29k < £31k

East Devon and the South West

UK average

### Jobs in East Devon for every working age resident

0.74 jobs

### Average productivity of the national average added per hour

£27 > £35

In 2011

In 2021

### Actual pay

has outpaced inflation since 2011 in East Devon

### 6,730 businesses

registered in East Devon

30% of residents mainly work from home

3% Exmouth Town Ward unemployment rate

508,000sqm demand for industrial and logistics workspace significantly outstrips 17,000sqm supply

1.7% unemployment rate South West 2.1% England's average 2.9%



To sense – check this data and fill in the gaps, a series of in – person and online consultation exercises were organised with local businesses and stakeholders. The graphic below illustrates some of the main points of feedback.

**“The low carbon sector is a huge opportunity**

to attract talent and create high value jobs.”

**“Green jobs present our biggest high – skilled employment opportunities.”**

“Housing is a key constraint.

**Can we ringfence homes for young people?”**

**“We need to focus on creating careers rather than jobs;**

people need to see that staying here will provide them opportunities to move up.”

“Shift in what young people value creates a great **opportunity for East Devon to market itself on a lifestyle basis and attract young people.”**

**“The real struggle is the lack of small commercial units.”**

**“We’re so busy trying to find workspace for our growing business, it is hard to focus on other business needs”**

“There is no space available and **businesses will just leave rather than wait for workspace to come forward”**

# Vision

A strategic vision gives purpose to the actions we take. The vision of this Strategy is linked to our definition of 'economic development', the evidence and our role. It aligns with other relevant visions and strategies, primarily the Council Plan and Local Plan.

Our vision is for East Devon to have a sustainable and equitable economy geared towards the improved wellbeing of our residents, prosperity of our businesses and protection of our natural landscapes. This vision is based on five key aspirations:

- A just transition to a Net Zero economy, displaying tangible progress towards decarbonisation and nature recovery.
- Our aspirational and traditional sectors to have the workspace and investment they need to thrive.
- Well – paid and productive careers that residents of all ages can be proud of.
- A more attractive offer for young adults to want to live and work in the district
- To provide agile, responsive, and quality public services that local businesses can rely on.



# Policy programme

To fulfil our vision, we have developed five policies to focus our actions within five years. These policies have been developed to address core challenges from our Local Economic Review and stakeholder evidence base whilst also acknowledging the service specialisms and resources of East Devon District Council.



## Industrial Policy

Our Industrial Policy will target public resources towards specific sectors and industries to provide the support they need to grow and prosper. A focused industrial strategy can promote ‘clustering’ where businesses within a specific sector establish a local ecosystem of competition, collaboration, and innovation.

The Council can action its Industrial Policy using grant funding programmes provided by Government and regional bodies. Our aim is to directly stimulate growth in both aspirational sectors with a high growth potential and businesses in traditional sectors seeking to modernise. In turn, this financial investment will unlock high – value job creation, higher productivity and new innovative products and services coming to market.

East Devon provides a unique economic offer with Devon’s only international airport and hosting a thriving Science Park. These advantages have shaped this Industrial Policy and the sectors we want to promote. To align with the wider Strategy, our Industrial Policy will promote clean growth and outcomes such as tackling climate change and minimising waste.

Policy outcomes should also be inclusive and aspirational by helping to create jobs which foster occupational pride and financial stability and prioritising areas of higher rural deprivation. This also means identifying opportunities to distribute the learning and benefits of high growth initiatives such as the Science Park across the wider district wherever possible.

An industrial policy can also be used as a strategic signal to central government and other sources of funding to unlock larger streams of investment for our target sectors. This will help to catalyse confidence in the private sector to invest in East Devon, demonstrating how the Council and business can work effectively in partnership.

### Industrial Policy Priorities

This policy outlines how we will support our aspirational and traditional sectors, including through future grant funding schemes and other mechanisms of support. The core outcomes of the policy are:

- To increase the number of well – paid and secure jobs.
- To increase the number of businesses experiencing productivity gains.
- Support the development of the Future Flight Innovation Zone centred on Exeter Airport.

The Policy will align with existing sectoral strategies, such as the Tourism Strategy and the West End Clean Growth Vision.

### Links to other information

- [Tourism Strategy](#)
- [West End Clean Growth Vision](#)



Industrial Policy priority	Funding/resource	Links to United Nations' Sustainable Development Goal
Invest and support projects linked to 'clean growth' including clean energy, green finance, sustainable transport and innovations in the circular economy.	<ul style="list-style-type: none"> <li>■ Devolved funding.</li> <li>■ Enterprise Zone investment.</li> </ul>	<p>09. Industry, Innovation and Infrastructure.</p> <p>12. Responsible Consumption and Production.</p>
Invest and support projects linked to new digital and data innovations, such as artificial intelligence, robotics, and drone technology.	<ul style="list-style-type: none"> <li>■ Devolved funding.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>
Support the development of the Future Flight Innovation Zone centred on Exeter Airport.	<ul style="list-style-type: none"> <li>■ Officer time.</li> <li>■ Devolved funding.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>
Invest and support projects to promote East Devon's renowned food and drink sector, including events and exploring specialist workplace provision.	<ul style="list-style-type: none"> <li>■ Officer time.</li> <li>■ Devolved funding.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>
Invest and support projects linked to East Devon's Tourism Strategy to promote improved quality, collaboration, sustainability and accessibility across the sector.	<ul style="list-style-type: none"> <li>■ Officer time.</li> <li>■ Devolved funding.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>
Invest and support projects linked to our most rural businesses, including farm businesses seeking to diversify.	<ul style="list-style-type: none"> <li>■ Devolved funding.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>

## Workspace Policy

There is clear market failure in the delivery of employment land in East Devon which will steadily degrade our economic wellbeing unless intervention is taken to address this. Including a Workspace Policy in this Strategy is a direct response to the challenge of insufficient employment land. The Council can action this policy by pooling resources including planning expertise, council – owned assets and engagement with landowners.

Additional employment land needs to reflect current and future need both across and within settlements. A number of East Devon’s existing employment allocations have viability constraints which are holding back delivery. This creates a risk that more of these sites intended to provide higher value employment could be lost to housing or to employment uses which only create a small number of lower skilled jobs. Supporting the development of these sites for high value commercial uses can help to strengthen pride in place and improve the economic resilience of our communities.

Any development must also be coupled with the right level of infrastructure, which requires effective coordination between different public sector bodies and essential utility providers. Prioritising the delivery of much needed employment land and premises will promote settlement self – containment and reduce the need for car – based commuting. We will encourage the redevelopment and intensification of existing low – performing commercial sites to minimise the need to develop new sites in environmentally sensitive areas. We will also support the development of non – allocated employment land where proposals comply with the Local Plan.

To align with the wider Strategy, we need to ensure that new workspace can accommodate aspirational careers which are well paid and secure. Our aim is to support the delivery of key allocations, including council – owned assets, by seeking funding from Government and investing our own funds where this can generate a reasonable return.

### Workspace Policy priorities

This policy outlines how the Council will try to increase the supply of employment land and commercial premises in East Devon. The core outcomes of the policy are:

- To sustainably increase the net supply of employment land and commercial premises across the district.
- To reduce the number of car journeys and overall distance required for commuting.
- Support the viability of employment allocations by exploring the use of Local Development Orders and working with partners to ensure their development.

This Policy will align itself with the relevant strategies and policies of the emerging Local Plan, any updated iterations of the National Planning Policy Framework and the findings of any viability assessments.

Workspace Policy policy	Funding/resource	Links to United Nations' Sustainable Development Goal
Lead the delivery of the Enterprise Zone programme by investing in the delivery and effective marketing of new commercial space.	<ul style="list-style-type: none"> <li>■ Officer time.</li> <li>■ Enterprise Zone budget.</li> </ul>	<p>09. Industry, Innovation and Infrastructure.</p> <p>11. Sustainable Cities and Communities.</p>
Explore the viability of developing small start – up units on vacant Council – owned land.	<ul style="list-style-type: none"> <li>■ Officer time.</li> <li>■ East Devon District Council Investment.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>
Support the viability of employment allocations by exploring the use of Local Development Orders and working with partners to ensure their development.	<ul style="list-style-type: none"> <li>■ Officer time.</li> </ul>	<p>09. Industry, Innovation and Infrastructure.</p> <p>11. Sustainable Cities and Communities.</p>
Ensure employment and skills plans are produced for larger residential and commercial developments.	<ul style="list-style-type: none"> <li>■ Officer time.</li> </ul>	<p>08. Decent Work and Economic Growth.</p> <p>09. Industry, Innovation and Infrastructure.</p>
Maintain an online platform to help inform growing businesses about available workspace and link them with relevant commercial agents.	<ul style="list-style-type: none"> <li>■ Officer time.</li> </ul>	<p>08. Decent Work and Economic Growth.</p>

## Environmental Policy

Climate change represents the largest market failure in our history. With East Devon District Council declaring a Climate Emergency in 2019 and setting a target to reach Net Zero by 2040, we need to take clear and decisive action across all services to support a just transition.

There is a clear gap in provision when it comes to supporting residents and businesses to reach Net Zero by 2040. Filling this gap requires attitudinal and behavioural change, enabled through accessible support and guidance. The Council will also seek to utilise a limited amount of grant funding to help those local organisations who lack the funds to deliver decarbonisation projects.

There is a significant cost associated with reliance on fossil fuels, including higher energy bills and penalties for companies violating environmental regulations. If we fail to align our actions with the global economic shift to clean energy, we risk being left behind, with the impacts felt most strongly by our poorest and most isolated residents.

Decarbonisation relies not just on equipment, but also on the skills required to retrofit buildings and deliver infrastructure. Infrastructure delivery will also need to be linked to environmental goals. For example, the delivery of active travel options, like new cycle paths and footpaths, can help to reduce the need for car-based commuting. This can lead to health and wellbeing benefits and lower transport costs.

There is a real opportunity to link local environmental action to East Devon's brand as a sustainable tourism destination. This includes preventative measures, such as our opposition to sewage discharging on East Devon's nationally renowned beaches. Local arts and culture projects focused on environmental issues can also help to strengthen a sense of local pride and solidarity, increasing the district's appeal to younger professionals drawn to our natural capital and a better work-life balance.

Our Environmental Policy will embrace opportunities to develop a circular economy, lower waste and inefficient spend on energy, and promote skills development in green sectors which are key to meeting carbon and biodiversity goals. Our actions will show that economic growth and ecological regrowth can work hand in hand.

### Links to other information

- Climate Change Strategy
- Nature Recovery Declaration



### Environmental Policy priority

This policy will outline how we will support the decarbonisation of our economy and promote biodiversity net gain. The core outcomes of the policy are:

- To increase the number of businesses reaching Net Zero by 2040.
- To increase the take-up of clean energy equipment to lower bills and tackle poverty.
- To increase the number of residents upskilling into green jobs.
- To increase the quantity and quality of sustainable travel options.

The Policy will align with the Council's Climate Change Strategy and Nature Recovery Declaration.

Environmental Policy priority	Funding/resource	Links to United Nations' Sustainable Development Goal
Provide training and specialist one to one support for organisations seeking to decarbonise, reduce waste and become more resource efficient.	■ East Devon District Council business support budget.	12. Responsible Consumption and Production. 13. Climate Action.
Provide decarbonisation grant funding to those organisations in most need.	■ Devolved funding.	07. Affordable and Clean Energy. 13. Climate Action.
Support the reskilling and upskilling of residents into retrofitting and other careers linked to clean growth.	■ Devolved funding.	04. Quality Education. 13. Climate Action.
Ensure that large scale employment development is coupled with sustainable travel options.	■ Officer time. ■ Enterprise Zone funding.	11. Sustainable Cities and Communities.
Provide retrofitting grants to households in poverty who cannot access support from other schemes.	■ Devolved funding.	01. No Poverty. 07. Affordable and Clean Energy.
Support projects which seek to directly link climate action and nature recovery with our local culture and tourism offer.	■ Officer time. ■ Devolved funding.	11. Sustainable Cities and Communities. 13. Climate Action.

## Social Policy

Our Social Policy will ensure that specific actions are taken to ensure that economic development is inclusive, equitable, and strengthens residents' pride in place. East Devon faces particularly unique demographic challenges, with one of the highest proportions of retirees in the country. Whilst residents living longer and healthier lives is a key measure of success, the attractiveness of East Devon as a retirement location could lead to further migration of retirees into the district.

This demographic shift has created a severe imbalance in age groups within the district and across separate communities, comparing Sidmouth and Cranbrook, for example. This can lead to negative social outcomes, such as a reduced sense of belonging for those in under-represented age groups. Ageing populations have also been linked to lower productivity, higher demands on public services, a growing reliance on low-value jobs and reduced housing availability for those of working age. This in turn creates a feedback loop, where more younger residents feel compelled to leave the district to find a quality career, affordable housing, and a better lifestyle.

An effective social policy can help to reshape this dynamic. The Council will explore ways for those at or near retirement to continue to play an active role in boosting the economy, be it through mentoring younger entrepreneurs or promoting community cohesion in a voluntary capacity. The Council will also seek to bring forward a suite of innovative and pioneering projects to increase the attractiveness of East Devon as somewhere for younger people to live and work, utilising drivers such as an improved culture and leisure offer alongside town centre regeneration.

Rebalancing these long-term imbalances in our demographic profile will take a long time, but with the right actions in place, we can begin to mitigate these challenges and promote social and economic opportunities.

### Links to other information

- [Cultural Strategy](#)
- [Poverty Reduction Strategy](#)

### Social Policy priority

This policy will outline how we will help to improve pride in place and the social fabric of the district. The core outcomes of the policy are:

- To increase the number of residents with an improved sense of pride in their community.
- To reduce the number of households facing poverty.
- To increase the number of younger working age adults (18-30 year olds) living and working in the district.
- To increase the number of residents who are economically and socially active.

The Policy will align with the Council's Cultural Strategy and Poverty Reduction Strategy.

Social Policy priority	Funding/resource	Links to United Nations' Sustainable Development Goal
Develop bids to support high streets and regenerate town centres, focusing on sustainable retail and an attractive social offer.	<ul style="list-style-type: none"> <li>■ East Devon District Council Investment.</li> <li>■ Devolved funding.</li> </ul>	11. Sustainable Cities and Communities.
Lead on the delivery of town centres for our new communities to improve pride in place.	<ul style="list-style-type: none"> <li>■ East Devon District Council Investment.</li> </ul>	11. Sustainable Cities and Communities.
Fund cultural and leisure projects targeted to improve the lifestyle offer for young adults and promote the existing offer more widely.	<ul style="list-style-type: none"> <li>■ Officer time.</li> <li>■ Devolved funding.</li> </ul>	03. Good health and Wellbeing. 10. Reduced Inequalities.
Explore the viability of innovative projects to provide housing for young professionals in our coastal and market towns.	<ul style="list-style-type: none"> <li>■ Officer time.</li> </ul>	10. Reduced Inequalities. 11. Sustainable Cities and Communities.
Help coordinate employment support for economically inactive residents of all ages, including specialist support for those with disabilities.	<ul style="list-style-type: none"> <li>■ Devolved funding.</li> </ul>	08. Decent Work and Economic Growth. 10. Reduced Inequalities.
Facilitate and promote voluntary and mentoring opportunities for those at or near retirement age.	<ul style="list-style-type: none"> <li>■ Officer time.</li> </ul>	10. Reduced Inequalities.

## Resource Policy

All strategic documents must acknowledge the scarcity of time, money and staff resource available to deliver key objectives. Our resource policy will outline our approach to 'business as usual' and statutory duties, but also reiterate the need to be agile and adaptive to major disruptions. The most recent disruption was the COVID-19 pandemic, where the Council had to radically alter the services it provides.

Our Resource Policy sets out our priorities on how to manage these competing demands. This means being prepared for future challenges and opportunities whilst maintaining the same quality services our residents and businesses expect. We also need to prepare a pipeline of 'shovel-ready' projects relevant to all policies and priorities included in this Strategy. This will enable us to submit high-quality funding bids at short notice to future Government and regional funding opportunities.

Where a major disruption or opportunity relevant to this Strategy presents itself, we may need to prioritise this over other actions resulting from this work. These decisions will be based on which actions will have the most positive impact, offer the best value for money and have the clearest alignment with both the Strategy and our Council Plan.

The Strategy itself also needs to be adaptable, acknowledging that the economic and governance landscape can change very quickly, even within a five-year period. The Strategy may need to change to match these new realities, requiring a pragmatic, entrepreneurial and solutions-first mindset. Where this is the case, the core principles underlying this Strategy will remain constant, even if our priorities need to change.

### Resource Policy priority

This policy will outline how we will conduct business as usual, whilst dealing with short – term and immediate economic opportunities and challenges. The core outcomes of the policy are:

- To increase and maintain the quality of statutory services provided to businesses.
- To successfully act upon new inward investment and funding opportunities.
- To be flexible and adaptive in our response to immediate challenges and risks which threaten the stability of our local economy.

The policy will build on the lessons learnt from our COVID-19 experience, major redundancy responses, recent funding bid submissions and the importance of funding being devolved to the right level of local government.



Resource Policy priority	Funding/resource	Links to United Nations' Sustainable Development Goal
Produce a Business Charter committing the Council to providing quality public services to local businesses which offer value for money.	■ Officer time.	16. Peace, Justice and Strong Institutions.
To ensure a responsive and efficient planning service for businesses and commercial developers.	■ Officer time.	09. Industry, Innovation and Infrastructure. 11. Sustainable Cities and Communities.
Continue to provide an agile and approachable inward investment service to land high-value, aspirational employers.	■ Officer time.	08. Decent Work and Economic Growth. 09. Industry, Innovation and Infrastructure.
Create a networking group of local businesses to share best practice, connect and collaborate.	■ Officer time.	08. Decent Work and Economic Growth. 17. Partnerships for the Goals.
Ensure that East Devon businesses and start-ups can access free and professional business support services.	■ Officer time.	08. Decent Work and Economic Growth.

# Next Steps



## How will we measure success?

An annual report will be published providing a RAG (red, amber or green) rating for each policy priority along with a brief update on how each priority is being actioned. Success will be measured against the delivery of the priorities outlined in this Strategy whilst allowing for the flexibility provided in our Resource Policy.

The policy priorities listed within this Strategy will be used to set out a list of annual actions. These actions will be assigned to a particular department within the Council and then to a particular officer or group of officers. The chart to the right shows this 'golden thread' of how organisational objectives feed down to individual objectives. Each action will be measured against a target number of outputs and outcomes. All actions need to:

1. Provide additionality.
2. Avoid duplication.
3. Offer good value for money.
4. Be impactful.
5. Align with the Vision and Policies within this Strategy.

Where a particular priority or action cannot meet these criteria, it will be amended, removed or replaced with an alternative option where the criteria can be met. This will prevent the Strategy from becoming outdated.

We will continue to monitor the longer term economic, social, and environmental trends of East Devon, both through future datasets and the feedback we receive from businesses, partners, and stakeholders.

Our local actions alone cannot turn the tide of national and global pressures. However, by aligning our actions to the United Nation's Sustainable Development Goals, we will work to maximise the positive impact of our actions and 'play our part' to address the global challenges impacting local residents.

A final monitoring report will be published in 2030 providing a detailed analysis of the Strategy, its actions, outputs and overall impact. This work will help to inform future strategies and actions aimed towards the economic development of East Devon.

### Strategic structural chart

Local Plan



Council Plan



Economic Development Strategy



Service Plans



Officer objectives

# Glossary

## **Aspirational sector**

An industry with the potential to grow, innovate and create well-paying and high-skilled jobs, such as clean energy and robotics.

## **CCA**

Refers to the Devon and Torbay Combined County Authority.

## **Clean Growth**

Growing the size of the economy while cutting greenhouse gas emissions and other pollutants.

## **Council Plan**

A document produced by the Council which sets out the main priorities and actions the Council wants to take.

## **Devolution**

The transfer of power and/or funding from central government to local government.

## **Economically inactive**

Someone who is neither in work nor actively seeking employment. In contrast to 'unemployed people' who are not in work but are actively seeking employment.

## **Employment allocation**

A piece of land allocated by the Council (in the Local Plan) for commercial uses which will host jobs (industrial, retail, etc).

## **Employment and skills plans**

A document produced by a planning applicant which details how their proposal will achieve positive education and employment outcomes for local people.

## **Employment land**

Land on which commercial premises have been built and where jobs are hosted.

## **Enterprise Zone**

A defined area where businesses can receive incentives to set up and expand, including lower taxes or fewer regulations.

## **High-value job**

A well-paying and high-skilled job.

## **Inward investment**

Investment in the local area from businesses based outside the local area.

## **Local Development Order**

The granting of planning permission for specific types of development at a defined location, subject to certain criteria and conditions.

## **Local Plan**

A document produced by the Council which sets out planning policies and proposals for new development.

## **Market failure**

When businesses do not act in the most efficient or rational way, leading to harm to those businesses and/or the wider public.

## **National Planning Policy Framework**

A document produced by Government which sets out national planning policies and details how Local Plans should be developed.

## **Pride in place**

Local people's satisfaction with where they live, local services and engagement in local culture and community.

## **Retrofitting**

Fitting new systems or equipment to buildings previously built without them, typically to increase energy efficiency and/or lower energy consumption.

## **Service Plan**

A document produced by each department of the Council which sets out the main priorities and actions (from the Council Plan) which that department will take.

## **Settlement self-containment**

A settlement (village, town or city) where residents can access all their essential services and employment opportunities within that settlement.

## **Statutory services**

Services the Council is required to provide by law.

## **Sustainable retail**

Retail businesses and products which seek to minimise environmental and social harm.

## **Traditional sector**

An industry which has been historically predominant in the locality, such as agriculture and tourism.