Green Infrastructure Strategy – Phase II

Exeter Area and East Devon Growth Point

December 2009

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Final Report

Prepared by LDA Design on behalf of the Exeter Area and East Devon Growth Point Green Infrastructure Advisory Group.

This document has been prepared and checked in accordance with ISO 9001:2000.

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INTRODUCTION

The Exeter & East Devon Green Infrastructure (GI) Study was published by the Exeter & East Devon Growth Point Team and its local partners in April 2009. The study established a vision and objectives for GI investment, analysed the opportunities for investment by theme, identified a range of potential initiatives and set out the key delivery challenges. As such, it provides the local planning authorities with a sound evidence base on which to formulate future planning policy to protect, enhance and create new GI in the area as part of their Local Development Frameworks (LDF). Essentially, it answers the questions 'why?' and 'where?'

This Strategy document is intended to provide greater detail in respect of specific opportunities to shape GI investment and of the means by which the local planning system - through the LDF and site masterplans for example - and delivery agencies will together drive the successful execution of the Strategy. This complements the Study by answering the 'how?' and 'when?' questions.

A workshop was held in October 2009 to examine the approach and work undertaken up to that point on Phase 2, in order to help guide completion of the Strategy. Attendees included officers from a broad range of statutory bodies, Local Planning Authorities, Devon County Council and a number of existing partnerships and trusts working within and around the Growth Point area.

Key outcomes were fed back into the Strategy and will inform future decision making and project formulation as GI is delivered in the Growth Point area.

The document is structured as follows:

Section One makes clear how the Study's vision and objectives for GI will contribute to broader economic, social and environmental policy objectives. Fully integrating the strategy into this bigger public policy picture is crucial if GI investment is to be successfully secured from public funds and leveraged from the private and third sectors.

Section Two summarises the story told in the Study of how the vision and objectives respond to the ways in which this area is expected to change physically over the next twenty years or more and explains why three specific types of strategic GI initiative – Strategic GI Projects, GI Investment Programmes and Area GI Frameworks - are proposed. It includes a GI Investment Plan, which captures on one plan the spatial distribution of GI investment opportunities in these three ways.

Section Three describes each of the proposed Strategic GI Projects and their rationale. **Section Four** similarly describes each of the proposed GI Investment Programmes and their rationale and **Section Five** the three proposed Area GI Frameworks.

Section Six assembles the Strategic GI Projects together with other projects identified in the three Area GI Frameworks. The schedule contains information on each initiative with the expectation that the appropriate delivery agents in the public, private and third sectors will secure and align resources for their successful implementation.

Finally, **Section Seven** sets out how the strategy will be executed in terms of its governance and management by local partners.

1.0
VISION AND OBJECTIVES

GREEN INFRASTRUCTURE VISION

The Vision for the Exeter & East Devon Growth Point is to achieve a Strategic GI Network that:

- protects and enhances current environmental assets and local identity;
- provides a holistic framework for new sustainable development and regeneration; and
- performs a multitude of life support functions for the benefit of people and wildlife.

In summary, GI will help to create high quality, attractive and functional places that will provide a setting for day-to-day living, enhance the character and diversity of the landscape and protect heritage assets that contribute to the area's unique sense of place and cultural identity. It will enrich the area's wildlife value by addressing the negative impact of habitat loss and fragmentation by promoting habitat enhancement and linkage. GI will also help to connect people to places by linking residents and visitors to leisure and work destinations along a network of safe and clearly defined routes.

STRATEGIC OBJECTIVES

The GI Study proposes eleven strategic aims for GI in the Exeter & East Devon area, each with a specific objective. To provide this Strategy with a sharper delivery focus and to better reflect the drivers of future GI investment, they have been simplified into four objectives:

GI1. To increase biodiversity by:

- protecting, enhancing and linking existing and future habitats to raise ecological value and species persistence across the area in urban and rural locations.

GI2. To mitigate and adapt to climate change by:

- recognising the important role of the landscape in sustainable energy management, recycling waste and water and pollution control;
- recognising the contribution the landscape can make to life support systems, such as adaptation to climate change, micro-climate adjustment, improving air quality and reducing emissions.

GI3. To manage population growth and promote economic development by:

- creating networks of new and improved open spaces, allotments, formal sports and play space and access routes in continuous green corridors linking the city to the wider countryside;
- enhancing the quality, character and identity of the landscape to promote the quality of the town and act as a gateway into urban and rural areas;
- helping to promote identity and sense of place by contributing to urban design;
- creating opportunities for sustainable community food production at local level to take advantage of their proximity to urban markets and encourage small scale urban and community farm initiatives;
- protecting features and patterns that display the evolution of urban and rural areas and improve opportunities to celebrate and understand the past and enrich the areas varied landscape character and sense of place;
- informing strategic decisions on the location and nature of major new development and infrastructure projects proposed in and around the city.

GI4. To improve the health and well being of our local communities by:

- creating a more accessible and attractive urban and rural environment close to where people live and work and the framework necessary to improve recreation and leisure opportunities necessary to promote healthier lifestyles;
- providing a diverse range of environments that can act as outdoor classrooms that supports all parts of the national curriculum with particular emphasis on environmental and rural studies;
- providing a mechanism for raising community confidence and skills in creating and managing community spaces and facilities and in bringing about other environmental improvements to enhance the local area.

These objectives have been captured and numbered in the Strategy Map & Scorecard in Appendix 2.

These objectives are based on those agreed in the Phase 1 Study and have been developed to maximise the contribution that this Strategy can make to the achievement of broader economic, social and environmental objectives as set out in the current Devon Local Area Agreement (LAA) 2008 – 2011. In doing so, we have sought to ensure that Green Infrastructure gains and maintains the attention of local decision makers and potential GI investors in the public, private and third sectors.

The GI strategic objectives have in turn shaped the approach taken in this Strategy to the choice of GI actions in the form of projects, programmes and area frameworks. In each case, the relative contribution of these actions to those objectives has been set out. (see GI Strategy Map in Appendix 2)

The 'cause and effect' relationships between the GI objectives and the objectives and key performance indicators of the LAA are set out in Appendix 1.

2.0
FROM VISION TO ACTION

The evolution of the GI Strategy began in the Phase 1 Study with an understanding of the essential characteristics of the urban and rural form of Exeter and its surroundings. This was summarised:

The GI Spatial Framework conceives Exeter as a compact city with a clear distinction between the urban area and the countryside within which it sits. It is a city supported by linked, self contained and well-defined communities which are both historic and new.

Its key elements are defined as:

- the ridgelines that define the city to the north, west and south;
- the Exe Valley and the associated valley parks and linkages that help to structure the city and provide routes to the coast and countryside;
- the Clyst Valley, associated biodiversity reserves and linkages that provide connections between the settlements to the east of Exeter to the city;
- the network of routes allowing for easy sustainable accessibility between the urban area of Exeter and the surrounding countryside and, in particular the compact settlements;
- the high quality countryside within which the compact settlements sit;
- sustainable accessibility between the compact settlements and the countryside within which they sit; and
- bringing the countryside into the city.

These elements were graphically illustrated in Figure 1. Its implications were then set out (in Section 4.5 of Phase 1) as:

- protection and management of the key ridgelines that enclose the city and maintenance of a clear distinction between the urban area and the countryside;
- the strengthening of the Exe valley and the valley parks as strong landscape elements with clear urban green space / rural character and continuing enhancement of linkages to the countryside, coast and between the city and surrounding settlements;
- as outlined in the Secretary of State's Proposed Changes to the Draft RSS (2008), allow for consolidation of the urban area up to the M5 and possibly to the edge of the Clyst floodplain creating a positive edge to east Exeter that is commensurate with the quality of the city edge overlooking the Exe;
- management and investment of the Clyst Valley to create a well defined network of accessible semi natural green spaces and less accessible biodiversity rich areas, such as long the M5 corridor, defining the edge of Exeter and creating a strong buffer between the city and the countryside;

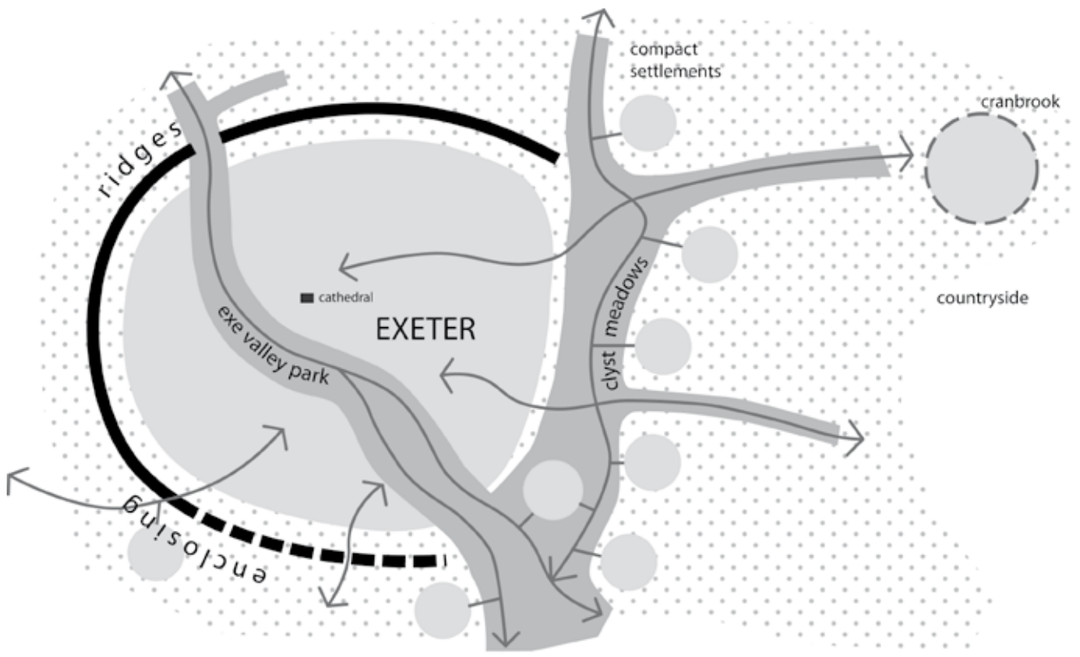


FIGURE 1: THE GI SPATIAL FRAMEWORK

Note: This plan has been updated from the Phase 1 Study to include the Ridgelines which surround Exeter to the north, west and south.

The key elements of this plan will be incorporated into the Key Diagram in the Core Strategy for each Local Planning Authority.

Core Study Area

The Strategic GI Framework

Sub-regional Green Infrastructure Corridors
1. The Exe Valley
2. The Clyst Valley
3. The Pebblebed Heaths

Local Green Infrastructure Corridors

Urban Areas

Ridgelines defining the setting of the city to the north, south and west

Regional Spatial Strategy Housing Growth Areas of Search
A. Cranbrook
B. Monkerton/Hill Barton
C. Newcourt
D. Alphington/South West

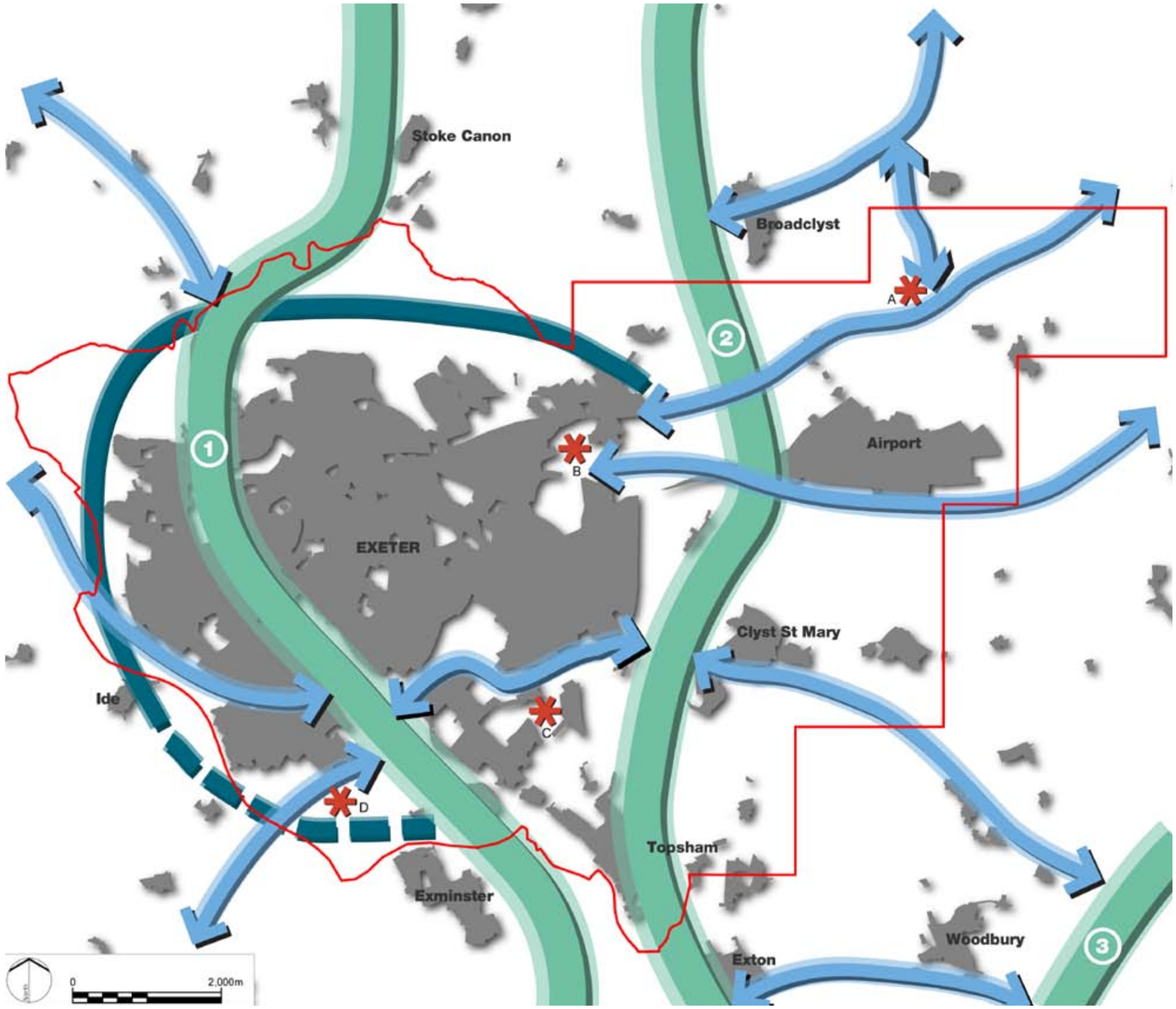


FIGURE 2: THE GI SPATIAL NETWORK

- existing and proposed settlements beyond the natural setting of Exeter - the ridgelines and Clyst Meadows - should have well defined edges so that they appear to be physically self-contained urban areas within the countryside rather than as an extension of Exeter; and
- identification and protection of green routes between the surrounding satellite settlements and Exeter, in particular the creation of a new linkage ('landmark bridge') across the M5 at Redhayes to enhance sustainable accessibility to the east.

The Phase 1 Study then responded to the Vision using three themes - a biodiversity network, a sustainable movement network and GI projects – each theme having its own spatial plan showing a mix of opportunities for GI investment and specific initiatives.

In addition, a GI Strategic Network plan was prepared, illustrated in Figure 2 (Figure 7 within Phase 1 report) as a means of identifying locations where it appeared there were coincidences of opportunities in more than one theme and/or where there was a geographical concentration of opportunities. These opportunities were then sub-divided into strategic and local networks, assuming resources would reflect this prioritisation.

STRATEGIC GI INVESTMENT PLAN

The purpose of the plan shown [on page 12] is to translate the Strategy's vision and objectives into a spatial framework to promote the range of GI opportunities to potential investors, be they local authorities, landowners, developers, parish councils or local environmental or community groups. The plan therefore brings together actions identified with reference to the Vision in the Phase 1 Study shown on the framework plans for:

- Biodiversity Network (Figure 4)
- Sustainable Movement Network (Figure 5)
- Site Specific Project Opportunities (Figure 6)

The Biodiversity and Sustainable Movement networks remain much as they were defined in Phase 1, but with new Habitat Links identified in the urban core of Exeter (primarily based on railway corridors). The more detailed work on the area frameworks has also resulted in additional opportunities being identified for Countryside and Neighbourhood Connectors.

The plan takes a different approach to Phase 1, however, to identifying specific actions. Rather than attempting to identify every potential GI project in response to the opportunities it identifies a series of strategic initiatives. These initiatives comprise:

Strategic GI Projects

These are initiatives of strategic importance that are located on the plan, e.g. Clyst Meadows, Landmark Bridge. The majority were identified in the Phase 1 Study as either existing or planned projects, where sufficient information is held on the delivery challenges to have reasonable confidence that the project can be specified, costed and delivered within a timetable. Phase 2 work has identified an additional 2 Strategic Projects.

These projects should be considered as case studies of successful GI investment and may have themselves been stimulated by similar successful action elsewhere. At the appropriate time, their critical success factors should be analysed in order for those same factors to be promoted to others to bring forward similar projects as responses to GI investment opportunities identified in Phase 2.

GI Investment Programmes

These are a series of generic programmes that will contribute to delivering the Vision. The exact location of projects within each programme is left to the appropriate delivery agents to determine in due course, e.g. Historic Park Enhancement, Habitat Links, Greenways. This approach recognises the dynamics of market conditions, the development sector, agricultural trends and social change among other factors and does not seek to predict exactly when, where and how GI investment will happen over the next twenty years.

Instead, these programmes, supported by the opportunities of action identified in the Plan, are defined here and the factors that will govern their successful development and delivery are set out in Section 5 below. This approach will allow the relevant potential GI investors to respond to opportunities as they arise, depending on the likely unique blend of GI drivers that relate to that opportunity.

For that reason, the programmes do not necessarily seek to prioritise opportunities which achieve GI benefits where different drivers coincide, e.g. the intersection of a Greenway and Habitat Link, although such a circumstance may create an opportunity to achieve a wider range of benefits once the prime objective has been realised. Nor are they necessarily specific in their detail 'on the ground'. For example, if it becomes clear following further investigation that there is a better means of connecting place A to place B using a neighbourhood connector along a different route, then that should be promoted. Here, the strategy suffices in making the case for connecting place A to place B.

Similarly, there has been no attempt in this strategy to prioritise the programmes. Each has its own rationale and role to play in achieving the GI vision and objectives. The availability of public funding for such programmes is likely to continue to ebb and flow as public policy changes. The motivation for the private sector to invest in GI will also change in relation to market conditions although planning consent should always ensure that GI investment opportunities are realised through scheme design and financial contributions.

Each programme should have at least one example of successful GI investment, if not in the Exeter & East Devon area then in a similar context, to inspire local action.

Area GI Frameworks

The plan identifies the three Area GI Frameworks at:

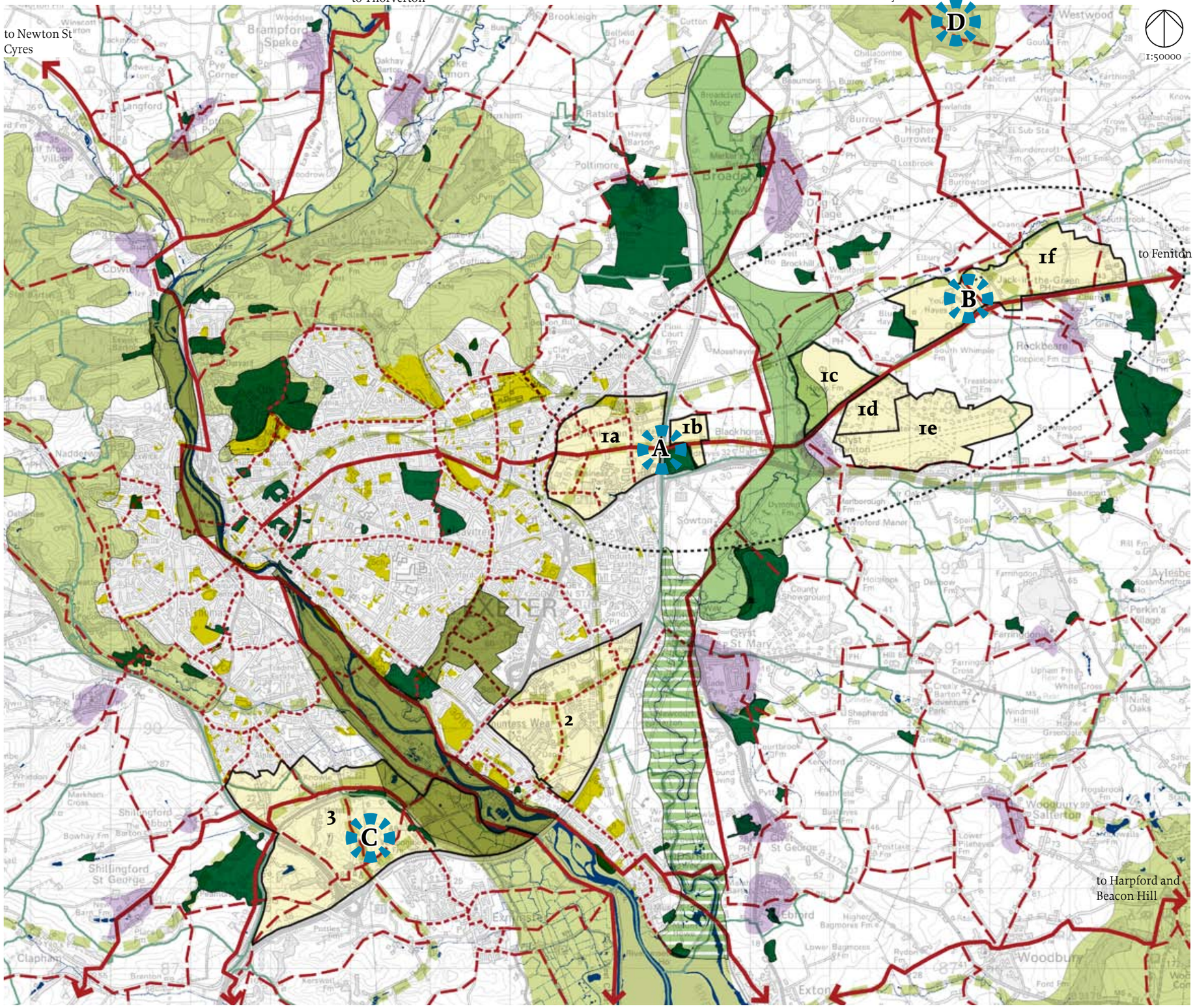
- Monkerton – Cranbrook
- Newcourt
- Southwest Exeter

It shows how GI investments in each may relate to further opportunities outside those areas. The areas have been chosen primarily to reflect their planned focus for housing and economic growth in coming years. It is in these locations where getting GI investment made in the right place, of the right type and at the right time is most crucial to the delivery of the Study.

A vision and set of aims are established for each area, specific projects are identified and design guidance proposed to shape future development proposals.

CONNECTING THE AREA GI FRAMEWORKS WITH EXETER CITY

The plan also shows how it may be possible to connect each area framework with the central urban core of Exeter. Connectivity may be in the form of habitat links or people moving from A to B on foot or by bicycle or both. The rationale for this initiative is to help ensure that, alongside other complementary initiatives, GI encourages and enables major new development to successfully integrate with the wider city and important facilities within the city centre. It also enables new communities beyond the edge of Exeter to have excellent links into the city centre.



Strategic Projects

- Exe Riverside Valley Park
- The Clyst Meadows
- The Lower Clyst

A Landmark Bridge
B Cranbrook Country Park
C SW Exeter Country Park
D Killerton Estate & Ashclyst Forest

Additional Strategic Project not illustrated on Plan:
Haldon Forest Park

Investment Programmes

Sustainable Movement Network

- Green Ways
- Countryside Connectors
- Neighbourhood Connectors

Biodiversity Network

- Habitat links
- Habitat Reservoirs
  nb - The Clyst Meadows, the Lower Clyst and Exe Riverside Valley Park (see above) are also Habitat Reservoirs

Other Programmes

- Historic Parkland Enhancement Scheme
- Village Enhancement Zones
- Parish Boundary Enhancement Scheme
- City Open Spaces Programme

Additional Schemes not illustrated on plan:

- Woodland Planting
- Community Gardens Initiative
- Renewable Energies Initiative

Area GI Frameworks

1. Monkerton-Cranbrook
   a. Monkerton/Hill Barton
   b. Exeter Science Park
   c. Intermodal Freight Terminal
   d. SkyPark
   e. Exeter Airport
   f. Cranbrook New Community
2. Newcourt
3. Alphington/SW Exeter

FIGURE 3: THE GREEN INFRASTRUCTURE INVESTMENT PLAN

Note: this plan does not preclude additional investment programmes for future development sites

3.0
STRATEGIC PROJECTS

INTRODUCTION

Set out below are the eight GI projects considered to make a strategic contribution to the delivery of the Vision. Their benefits will be spread more widely than their immediate locality and they will therefore have a high profile in promoting GI investment in Exeter & East Devon. There is also sufficient already known about them in terms of their viability for this strategy to be confident that they will be started, continued and/or delivered in the early phases of this Strategy.

The key features are described for each project, together with proposals for how GI investment should be focused in future. An indicative lead agency for each project is identified who are best placed to adopt a leadership role in delivering the project. Delivery Group(s) will also be established for individual or groups of Projects and Investment Programmes. Detailed proposals to secure the delivery and future on-going management of these Projects will be developed in due course

Within Projects there may be conflicts of interest between different objectives i.e. the desire to enhance biodiversity whilst also wishing to improve access and recreation. These conflicts and competing demands will need to be addressed sensitively.

THE EXE RIVERSIDE VALLEY PARK

To raise the profile and enhance the landscape, recreational and wildlife value of the sequence of parks and open spaces along the Exe Valley from Cowley to Countess Weir and including Ludwell Valley Park. The Exe Riverside Valley Park performs a multitude of functions and meets often competing demands including those arising from formal and informal recreation, habitat provision and movement corridors. Activities and initiatives within the Park will, in places, be constrained by geographical and topographical constraints and land ownership issues, however there is potential for its enhancement and promotion.

Investment for this project should focus on:

- developing a Vision and Framework/Masterplan for the Exe Riverside Valley Park. This will develop a coherent and strong vision and identity to the Park. The Framework should also establish a series of 'character zones', each attributed with a strong local identity and function, but all guided by the coherent vision for the Park. The Framework should give emphasis to the function and connectivity of different elements, and a consistent use of furniture, interpretation, construction materials and signage to contribute to a bold, coherent and accessible identity. This piece of work will help to establish where investment should be focused within the Valley Park;
- potential provision of new assets, such as a park café, city play zone and sculpture areas;
- habitat enhancement and strengthening a semi natural river meadow character;
- improving access points. These will be important 'gateways' into the park, and present an opportunity to provide interpretation, navigation materials and notice of park events;
- ensuring existing historic and cultural elements are positively incorporated into future projects including the historic canal; riverside quays, weirs, kilns and other riverine industry sites;
- improvements to Ludwell Valley Park, further increasing recreational opportunities and enhancing the overall image of the Exe Riverside Valley Park. However, special attention will be given to ensuring their separate identity, character and function is maintained;
- on-going management and maintenance to retain a clean, safe and attractive environment;
- branding and marketing - promoting the Park locally, regionally and nationally to raise its profile and make people aware of what it has to offer ;

'Exeter Wild City' is an existing partnership between the Devon Wildlife Trust and Exeter City Council. They have established The Exeter Wild City River Corridor Initiative which plans to improve the wildlife potential of the land alongside the river and to make it an even more appealing place for people to take their leisure. All initiatives for the River Exe should be integrated and coordinated so that they work together to a common vision.

Indicative Lead: Exeter City Council

THE CLYST MEADOWS

The Clyst Meadows project will focus upon strengthening the landscape character and habitat potential of the Clyst Valley from Broadclyst to Clyst St Mary and to improve access to the countryside and promote environmental research and education.

Investment for this project should primarily focus on:

- landscape restoration and enhancement - A low key, naturalistic approach is desirable, and all developments should be compatible with its function as a fluvial floodplain;
- conserving and restoring boundaries through improved maintenance of hedgerows and ditches and to discourage further enclosure of the floodplain, except temporary fencing for biodiversity conservation;
- strengthening habitat potential and biodiversity interest. This may include restoring unimproved permanent pasture and wet grassland and other wetland habitats along watercourses and retaining semi improved parkland grasslands, bodies of standing open water, parkland trees woodland copses and tree belts;
- promoting the management and restoration of orchards and riparian tree species and encouraging woodland management for age and species diversity, promoting locally indigenous wetland species. Coniferous plantations should be discouraged;
- maintaining the inherent absence of settlement and development;
- improving access to the countryside and improving river and road crossing points to give improved access to the river valley from local villages;
- delivering the Clyst-Killerton Greenway between Broadclyst and Clyst St Mary;
- opportunities to address environmental research and education agendas. This may include establishing a ' Studies Centre' from which school visits can undertake field studies or other activities. It may also be possible to treat parts of the project area as a 'living laboratory' to observe the local effects of climate change, or test different methods and approaches to habitat enhancement or creation, flood management or river bank stabilisation;
- establishing a programme of environmental activities and training events based on traditional skills such as coppice management, pollarding, and hedge laying;
- establishing a 'Friends of the Clyst Meadows' group.

Indicative Lead: East Devon District Council in close partnership with the Environment Agency and National Trust. Natural England funding through Higher Level Stewardship HLS agreement has secured management for the next 10 years.

THE LOWER CLYST

The Lower Clyst Project should be a natural evolution of existing and ongoing activity in the area, currently being led by the Environment Agency and Natural England, enhancing the character and wildlife value of the area and retaining it's perceived 'remoteness'.

Investment for this project should primarily focus on:

- enhancing the semi-natural character of the floodplain;
- managing water levels and creating a range of transitional wetland habitats;
- securing adequate compensation payments for landowners and incentives to mange land both for habitat enhancement and wider flood defences;
- delivering the Clyst-Killerton Greenway on the outer fringes of the floodplain from Clyst St Mary to Topsham and Exton;
- providing opportunities for visitors to have views into and across the valley. The provision of hides and interpretation boards in some locations may be appropriate.

Indicative Lead: Environment Agency/Natural England.

Project design and planning through liaison and partnership working between the local planning authority, Natural England and local landowners will be key to the success of this project.

THE LANDMARK BRIDGE

To create a foot and cycle bridge that spans the M5 linking Exeter City with its rural hinterland, existing villages and towns and the new communities and development that are planned to the east of the city. The bridge will also make a bold statement to announce arrival at Exeter from the M5. The bridge is proposed to link between Gypsy Hill Lane to the west of the M5 and Blackhorse Lane to the east.

Finance has been secured for the bridge from the Community Infrastructure Fund (CIF), a fund set up by the CLG and DfT to help accelerate developments by providing sustainable transport infrastructure. A detailed planning application has been submitted and detailed design is being progressed. Assuming consent is granted construction will commence in Spring of 2010 with completion prior to the end on March 2011 when the funding period ends.

Investment for this project will primarily focus on:

- securing planning permission;
- delivering the bridge;
- ongoing maintenance.

Indicative Lead: Devon County Council. Parsons Brinckerhoff are undertaking the design, procurement and work supervision on their behalf.

CRANBROOK COUNTRY PARK

To deliver the most significant area of accessible green space within the Cranbrook new community, providing recreational opportunities for local residents and enhancement of the local environment.

Investment for this project should primarily focus on:

- delivering green space assets combining with access route and green corridors to create a great diversity of multifunctional spaces and experiences;
- providing an interconnected network of access links, including footpaths, cyclepaths and bridleways, linking to assets in the surrounding countryside including Ashclyst and Killerton Estate to the north, East Devon AONB to the south and east, as well as neighbouring villages and Exeter city;
- enhancing local wildlife, through the provision of new semi-natural habitats such as ponds and native broadleaved woodlands, and new and enhanced wildlife corridors;
- delivering interpretation/education facilities, providing learning opportunities for new and existing residents of the area. This will help enhance the local communities understanding of local environmental issues and provide 'signposts' to other environmental and recreational resources in the vicinity such as accessible wildlife sites and countryside walks, as well as details of other ongoing GI or community initiatives, including volunteer schemes;
- dog walking and training opportunities to reduce impact on pebblebed heaths (Woodbury Common);
- Community activities and seasonal events;
- management and maintenance.

Indicative Lead: East Devon District Council.

SOUTHWEST EXETER COUNTRY PARK

Creation of a Country Park where the public can enjoy the countryside in close proximity to where they work and live, an area that meets the recreational and leisure needs of existing and proposed communities to the south of the city. The Country Park needs to be large enough in size to attract new and existing visitors away from using existing valuable wildlife sites for recreation.

Investment for this project should primarily focus on:

- developing a design and proposals for the Park and acquiring land where necessary;
- delivering a variety of green space and recreational assets, both formal and informal, with a variety of characters and uses;
- providing a Visitors Centre, toilets, refreshments and car parking as well as other facilities around the Park such as picnic areas, seating etc;
- providing children and young peoples play facilities;
- encouraging appropriate out-door pursuits activities (i.e bmx, mountain biking, horse riding etc.)
- interpretation and education initiatives of local landscape, biodiversity and culture/history. The Country Park (depending on its exact location) has the potential to include Scheduled Monuments and be adjacent to valued wildlife habitats. Interpretation of these areas will enhance the public's appreciation of their environment;
- creating circular walks of varying length and difficulties;
- providing an interconnected network of access links, including footpaths, cyclepaths and bridleways, linking the Country Park to the Exe Riverside Valley Park, Alphington, Marsh Barton, Exminster, surrounding villages and Haldon Forest,
- promoting local wildlife through habitat creation and improvement and the retention and enhancement of wildlife links;
- community activities and seasonal events;
- potential for landmark art and topographs;
- on-going management and maintenance.

Indicative Lead: Teignbridge District Council

KILLERTON ESTATE AND ASHCLYST FOREST

The enhancement of Killerton Estate and Ashclyst Forest as a key recreation and leisure asset and valuable wildlife habitat.

Investment for this project will primarily focus on:

- enhancing public access and recreation, improving facilities for cycling, walking and horseriding within the Estate and Forest;
- improving routes for cycling, walking and horseriding to and from the Clyst Meadows, Exeter and the new community at Cranbrook;
- enhancing nature conservation interest;
- additional tree and hedgerow planting to enhance the character and identity of the Estate.

Indicative Lead: National Trust

HALDON FOREST PARK

The enhancement and promotion of Haldon Forest Park as a key recreational asset with improved access and wildlife value. Haldon Forest Park is 3,500 acres of woodland approximately 5 km to the south of Exeter. It is an existing recreation destination with a range of outdoor pursuits activities including mountain biking, orienteering, horse riding, walking, children's play and facilities including the 'Centre for Contemporary Art, the Natural World', ' Go Ape!' high wire adventure course and the Ridge Cafe.

Investment for this project should primarily focus on:

- developing a 'Vision' for the Forest Park along with a Biodiversity/ Recreation/Access Strategy to help guide the future for the Park as a Green Infrastructure asset. This will establish where investment should be concentrated in the future;
- supporting the delivery of strategic Greenway cycle and footpath routes linking Haldon Forest Park and Exeter;
- enhancing other cycle and footpath routes linking Haldon to surrounding towns and villages and strategic green infrastructure routes;
- supporting a new public transport link to the Forest from Exeter and potentially other settlements. This could include innovative ideas such as provision of a cycle trailer/bus service to/from the Forest;
- enhancing and maintaining public access within the Forest;
- maintaining, enhancing and promoting recreation and leisure facilities and activities throughout the Park;
- enhancing wildlife value, including heathland restoration work;
- promoting and marketing Haldon as an outdoor pursuits and recreational destination for Exeter;
- community events and activities.

Indicative Lead: Forestry Commission

4.0
INVESTMENT PROGRAMMES

This section sets out more detail on the Investment Programmes identified thus far, some elements of which are part of existing projects or initiatives. The Investment Programmes will contribute to achieving the Strategy vision and objectives. Each Programme is again given an Indicative Lead although collaborative working will be essential to ensure delivery. Delivery Group(s) will be established for individual or groups of Investment Programmes and detailed proposals to secure the delivery and future on-going management of these Investment Programmes will be developed over time.

SUSTAINABLE MOVEMENT NETWORK

The Sustainable Movement Network sets out a clearly defined hierarchy of routes that give communities the confidence and incentive to undertake journeys by other means than their car. The intention is that the network is clearly defined and well signed, easy to navigate and find your way around, celebrates local character, highlights areas or features of interest and is safe to use for all. Recognition should also be given to Exeter's status as a 'Cycle Demonstration Town'. The network hierarchy is summarised below.

The Greenways

Greenways are strategic links through open countryside and Exeter city. These are safe, attractive and well signposted overland routes.

In the Phase 1 document 8 Greenways were identified and illustrated in Figure 5: The Sustainable Movement Network. As a result of comments received on the Phase 2 work some of Greenways identified in Phase 1 have been changed and 4 additional Greenways are proposed.

The Cranbrook and Ashclyst Forest Greenway – This proposes a new Greenway linking the new Community at Cranbrook with Ashclyst Forest and the Killerton estate, approximately 3 km to the north. This will provide a new safe route for people within the new community to access this recreational asset and help alleviate pressure on other sensitive sites such as the pebblebed heath. Much of the route can follow existing laneways or footpaths. From Cranbrook the route can follow the lane from Crannaford Farm to Lower Burrowton. From here an existing footpath to Newlands can be used although requiring enhancement to make it appropriate for cycles. From Newlands a new route will need to be created across the Clyst Valley to link into the Ashclyst Forest.

The Exeter and Haldon Forest Greenway – This is proposed as a new Greenway connecting Exeter to Haldon Forest Park to encourage people to use Haldon Forest from the City and to access it by foot and cycle. There is a potential relatively direct cycle/footpath route that is to be created adjacent to the A38. This however would have issues of noise and air quality and not an attractive, rural route. An alternative route could be considered along Matford Brook to Shillingford Abbot and then south to the Forest.

Matford to Haldon Forest Greenway - an additional, more rural route linking the City with Haldon Forest Park. This strategic Greenway follows Matford Brook to Shillingford Abbot and then south west to the Forest. The exact position of this route requires further consideration and testing. This additional Greenway will provide a rural route to Haldon and would complement the Exeter and Haldon Forest Greenway by providing a potential circular route/option.

The East of Exeter (Hill Barton Road) to Exeter City Centre – This is an extension to the East Exeter, Cranbrook and Feniton Greenway to connect the east of Exeter to the City Centre . Although illustrated on Figure 3: The Green Infrastructure Investment Plan, the route of this Greenway from Hill Barton into the city requires further investigation to establish it's route.

It is proposed that investment should focus on enhancing and delivering the following Greenways:

- The Exe Estuary Trail and Exe Valley Regional Route (previously shown as Exe Valley and Estuary Green Way in Phase 1);
- The Clyst to Killerton Green Way – the route south of Clyst St Mary requires further consideration and careful testing;
- The East Exeter, Cranbrook and Feniton Green Way;
- The Topsham to Harpford Green Way (part of East Devon Way). This route has been amended from that shown in Phase 1, now using the Exe Estuary trail to Exton, an unsurfaced county road to Woodbury and then the East Devon Way).
- The Haldon Forest to Brandy Head Green Way;
- The South West Coast Path National Trail (previously shown as Coastal Path Green Way in Phase 1);
- The Cranbrook and Ashclyst Forest Greenway (additional route to that shown in Phase 1)
- Exeter and Haldon Forest Greenway (additional route to that shown in Phase 1);
- Matford to Haldon Forest Greenway (additional route to that shown in Phase 1);
- East of Exeter (Hill Barton Road) to Exeter City Centre including and extension form (additional route to that shown in Phase 1)

The Shobrook to Chudleigh Greenway identified within Phase 1 has now been removed from the Strategy. The River Otter Greenway, illustrated in the Phase 1 report currently exists but has now also been removed from the Strategy because there may be issues relating to climate change in the future.

Investment in Greenways should concentrate upon:

- delivering consistent and continuous strategic routes to link key locations. This includes:
  - enhancement to existing routes to improve access, movement and to reflect character and identity;
  - delivering new sections of Greenway where there is currently no public access;
  - improving existing footpaths to make them accessible for cycles as well as pedestrians as part of the Greenway.
- improved signage and furniture (seating etc.) as appropriate;
- landscape enhancement and restoration work in close proximity to these routes to enhance the experience of travelling along these routes;
- improving access to waterside features, habitats and facilities where appropriate;
- on-going management and maintenance;
- promotion of routes.

Countryside Connectors

Countryside Connectors comprise footpaths, cycle lanes, quiet lanes and bridleways linking rural communities together and to assets within the wider countryside. Much of the network is located within open Countryside and therefore takes advantage of existing rights of way.

Investment in Countryside Connectors should largely concentrate upon:

- appropriate signage and seating;
- on-going maintenance and management of routeways;
- creation of new links where appropriate to improve access for villages and hamlets.

Neighbourhood Connectors

These connectors build upon the local network of urban routes to provide connectivity between different neighbourhoods within urban areas and connections into the strategic primary network of Greenways. They are routed to take advantage of parks and green space assets and other notable features such as civic spaces or historic character.

Investment in Neighbourhood Connectors should largely concentrate upon:

- where necessary enhancing the public realm along these routes, respecting and reinforcing local distinctiveness and character in the choice of materials, street furniture and lighting;
- enhancing the pedestrian and cycle environment to create safer and more attractive routes. This includes improved road crossings where necessary;
- ensuring routes feel safe for pedestrians and cyclists after dark with adequate lighting;
- improving signage where necessary;
- 'greening' routes to provide a network of 'green corridors' throughout the urban areas.

Community Connectors

The main arteries within a community neighbourhood, carrying the majority of local journeys made, say from home to local shop, park or school.

Investment in Community Connectors should largely concentrate upon:

- public realm enhancements;
- creation of 'pocket parks', community gardens and play areas;
- establishing Home Zones or other measures to create an environment where pedestrians and cycle take priority over the car;
- tree planting and creating 'greener' streets.

Indicative Lead on Sustainable Movement Network : Devon County Council

BIODIVERSITY NETWORK

Habitat Reservoirs

Habitat reservoirs are large habitat blocks or groupings of smaller blocks of habitat in close proximity to each other. The diverse types and value of the identified habitat reservoirs within and surrounding Exeter are described within the Phase I report.

Investment should focus on

- habitat protection, enhancement and creation appropriate to each specific area;
- appropriate management and maintenance to encourage biodiversity, whilst in some area concentrating on creating and maintaining habitat for a specific species (i.e Cirl Bunting)
- creating new habitat reservoirs, incorporating biodiversity gains arising directly or indirectly out of new development.

Habitat Links

Habitat links are linear features such as river corridors or hedgerow networks, or a series of unconnected habitat patches in close proximity to each other that have the potential to link the habitat reservoirs.

Investment will focus upon:

- protection, enhancement and creation of links;
- retaining and managing stream courses, hedgerows networks and open spaces within growth areas to create a continuous 'green network' for wildlife movement that links to surrounding habitat reservoirs;
- appropriate management to encourage biodiversity and wildlife movement;
- new tree, hedgerow and scrub planting to strengthen existing links and fill gaps where there are breaks in habitat corridors;
- identifying new habitat links, incorporating biodiversity gains arising directly or indirectly out of new development.

Indicative Lead on Biodiversity Network: Natural England

OTHER PROGRAMMES

Historic Parkland Enhancement

This scheme seeks to enhance registered and remnant Parkland landscapes. The intrinsic character and quality of surviving areas of parkland varies, although they do contain some or all of the features that are common to English Parklands, such as a designed layout, grazed meadows, avenues of trees, specimen trees, veteran trees and formal gardens. Whilst these are often important as the setting for private residences, hotels or businesses, they are also historic and cultural elements in the landscape that display changing fashions in design and land management over many hundreds of years.

Investment will vary from area to area but may include:

- preserving features of intrinsic historic value;
- establishing management regimes and projects to raise biodiversity interest and habitat value;
- considering opportunities to make contemporary contribution to the evolution of the designed landscape;
- low key conservation ideas including reinstating lost or degraded views and vistas, replanting ageing avenues or trees where they are inappropriate species or in decline.

Indicative Lead: Devon County Council

Village Enhancement Zones

On the fringes of villages within and immediately surrounding the core study area, consideration should be given to local landscape enhancement schemes, that seek to provide a more sympathetic and attractive setting for settlements. The areas shown on the plan are areas of search and further work is needed to identify where investment should be concentrated and those villages where regeneration and enhancement work would improve the village environment and its relationship to its landscape. There may also be additional settlements identified to those shown where this initiative could be progressed. This initiative should primarily support local communities in enhancing their villages.

The nature of investment will vary from settlement to settlement but may include:

- enhancement of hedgerows and boundary treatments;
- restoration of degraded or low quality areas;
- new planting;
- entrance and public realm enhancements;
- public art;
- community initiatives.

Indicative Lead: Parish Council's

Parish Boundary Enhancement Scheme

Parish Boundaries of often of great antiquity and have significant historical value. Old hedges also tend to have greater wildlife value due to their diversity of component species. This scheme seeks to enhance Parish Boundaries for their antiquarian, cultural, ecological and community value by considering repair and visual character of parish boundaries; encouraging communities to 'beat the bounds'; and encouraging other community projects associated with Parish Boundaries.

Investment could include:

- managing hedgerows to create thicker, taller and more species rich hedgerows or have a greater occurrence of hedgerow trees, perhaps planted at points of particular interest, or in locations where they were illustrated on old Tithe Maps;
- encouraging and promoting community activities and events such as 'beat their bounds' to help galvanise community identity and facilitate a greater understanding of and respect for the local environment;
- commissioning new 'boundstones', positioned to celebrate distinctive places or locations. These could be created by local artists and craftsmen.

Indicative Lead: Parish Council's

City Open Spaces Programme

A programme to protect, enhance and develop the green space within the city that would mesh with existing strategies to deliver good quality open space providing long-term recreational benefit. The significant horticultural legacy within the city along with the diversity of open spaces provides a framework for current and future greenspace initiatives.

The diverse range of greenspace requires sympathetic management and ongoing investment to ensure they meet the needs of existing and future users

Investment programmes will vary according to funding criteria, location, function and objectives, and delivery can take many forms e.g. project specific or partnering schemes

Key subject areas include

- enhancement of green spaces to meet changing community needs;
- parks as classrooms;
- development of community and urban woodlands;
- strategic tree planting schemes focussing on "street greening;"
- greenspace footpath and cyclepath links;
- interpretation, information and education systems, with linkage to schools;
- healthy parks projects (outdoor gyms);
- formal and informal sport provision;
- creating new open spaces and associated facilities as part of new growth, housing and infrastructure developments.

Indicative Lead: Exeter City Council

Woodland Planting

This scheme seeks to encourage the planting of new deciduous woodland on former woodland sites and in new locations where appropriate. Creating new woodland and re-establishing lost woodlands will make a significant contribution to the wooded character of the landscape and also offer an opportunity to enhance the overall area of woodland habitat in the core study area and therefore contribute to the establishment of the Biodiversity Network. This scheme could also help contribute to the Renewable Energy Initiative. This programme in Phase 1 focused purely on re-establishing former woodland sites. The scope of this programme has however been broadened to promote greater opportunities in woodland creation.

Investment would focus upon:

- developing a programme of historic map research, consultation and dialogue with land owners to help identify appropriate locations for the establishment of woodlands;
- new woodland planting.

Indicative Lead: Devon County Council

Community Gardens Initiative

The Community Gardens Initiative seeks to find opportunities for and to deliver allotments, community gardens and city farms within Exeter and other surrounding settlements. In recent years significant emphasis has been placed on the importance of having access to fresh produce, reducing food miles, and taking exercise. This initiative should seek to help achieve these aspirations. Demand for allotments is not currently met within Exeter and some allotments have waiting lists of up to 4 years.

Exeter City Council has prepared an Allotment Strategy (2007-2011) and this Initiative should work with and seek to deliver the objectives of that Strategy.

Although, sites have not been identified on the Investment Plan, opportunities to develop community gardens and allotments should be sought as part of new growth areas and within opportunity sites that become available within the city. In identifying new areas for allotments/ community gardens, sites should ideally:

- be in close proximity to existing or proposed housing;
- have good accessibility;
- be on uncontaminated land with adequate soil quality and drainage. In new areas of growth Agricultural Land Classification should be considered to locate allotments on the best quality land;
- not be too steep;
- have good aspect and adequate shelter;
- have opportunity for a good water supply;
- have opportunity for good security;
- have opportunity for toilet facilities.

Investment should focus upon:

- providing sufficient allotments/community gardens for existing and proposed communities;
- appropriate management of existing allotments and infrastructure and enhancing facilities where necessary;
- promoting allotment gardening to encourage sustainable practices and healthy lifestyles;
- supporting allotment holders and allotment associations;
- encouraging community involvement, activities and education.

Indicative Lead: Exeter City Council/East Devon District Council/ Teignbridge District Council

Renewable Energies Initiative

This Initiative seeks to promote the establishment of renewable sources of power generation within and surrounding Exeter as part of Green Infrastructure. Climate change and the need to reduce non-renewable energy sources in favour of renewable energy production is a nationally recognised issue and one that needs to be tackled at the local level. The nature and direction of this Initiative is still not fully defined and is subject to a number of regional and national studies that are currently being undertaken. However the aspiration is that renewable energy production and low/zero carbon living will be supported and promoted through Green Infrastructure where possible within and surrounding Exeter.

Indicative Lead: Devon County Council

5.0 AREA GI FRAMEWORKS

5.1
MONKERTON – CRANBROOK AREA FRAMEWORK

AREA DESCRIPTION

The Monkerton-Cranbrook study area is located to the east of Exeter, extending from Monkerton/Hill Barton on the edge of the city eastwards to Jack-in-the-Green and Rockbeare. This extensive area incorporates the eastern edge of Exeter, Exeter Airport, agricultural and pasture farmland, the Clyst Valley and small villages, hamlets and farmsteads connected by a network of laneways. To the west of the M5 the study area strongly relates to the City and includes residential development, a Sainsbury superstore, St Luke's Secondary School and Exeter Business Park and the headquarters of the Met Office. To the east of the M5 the area has a rural character although influenced by the Airport and the A30. Proposals for this area are however, likely to significantly alter the existing character of this area.

STRATEGIC CONTEXT

The Draft Regional Spatial Strategy identifies Exeter as a 'Strategically Significant City or Town,' a regional focus for growth with a challenging requirement for housing delivery up to 2026. Opportunities for growth within the Exeter city boundary are strongly constrained spatially and as a result important elements of housing and employment growth will be accommodated at Monkerton and across the Motorway east of the City in East Devon. Key initiatives within the Monkerton - Cranbrook area include:

- housing and employment growth at Monkerton/Hill Barton - in the region of 2,300 new homes. A Masterplan for this area is currently being prepared;
- Exeter Science Park – the potential of creating some 2,000 – 3,700 jobs in the first 15-20 years;
- a new Community at Cranbrook, East Devon together with associated community and transport infrastructure, including high quality public transport links between homes and employment sites, city centre, intercity rail stations, and the airport. If the Secretary of State's recommended changes to the Draft RSS are confirmed Cranbrook will be expected to provide 7,500 homes;
- 4000 new homes in the East of Exeter area - location currently undecided;
- additional employment land at a location to be determined;
- development of Skypark;
- development of an intermodal rail freight interchange (Exeter Gateway);
- motorway junction improvements to expand capacity and make full use of the M5/A30 routes.

This requirement for growth will see the significant change within the Monkerton-Cranbrook area and Green Infrastructure will be an important part of ensuring that this growth takes place in a sustainable way that creates an attractive and healthy environment to live and work.

THE VISION

Green Infrastructure within the Monkerton to Cranbrook corridor will be focused on creating connections - connections that encourage sustainable movement, bring communities together, and create wildlife corridors and links between habitats.

The 'East Exeter, Cranbrook and Feniton Greenway' will be the defining and consistent element within this extensive growth area, the chain from which each of the proposed developments hangs and links to. Starting at the city centre the Greenway will cross Hill Barton, running along The 'Picturesque Ridge' which will form the backbone to new development from Monkerton to the Clyst Valley. A corridor of living, learning and leisure, this ridge will be defined by a composition of distinctive buildings set within a strong landscape structure - celebrating and emphasising the ridgeline as a recognisable feature to the east of the city.

From the Clyst Valley the Greenway extends on to Cranbrook via the Intermodal Freight terminal, SkyPark, Airport and providing a safe and attractive link for pedestrians and cyclists. A new Country Park at Cranbrook will provide a diversity of accessible open spaces for the new local community, creating a valued space for activity and relaxation.

A new Greenway linking Cranbrook to Ashclyst Forest will enhance access to the National Trust estate and encourage the new community to make full use of the enhanced leisure and recreational facilities at the Forest. A Greenway along the Clyst Valley will also allow easy access to the wider countryside. A wider network of cycle and footpaths and quiet lanes criss-cross the study area creating an area with a diversity of excellent connections between Exeter, areas of growth, surrounding villages and hamlets and the wider countryside. Enhanced habitats and habitat links will also improve biodiversity and create an environment rich in wildlife.

AIMS AND OPPORTUNITIES

ENCOURAGING SUSTAINABLE MOVEMENT

To facilitate and encourage walking, cycling and use of public transport as the primary means of movement.

This aim seeks to actively encourage a modal shift away from the car. This means there needs to be obvious advantages to sustainable modes of movement over using private cars (including cost, ease of movement, speed of arriving at destination, flexibility and reliability). Delivering this aim means that Green Infrastructure becomes a focus and one of the most important elements within new areas of growth, ensuring continuous green space corridors and movement networks. It also allows new development to reorientate itself to relate more positively to the green infrastructure networks rather than focused around vehicular streets.

Opportunities to achieve this include:

- creating a strategic dedicated continuous footpath/cycleway corridor - A Greenway - from the centre of Exeter to Cranbrook taking in Monkerton, the Science Park and the Airport/SkyPark on the way;
- allowing people to get from their homes to places of work, key destination and facilities on a continuous, safe and attractive network of dedicated footpath/cycleways;
- providing attractive and easy links to public transport hubs;
- providing high quality public transport routes that are fast and reliable.

2 REINFORCING LOCAL IDENTITY AND DISTINCTIVENESS

To celebrate and integrate those elements within the landscape that can strengthen and reinforce local identity, distinctiveness and character.

This area will see significant change over the coming years from a predominantly rural landscape to one with areas of significant development. In order to retain a sense of local identity and character despite significant change, it is important that development recognises and positively integrates those unique cultural and landscape elements that give identity and create a coherence, richness and permanence to the environment, retaining connections with the past whilst looking to the future.

Opportunities to achieve this include:

- reinforcing the east west running ridgeline through Monkerton/Hill Barton and Exeter Science Park;
- reinforcing and responding to the Clyst Valley's distinctive landscape;
- positively integrating existing 'green lanes' as part of the Green Infrastructure network. Many of these routes date back to medieval times and have cultural and biodiversity value as well as movement value;
- retaining and positively integrating existing mature hedgerows/ hedgebanks and trees that have landscape and amenity value.

3 ENHANCING BIODIVERSITY

To protect, enhance and create wildlife habitats and establish a network of continuous wildlife corridors connecting them together

The design and long term management of Green Infrastructure within new growth areas needs to enhance and promote biodiversity through protection, enhancement and creation of wildlife habitats and establishment of wildlife corridors, allowing species to travel between biodiversity reservoirs.

Opportunities to achieve this include:

- creating a continuous network of hedgerows, vegetation and open space within development to create wildlife corridors linking surrounding wildlife reservoirs;
- enhancing Pin Brook as a wetland habitat and establishing the Brook as a continuous wildlife corridor linking habitats to the east and the Clyst Valley, including the Rockbeare Stream and Cranny brook at Cranbrook and also National Trust land north of the railway line, to woodland and meadow habitats to the north of Exeter;
- enhancing railway lines as wildlife corridors into the city and ensuring new wildlife corridors link into these existing corridors;
- retaining and enhancing mature hedgerows as valuable habitats and wildlife corridors.

4 STRENGTHENING COMMUNITY AND COHESION

To create green space and movement networks that encourage social interaction

The east of Exeter will see the creation of a number of new communities including the Monkerton/Hill Barton area, the Exeter Science Park and Cranbrook. Green Infrastructure should seek to link these communities together and connect them with existing communities, creating an environment that encourages social interaction and inclusion. Green Infrastructure should offer opportunity for education and community initiatives that will help bring people together and learn more about their environment

Opportunities to achieve this include:

- creating streets, spaces and links within development areas that encourage community interaction and to act as a focus for local communities to get together formally and informally;
- provide easily accessible sports facilities to encourage formal and informal team sports and play;
- to encourage community participation and involvement in Green Infrastructure projects and initiatives.

5 PROMOTING HEALTH AND WELL BEING

To create an environment that promotes healthy living and a sense of well being for the local business and residential community.

Green Infrastructure needs to provide a wide range of facilities and functions to meet the varying needs of all within the local community. This will range from formal sports venues and equipped children's play areas to tranquil places to walk or sit and enjoy the view.

Growing your own food encourages a healthy and sustainable lifestyle. Exeter currently has a high proportion of allotments compared to other settlements in Devon, yet it still does not meet the demand and there are long waiting lists. Green Infrastructure must incorporate the opportunity for new community allotments within easy access of homes.

Opportunities to achieve this include:

- providing places for formal and informal recreation and leisure within easy access of homes and places of work;
- providing a range of open spaces and facilities to meet the needs of all;
- establishing an easy and safe network of green links to open spaces, the Clyst Valley and surrounding countryside;
- provision of community gardens/ allotments within close proximity to homes;
- creation of a new Country Park at Cranbrook, providing accessible green space for the new community.

6 ESTABLISHING MULTIFUNCTIONAL GREEN SPACE

Ensuring each space performs a range of compatible functions

The requirements for development densities within the Monkerton/Hill Barton Areas need to be at an average of 50 dwellings per hectare. The requirement for a significant number of homes and compact, higher density development places greater pressure and demand on undeveloped space. Open Space is therefore seen as a valuable and important resource that needs to meet a number of functions. This may include recreation, food production, drainage and flood risk management, managing microclimate, biodiversity enhancement.

Opportunities to achieve this include:

- Wherever possible ensuring that each open space or green route performs a range of different compatible functions and roles, making the most of Green Infrastructure assets.

7 MANAGING THE ENVIRONMENT

To use Green Infrastructure to manage flood risk, microclimate and mitigate impacts of major infrastructure

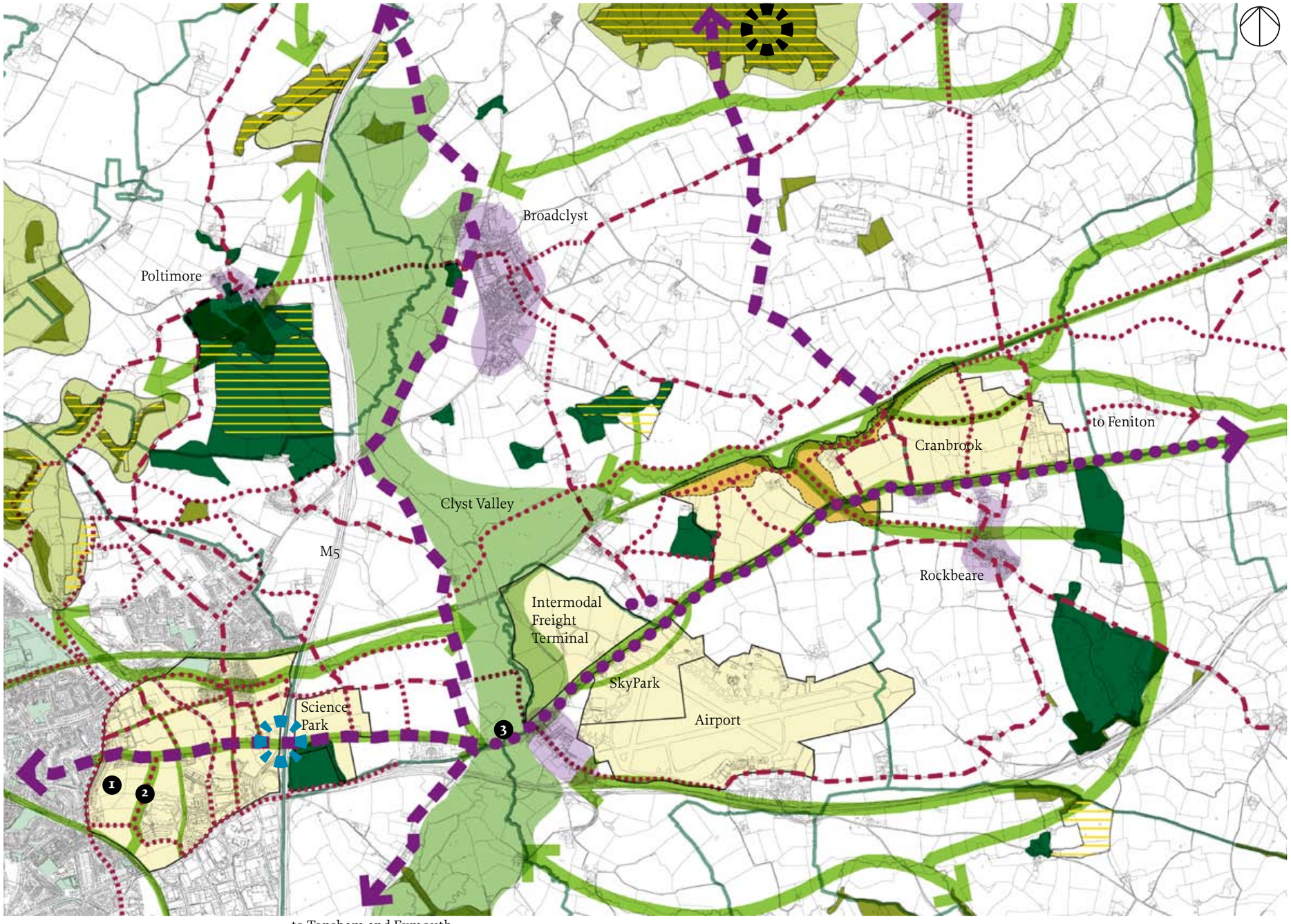
Green Infrastructure within development should protect existing floodplains and provide opportunity for Sustainable Urban Drainage Systems through urban areas.

Green Infrastructure should also be used to manage microclimate, providing shelter and maximising solar gain as appropriate.

The M5 runs along the eastern side of the Monkerton/Hill Barton area and other major roads run through the study corridor. Although green space and vegetation cannot fully mitigate impacts of noise and air pollution Green Infrastructure and planting should aim to improve the environment in areas close to major road infrastructure.

THE AREA FRAMEWORK PLAN

The Monkerton - Cranbrook Area Framework Plan (Figure 4) illustrates the opportunities as set out on the previous pages that will help to achieve the GI aims for this area.



Strategic Projects

- Cranbrook Country Park
- Clyst Meadows
- Landmark Bridge
- Killerton Estate and Ashclyst Forest

Investment Programmes

Sustainable Movement Network

- Greenways - existing and enhanced
- Greenways - proposed
- Key cycle/footpaths on quiet roads
- Key cycle/footpaths off road (existing and enhanced)
- Key cycle/footpaths off road (proposed)

Biodiversity Network

- Key Habitat Reservoir
- Habitat Link
- County Wildlife Sites
- Woodlands

Other Programmes

- City Open Spaces Programme (existing spaces)
- Historic Parkland Enhancement Scheme
- Village Enhancement Zone
- Parish Boundary Enhancement Scheme

Proposed Growth Areas

- 1 Position of 'doorstep to countryside' section (see next page)

This plan is considered indicative and does not preclude additional investment programmes for future development sites. Cranbrook is to be expanded and urban extension to Exeter are likely to come forward and require additional investment programme.

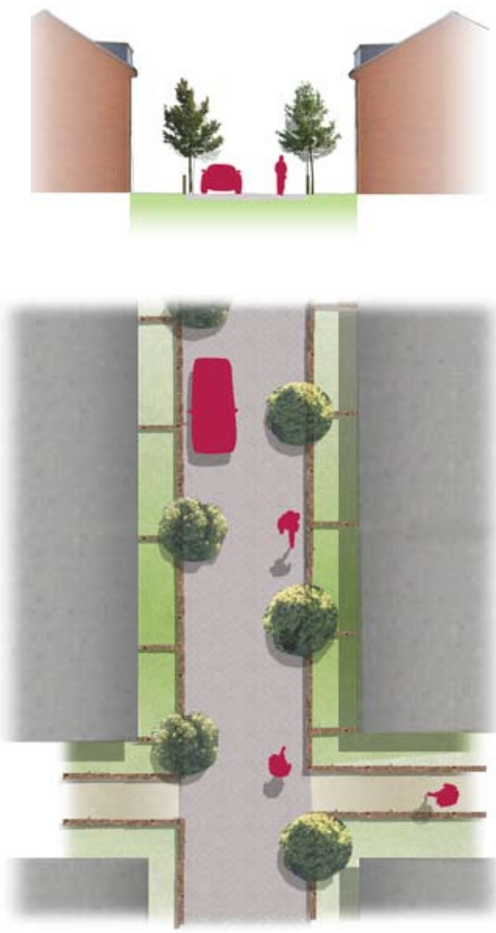
FIGURE 4: MONKERTON - CRANBROOK AREA FRAMEWORK PLAN

0 1 Kilometers

A JOURNEY FROM DOORSTEP TO COUNTRYSIDE

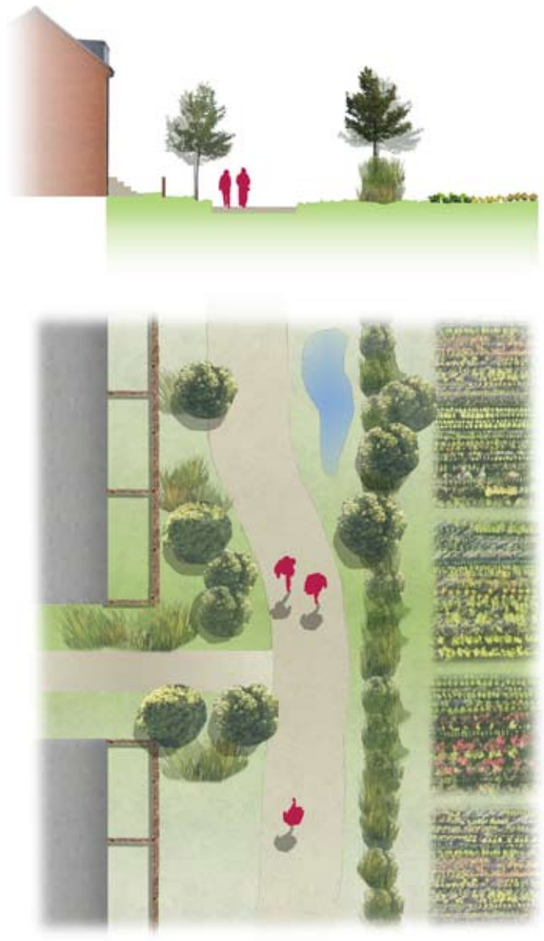
Below illustrates a potential route that could be taken by a resident from their home at Monkerton/Hill Barton to the countryside.

1



residential street

2



neighbourhood connector

3

The East Exeter, Cranbrook and Feniton Greenway

local network

secondary network

primary network

The example illustrates a shared surface, leafy residential street with direct footpath links into the secondary GI network. This will promote an environment where the pedestrian and cyclist have priority and that encourages people to walk and cycle rather than use their cars.

The example illustrates a new strategic footpath/ cyclepath to the west of the Met Office linking the Greenway on the ridgeline to Honiton Road. The footpath/cyclepath forms part of a wide multi-functional green corridor that includes SuDs, allotments and informal open space.

The example shows a section of the East Exeter, Cranbrook and Feniton Greenway, a dedicated footpath and cycle route linking Exeter to Cranbrook. This route will vary in character depending on location, illustrated here passing through open countryside.

5.2
NEWCOURT AREA FRAMEWORK

AREA DESCRIPTION

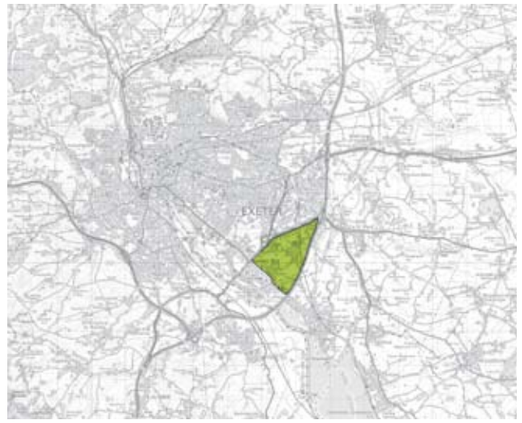
The Newcourt Study Area covers an area of 215 hectares and lies on the south eastern edge of the City. This triangle of land is bounded by the A379 to the northwest, the M5 to the southeast and Topsham Road to the southwest. The rail line to Exmouth bisects the area from north to south in the north eastern part of the study area. Beyond the A379 to the north and west of the site lies residential, retail, commercial and office development. The southern edge of the area is defined by housing along Topsham Road however, further to the south and to the east is a more rural, less built up landscape.

The area has a variety of existing uses including a Golf Course, Garden Centre, Rugby Stadium, football ground and large arable and pasture fields. There are also areas of existing housing, MOD uses and an NHS facility.

The Newcourt Study Area is in relatively close proximity to strategic Green Infrastructure networks including the Exe Valley to the south, Ludwell Valley Park to the west and the Clyst Valley to east. Existing links to these existing and potential Green Infrastructure assets are however weak.

STRATEGIC CONTEXT

The Newcourt area has been identified as a key area of growth in response to the Regional Spatial Strategy housing requirements. The intention is for a mixed use development comprising residential, employment, local community and local retail facilities. Proposals aim to deliver approximately 3,700 new homes and 20 hectares of employment land. A masterplan has been prepared on behalf of Exeter City Council. Parts of the study area already have planning permission and housing development has already begun to the east of Newcourt House.



NEW HOUSING AT NEWCOURT

THE VISION

Newcourt will be a new community that makes the most of its position on the edge of the City, in close proximity to the Exe and Clyst riparian landscapes, open countryside and Topsham, whilst being a high quality urban environment with excellent footpath, cycle and public transport links into the city centre and other community facilities.

The local community is in close proximity to the Exe Riverside Valley Park to the south and the Clyst Valley to the east and will be linked by an excellent cycle and footpath network. These will be key destinations for formal and informal recreation and leisure and also as part of the wider strategic infrastructure network linking to the city centre and wider countryside. A new foot/cycle bridge across the A379 will also provide excellent and direct cycle and pedestrian access to Ludwell Valley Park.

A number of local 'pocket parks' will be sprinkled through the new development providing a focus for community activity and tranquil places to sit and relax. These spaces will be linked by a network of green routes of which the Sea Brook and Old Rydon Lane will form the backbone. Biodiversity will be promoted and habitat links made to surrounding recognised valuable wildlife habitats.

Newcourt's Green Infrastructure will help to reinforce distinctive identity and give character to the new community, creating a rich environment with a sense of permanence.

AIMS AND OPPORTUNITIES

LINKING TO EXISTING GREEN INFRASTRUCTURE ASSETS

To provide easy access to the Exe Riverside Valley Park, Ludwell Valley Park, Clyst Valley and other existing green spaces

Newcourt is in close proximity to two Valley Parks, major pieces of strategic city green infrastructure. These should be considered as part of Newcourt's green space resource and access to these Parks enhanced. Linking into these greenspaces connects Newcourt into the wider city wide green movement corridors. Newcourt also has potential to link to the Clyst Valley to the east. A network of green routes should allow direct and easy access for the local community to link into these major areas of open space and routeways.

Opportunities to achieve this include:

- building a new footbridge across the A379 from Old Rydon Lane and a new direct footpath link to Ludwell Valley Park;
- creating a new road crossing on Topsham Road for cycles and pedestrians;
- enhancement/possible re-routing of the footpath/cycle link to the west of Newport Park down to the Exe Riverside Valley Park;
- enhancing footpath/cycle links eastwards to the Clyst Valley.

2 BRIDGING THE BARRIERS

To bridge the major roads surrounding the area linking new communities with surrounding neighbourhoods and facilities

Newcourt in many ways is an island, bounded by the M5 along its southeastern edge, the A379 along its northwestern/western edge and the slightly less impenetrable Topsham Road to the south. These major pieces of road infrastructure create significant barriers to creating an integrated and well connected part of the city. Green Infrastructure should allow easy access to and from adjacent communities and facilities by foot and bicycle.

Opportunities to achieve this include:

- creating a continuous and coherent network of green routes through Newcourt, linking existing bridges across the M5, A379 and Topsham Road;
- creating a new footbridge across the A379 and new cycle/ footpath linking Newcourt to Ludwell Valley Park and communities to the west/northwest.

3 CREATING HIGH QUALITY LOCAL GREENSPACE

To create local high quality greenspaces to serve the local community linked by a network of 'green routes'

At first glance the Newcourt growth area will have a significant amount of green space. However, the majority of this open space will either be private (golf course) or will have major detractors such as major power lines crossing them or noise and poor air quality from the M5 and A379, creating spaces that people are unlikely to want to linger. It is therefore important that high quality greenspaces are also located within the area that provide tranquil places for local people to relax. These 'pocket parks' should be easily accessible through a network of pedestrian/cycle friendly routes. These local greenspaces should be designed and located to promote community cohesion and interaction.

Opportunities to achieve this include:

- developing high quality open green spaces within development as part of the masterplanning process;
- ensuring these spaces are well linked by a network of green routes.

4 REINFORCING LOCAL DISTINCTIVENESS AND CHARACTER

To positively integrate features of cultural, architectural and landscape value that reinforce local identity

The Newcourt area has a number of elements that can reinforce local identity and character. Green Infrastructure should seek to retain and positively integrate these as part of the new development.

Opportunities to achieve this include:

- using green infrastructure and the use of vistas to reinforce the setting and identity of Newcourt House. The approach to the setting of Newcourt should be addressed through the masterplanning process;
- retaining the separation and distinctiveness of Topsham from Exeter through Green Infrastructure;
- retaining and positively incorporating hedgerows, mature trees and other elements and features of landscape amenity and cultural value into the public realm to help reinforce local identity and a sense of permanence and richness.

5 ENHANCING BIODIVERSITY

To protect, enhance and create wildlife habitats and establish a network of continuous wildlife corridors

The design and management of Green Infrastructure within new growth areas needs to enhance and promote biodiversity through protection, enhancement and creation of wildlife habitats and establishment of wildlife corridors, allowing species to travel between biodiversity reservoirs. The creation of wildlife corridors will be difficult due to the barriers to movement formed by the M5 and A379. Opportunities should however be sought wherever possible to facilitate wildlife movement

Opportunities to achieve this include:

- retaining and enhancing existing wildlife habitats including those designated for their habitat value, and to create new habitats where possible;
- retaining and enhancing wildlife corridors linking key wildlife reservoirs and existing corridors including the Exe Valley, Ludwell Valley Park, the railway line and tree bands along the M5 and A379;
- looking at opportunities to enhancing the brook as a wetland habitat;
- enhancing railway lines as wildlife corridors into the city and ensuring new wildlife corridors link into these existing corridors;
- retaining and enhancing the mature hedgerows and trees within the area as valuable habitats and wildlife corridors.

6 CREATE MULTI-FUNCTIONAL GREENSPACES THAT PROMOTE HEALTH, WELL BEING AND A SUSTAINABLE LIFESTYLE

To ensure that wherever possible green spaces and routes can perform a range of compatible functions and promote health and sustainability principles.

To ensure green spaces have a range of compatible uses including recreation, food production, drainage and flood risk management, managing microclimate, biodiversity enhancement and mitigating impacts of major infrastructure.

Opportunities to achieve this include:

- providing allotments/community gardens in close proximity to homes;
- ensuring the green route along Sea Brook has a range of functions including drainage/flood management, cycling, walking and enhancing biodiversity;
- exploring opportunities for every space to perform a variety of functions and roles within development.

THE AREA FRAMEWORK PLAN

The Newcourt Area Framework Plan (Figure 5) illustrates the opportunities as set out on the previous pages that will help to achieve the GI aims for this area.

Area Framework Boundary

Priority Projects

Exe Riverside Valley Park (inc. Ludwell Valley Park)

The Lower Clyst

Sustainable Movement Network

'Greenways' - existing and enhanced

Key cycle/footpaths on quiet roads

Key cycle/footpaths off road - existing and enhanced

Key cycle/footpath off road - proposed

New foot/cycle bridge

New or enhanced road crossing

Biodiversity Network

Key Habitat Links

Ramsar, SSSI and SPA

Site of Nature Conservation Interest

Site of Local Importance for Nature Conservation

Other Programmes

Parish Boundary Enhancement Scheme

City Open Spaces Programme

1 Position of 'doorstep to countryside section (see next page)

0 0.5 Kilometers

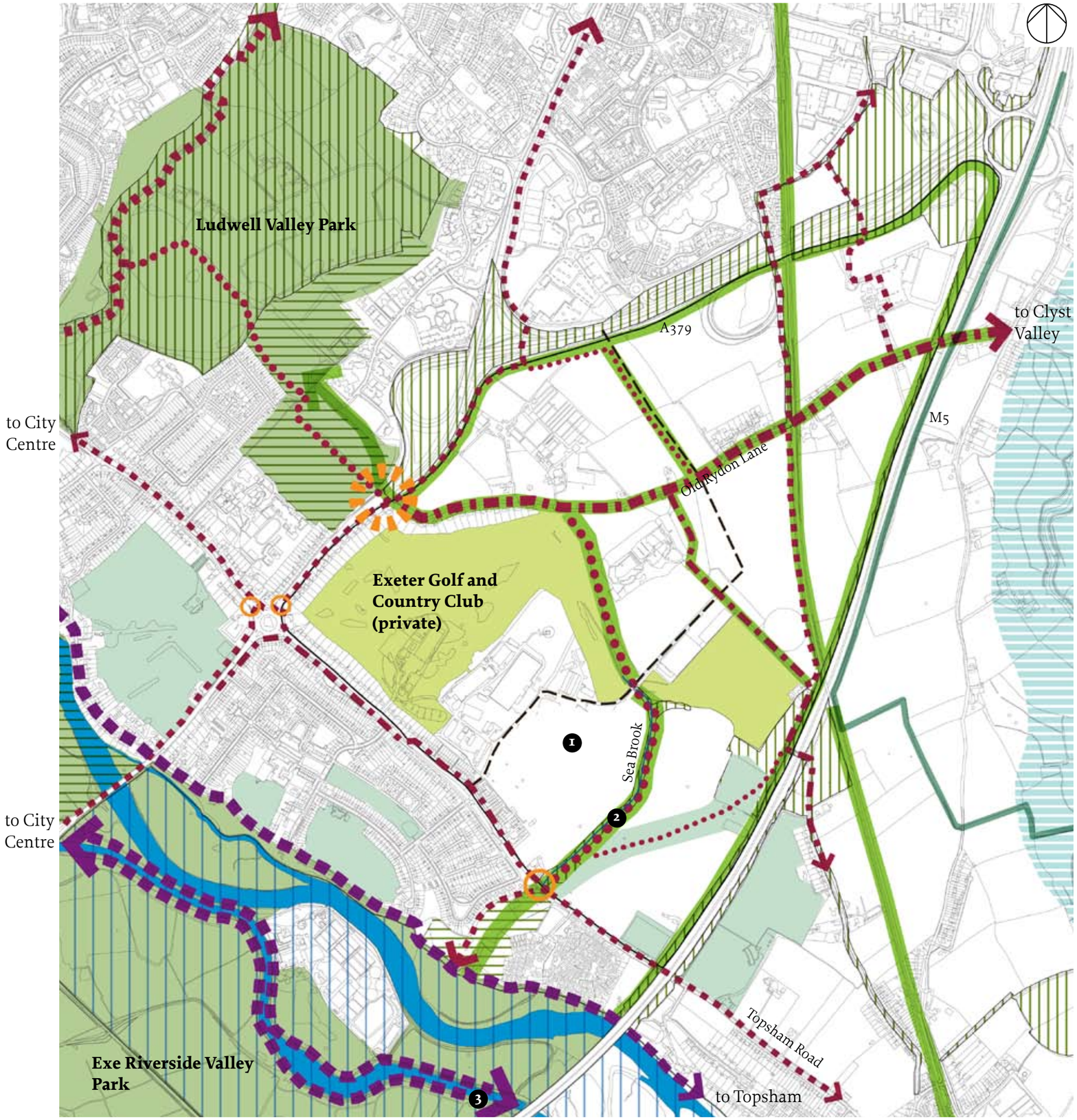
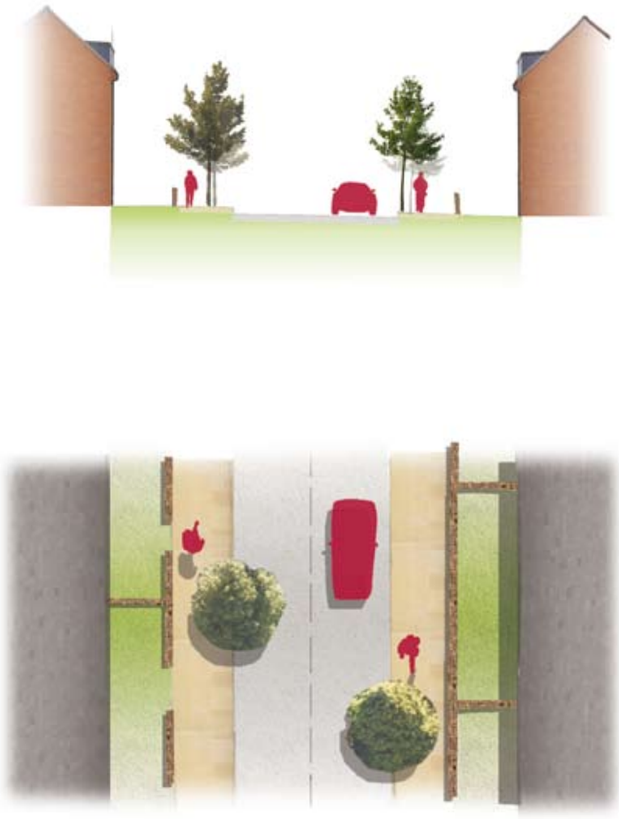


FIGURE 5: NEWCOURT AREA FRAMEWORK PLAN

A JOURNEY FROM DOORSTEP TO COUNTRYSIDE

Below illustrates a potential route that could be taken by a resident from their home in Newcourt to the countryside.

1

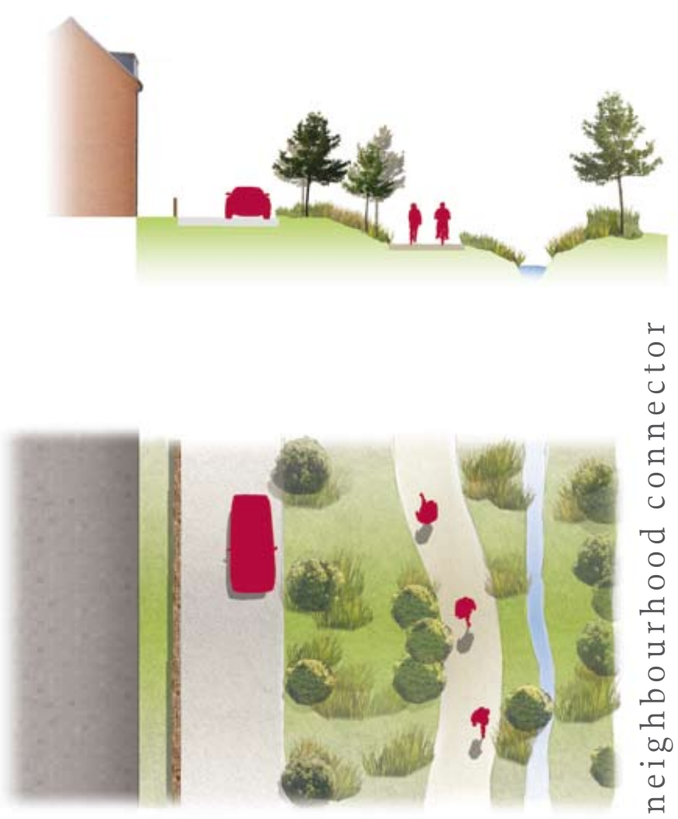


residential street

local network

The example illustrates a leafy residential street providing safe and easy access from homes to the wider Green Infrastructure network.

2

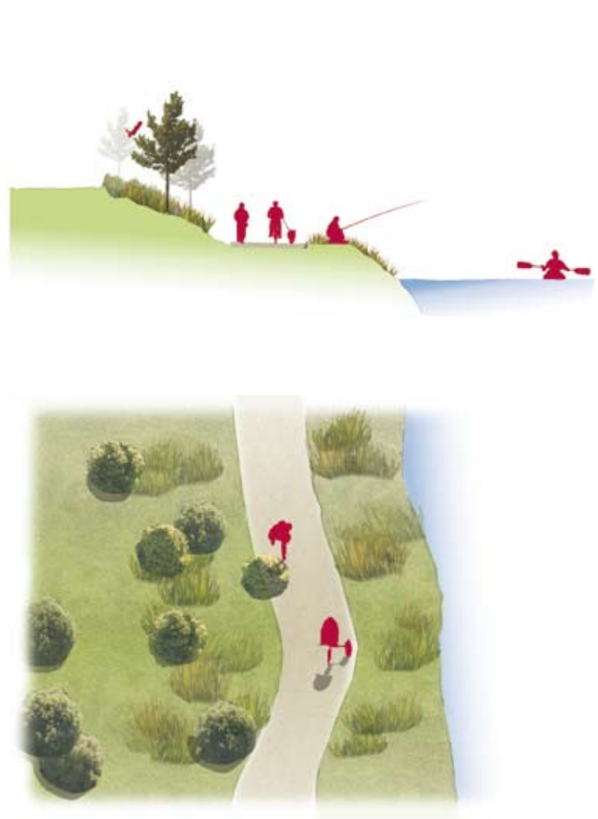


neighbourhood connector

secondary network

This illustrates one way that the new Seabrook green route linking Old Rydon Lane and Topsham Road could be established. This dedicated cycle/pedestrian route runs alongside the brook, overlooked by adjacent housing. Design and management would ensure that this green corridor is multifunctional promoting biodiversity, addressing flooding and SuDs and creating informal recreation space.

3



The Exe Valley and Estuary Greenway

primary network

The Exe Valley and Estuary Greenway is an established cycle and footpath providing an excellent leisure route running along the Exe River.

5.3
SOUTHWEST EXETER AREA FRAMEWORK

AREA DESCRIPTION

The Southwest Exeter Area Framework extends across predominantly open farmland between Exeter City and Exminster. The northern part of the area adjacent to Alphington and Marsh Barton is within Exeter City whilst the remaining area is within Teignbridge District. The area is bordered by the M5 carriageway to the south and lies in close proximity to Junction 31 of the motorway. The village of Exminster lies to the southeast of the study area and has it's own identity and character, separate from Exeter. To the east and northeast the masterplan area extends into the floodplain of the Exe River, an ecologically rich and sensitive habitat. To the west of the A30, a triangular parcel of land has been included within the study area which is framed by the A38/M5 carriageway, A379 and A30. Marsh Barton employment area and Alphington forms the northern edge of the study area.

The majority of the framework area currently comprises greenfield land although there are some notable existing uses within the area, including a landfill site, a hotel, small clusters of employment (including the head office of Heavitree Breweries), as well as a number of farm holdings and a scattered residential properties. The area is characterised by undulating and quite steep topography in places with a number of prominent ridgelines and areas which form part of the green setting to Exeter. Much of the area is designated as an Area of Great Landscape Value.

STRATEGIC CONTEXT

Proposed changes to the Revised Regional Spatial Strategy for the South West (RSS) outlines a requirement for at least 2,500 new homes to be built within the South West Exeter area of search. At least 500 of these new dwellings are to be accommodated within the administrative boundaries of Exeter, and at least 2,000 dwellings are to be built within the Teignbridge plan area. The aspiration is to develop an urban extension based on the principles of sustainability, which provides for a mixture of land uses including housing, employment, local retail, community facilities and green infrastructure.

Teignbridge District Council, Exeter City Council, Devon County Council and Exeter and East Devon Growth Point have recently commissioned the preparation of a masterplan to provide them with a robust and credible piece of evidence to inform plan-making and decision-making in the development control process.

This requirement for growth will see parts of the area change significantly. Green Infrastructure will be critical to ensuring that a well connected urban extension is created that promotes a sustainable and healthy lifestyle.

THE VISION

South West Exeter will be renowned for the quality and diversity of its green spaces ranging from open ridgelines with breathtaking panoramic views to intimate, beautiful urban 'pocket parks'. An excellent network of direct and attractive footpaths and cycle routes will connect these spaces to existing and new communities. 'Green links' and improved road crossings will also connect new communities with the City and the wider strategic green infrastructure network - promoting and encourage walking, cycling and the use public transport above use of the private car. These spaces and green routes will become the focus for new development, encouraging social interaction and the creation of place with a strong community identity and spirit.

A new Country Park will provide an exceptional leisure asset to the south of the city, a place for the local business and residential community and visitors from the wider city and surrounding towns and villages. It will have a diversity of environments, habitats and recreational and leisure facilities for all ages and interests that will promote a happy and healthy city.

The distinctive, strategic ridgelines that define the setting of Exeter and Exminster will be protected and will contain and reinforce the character and identity of new communities. Public access to these ridgelines will allow visitors to enjoy panoramic views across the city and down the Exe valley to the sea. Knowle Hill will also remain as a distinct landmark and landscape feature. Matford Brook will become an important strategic linear urban park, a diverse environment with formal and informal recreational facilities and a continuous green route linking the Exe Riverside Valley Park, through the new community, to open countryside to the west. Matford Brook will also be a valuable wildlife habitat and movement corridor.

The richness of wildlife habitats and species to the south of the city will be protected and enhanced. Exminster Marshes, Exe Riverside Valley Park and valuable Cirl Bunting habitats will be retained and incorporated as a network of biodiversity rich spaces and links. Public access and interpretation will be managed to allow the enjoyment of wildlife whilst ensuring its protection. Protection and interpretation of Scheduled Monuments within the area will also enhance peoples understanding and appreciation of the environment in which they live and work.

AIMS AND OPPORTUNITIES

PROMOTING THE USE OF PUBLIC TRANSPORT AND OTHER SUSTAINABLE MODES OF TRANSPORT

Promoting sustainable modes of movement and connecting new communities with the City and the Countryside

Although the area immediately adjacent to Alphington has opportunity to easily link into the existing green infrastructure network, much of the study area is separated from the city by the A379 and has a sense of isolation. The busy A379 creates a physical barrier to easy movement to and from the Exe Riverside Valley Park, city centre and other destinations to the north. The area is also largely separated from the surrounding countryside and recreational destinations by the M5, A30, A38 and A379. Green Infrastructure must seek to create pedestrian and cycle routes across these major roads to encourage walking, cycling and the use of public transport as the primary means of movement.

Opportunities to achieve this include:

- creating a well connected, legible network of 'green routes' and spaces that connect to public transport hubs, the Exe Riverside Valley Park and the wider green infrastructure network;
- improving pedestrian/cycle crossings on the A379 and B3123 to create direct, safe and convenient routes between the city and new development;
- considering opportunities to improve crossings where footpaths/ cycleways are bisected by the A379 and A30;
- establishing a strategic cycle and footpath route to Haldon.

2 REINFORCING THE SETTING AND IDENTITY OF EXETER

Retaining and using ridgelines and distinctive landform that define the setting of Exeter

Exeter is defined by strong landscape ridgelines to the north, west and south. These ridges are critical to the setting of the city and in defining the natural limits of the city's growth. The distinctive ridgelines through the SW Exeter Growth area form part of these enclosing ridgelines and the upper slopes should ideally remain undeveloped. Knowle Hill is also a very prominent hill and distinctive feature that should remain as a landmark.

Opportunities to achieve this include:

- ideally retaining strategic upper slopes and ridgelines as undeveloped. Consider opportunities for a Country Park to be located here providing a strategic multifunctional greenspace for the new community;
- retaining the treed ridgeline to the south of Alphington;
- retaining Knowle Hill as a strong and distinctive landscape feature.

3 REINFORCING IDENTITY AND CULTURE

To protect and integrate elements within the area that reinforce identity and culture

As well as the ridgelines and distinctive landform that are critical to Exeter's setting there is also a range of elements and features within the landscape that, if retained, will contribute to defining character and identity and also in retaining and expressing culture. There are three Scheduled Monuments within the Study Area and there is likely to be a legacy of other archaeological remains which are yet to be recorded.

Opportunities to achieve this include:

- retaining and positively incorporate 'green lanes' and the distinctive trees and woodlands that give this area character and identity;
- exploring opportunities for protection, interpretation and education of the Scheduled Monuments as part of Green Infrastructure;
- using Green Infrastructure as part of preserving and using the setting of architecturally and historically significant buildings.

4 ENHANCING BIODIVERSITY

To protect, enhance and create wildlife habitats and establish a network of continuous wildlife corridors connecting to the surrounding countryside

This area has notable wildlife value and is in close proximity to areas of international nature conservation value – the Exe Estuary Special Protection Area (SPA) and Dawlish Warren Special Area of Conservation (SAC).

There are also two County Wildlife Sites, two Unconfirmed Wildlife Sites, four Other Sites of Wildlife Interest and one Site of Local Interest for Nature Conservation (SLINC) in the area.

The design and management of Green Infrastructure within new growth areas needs to enhance and promote biodiversity through protection, enhancement and creation of wildlife habitats and establishment of wildlife corridors, allowing species to travel between biodiversity reservoirs.

Opportunities to achieve this include:

- retaining and appropriately managing the County Wildlife Sites within the study area;
- protecting and enhance Cirl Bunting habitat and establishing wildlife corridors from their key habitat adjacent to the M5 to the Ludwell Valley Park and Countryside to the south;
- retaining and enhancing Matford Brook as a green corridor linking the Exe Valley to the surrounding countryside;
- retaining and incorporating existing wildlife corridors and habitats - hedgerows and woodlands - and integrating them into wider continuous wildlife corridors and linking to surrounding key habitats including the Exminster Marshes;
- where possible, ensuring land used to mitigate the impacts of major roads are also designed and managed as wildlife corridors and habitats.

5 TO CREATE A COUNTRY PARK

To establish a Country Park for existing and new communities

In order to meet the needs of the existing and proposed community and to protect sensitive habitats that would otherwise be put under pressure by growth there is a need for a new Country Park to the southwest of Exeter. This will create a Park where the public can enjoy the countryside in close proximity to the City. The Park would provide a range of formal and informal recreational facilities, a visitors centre, toilets and refreshments.

Opportunities to achieve this include:

- considering locating the Country Park on the ridgelines at Church Path Hill/Wracombe Farm, across to Little Silver and Peamore Farm in the southwest. This will create a range of environments from open ridgelines with fantastic panoramic views across the city and wider countryside, to more intimate and wooded parkland. This will allow protection of landscapes valuable to the setting and character of the city and opportunities for interpretation and education of archaeological/cultural sites;
- creating excellent green routes linking the Country Park to the Exe Riverside Valley Park, Alphington, Exeter City and Exminster;
- potential for the Country Park to expand across the waste management and inert landfill site once it has been restored. This land has been committed to being restored as Cirl Bunting habitat and therefore any future proposals will need to respond to this.

6 STRENGTHENING COMMUNITY AND COHESION

Using Green Infrastructure to encourage a strong sense of community and interaction

Green Infrastructure should seek to integrate the existing community at Alphington, business community at Marsh Barton and proposed communities together and provide spaces that will act as a focus and encourage social interaction.

Opportunities to achieve this include:

- creating spaces and links that encourage community interaction and to act as a focus for local communities to get together formally and informally;
- providing easily accessible sports facilities to encourage formal and informal team sports and play;
- encouraging community participation and involvement in Green Infrastructure projects and initiatives.

7 PROMOTING HEALTH, WELL BEING AND SUSTAINABLE LIVING

Green Infrastructure should provide a wide range of facilities and functions that encourage healthy living and engender a sense of well being. As well as the residential community, the needs of the business community at Marsh Barton should also be considered. This will range from formal sports venues and equipped children's play areas to tranquil places to walk or sit and enjoy the view.

Growing your own food encourages a healthy and sustainable lifestyle. Exeter currently has a high proportion of allotments compared to other towns and city's in Devon, yet it still does not meet the demand and there are long waiting lists. Green Infrastructure must incorporate the opportunity for new community allotments within easy access of homes.

Opportunities to achieve this include:

- providing places for formal and informal recreation and leisure within easy access of homes and places of work;
- providing a range of open spaces and facilities to meet the needs of all;
- establishing a easy and safe network of green links to open spaces, surrounding countryside and Haldon;
- providing community gardens/ allotments within close proximity to homes;
- creating a new Country Park, providing accessible green space for the new community;
- considering the potential for energy production within the Green Infrastructure;
- improving links to Haldon Forest.

8 CREATING MULTIFUNCTIONAL GREENSPACE

Ensuring each space or green route performs a range of compatible functions

A range of possible functions and uses should be considered for all open spaces and green routes to ensure efficient use of land and to get the most from each area. These uses may include recreation, food production, drainage and flood risk management, managing microclimate and biodiversity enhancement.

Opportunities to achieve this include:

- wherever possible ensuring that each open space or green route performs a range of different compatible functions and roles, making the most of Green Infrastructure assets;
- allowing access to and making the most of land that can not be developed/should be protected from development due to its landscape/setting or historic value or within a floodplain. These areas can become valuable community assets.

9 MANAGING THE ENVIRONMENT

To use green infrastructure to manage flood risk, microclimate and mitigate impacts of major infrastructure

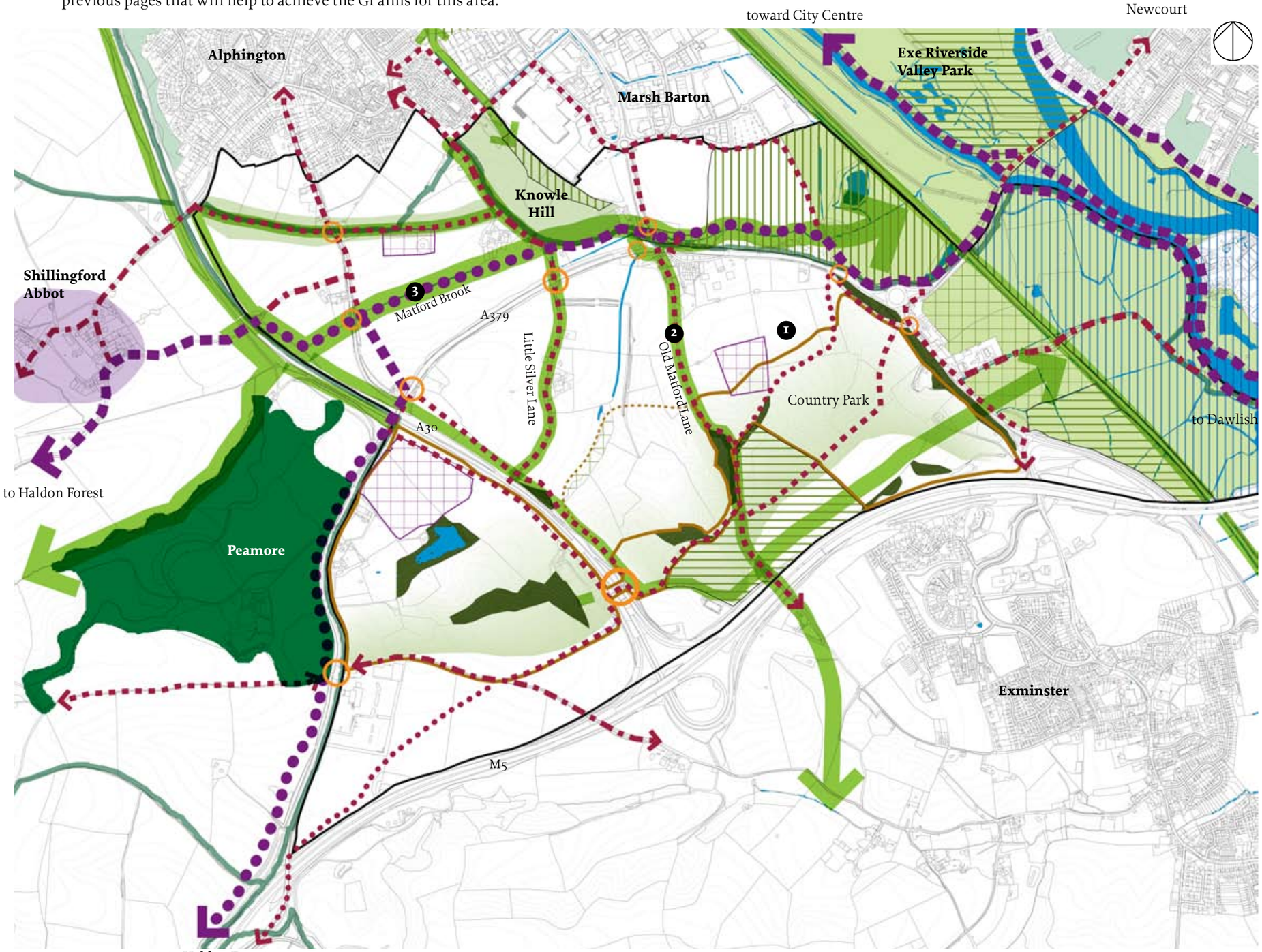
Green Infrastructure within development should protect existing floodplains and provide opportunity for Sustainable Urban Drainage Systems through urban areas.

Green Infrastructure should also be used to manage microclimate, providing shelter and maximising solar gain as appropriate. There may also be opportunity for energy production.

Green Infrastructure should mitigate the impact of major roads, creating a buffer and helping to reduce noise and air pollution from homes and businesses. These areas can be multi-functional providing both noise attenuation and the creation of new habitats and habitat links. These areas should not however be considered as primary locations for leisure and recreation. Green Infrastructure should also mitigate the impacts of the landfill site whilst in use.

THE AREA FRAMEWORK PLAN

The Southwest Area Framework Plan (Figure 6) illustrates the opportunities as set out on the previous pages that will help to achieve the GI aims for this area.



- Area Framework Boundary

Priority Projects

- Exe Riverside Valley Park
- Proposed Country Park (area indicative only)
- Future extension to Country Park following restoration of landfill site (area indicative only)

Sustainable Movement Network

- 'Greenways' - existing and enhanced
- 'Greenways' - proposed
- Key cycle/footpaths on quiet roads
- Key cycle/footpaths off road - existing and enhanced
- Key cycle/footpaths off road - proposed
- New or enhanced road crossing

Biodiversity Network

- Key Habitat Links
- Ramsar, SSSI and SPA
- County Wildlife Site
- Site of Local Importance for Nature Conservation
- Key Woodland
- Other designated wildlife habitats

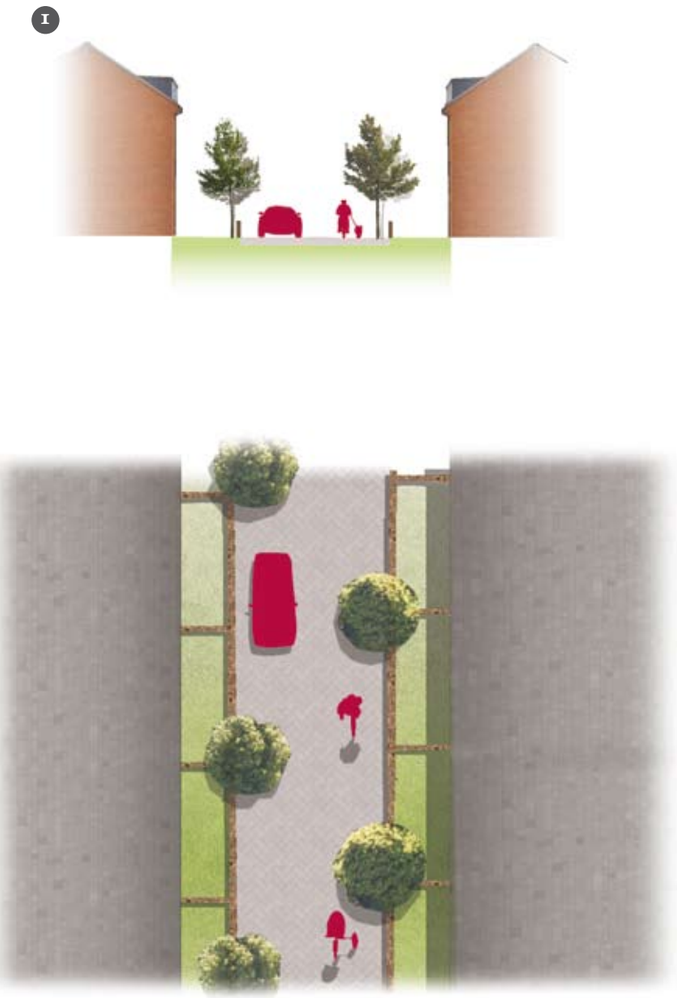
Other Programmes and local objectives

- City Open Space Programme (existing spaces)
- Historic Parkland Enhancement Scheme
- Village Enhancement Zone
- Parish Boundary Enhancement Scheme
- Retained ridgelines and distinct landform
- Scheduled Ancient Monument
- Position of 'doorstep to countryside section (see next page)

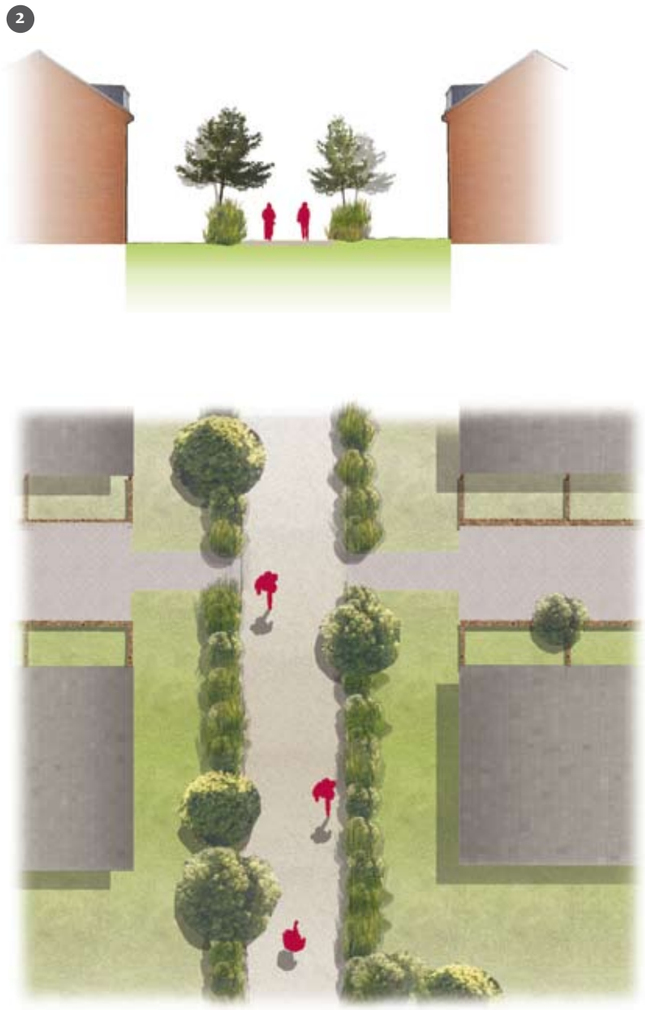
FIGURE 6: SOUTHWEST AREA FRAMEWORK

A JOURNEY FROM DOORSTEP TO COUNTRYSIDE

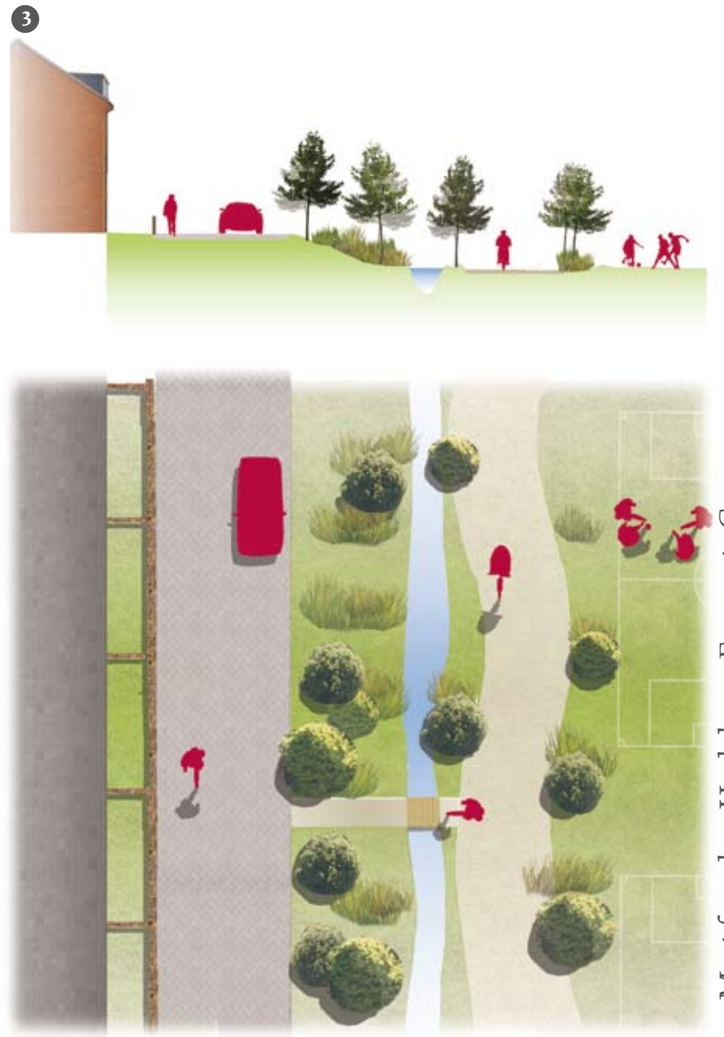
Below illustrates a potential route that could be taken by a resident from their home in South West Exeter to the countryside.



residential street



neighbourhood connector



Matford - Haldon Forest Greenway

local network

secondary network

primary network

The example illustrates a quiet, leafy, shared surface residential street where the pedestrian has priority. The design and layout of streets would promote walking and cycling with links into the wider cycle/footpath network.

This example illustrates one way that Old Matford Lane could become a key pedestrian/cycle only route, positively incorporating this feature into new development and retaining its landscape and biodiversity value. Residential streets could connect into this route, which provides a direct link to the Primary GI network and surrounding countryside.

The Matford-Haldon Forest Greenway will vary in character along its length from an urban context to open countryside. This example illustrates one way that the Greenway could run along the Matford Brook corridor, within a more urban setting, designed and managed to promote biodiversity, recreation and SuDs.

6.0
SCHEDULE OF INITIATIVES

This section summarises the Strategic Projects and the key initiatives identified within the 3 Area Frameworks. Not all the Investment Programmes illustrated on the Area Framework Plans are listed in the table but only those within the Area Boundaries and that are a clearly definable project or defined route.

This table will form the basis of a spreadsheet which incorporates costings, key contacts and more detailed descriptions for each of the projects. This spreadsheet should be developed into a useful tool to aid management and monitoring the delivery of the strategy

Abbreviations used in the table

SMN Sustainable Movement Network
BN Biodiversity Network

AF Area Framework

DCC Devon County Council
EA Environment Agency
ECC Exeter City Council
EDDC East Devon District Council
HA Highways Agency
NT National Trust
TDC Teignbridge District Council

NAME	DEFINITION	LOCATION	LEAD
The Exe Riverside Valley Park	Strategic Project	Exe Valley from Cowley to Countess Weir	ECC
The Clyst Meadows	Strategic Project	Clyst Valley between Broad-clyst and Clyst St Mary	EDDC
The Lower Clyst	Strategic Project	Clyst Valley from Clyst St Mary to Exe Estuary	EA/NE
The Landmark Bridge	Strategic Project	M5, East of Monkerton	DCC
Cranbrook Country Park	Strategic Project	Cranbrook New Community	EDDC
Southwest Exeter Country Park	Strategic Project	SW Exeter AF	TDC
Killerton Estate and Ashclyst Forest	Strategic Project	North of Cranbrook	NT/NE
Haldon Forest Park	Strategic Project	South of Exeter	FC
East Exeter, Cranbrook and Feniton Green Way (ECF)	SMN and Habitat Link	Monkerton - Cranbrook AF	DCC
The Clyst-Killerton Greenway	SMN	Monkerton - Cranbrook AF	DCC
The Cranbrook-Ashclyst Greenway	SMN	Monkerton - Cranbrook AF	DCC
Airport to Green Way link - cycle/footpath linking the Airport to the ECF Greenway	SMN	Monkerton - Cranbrook AF	DCC
Footpath/Cycle network - management and enhancement of network linking villages and proposed growth areas	SMN	Monkerton - Cranbrook AF	DCC
Pin Brook Corridor - multifunctional space and wildlife link along Pin Brook	Habitat Link & multifunctional	Monkerton - Cranbrook AF	DCC
Met Office Green Route - Green link and foot-path/cycle route from the ridgeline past Met Office to the Railway Line and A3015	SMN, Habitat Link & multi-functional	Monkerton - Cranbrook AF	DCC

NAME	DEFINITION	LOCATION	LEAD
Clyst Tributary Habitat Links - management and enhancement	Habitat Links	Monkerton - Cranbrook AF	EDDC
Redhayes Parkland Enhancement	Parkland Enhancement	Monkerton - Cranbrook AF	EDDC
Poltimore Parkland Enhancement	Parkland Enhancement	Monkerton - Cranbrook AF	EDDC
Rockbeare Parkland Enhancement	Parkland Enhancement	Monkerton - Cranbrook AF	EDDC
West and northwest Cranbrook Parkland Enhancement	Parkland Enhancement	Monkerton - Cranbrook AF	EDDC
New Foot/cycle bridge over A379.	SMN	Newcourt AF	DCC
New footpath/cycleway linking bridge to Ludwell Valley Park movement network.	SMN & habitat link	Newcourt AF	DCC
New Pedestrian/cycle crossing on Topsham Road near Seabrook House.	SMN	Newcourt AF	DCC
Enhancing pedestrian/cycle crossings at the Countess Weir roundabout	SMN	Newcourt AF	DCC
Enhancing/re-routing footpath/cycle link from Topsham Road to the Exe Riverside Valley Park near Newport Park.	SMN & Habitat Link	Newcourt AF	DCC
Establishing Sea Brook as a key Green Link	SMN, Habitat Link, multi-functional	Newcourt AF	ECC
Old Rydon Lane - greenway/habitat link along or adjacent to the route of existing lane	SMN and Habitat Link	Newcourt AF	DCC
Enhancement of north/south footpath/cycle-path along Railway line and made suitable for cycles from Old Rydon Lane to Newcourt Road	SMN and Habitat Link	Newcourt AF	DCC
Creation of Pocket parks	multi-functional	Newcourt AF	ECC
Exeter - Haldon Forest Greenway	SMN	SW Exeter AF	DCC
Matford - Haldon Forest Greenway	SMN	SW Exeter AF	TDC/ DCC
Protection, management and use of ridge-lines	Landscape/ setting protection & multi-functional	SW Exeter AF	TDC

NAME	DEFINITION	LOCATION	LEAD
Protection, management and access of Knowle Hill	Landscape/set-ting protection & multi-func-tional	SW Exeter AF	ECC
Matford Brook - Urban Linear Park from Exe Riverside Valley Park to Peamore (and continuing as a habitat link westwards)	SMN, Habitat Link, Multi-func-tional	SW Exeter AF	TDC
Old Matford Lane - green route	SMN & Habitat Link	SW Exeter AF	TDC
Little Silver Lane - green route	SMN & Habitat Link	SW Exeter AF	TDC
Potential new foot/cycle bridge across A30 linking end of Little Silver Lane to Little Silver/Peamore area. This would be dependent upon the location of the Country Park and desirability to make this connection.	SMN	SW Exeter AF	DCC
Improved pedestrian/cycle crossings of the A379 (locations indicated on the plan)	SMN	SW Exeter AF	DCC
Protection and Enhancement of County Wildlife Site as Cirl Bunting Habitat and enhancement of habitat links	BN	SW Exeter AF	TDC
Improved pedestrian/cycle crossings of the A30	SMN	SW Exeter AF	DCC/ TDC/ HA
Parish Boundary Enhancements	Culture	All AF Areas	DCC & Parish
Community Gardens - adequate provision of allotments (to be determined on a site by site basis)	Health/Culture	All AF areas	ECC/ TDC/ EDDC

7.0
STRATEGY EXECUTION

No matter how robust the Strategy, it will not succeed if its execution has not been properly thought through. Crucially, this means identifying who will provide leadership for the Strategy and take responsibility for its delivery and what approach is taken to managing the strategy on a day-to-day basis.

This section sets out a suggested way forward for the joint leadership and coordination of green infrastructure delivery and management in the growth point area. For the time being the suggestion for governance arrangements in the document effectively reflects a continuation of the current arrangements, but it needs to be recognised that such arrangements may need to change over time.

STRATEGY DELIVERY

Planning

The promotion and management of development through the local planning system – the respective Local Development Frameworks (LDFs) of Exeter City, East Devon District and Teignbridge District – will play an important role in executing the strategy in the following ways:

Policy

The LDFs should establish a clear policy hierarchy for GI leading with the RSS through the Core Strategies and into other Development Plan Documents (DPD), Supplementary Planning Documents (SPD) and other planning policy statements. Given the rationale here for planning GI at a sub-regional scale, it would make sense for the three LDFs to establish a common policy framework, i.e. similar, if not identical, Core Strategy policy, supported by an SPD on GI matters. Each will benefit from sharing the same evidence base provided by this GI initiative.

The approach taken in formulating core strategy policy should seek to obtain the right balance between flexibility on the one hand and certainty on the other. The more the policy can be evidenced on robust option development, appraisal and choice, and the clearer the policy intent, the more likely it is that the policy can be more prescriptive.

As such, this approach will be seen as of greater use in subsequent development management. Conversely, where a strategy demands innovation in design and implementation response, then being too prescriptive may become constraining.

In which case, the planning authorities should take a view on where each sees this balance, ideally achieving a consensus in respect of GI. In formulating their GI policy, the local planning authorities will need to:

- clearly link their expected outcomes of GI investment in the plan period to one or more relevant Core Strategy outcome measures;
- quantify their GI outcomes to demonstrate the scale of their contribution to the Core Strategy's objectives;
- describe the range of GI interventions that the LDF's are expected to deliver, e.g. strategic projects and investment programmes;
- in doing so, locate these projects and programmes on a GI spatial plan and/or on the Key Diagram;
- explain the planning mechanisms that will be deployed to deliver GI investment, e.g. planning conditions, S106 agreements, community infrastructure levy/local tariff, design guidance, SPD, other DPDs;
- ensure that other Core Strategy policies and proposals are consistent with this GI policy, e.g. recreation, leisure, (natural) environment, culture, heritage, access/movement, housing, implementation.

The combination of the GI Study (Phase 1) and Strategy (Phase 2) will enable the planning authorities to be more prescriptive if they choose to be. These documents provide a clear and robust evidence base in terms of its spatial framework, the details in its Area Frameworks and its choice of strategic projects and investment programmes, all of which have benefited from stakeholder involvement in their evolution and choice.

Development management

At this level, it will be crucial that the development management process – from pre-application meetings through to Reserved Matters and S106 Agreements – is able to fully take into account the GI Strategy. Well-informed officers in the local planning authorities should be able to negotiate on-site GI provision and off-site contributions in line with this strategy from a strong position, making sure that these contributions are fair, reasonable and directly relate to development and balanced against other planning objectives.

They will benefit from the high level commitment of the Exeter & East Devon Growth Point Steering Board and the day-to-day support of the GI Co-ordinator to understand how the Strategy can be achieved through development management and how reasonable opportunities for GI investment can be realised.

The GI investment plan has deliberately avoided being too precise in exactly how and where GI investment may happen in order to provide both the local planning authorities and applicants sufficient flexibility to respond to opportunities as they arise. However, it does provide a clear framework for investment, either in the form of a rationale for connecting place 'A' to place 'B' or identifying an 'area of search' and planning proposals should be expected to respond accordingly. In particular, the Design & Access Statements of such proposals should clearly explain this response and how protected, enhanced and new GI will be maintained once invested in.

Financial contributions including commuted sums should be sought from developers to secure provision of GI consistent with adopted plans and standards. This should include provision for on-going maintenance.

A funding model should also be developed and applied by the local planning authorities to secure financial contributions towards GI related mitigation associated with development impacts on sites of international wildlife importance and, otherwise, to secure delivery of strategic GI projects.

Exceptionally, where there are over-riding considerations, variations to the planned provision of GI may be permissible provided that it does not adversely affect the overall integrity or value of the GI network. In such instances, financial provision for off-site works and/or the funding of land acquisitions elsewhere may be sought.

GOVERNANCE

In the original Study, the ideas of a GI 'champion' and 'consortium' were rehearsed as potential means of giving GI sufficient weight alongside other investment strategies. The 'champion' was seen as a figurehead for GI who could galvanise local support for the strategy and keep it prominent as a public policy objective. The 'consortium' was seen as a means of binding together the current local players in a more formal, perhaps separately constituted, body to take on the responsibility for delivering the Strategy.

Having considered these ideas further in the light of this Strategy, a consortium-based delivery model is not considered the most appropriate at the present time. Rather, it is proposed that the existing GI Advisory Group, which reports to the Exeter & East Devon Growth Point Steering Board and Executive Officers Group, should assume responsibility for the execution of this Strategy.

Opportunities for joint working, including across administrative boundaries, for the future delivery and management of GI will continue to be progressed through the GI Advisory Group.

The following activities should be considered by the Exeter and East Devon Growth Point Growth Point Steering Board

- publish this Strategy;
- monitor and review the performance of the Strategy and publish information;
- identify appropriate Strategic GI Projects for S106 agreement contribution funding (subject to agreeing a protocol for this purpose with the local planning authorities);
- subject to agreeing the appropriate protocols with the local planning authorities, ensure Section 106 Agreement funding is invested in Strategic GI Projects;
- bid for public funds for GI investment;
- endorse others' bids for public funds for GI investment;
- promote GI investment opportunities with private and third sector organisations;
- secure the financial support of local businesses to sponsor GI projects;
- arrange events with local communities to promote the use and care for GI assets;
- support local planning authorities in advising on GI-related planning applications and development policies and plans;
- identify and support the GI Champion.

A GI Champion role should be established. This should be a figurehead position. The role is suitable for a Councillor appointment from the Exeter and East Devon NGP Steering Board. The appointment should be rotated between the authorities on a 12 monthly basis.

The role of GI Champion should encompass the following activities:

- maintain a high profile in the local media to promote GI;
- attend GI promotional events;
- represent the GI interests of the Exeter and East Devon NGP Steering Board on relevant bodies.

Both the GI Advisory Group and GI Champion must be well aligned with the political structures and members of their local authority partners and other stakeholder organisations. Collaboration with local partners is essential with sufficient funding to resource the governance and management of this strategy, ideally committed on at least a three year basis. The relationship between the different authorities, organisations, groups and partners to deliver GI is illustrated in Figure 7.

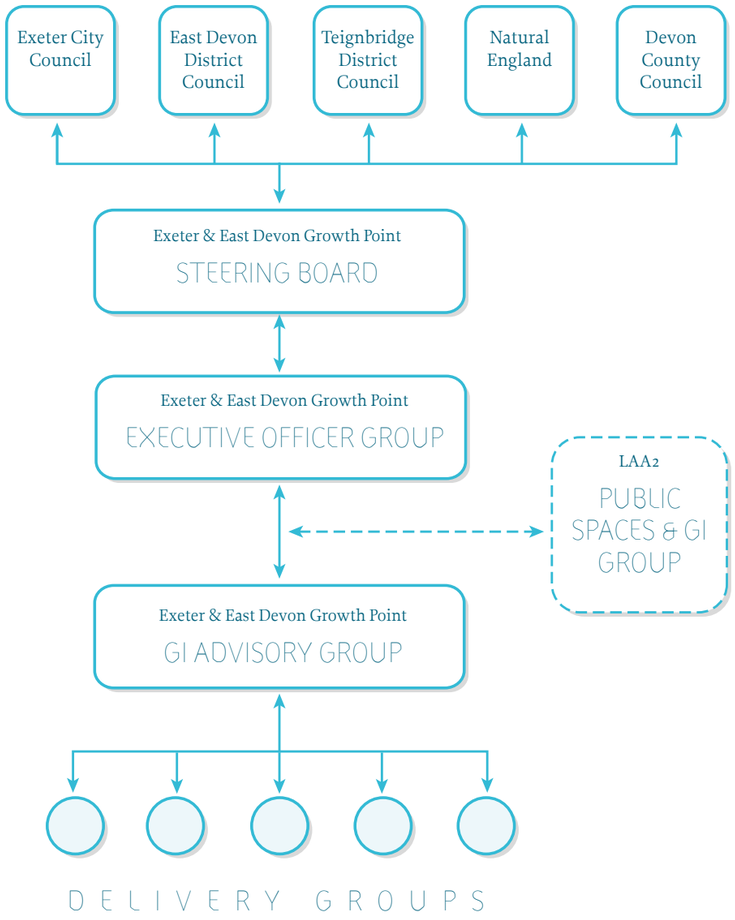


FIGURE 7: ORGANISATIONAL DIAGRAM

MANAGEMENT

Given the scale of growth, range of Strategic Projects and Investment Programmes a GI Project Manager role with funding, delivery and promotion responsibilities in managing the execution of the Strategy on a day to day basis is considered to be crucial to its success. Proper resourcing through the Exeter and East Devon Growth Point Steering Board will therefore be vital . However, given the current economic circumstances the GI Advisory Group chair will take on the role of 'GI co-ordinator' in the interim to help secure delivery of the GI Strategy and progress the GI strategic projects and Investment Programmes.

The primary responsibilities of the GI Advisory Group and GI Co-ordinator (GI Project Manager) should include:

- take interim ownership of new Strategic GI Projects and GI Investment Programmes and identify and secure appropriate new owner organisations;
- monitor and review the performance of the strategy;
- report performance to the Exeter and East Devon Growth Point Steering Board and Executive Officers Group with recommendations for actions;
- oversee all strategy marketing activities and communications, including maintaining the website;
- oversee the accounting for and management of any S106 agreement funding secured for Strategic GI Projects endorsed by the Exeter and East Devon Growth Point Steering Board;
- lead the preparation of external bids for public funds for GI investment;
- evaluate and recommend to the Exeter and East Devon Growth Point Steering Board endorsement of others' bids for public funds for GI investment;
- lead the promotion of GI investment opportunities with private and third sector organisations;
- lead the securing of financial support from local businesses to sponsor GI projects;
- lead arranging events with local communities to promote the use and care for GI assets;
- provide specialist GI guidance to the local planning authorities in advising on GI-related planning applications and development policies and plans;
- support the GI Champion.

In practice, the GI Co-ordinator will progress these responsibilities and will require working alongside local authority officers and those working for third sector organisations to co-ordinate activities. It is crucial therefore that the Co-ordinator is able to work well with others and be fully supported by the Exeter and East Devon Growth Point Steering Board and Executive Officers Group to align resources and offer day-to-day leadership for the strategy. The GI Advisory Group will use the strategy to shape the new projects and investment programmes and the GI co-ordinator will engage with prospective owner organisations and wider stakeholders to progress them towards delivery (through GI Delivery Groups). Each project and programme should have an agreed lead organisation and action plan.

The role should also build early linkages with key landowners – the National Trust for example – to gauge their level of interest in the strategy and with masterplanning teams at Monkerton, Cranbrook, Newcourt and SW Exeter to determine what value can be added from a GI perspective.

It is recommended that the GI Advisory Group adopts a GI Strategy Map & Scorecard management tool to track performance in executing the strategy, with the GI Co-ordinator being responsible for collecting, analysing and reporting the data on a quarterly basis. An example of what the tool may look like to begin with is included in Appendix 2. The tool can be used to communicate the strategy to stakeholders, to diagnose delivery problems and to set stretching targets for the GI Advisory Group and its partners to achieve.

INVESTMENT

Early prioritisation of projects with full involvement of stakeholders and landowners is required to ensure delivery. The strategy has not yet been costed as it does not comprise a detailed list of intended projects. However, it is likely that its delivery will cost in capital terms many millions of pounds over the next 15-20 years.

This level of investment is significant and will represent a step change in GI investment in this area of the last few years. Important too is securing the ongoing operational expenditure (OPEX) to ensure the quality of GI assets is maintained. A failure in this respect is likely to undermine the long term success of the strategy.

At present, the following potential sources of funds have been identified:

Public Sector

- local authority capital and revenue programmes, especially in relation to public open space, publicly-owned land, leisure services and highways/footpaths etc;
- public agency funding, e.g. SWRDA (Regional Infrastructure Fund), Natural England (HLS).

Private Sector

- on-site development costs controlled by planning conditions and governed by S106 agreements (including provision of land);
- off-site financial contributions governed by S106 agreements (including commuted sums, contributions of land in lieu of payment and biodiversity/recreational land mitigation 'banking') and possible future development tariff (e.g. Community Infrastructure Levy);
- land management and improvement funds;
- local business/organisation sponsorship and/or carbon offsetting.

Third Sector

- voluntary contributions as part of community action;
- third sector members funds, e.g. RSPB.

The type of investment will most often be determined by the nature of the project, programme or development location. Only a local development tariff will offer the opportunity to secure a funding source that, although collected from specific qualifying development schemes, may be invested across a range of projects and programmes. All other sources of funds are likely to be tied to a specific project or programme opportunity and/or to a specific location.

If a tariff is pursued in this area in the future then it is likely to require a robust evidence base on which to determine that part of the tariff that will fund GI works. For this purpose, the strategy has estimated the cost of the Strategic GI Projects and GI Investment Programmes.

There is also growing interest in the UK in innovative infrastructure investment models that may include GI as well as, say, transport. These models include:

- tax increment financing – by which the costs of forward-funded infrastructure are recouped from net additional local business tax revenues retained in the local area;
- habitat banking – by which revenues from development schemes requiring off-site mitigation of habitat loss are collected and invested in specific habitat creation projects;
- carbon offsetting – by which businesses, organisations and individuals seek (or in due course are likely to be obliged to) compensate for all or part of their unavoidable carbon emissions by investing in GI projects that absorb an equivalent quantum of carbon dioxide.

In the case of the former, GI will have to be part of a wider infrastructure initiative, the relative merits of which are likely to be assessed in relation to other, more costly, infrastructure types than GI. The two latter models are currently being researched by DEFRA, Natural England and others and should be considered further by the Exeter & East Devon Growth Point Steering Board and Executive Officers Group. Although the South West region is likely to be a more appropriate scale for such initiatives to be effective and efficient, the Exeter & East Devon Growth Point Steering Board and Executive Officers Group, may propose Exeter & East Devon as a pilot area for the region to test these ideas.

MARKETING

It must be accepted that the language and terminology common to GI strategies is not especially accessible to those outside the immediate GI stakeholder community. If the Strategy is to be successfully executed then its vision, objectives and actions have to be well understood, not just by those implementing projects but by the wider community.

The term 'green infrastructure' is not in common usage at present and consideration should therefore be given as to how the strategy should be branded or promoted in the public domain. The general public are more likely to take an active interest in a project or programme which positively impacts upon their locality (whether it is a new park, cycleway or wildlife habitat creation) and the GI Advisory Group see a benefit in supporting existing brands and initiatives rather than creating a separate new brand at this time.

There will be opportunities to promote GI through a range of New Growth Point projects and initiatives. Close collaboration with partner communication departments should continue to help raise the profile of GI in making it more accessible to a wider public audience.
Another challenge facing the strategy is the need to appeal to an audience considerably wider than the normal, albeit significant, environmental 'niche'. The strategy has demonstrated the broader potential social and economic value of GI investment; this value will only be realised if those engaged in planning social and economic change see this value too.

GI-related brands are few in the UK. Most often they promote one GI type (e.g. community forests). Perhaps the 'Green Grid' concept originating in East London is one of the more generic and well known GI brands. More locally, the Devon Wildlife Trust's 'Exeter Wild City' initiative shows good local potential, though again the scope of the initiative is narrower than that of this Strategy.

It is therefore recommended that the Exeter & East Devon Growth Point Steering Board and Executive Officers Group, supports the GI Advisory Group and New Growth Point team (Communications officer) in achieving the appropriate level of promotion of GI within the New Growth Point area. It may be desirable to commission some branding work on specific projects and where there is an existing brand the most beneficial option should be chosen.

REVIEW OF THE STRATEGY

The Strategy is a 'live' document. The evidence base on which the Strategy is founded will be reviewed and refreshed as part of an annual monitoring exercise. As appropriate, aims, objectives and policies will be modified to reflect changed circumstance.

A "Strategy Map and Scorecard" has been included in Appendix 2 as a potential "tool" to help manage the delivery of GI. The scorecard provides a clear and robust means of assessing the requirements to deliver specific objectives. It is also a useful tool in explaining how GI links to a much broader range of issues, including economy, housing, inspiring young people, health and well-being, strong and inclusive communities and a quality environment.

APPENDICES

CAPTION

APPENDIX 1
GI OBJECTIVES AND LAA PERFORMANCE INDICATORS

The objectives set out in Section 1 have been developed to maximise the contribution that this Strategy can make to the achievement of broader economic, social and environmental objectives as set out in the current Devon Local Area Agreement (LAA) 2008 – 2011. The 'cause and effect' relationships between the GI objectives and the objectives and key performance indicators of the LAA are set out below:

A World Class Environment

- LAA2: Improve the quantity, quality (clean, green and safe) and accessibility of public spaces and green infrastructure;
- LAA8: Targeted conservation and enhancement of Devon's biodiversity and geology.

GI objectives 1 and 2 will focus on these two objectives with a clear link between investment in GI projects and programmes and successful open space and biodiversity outcomes. In particular, the City Open Spaces and Biodiversity Link programmes, and all the proposed Strategic GI Projects, will make a significant contribution to achieving those objectives.

Strong & Inclusive Communities

- LAA16: Promote active, empowered and influential communities

All four GI objectives offer the opportunity to pursue this outcome by the ways in which future projects and programmes are delivered. Many of these may engage local communities in the design, resourcing, implementation and aftercare of GI actions. Some programmes, e.g. Neighbourhood Connectors and Village Enhancement Scheme, should be well suited to encouraging and enabling local community involvement in this way.

A Growing Economy

- LAA20: To manage demand for travel in a sustainable manner and ensure expeditious movement by all transport modes, through the adequate provision and maintenance of transport infrastructure;
- LAA22: Ensure that Devon has an appropriate range of employment space;
- LAA25: Increase the productivity of the land-based sector in Devon and improve conditions for farming and food sector businesses.

GI Objective 1 will address this outcome in each of these measures. The Sustainable Movement programme will promote walking and cycling within and outside the city and the Area GI Frameworks will connect the main growth points with the city through this network. The Monkerton-Cranbrook Area GI Framework proposes GI investment to enhance the appeal of a number of new employment sites. The Community Gardens and Renewable Energy programmes may both create opportunities for landowners and farmers to diversify to improve their commercial performance.

Homes & Housing

- LAA23: Increasing housing delivery, especially at strategically significant cities and towns and their associated new communities.

GI Objectives 1, 2 and 3 will all support this outcome to the extent that GI thinking will shape the ways in which major sites are planned and delivered. The Area GI Frameworks have been chosen for this specific purpose, focussed as they are on the areas of greatest planned change. Early investment in GI in these locations will enhance the appeal of these sites to investors and house buyers in due course. The climate change-related I actions will help the new developments meet their on-site and off-site obligations in respect of delivering their low to zero carbon strategies.

Health & Wellbeing

- LAA13: Maintain and increase levels of physical activity and sport;
- LAA30: Promote health and reduce health inequalities.

GI Objective 3 is focussed on these outcomes. The provision of high quality, well maintained and accessible open space will encourage its use by local communities for formal and informal recreation and for walking and cycling along attractive, convenient and safe routes.

Inspiring Young People

- NI 75: Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths;
- NI 117: 16 to 18 year olds who are not in education, employment or training (NEET).

As with 'Strong & Inclusive Communities' above, all the GI Objectives may create opportunities to engage with young people during and outside of school careers.

APPENDIX 2
GI STRATEGY MAP AND SCORECARD

The Management recommendations in Section 7 of the report acknowledge the importance of the strategy owners - the GI Advisory Group - having an effective means of managing its execution over the next few years.

The GI Strategy Map & Scorecard set out below is based on a well-established strategic management tool, the Balanced Scorecard. The tool has been adopted by many businesses and public sector agencies around the world over the last twenty years. Its main benefits are:

- providing a performance management system to track a range of objectives and measures;
- enabling performance problems to be anticipated, diagnosed and resolved;
- communicating the strategy 'story' internally and externally;
- focusing staff teams and external partners to focus on the most important activities and resources.

The tool is a response to the accepted management philosophy that "you can't manage what you can't measure and you can't measure what you can't describe". It is crucial to the future success of this GI strategy that the GI Advisory Group and its delivery partners are able to continuously monitor, review and revise the strategy so that it remains well-positioned to win resources and sustain attention.

The strategy map is a hierarchy of objectives and is structured in such a way as to show explicit 'cause-and-effect' relationships between particular objectives. It also shows how the specific benefits of GI have been blended within the Strategy to obtain the optimum position relative to prevailing local public policy (as defined by the Local Area Agreement).

The top layer sets out the core LAA aims and objectives and the National Indictors and other targets that the GI Strategy can contribute the most towards. Below that are the selection of GI benefits that are the focus of the Strategy and the value activities (essentially organisational and partnership processes) through which those benefits will be realised on the ground.

Finally, the map shows a series of enabling objectives on which the successful activities will depend. Often ignored, or taken for granted by strategies, these 'enablers' are a mix of people, information and cultural attributes that provide the local strengths to realise the opportunities outlined in the Strategy.

In identifying the relationships between objectives, the map can be used to create a 'line of sight' from investing in people and information devoted to GI upwards to achieving the goals of the Local Area Agreement. Similarly, the map can be used to anticipate and diagnose strategy execution problems by searching from the top down to reveal performance issues.

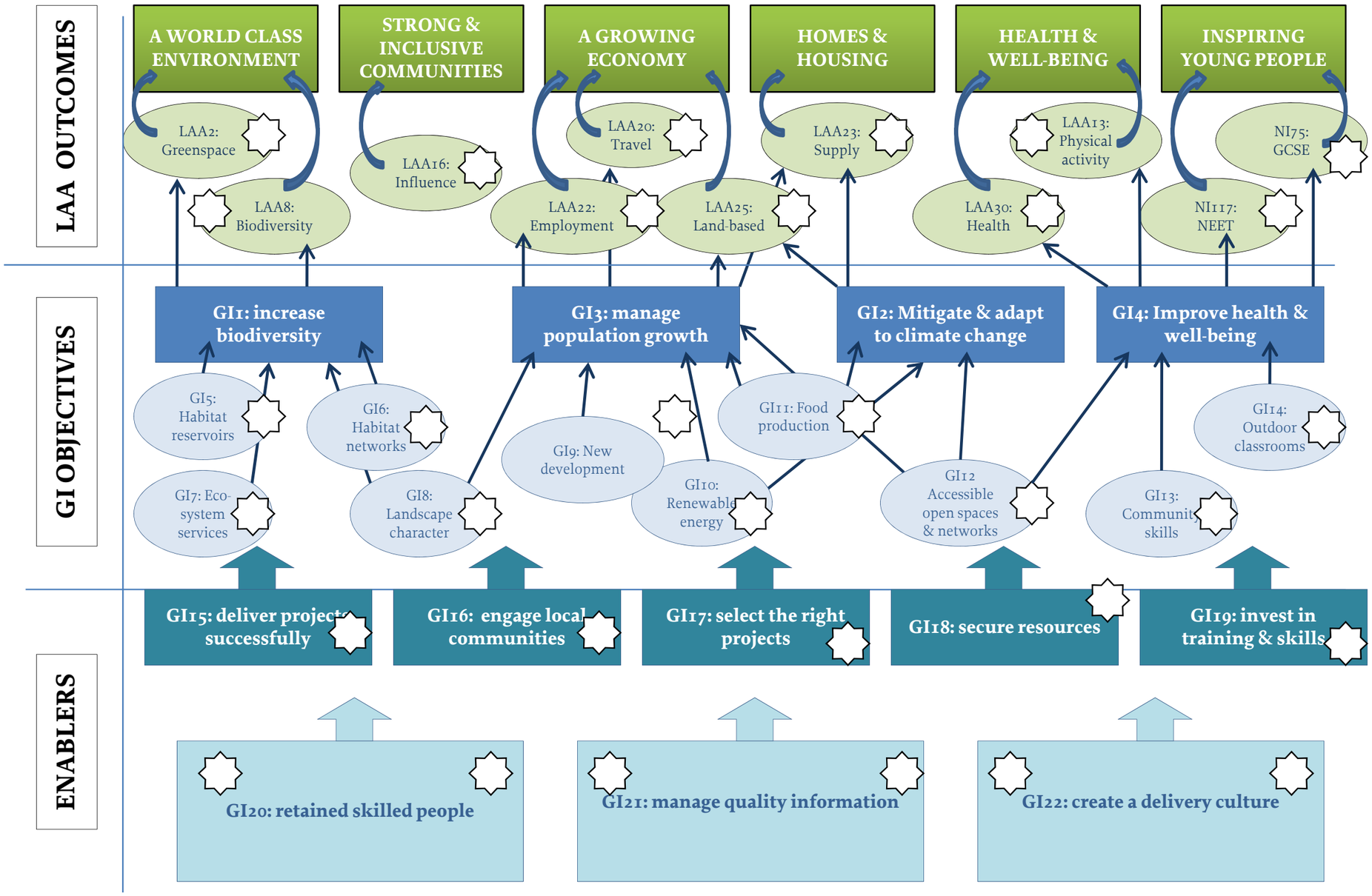
The map is accompanied by a scorecard, which captures the detail for each objective, comprising one or two measures, the actual or baseline position, the target position and a commentary explaining the data and/or performance. The scorecard uses a 'traffic light' system for reporting performance information (see later).

To our knowledge, this is the first GI Strategy in the UK to adopt such an approach to strategy execution. There is therefore no tried and tested template of GI objectives, measures and targets on which to base the Map and Scorecard. In which case, it is proposed that the GI Steering Board devotes some time and attention to satisfying itself that the Map accurately reflects the cause-and-effect relationships between the objectives and that the Scorecard includes relevant measures, for which data can easily be collected and reported and targets set.

In the meantime, the Scorecard should be populated with baseline data and a stretch target for each measure. It is likely that local partners will be able to provide baseline data for most of the measures chosen; other data sets make take a little time to assemble. If the GI Steering Group accepts that a measure is the best indicator of performance against a specific objective in the Map, then it will be important to find either a direct or appropriate proxy data set. The choice of stretch targets and timeline for their achievement should be explained in the commentary to each measure. The Board should not seek perfection in the Map & Scorecard from the outset; they will develop over the first year of use.

The Strategy should be reviewed by the GI Advisory Group at the end of every quarter, with the Map & Scorecard as the centrepiece for the review. In reporting performance, the Map and Scorecard compare actual performance against each stretch target, using a 'traffic light' system where 'Green' indicates performance is on track; 'Amber' indicates performance is either weakening or recovering; and 'Red' indicates a performance problem. The Group should focus most of its attention on measures showing 'Red' and the remaining attention on those showing 'Amber'. The Map can be used to diagnose if the cause of a performance problem is in a lower tier of the objective hierarchy so that the cause of strategy execution difficulties is addressed rather than its symptom.

EXETER AREA & EAST DEVON GI STRATEGY MAP



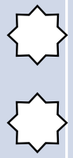
EXETER AREA & EAST DEVON GI STRATEGY SCORECARD
2010 Q1 Review (April 2010)

OBJECTIVE	MEASURE	ACTUAL	TARGET	RAG	COMMENT
GI1: increase biodiversity	a) % target species populations preserved or increased b) % target new species attracted & sustain				Need to agree target species in 'Biodiversity Programme'
GI2: mitigate & adapt to climate change	a) Cubic metres CO_2 absorbed by certified GI projects b) % downstream flood risk reduction as a result of GI projects				Need to agree certification system Need to agree calculation of flood risk reduction
GI3: manage population growth	a) % citations by developers that proximity of quality GI a key factor in scheme appeal to purchasers b) % uplift in land and property values in proximity to GI assets				Need to agree how Design & Access Statements and/or Building for Life assessment can be used for this purpose Need to agree calculation with local housing and commercial agents
GI4: improve health & well-being	a) Ha of new open space created per annum b) % households using local GI assets once a month				Part of AMR? Part of local household survey?
GI5: Increase habitat reservoir capacity & quality	a) Ha of habitat reservoir protected & enhanced b) Average % quality rating of target habitat reservoirs				Need to agree validation system in 'Biodiversity Programme' Need to agree target reservoirs in 'Biodiversity Programme'

EXETER AREA & EAST DEVON GI STRATEGY SCORECARD
2010 Q1 Review (April 2010)

OBJECTIVE	MEASURE	ACTUAL	TARGET	RAG	COMMENT
GI6: Increase habitat network connectivity & quality	a) % network gaps filled by GI projects b) Average % quality rating of target habitat links			 	Need to agree definition of gap in 'Biodiversity Programme' Need to agree target habitat links in 'Biodiversity Programme'
GI7: Use GI to manage energy, recycle waste & control pollution	Need to identify measure				Relate to local climate change, waste and pollution strategies
GI8: Enhance landscape character at urban-rural gateways	a) No. of LCAs in favourable condition				Need to agree definitions
GI9: Shape & promote new housing and commercial development opportunities	a) % GI projects delivered on time in Area Frameworks b) Ha of land allocated for GI use in Area Frameworks			 	Assessed in AAP's/masterplans
GI10: Increase GI renewable energy (biofuel) production	a) Ha land used for biofuel production				Need to agree definition in 'Renewable Energies Programme'

EXETER AREA & EAST DEVON GI STRATEGY SCORECARD
2010 Q1 Review (April 2010)

OBJECTIVE	MEASURE	ACTUAL	TARGET	RAG	COMMENT
GI11: Increase local food production	a) Ha net additional land used for food production b) % local households participating in community gardening schemes				Need to agree definitions in 'Community Gardens Initiative'
GI12: Improve open spaces & access routes linking city to countryside	a) % network gaps filled by GI projects b) Average % quality rating for target open spaces			 	Need to agree definition of gap in 'Sustainable Movement Programme' Need to agree targets in 'Urban Open Space Programme'
GI13: Develop local skills in GI-related activities	a) No. of FTE learners on accredited GI-related training courses b) No. of volunteers enlisted with GI management projects			 	Need to agree definitions
GI14: Increase the provision of outdoor classrooms for all ages	a) Ha land used for outdoor classroom as primary purpose/1000 population b) No. of users of outdoor classrooms per annum			 	Need to agree definitions
GI15: Deliver projects on time, to spec & on budget	a) % GI projects delivered meeting criteria				Need to establish project management system

EXETER AREA & EAST DEVON GI STRATEGY SCORECARD
2010 Q1 Review (April 2010)

OBJECTIVES	MEASURES	ACTUAL	TARGET	RAG	COMMENTS
GI16: Engage communities in GI project delivery	a) % of local households enlisted as supporters on strategy website				Assumes new website created to promote strategy in local area and that supporters are enlisted
GI17: Select & design the right projects in the right place at the right time	a) % project failure rate				Need to establish project management system
GI18: Secure sufficient capital and revenue resources to fund GI actions	a) % 2010/11 – 2012/13 capital expenditure committed b) Total annual £ expenditure on maintaining GI assets				Part of local authority budgeting process
GI19: Design & deliver new GI-related training & skills programmes	a) No. of people engaged in GI related training or volunteer programmes				Need to agree definitions
GI20: Build & retain the right GI people to deliver the strategy	a) FTE posts within GI 'team' b) % skills gaps among GI 'team'				Need to agree optimum FTE local authority officers time to contribute to the strategy Need to agree GI Team Skills Plan
GI21: Build & maintain the evidence base to support the strategy	a) Complete & publish annual review & update of Investment Plan b) Complete and publish three-year review & update of GI Study				Ensure both are cited in all LDF's
GI22: Build & sustain effective local partnerships between all the key sectors	a) % Investment Programmes with lead agencies agreed b) % average attendance at GI Steering Board				Both proxies for active engagement in partnership working

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