

REPORT TO: Scrutiny Committee Economy and Executive
Date of Meeting: Scrutiny Committee Economy - 26 June 2014
Executive - 15 July 2014
Report of: Assistant Director Economy
Title: Exeter Economic Development Strategy

Is this a Key Decision?

* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

Implementation of the Exeter Economic Development Strategy is a key decision and is within the forward plan of key decisions.

Is this an Executive or Council Function?

Executive

1.0 What is the report about?

1.1 To seek approval and comment from members on the new Economic Development Strategy for Exeter, based on the draft knowledge Economy Strategy, which was adopted by Scrutiny Committee Economy – 14 November 2013. The strategy also takes into account the contribution and impact other adopted city strategies have on the economy of Exeter.

2.0 Recommendation:

2.1 That Scrutiny Committee Economy support and Executive approve the Exeter Economic Development Strategy, as summarised in this report.

3.0 Reasons for the recommendation:

3.1 Development of the city's knowledge economy has been an ongoing priority for the City Council and a number of partners including the University of Exeter, Met Office, Devon County Council and the Exeter Chamber of Commerce & Industry. The city's economy has proved resilient throughout and after the economic downturn, but there is no room for complacency.

3.2 The 'knowledge economy' is a term that is growing in use. It refers to sectors where the commodity produced is not steel, coal or vegetables but is knowledge. The University of Exeter, The Met Office and South West Water would be good examples of local organisations within the knowledge economy.

3.3 The aim of the updated Economic Development Strategy is to address issues within the city particularly related to low average wages, low productivity and to respond to changes and opportunities to focus the economy following the recession. Exeter has higher than average proportions of people employed in public services, business services, retail and wholesale activity. The Economic Development Strategy will assist in a managed change to a knowledge economy to provide additional and different employment opportunities following reductions in jobs, particularly within the public sector.

3.4 The focus of the strategy is on improving the skills, qualifications and employability of the residents of the city, supporting business growth and investment, achieving the right conditions to attract inward investment and business relocations, providing a safe and welcoming city and facilitating improvements to the various aspects of the city which contribute to its much valued quality of life.

4.0 What are the resource implications including non financial resources?

4.1 The Economic Development Strategy will be implemented within existing financial and non-financial resources. The Economy Unit will work closely with the Exeter Growth Board and where appropriate local partners to implement the strategy. The intention is also to bid for funding through the Heart of the South West Local Enterprise Partnership, other agencies and the Regional Growth Fund to implement actions from the strategy, as and where appropriate.

5.0 Section 151 Officer comments:

5.1 There are no additional financial implications contained within the report.

6.0 What are the legal aspects?

6.1 None

7.0 Monitoring Officer's comments:

7.1 None

8.0 Report details:

8.1 The previous Economic Development Strategy covered the wider economic region of Exeter and the Heart of Devon, encompassing the local authority areas of East Devon, Exeter, Mid Devon and Teignbridge and the period 2008 - 2013. The strategy was adopted at the beginning of the economic downturn and unfortunately could not predict changes in the economy locally, regionally and nationally. The vision, which was adopted by the Exeter & the Heart of Devon Economic Partnership, was that:

"The Exeter and the Heart of Devon Economic Partnership will promote sustainable economic growth enabling the sub-region to take its place as the third largest focus of high value employment in the region".

8.2 The strategy gave the City Council and its partners focus and direction in the development of Exeter, which has resulted in developments including the Exeter Science Park and the city being at the embryonic stages of developing as a knowledge economy. Over the previous 10 years and since the previous economic development strategy was adopted, the city has weathered and performed well during and after the recession and has naturally positioned itself at the start of an important change in its economy. The city still has some areas that need addressing and developing through a proactive approach such as, low average wages, low productivity and improving the skills profile of residents of the city.

8.3 Ideally, an economically successful and vibrant city comprises of the following aspects:

- high levels of economic success and knowledge based activity
- a diverse industry base including distinctive specialist niches
- one or more high level research and education based institutions that have a mutually beneficial relationship, leading to economic activity built on research strengths and the retention of graduates
- strong communications infrastructure
- good transport links within and to other cities, including air, rail, road and cycle networks
- public and private sector institutions working together
- strategies to ensure that all communities benefit from the economic success

- 8.4 Some of these aspects are already established within Exeter and some are in need of development. The key to Exeter's future success will be working in collaboration and in partnership with a wide range of businesses and institutions based in Exeter and the Heart of Devon, plus further afield.
- 8.5 Implementation of the Economic Development Strategy will assist in Exeter having a successful knowledge economy, with a vibrant cultural economy for the benefit of residents, business and workers living outside of the city. The Strategy is intended to make a direct contribution to Exeter City Council's mission statement, which is primarily about growing businesses and creating jobs - "we will enhance Exeter as the regional capital, working with our partners to improve the quality of life for all people living, working in and visiting the city".

9.0 Current economic position

- 9.1 In February 2014 the Office for National Statistics (ONS) published figures which showed that national Gross Domestic Product (GDP) in Quarter 4 2013 increased by 0.6%, with continued momentum predicted. The increase was largely down to more positive business and consumer confidence.
- 9.2 From The Bank of England Inflation Report (February 2014), the UK economy grew by 1.9% in 2013, the strongest annual growth rate for six years. Much of that expansion was driven by consumer spending, as lifting uncertainty and easing credit conditions prompted households to reduce their rate of saving. That brightening in the economic environment also prompted a revival in the housing market, with housing transactions in 2013 Q4 up more than 25% on a year earlier.
- 9.3 In contrast, business investment has remained subdued. The recovery in output has not been matched by a material pickup in productivity growth. The Monetary Policy Committee expects a gradual recovery in productivity growth. As demand picks up, some businesses should be able to redeploy staff to more productive activities.
- 9.4 Knowledge based industries are likely to generate the economic growth for the future, but an important point is that the Exeter economy is a strongly performing economic area with some valuable knowledge assets. Feedback from consultation with the business community indicated that Exeter is at an embryonic stage of developing its knowledge economy and has some valuable assets to draw on most notably The Met Office, The University of Exeter, South West Water and the Royal Devon & Exeter Hospital.
- 9.5 A recently published research report by Liverpool John Moore's University 'UK city-regions in growth and recession: How are they performing at home and abroad?' explores the economic contribution the UK city-regions make to national and international economic competitiveness. Exeter is included in the report and is classified as an intermediate city region, along with cities such as Brighton & Hove, Bournemouth, Glasgow, Newcastle-upon-Tyne, Cardiff, Manchester, Nottingham, Sheffield, Ipswich, Norwich and Plymouth. Being compared as an 'intermediate city region' shows the growth the city has achieved, how we are out-performing larger cities within the UK and the economic impact we have on the South West and national economy.
- 9.6 Prior to the economic downturn Exeter performed extremely well and outperformed many leading cities in the UK. During the downturn, as with other cities, this performance has not continued - GVA has reduced as well as the number of employees (jobs). Post the economic downturn Exeter has continued to grow, but not to the extent prior to the recession, as shown in the table below. The reduction in the number of employees during 2008 – 2011 is above the national average and is a result of the reduction in public sector workers within the city.

9.7 One area of concern is the low levels of productivity (Gross Value Added (GVA) per hour worked) within the city, 2.3% below the national average. Having employees work longer hours is rarely the answer to increase productivity, it also costs more. The key is having employees working more efficiently and effectively with the correct skills, tools and operational efficiency required to do the job, which boosts productivity and the bottom line. Increasing productivity within Exeter will make businesses more competitive, cut payroll costs, increase profit margins and give room for expansion, growth and investment.

GVA per capita % change 1997 – 2008 Exeter: 73.6% UK: 63.2% Plymouth: 50.8% Bristol: 58.6% Cambridge: 70.1%	GVA per capita % change 2008 – 2011 Exeter: 3.6% UK: 1.8% Plymouth: -1.6% Bristol: 2.0% Cambridge: 1.0%
Total GVA % change 1997 – 2008 Exeter: 90.2% UK: 71.8% Plymouth: 56.6% Bristol: 74.4% Cambridge: 89.5%	Total GVA % change 2008 - 2011 Exeter: 4.6% UK: 4.18% Plymouth: 0.7% Bristol: 5.8% Cambridge: 5.8%
Total employees % change 1997 – 2008 Exeter: 29.8% UK: 12.3% Plymouth: 15.9% Bristol: 15.6% Cambridge: 15.9%	Total employees % change 2008 – 2012 Exeter: -2.9% UK: -2.6% Plymouth: -4.3% Bristol: -3.5% Cambridge: -2.3%
No comparison data	GVA (productivity) per hour worked 2008 – 2011, % point change relative to UK Exeter: -2.3% Plymouth: -2.4% Bristol: 1.2% Cambridge: -1.7%
Total population change 1997 – 2008 Exeter: 8.9% UK: 6.0% Plymouth : 2.6% Bristol: 7.9% Cambridge: 10.2%	No comparison data

9.8 The employment contribution of individual sectors within the city is shown in the table below, showing a national comparison employed in that particular sector. This information is the most up to date perspective of the distribution of employment for Exeter. The largest employers (with over 1,000 employees) are the police, Devon County Council, Royal Devon & Exeter Hospital, The University of Exeter, The Met Office and EDF Energy. These organisations will be employing people from not just Exeter, but from the wider travel to work area.

9.9 The collection of employment the data revealed that there is not yet a critical mass in key knowledge economy sectors, although there are a number of key players within and surrounding the city, as previously mentioned within this report.

Industry	Exeter	Exeter %	England %
Human health activities	9,500	11.1%	7.0%
Retail trade	8,500	10.0%	10.2%
Education	8,000	9.3%	9.5%
Public administration & defence	7,900	9.2%	5.0%
Legal and accountancy	4,000	4.7%	2.1%
Food and beverage	2,900	4.7%	5.4%
Services to buildings and landscape	2,700	3.3%	2.2%
Wholesale trade	2,600	3.2%	3.1%
Wholesale and retail trade and repair to motor vehicles	2,400	3.0%	4.2%
Employment agencies	2,200	2.8%	1.8%
Telecommunications	1,900	2.6%	3.1%
Residential care	1,900	2.3%	0.8%
Other professional, scientific and technical	1,700	2.2%	2.6%
Specialised construction	1,500	2.0%	0.5%
Real estate	1,500	1.8%	2.5%

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- 9.10 The table below highlights the percentage increase in the qualifications of the residents of Exeter over the previous 10 years, compared to the rest of the South West and England. The influx of the Met Office, blur, ATASS and the expansion of The University of Exeter and the Royal Devon & Exeter Hospital has assisted and contributed to the increase in qualifications held, especially at NVQ 3 and 4. The Exeter & the Heart of Devon Employment & Skills Board are working in partnership with a wide range of businesses, educational establishments and training providers to develop the skills and qualifications of the local workforce to improve their chance of gaining a better job within the city and to attract business relocations and investment in the city.
- 9.11 The development of the knowledge economy and the increase in businesses relocating and setting up in Exeter will aid in the increase in qualifications held across all NVQ levels. The increase in qualifications held will help in improving the average wage of people living in the city, with more disposable income becoming available there will be less pressure on the public purse through benefits claimed.
- 9.12 The creation of high value employment opportunities, attracting and retaining highly skilled workers and graduates, and capitalising on existing strengths and assets are especially important as the city continues to strengthen its economy. Encouragingly, Exeter is outperforming the South West and England in terms of % increase in qualifications in the previous 10 years.

	NVQ 4 and above	NVQ 3 and above	NVQ 2 and above	NVQ 1 and above
2004	19,600	38,500	48,800	58,700
2013	28,100	49,000	63,400	70,600
% increase Exeter	43.37%	27.27%	29.92%	20.27%
% increase South West	31.66%	19.42%	16.62%	8.59%
% increase England	34.87%	19.23%	16.75%	10.33%

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- 9.13 The increase in qualifications held goes hand in hand with the increase in the gross annual salary of the residents of Exeter. Over the previous ten years Exeter has outperformed the South West and England in terms in % growth in salary, but is below the South West and England average, as shown in the table below. In May 2014 the Regional Salary Guide was

published by national recruitment agency Reed and revealed that the majority of sectors employed in Exeter earn more a year than if they were based in Plymouth.

	Exeter	South West	England
2004	£19,073.60	£20,638.80	£21,907.60
2013	£23,561.20	£25,225.20	£26,941.20
% increase	23.53%	22.37%	22.98%

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- 9.14 The table below breaks down the full range of economically active and inactive residents of the city, 2013 is the latest available data for all areas shown. The recession and from 2008 onwards had an effect on the city in terms of the number of people claiming out of work benefits.
- 9.15 The recent reduction in the number of jobs will be related (but not wholly) to the reduction in employment within the public sector. The rise in the economically inactive needs to be taken with some caution, as this also includes the rise in student numbers at The University of Exeter, who play a very important role in sustaining a culturally vibrant and modern city.
- 9.16 National initiatives to get people back into employment, training and apprenticeships through Jobcentre Plus as well as through Exeter & the Heart of Devon Employment & Skills Board are having an impact on the city.

	Economically active	Economically inactive	Total out of work claimants	JSA Claimants
2013	60,000	19,400	9,430	1,960
2012	61,700	18,800	9,870	2,320
2011	63,400	17,000	9,610	2,080
2010	66,300	12,900	9,780	2,130
2009	65,100	13,700	9,800	2,190
2008	62,500	18,100	8,710	1,050
2007	59,400	21,500	8,790	1,210
		Student, looking after family, sick, retired, discouraged, wants a job and doesn't want a job	Employment & Support Allowance, incapacity benefit, lone parent, carers, disabled and JSA claimant	

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- 9.17 The new Economic Development Strategy takes into account the contribution and impact other city strategies have on the economy of Exeter. The impact these three strategies have on the city play a direct role in why a business would choose to relocate or invest in Exeter and why someone chooses to live in the city – an outstanding quality of life offering. These strategies have been approved at previous Economy Scrutiny Committees and can be found on www.exeter.gov.uk These three strategies are:

9.17.1 A city centre strategy for Exeter 2013 – 2022: Building on a decade of change – delivering a competitive and attractive city centre August 2013

The new city centre strategy builds on the success and achievements of the previous city centre strategy, which spanned the period of the most significant change for the city centre in 30 years, with major development and inward investment taking place. The city centre offers an abundance of opportunities for growth, local employment, wealth and social interactions that are invaluable to the city. The focus of the action plan is around encouraging more visitors, maximising their dwell time in developing the night-time economy and ensuring the experience all city centre users (visitors, residents and business) receive is varied and first class. The five aims of the strategy are combined into three areas:

- A vibrant, sustainable, resilient competitive city centre; offering attractions for all
- A welcoming and safe night time environment
- A clean, well maintained and safe environment – to give a better first impression

Delivery of some the action plan is dependant on a successful Business Improvement District (BID) vote, due to take place spring 2015.

9.17.2 Exeter Cultural Action Plan November 2014: Engaging, empowering, energising culture in Exeter

Exeter has a rich and rapidly developing cultural scene. The city is home to an extensive range of cultural organisations and festivals. Together, their activities deliver important economic, social and education benefits with culture helping to define Exeter's special character and enhance its quality of life. The action plan is a living document which is co-owned by the Exeter Cultural Partnership and the City Council, ensuring that culture is embedded in plans and strategies that will shape the city. After a wide and comprehensive consultation period with the cultural sector four key areas of development emerged, which form part of the action plan:

- develop a vibrant cultural economy – Exeter as a cultural destination
- developing cultural opportunities and experiences
- enabling a wide and diverse engagement in the cultural sector
- build a stronger, more confident cultural sector

9.17.3 Exeter Visitor Strategy 2012 – 2016

The Visitor Strategy is intended to bring many positive economic benefits to the city in sustaining and creating quality jobs within the visitor economy, through public and private sector investment. The strategy also focuses on the promotion of existing visitor facilities and recent capital developments to increase visitor numbers and spend to the city – such as RAMM, Exe Estuary Trail, Quay Climbing Centre, plus the cultural and retail offer. Working in partnership with the industry within Exeter and the Heart of Devon is key to successfully implementing the visitor strategy. There are four areas of work which form the visitor strategy:

- Support investment in the visitor economy
- Develop existing facilities and the visitor experience to provide year round employment
- Raise skills levels within the workforce
- Targeted marketing of the city and the Heart of Devon locally, regionally and nationally

10.0 Exeter Economic Development Strategy

10.1 At Scrutiny Economy 14 November 2013 the Exeter Knowledge Economy Strategy was presented to members and subsequently adopted. The new Economic Development Strategy for Exeter will be based upon the Knowledge Economy Strategy, it's vision, findings and actions, but will take into account a number of other adopted and complementary strategies for Exeter as mentioned above and listed within Appendix 1. Relevant actions from each strategy will form part of the annual work programme for staff within the Economy Unit.

10.2 There are key drivers to establishing a successful knowledge economy:

- **creating the physical requirements** – having the architecture and accommodation that businesses and workers require
- **building on what's there** – recognising the city's existing strengths and weaknesses and playing to these

- **‘smart specialisation’** – focussing on the range of economic specialisms for which there are credible opportunities
- **high skill organisations** – organisations that rely on productivity through high quality jobs and highly skilled people
- **an acclaimed education sector** – linking closely with the city and businesses, supported by good education institutions helping all individuals develop their skills
- **distinctive ‘knowledge city’ offer** – a distinctive offer for knowledge intensive businesses and workers who are considering investing, working and living in the city, supported by a diverse cultural offer
- **strong connectivity within and outside the city/region** – good communications infrastructure combined with quick links both within and to cities via air, rail and road
- **strong leadership** – around an economic vision, supported by networks and partnerships

10.3 Exeter has the foundation for growing a knowledge-based economy and has a number of these key drivers already in place. It is at the beginning of a shift in the economy towards this area. Working in partnership with key businesses and institutions within the city will provide a secure platform to ensure all of these drivers are in place to develop a strong and vibrant knowledge economy.

10.4 Exeter has strengths in a number of knowledge economy sectors and those sectors where there are both strengths and opportunities for securing growth and investment have been identified as:

Big Data	This is a term for the collection of data sets whose size is beyond the ability of typical data software tools to capture, store, manage and analyse.
Climate change	This area will be looking at the business opportunities around business adaptation and mitigation against climate change.
Health	Opportunities to present the University of Exeter as a centre in expertise in the areas of big data and health, working alongside the Royal Devon & Exeter Hospital and the medical school - focusing on: diabetes, cardiovascular risk & aging, neurology, mental health and environmental & human health.
Water	Developing Exeter as a centre of innovation for the water industry, due to its existing assets combined with the over arching expertise in big data, risk management and climate change adaptability.
Agri-tech	Agricultural technology (agri-tech) addresses the tools and machinery that are used primarily or entirely in order to support agriculture, horticulture and the industry. Having the Food Security and Land Research Alliance based at the University of Exeter is an area of differentiation for the city.

10.5 Some of these sectors are closely integrated with each other and cannot be developed in isolation, for example, using large and complex data sets to tackle climate change and issues relating to climate change may impact on crop yield and water supply. The return of the expertise held in our key knowledge institutions indicates that Exeter is a location that can really offer applied possibly multi-disciplinary solutions and as such, solutions that are potentially most commercially relevant. This ‘applied solution’ and business opportunity approach is also important in ensuring that the recommended knowledge economy sectors

are broad strands of related activity and shouldn't be a tight definition whom activity should be limited. The development of supply chains will be a key priority to enable local investment opportunities, plus encouraging business relocations to Exeter.

10.6 The consultants (Mickledore) who researched and coordinated the development of the Knowledge Economy Strategy recommends that a vision is created, which will provide an overall direction for work carried out by the City Council and its partners – ***'to make Exeter the best-known city in the South West of England for innovation'***. Mickledore also recommend two objectives are adopted, that within 5 years of the strategy being adopted results in the establishment of:

- 75 new companies established within the Exeter area
- 2,000 new jobs created, linked to the sectors identified

10.7 To achieve the above objectives and to further develop and establish the knowledge economy within Exeter, based on attracting and growing science and technology organisations, research and development and creating high quality employment opportunities in the city, a number of actions and work areas will be developed. The table below covers a broad area of actions to be implemented, a detailed breakdown is listed within the Knowledge Economy Strategy document.

<ul style="list-style-type: none"> • Develop sector development plans for each of the five knowledge economy sectors 	<ul style="list-style-type: none"> • Work with The Met Office to secure the location for the new super computer
<ul style="list-style-type: none"> • Strengthen existing institutions to support research and innovation within the knowledge economy 	<ul style="list-style-type: none"> • Investigate funding opportunities to develop and support the knowledge economy within Exeter
<ul style="list-style-type: none"> • Promotion of Exeter for inward investment and business relocations, based around attracting knowledge economy related businesses and institutions 	<ul style="list-style-type: none"> • Develop propositions for each of the knowledge economy sectors to attract new investment through UK Trade & Investment (UKTI) and the Local Enterprise Partnership
<ul style="list-style-type: none"> • Work with businesses and institutions within the knowledge economy sector in Exeter to develop local supply chains and their customer base 	<ul style="list-style-type: none"> • Work with suppliers and providers of super fast broadband to ensure comprehensive roll out across Exeter, including all business parks current and planned
<ul style="list-style-type: none"> • Work with the Exeter & the Heart of Devon Employment & Skills Board to up-skill the residents of Exeter to ensure a ready supply of local labour 	<ul style="list-style-type: none"> • Develop business support activities and initiatives to assist in establishing new knowledge businesses within Exeter
<ul style="list-style-type: none"> • Timetable future developments so that these can be maximised for regional, national and international PR opportunities 	<ul style="list-style-type: none"> • Map and develop commercial opportunities within knowledge economy institutions based within Exeter

11.0 How does the decision contribute to the Council's Corporate Plan?

11.1 The following actions from the Council's Corporate Plan are key to the delivery of the Economic Development Strategy and form part of the annual work programme and service improvement plan for the Economy Unit:

Help me run a successful business

- Promote the city nationally and internationally to secure investment and attract new businesses and skilled workers

- Promote the city as a retail and visitor destination
- Bring employers to major employment sites, including Exeter Science Park, in the Exeter growth area
- Provide free professional advice to small start up businesses and social enterprises and help existing ones grow
- Help businesses to make their premises safe places for people to work and visit with business processes that do not harm the environment
- Advertise premises and sites through our on-line commercial property register

Provide great things for me to do

- Work towards a comprehensive re-development of the Bus and Coach Station, including retail space, new swimming pool and leisure facilities and new bus and coach station
- Support the organisation of the Exeter Festival of South West Food & Drink in Northernhay Gardens
- Work with the Exeter Cultural Partnership to prepare a Cultural Strategy to develop the breath and quality of activity in the city

Help me get back to financial independence

- Continue to work with Exeter & the Heart of Devon Employment & Skills Board to promote investment in training provision for employers and progress projects which support local people to take advantage of job opportunities
- Work with local partners to explore how we can join up services to help residents to find or get back into employment

12.0 What risks are there and how can they be reduced?

12.1 The strategy necessarily relates to the true Exeter economy which goes beyond its administrative boundaries. Many of the actions are required to be implemented in collaboration with the business community, working together with key stakeholders and regulatory authorities and agencies to ensure effective delivery and development of a knowledge based economy for Exeter. The relevance and approach of the strategy has been carefully developed and consulted upon with the aim of improving the likelihood of success. Risks remain in the ability and capacity of important contributory organisations to give sufficient time and resource. The successful model to date using the Exeter and Heart of Devon Growth Board as the focus and driving force behind the implementation of the strategy will be the main route to support successful implementation

13.0 What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

13.1 Implementation of the Strategy will have a positive impact on residents and the business community of Exeter and the Heart of Devon, in terms of developing training and high worth employment opportunities related to the development of the knowledge economy, improvements to the quality of life in Exeter and providing a variety of business support opportunities for new and existing businesses in Exeter.

13.2 Work through the Exeter & the Heart of Devon Employment & Skills Board and JobCentre Plus will address skills and qualifications of young people in providing opportunities through training, employment and apprenticeships.

13.3 A number of key areas of work will be monitored on a monthly, quarterly and or annual basis to determine the success of the implementation of the Economic Development Strategy and how Exeter is performing in terms of attracting new business and investment to the city. The

Economy Unit will monitor a wide range of KPI's on the economy; including, but not limited to:

Number of investment enquiries through the Exeter Commercial Property Register	Number of businesses assisted, set up and jobs created through Exeter Business Support
Number of jobs safeguarded and created, and conversions from the above enquiries	Number and type of residents claiming JobSeeker allowance
Number of new companies established within the Exeter area, linked to the knowledge economy sectors	Number of new jobs created within the Exeter area, linked to the knowledge economy sectors identified
Number of vacant sites & premises listed on the Exeter Commercial Property Register	Average salary for a resident of Exeter, and workplace
Qualification levels of residents of Exeter	Employment by occupation and earnings of residents of Exeter
Exeter Chamber of Commerce & Trade 'How's Business' survey	Number of job vacancies listed on Universal JobMatch website
Number of Park & Ride and Exeter City Council car park tickets sold	Number of hits, page views and average time spent on: www.exeter.gov.uk/business www.investinexeter.co.uk www.heartofdevon.com
Number of visitors to RAMM, St Nicholas Priory, Underground Passages, Information Centre, Quay House Visitor Centre and Red Coat Guided Tour	City centre footfall figures (Princesshay & Guildhall shopping centres) at least but with wider measurements being explored

14.0 Are there any other options?

14.1 Adoption of the knowledge economy strategy has been the subject of previous committee reports, as the way forward for the city.

Victoria Hatfield, Economy & Tourism Manager

Richard Ball, Assistant Director

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

Scrutiny Committee – Economy

7 March 2013

5 September 2013

14 November 2013

Contact for enquires: Democratic Services (Committees), Room 2.3, 01392 265115

APPENDIX 1

A city centre strategy for Exeter 2013 – 2022: Building on a decade of change – delivering a competitive and attractive city centre August 2013

Aim 1 – a sustainable, resilient and competitive city centre

Aim 2 – a vibrant centre which offers attractions for all

Aim 3 – a welcoming and safe evening and night time environment

Aim 4 – A better first impression

Aim 5 – A clean, well maintained and safe environment

Exeter Cultural Action Plan November 2014: Engaging, empowering, energising culture in Exeter

Vision:

The cultural city of choice – that is distinctive and recognisable, where culture is recognised as essential for quality of life.

Strategic Aim:

To develop Exeter as a culturally vibrant city

Goals:

- To develop a vibrant cultural economy – Exeter as a cultural destination
- To develop cultural opportunities and experiences
- To enable wide and diverse engagement with the cultural sector
- To build a stronger, more confident cultural sector

Exeter Visitor Strategy 2012 – 2016

Aim:

Further develop the visitor economy in order to create and safe-guard employment, through the promotion and development of existing and new visitor facilities, including the Royal Albert Memorial Museum focusing on the strengths of Exeter as a regional cultural centre. The intention is to increase employment and visitor expenditure by a minimum of 5% within the lifetime of the strategy.

Priority 1 - Encourage and support market led investment in the visitor economy in Exeter; encompassing retail, food & drink, the arts, visitor attractions, accommodation and transport

Priority 2 - Develop the visitor experience within Exeter to make the most of existing assets, individually and jointly and so that the sector provides year round jobs and contributes to a vibrant economy

Priority 3 - Raise skill levels of the existing visitor workforce and prepare those with the potential for entering employment in the sector

Priority 4 - Develop more effective and targeted visitor marketing of Exeter locally, regionally, nationally and internationally

Priority 5 - Build on work already undertaken to further develop the Heart of Devon Tourism Partnership, to secure additional funding, implement additional marketing of the area and broaden its business development activities