REPORT TO: **EXECUTIVE**
Date: **8th November 2016**
Report of: **Chief Executive and Growth Director**
Title: **Proposed Greater Exeter Growth and Development Board**

Is this a Key Decision?
YES

Is this an Executive or Council Function?
Both – please see the recommendations set out in paragraph 2 below

1. What is the report about?

1.1 To seek support for the establishment of formal joint governance arrangements for economic development and strategic planning and infrastructure project management and delivery for the Greater Exeter area to ensure that this functional economic area punches its weight regionally and nationally.

2. Recommendations:

2.1 That Executive approve in principle the setting up of the proposed Greater Exeter Growth and Development Board together with the local authorities covering the Greater Exeter functional economic area, namely East Devon District Council, Mid Devon District Council and Teignbridge District Council. The Board will be a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

2,2 That Executive note that Devon County Council have been asked to support this step but are not yet prepared to do so.

3. Reasons for the recommendations:

3.1 The proposed Joint Committee is intended to be an effective vehicle for areas of cross boundary working and strategic projects that promote the interests of the area that couldn`t otherwise be pursued by any of the constituent members acting by themselves. There is a strong case that the growing economic, housing and infrastructure pressures and indeed opportunities facing the sub region, definable by the geography of the four District authorities, require a fundamental change to the informal voluntary partnerships which have served the area well to date but which will not provide the most effective approach going forward. It will also be the vehicle to simplify and reduce duplication in current areas of cross boundary working.

4. What are the resource implications including non-financial resources:

4.1 There is a need to consider the capacity that is available to service the Board from within the resources currently available to the local authorities. Proposals for a more formal joined up approach to delivery of the Board`s priorities and programme will follow once the Board is established.

5. Section 151 Officer comments:

5.1 There are no additional financial implications in this report.

6. What are the legal aspects?

6.1 Section 101 of the Local Government Act 1972 enables a local authority to enter into arrangements for the discharge of its functions jointly with, or by one or more other authority.

6.2 Section 102 of the Local Government Act 1972 contains a power to appoint Joint Committees.

6.3 The specific Terms of Reference and Rules of Procedure have been drafted and following consultation with the partners will be presented to Members for final approval

6.4 Teignbridge, Exeter, Mid and East Devon all operate an Executive / Cabinet and Leader model and each has a slightly different mechanism for amending its Constitution. Amendments to the Constitution will be required once the Terms of Reference have been agreed and approved by each Council

6.5 The proposed Greater Exeter Growth and Development Board (GEGDB) - the Joint Strategic Committee - and the proposed Joint Scrutiny Committee will comprise members from each of the Councils. Within the powers delegated to it by each Council, the Joint Committees can take a decision, or make recommendations in the case of Scrutiny, on behalf of each of the Councils.

6.6 Decision making at the GEGDB will require unanimity of vote. On that basis a decision taken by the GEGDB will be binding on all Councils. This speeds up the decision-making process and aims to eliminate the possibility that a Council may take conflicting decisions. This will effectively act as a safeguard for any one authority where for example the effect of a particular proposal would give rise to contractual or financial implications for any constituent authority.

6.7 The appointment of members to the GEGDB is not subject to the usual requirement of political balance but would be to the Joint Scrutiny Committee.

6.8 The GEGDB can only do what its participating Councils authorise it to do. It can only act within the powers delegated to it and, within each Council's area, within the budget and strategic policy framework approved by that participating Council.

6.9 Executive functions can only be exercised within the budget and strategic policy framework set by each of the Councils. Any proposed decision which is contrary to the Council's approved budget or strategic policy framework must be referred to each Full Council for decision.

6.10 Where Executive functions will be delegated to the GEGDB, it operates as a Committee of the Executive of the participating Councils, which means that it operates under the Executive Decision Procedure Rules. This also means that the hosting authority will need to publish a Forward Plan of anticipated "Key Decisions" and meetings will need to be held in public.

6.11 As for all local authority meetings, every appointed member of the Joint Committees (except co-opted non-voting members) will have an equal vote.

6.12 Only Executive members of each authority may be appointed to the GEGDB.

6.13 The Joint Scrutiny Committee may not have an Executive member from any of the participating authorities appointed to it. The members to be appointed to the JSC will be chosen by the Party Leaders of each of the Councils.

7. Monitoring Officer comments:

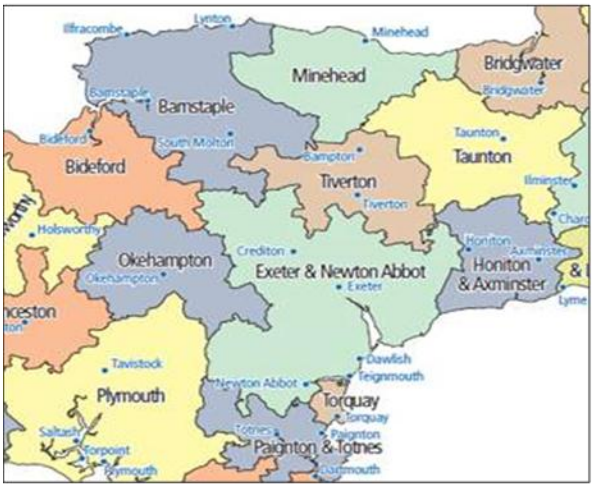
7.1 This report proposes the 'in principle' idea of setting up a joint committee. In the event that a joint committee is set up, then that will be the subject of a further report setting out the terms of reference and rules of procedure of that committee. Any issues of concern to the MO will be addressed at that stage

8. Background

8.1 The local authorities covering Exeter, East Devon, Mid Devon and Teignbridge have a long standing relationship in regards to economic development and tourism promotion under the umbrella of the Heart of Devon. More recently, since 2010, Teignbridge and East Devon District and Exeter City Councils have been working in collaboration under the Exeter and Heart of Devon Growth Board, the remit of which has been to bring forward a major growth programme of housing and infrastructure centred on Exeter and extending into adjoining areas of East Devon and more recently Teignbridge.

8.2 East Devon, Teignbridge and Exeter have collaborated on the production of strategic housing market assessments and sub regional planning and more recently have moved forward the establishment of an arms-length company to run ICT services.

8.3 The three Councils have been exploring the opportunity for greater collaboration to address the effectiveness and efficiency of arrangements to promote economic development within the wider economic functional area and to address the challenging infrastructure, planning and funding environment to service the future needs of the area. The functional economic area can be illustrated by the following maps drawn from a comparison of the extent of the travel to work areas derived from the 2001 and 2011 Census. The Greater Exeter sub region has a combined population of some 470,000 people which is 61% of Devon's population (not including Torbay or Plymouth).



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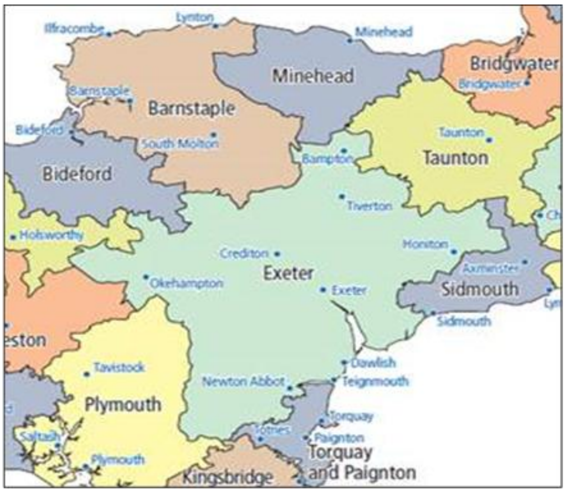

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8.4 There is a shared recognition that the area`s economic needs will necessarily and increasingly be met by a focus on the further development and exploitation of key assets in the knowledge economy and complementary developments within and around the city. As well as marked growth in Exeter, it is important to note that Teignbridge is growing rapidly both in terms of housing and employment. Newton Abbot has high retail retention and provides significant employment in manufacturing and distribution. East Devon has Cranbrook, Exeter Science Park, Skypark, Exeter Airport and the large distribution hub developments within its area. Mid Devon is currently progressing plans for major housing and employment developments notably at Cullompton.

8.5 There is a strong case that the growing pressures and indeed opportunities facing the sub region, definable by the geography of the four District authorities, require a fundamental change to the informal voluntary partnerships which have served the area well to date but which will not provide the most effective approach going forward.

8.6 In addition, changes to the financing of local government, the reduction of the grant settlement and the incentivising of growth, requires a more collaborative approach to delivering growth and this will serve the interests of our communities and enable us to take opportunities that are presented to make efficiency savings. There is a shared desire to build on this collaboration to unlock the potential for accelerated economic growth and to provide long term confidence in the economy and planning of the sub region.

8.7 The greater Exeter economy has proved to be resilient against the national economic context. The area has recorded some of the fastest growth rates in the country in recent years, but against the investments being made and improving competitive position of other places in the UK and in an internationally competitive environment, there is no room for complacency. Greater Exeter will be critical to the region`s productivity and be a fundamental plank in the delivery of essential economic growth going forward and especially in a devolution deal covering the wider Heart of the South West Local Employment Partnership (HotSW LEP) area .

8.8 Exeter sits at the heart of the economy with some 34% growth in employment between 2004 and 2014 (based on the Annual Population Survey). This doesn`t just benefit the city as with one of the highest inward commuting patterns in the UK, and real interdependence with the wider area. The city`s strength permeates across its expanding travel to work area. Eurostat data shows that from 2002-12, despite being in a region with almost the UK`s lowest overall GDP per employee, Exeter saw the highest growth in purchasing power per inhabitant of any city in England and second only to Aberdeen in the UK. This is a sound basis for addressing the more persistent economic issues in the area of low incomes and too low levels of generation of new businesses.

8.9 We are now in a position where the housing and labour markets broadly align covering Exeter and large parts of East Devon, Mid Devon and Teignbridge. It is sensible and logical therefore to plan for growth on the basis of the reality of the functional economic geography. The imperative is to work collaboratively to drive the growth of the Greater Exeter area, taking a sub-regional approach, maximising the potential of the area which would benefit Devon as a whole.

8.10 It is essential to not only coordinate and combine effort and resources more efficiently around broad economic development activities, but also to take the bold step of addressing productivity growth by securing investment in innovation, skills and new business formation in order to ensure new jobs are created, incomes rise and that the area remains the economic engine of the region. KPMG in a recent study undertaken on behalf of Exeter City, Teignbridge and East Devon District Councils, have identified that there are a number of reasons why an innovation strategy designed specifically for Greater Exeter is likely to succeed:

8.10.1 Productivity

Exeter is the driver of productivity in a region where productivity growth is the key constraint on faster economic growth. In the decade before the recent financial crisis Greater Exeter and its surrounding area (Devon CC) saw economic growth in line with the UK averages, since then it has fallen behind. As Table 1 shows, that is entirely due to low productivity growth, as the growth in jobs has been consistently above the regional and UK average.

Table 1: Growth in GVA per head

	Devon C C		South West		U K	
	2003-2008	2008-2013	2003-2008	2008-2013	2003-2008	2008-2013
GVA per head	4.4%	0.4%	3.9%	1.4%	4.4%	1.4%
Jobs	1.3%	0.5%	1.1%	0.4%	0.9%	0.3%
Productivity	3.8%	0.4%	3.6%	1.7%	4.0%	2.0%
Population	0.7%	0.5%	0.8%	0.7%	0.7%	0.8%

Source: ONS and KPMG analysis.
Note: GVA per head growth = job growth + productivity growth – population growth, although numbers may not sum due to rounding

Greater Exeter is an area of higher productivity within the Devon CC area. Its productivity, proxied by average annual wages, is around 16% higher than for the rest of Devon CC and over the past ten years its productivity has grown significantly faster. It was the driving force of the pre-crisis catch up to the national and regional averages.

As an economic centre of the wider Heart of the South West region, Exeter experiences greater productivity gains from agglomeration. Investing in creating economic activity around Exeter will bring higher total gains for the whole region. Agglomeration economics tells us that the geographic concentration of economic activity leads to greater total gains than if that activity were spread evenly. Research in this area suggests these benefits can be substantial. Productivity gains from agglomeration arise because businesses benefit from having better access to other businesses, their customers and a large pool of potential workers and it is easier for people from different businesses to share ideas. The more concentrated activity is, the bigger that these effects are, and the bigger the productivity, and employment gains.

8.10.2 Rural and Urban

It is often presumed that urban environments are best suited for investment in innovation. However, the Greater Exeter region provides a valuable testing ground as it is formed by a rural economy with a strong city centre at its core with important links to a number of nearby towns and villages providing a different quality of life than congested urban environments. This could prove to be a competitive advantage: the place to live where leading innovations are developed. In addition, the area is perfectly placed to pursue technological developments and innovations in areas such as agriculture, food and what is now being called “Nature-tech”.

Moreover the city is an interesting asset as it has the perfect population size and demographic mix to form a testing bed for product and service innovations having the features of a major city within the confined geography of 18sq miles, for example including the same number of stations as Leeds, an international Airport, a stadium and a major regional hospital.

The fact that the city is based in a rural area, means that it is more isolated from the impacts of other cities and as such is a perfect place for proof of concept testing. To date, innovative companies have already recognised this fact and have invested in an Exeter location for precisely this reason. In addition the Exeter City Futures programme, based on the area's potential as a test bed, has only just begun to be explored and will engage with the wider area because of the interrelationship with the city on energy, transportation and health issues.

9.0 The Opportunity

9.1 As well as further improvements to coordinating and pooling the area`s approach to economic development and building on the successes to date in the coordinated delivery of strategic investment and development, there are exciting opportunities to reap considerable economic benefit from focussing on developing the knowledge economy. Many cities across the UK are adopting innovation strategies as a means of accelerating current economic growth and safeguarding the future of this growth. For many years the UK viewed investment in skills improvements as the best way to achieve economic growth through productivity gains. And while skills remain very important needing further investment and coordinated effort, more investment is required in innovative growth as well as attending to the survival and growth of existing businesses. Many countries, including the UK, have entered a period of focussing on accelerated technological and scientific business creation.

9.2 KPMG report that small companies are 'disrupting' well-established businesses by rethinking technology and reinventing business models. This is important for two reasons. Firstly, the cities and areas that house and nurture these innovations, whether through academic institutions or businesses, will benefit from the creation of net additional high value jobs and related disposable income. Secondly, many stable sectors are at risk of being badly affected as technology changes the nature of jobs. Therefore to future-proof a local economy it will be important to ensure there is investment in new parts of the economy while defending sectors that are established and stable. This is an approach that has been taken successfully by many cities and areas around the world and needs to be at the core of taking forward the sub-regional economy.

9.3 Recent research by the Government shows that our sub-region has important comparative advantages in the concentration of environmental scientists in the world. Exeter through the University and the Met Office had more scientific contributors to the most recent globally recognised International Panel on Climate Change (IPCC) report on the impact of climate change than any other city in the world by a large margin. The location of the Met Office £97m supercomputer on the Exeter Science Park, will enhance its global competitive advantage. It is important to determine how these advantages can be levered for local benefit.

9.4 Key economic assets therefore obviously include the University of Exeter and the Met Office. The Innovation Exeter strategy under development aims to harness these and other innovation assets to establish Greater Exeter as one of the UK's leading knowledge economies. Strategic sites like Exeter Science Park and Skypark as well as the airport also have vital roles to play. The area has a concentration of outstanding schools and colleges specialising in maths and ICT and 400 researchers focused on climate and environment-related science. Through Innovation Exeter we intend to have a strong partnership with a common vision, a commitment to joined-up policy making and the political will to deliver this, assisted by a supportive LEP. But while there is much we can build on, there is much that we still need to do collectively to make the most of the opportunity.

9.5 In short, the data suggests that Greater Exeter also has a momentum we can build on: a trend towards knowledge-intensive growth resulting from firms locating close to one another to experience the benefits of agglomeration: reduced costs and the better exchange of goods, ideas and people. These benefits have already drawn a cluster of innovative data analytics companies to the city, such as ATASS, Black Swan, Argand, See Data and Crowd Cube. As a result, we now host the largest cluster of digital economy activity south west of Bristol. Exeter has the core assets required to become a national centre for applied environmental science, data analytics and high performance computing.

10. Revised Governance

10.1 Robust governance will be critical to the future success of the area. The current "informal" arrangements involving the Exeter and Heart of Devon Growth Board and Greater Exeter Vision Board have been very effective in serving the purpose for which they were established. Triggered by concerns about achieving a more concerted effort towards delivering and dealing with the consequences of the growth ambitions for the wider Exeter economy, discussions have taken place around establishing a more formal joined up agenda and working arrangements between authorities and key players recognising the important priorities, opportunities and challenges facing the functional economic and housing market area. With the work being undertaken to progress the extensive Innovation Exeter agenda and Greater Exeter discussions there is a need to take stock to ensure clear direction and resourcing to take priority projects forward and avoid the consequences of mixed messaging in marketing the area.

10.2 Whether or not the devolution proposals lead to a new relationship on planning and economic development matters across the LEP geography or not, there is a need for a formal body that has the advantages of acting as a single organisation with one strategy, plan and decision making process bringing together direction, commitment, effort and resources to remove duplication and address major strategic issues affecting this functional economic area. This is a significant step as it will mark a step away from the current informal arrangements to a robust formal structure that is capable of overseeing strategic decisions affecting economic performance, advocating the development case and pursuing funding for the area, managing the production of key statutory documents and taking collective financial decisions.

10.3 To date that “area” has been focussing on Exeter, parts of East Devon and Teignbridge but there is a clear logic to that area being drawn more widely and including Mid Devon to better represent the reality of the growing functional economic area, as defined by ONS data and the accepted travel to work area. This is more recognisable as a credible economic focus to business and the public rather than administrative boundaries. The HotSW LEP geography in reality consists of five or more recognisable functional economic areas each of which have distinctive priorities which the areas themselves will want to address and have influence over. The need to work across the wider LEP area or the peninsula as required, depending on the issue at hand, will remain a necessity.

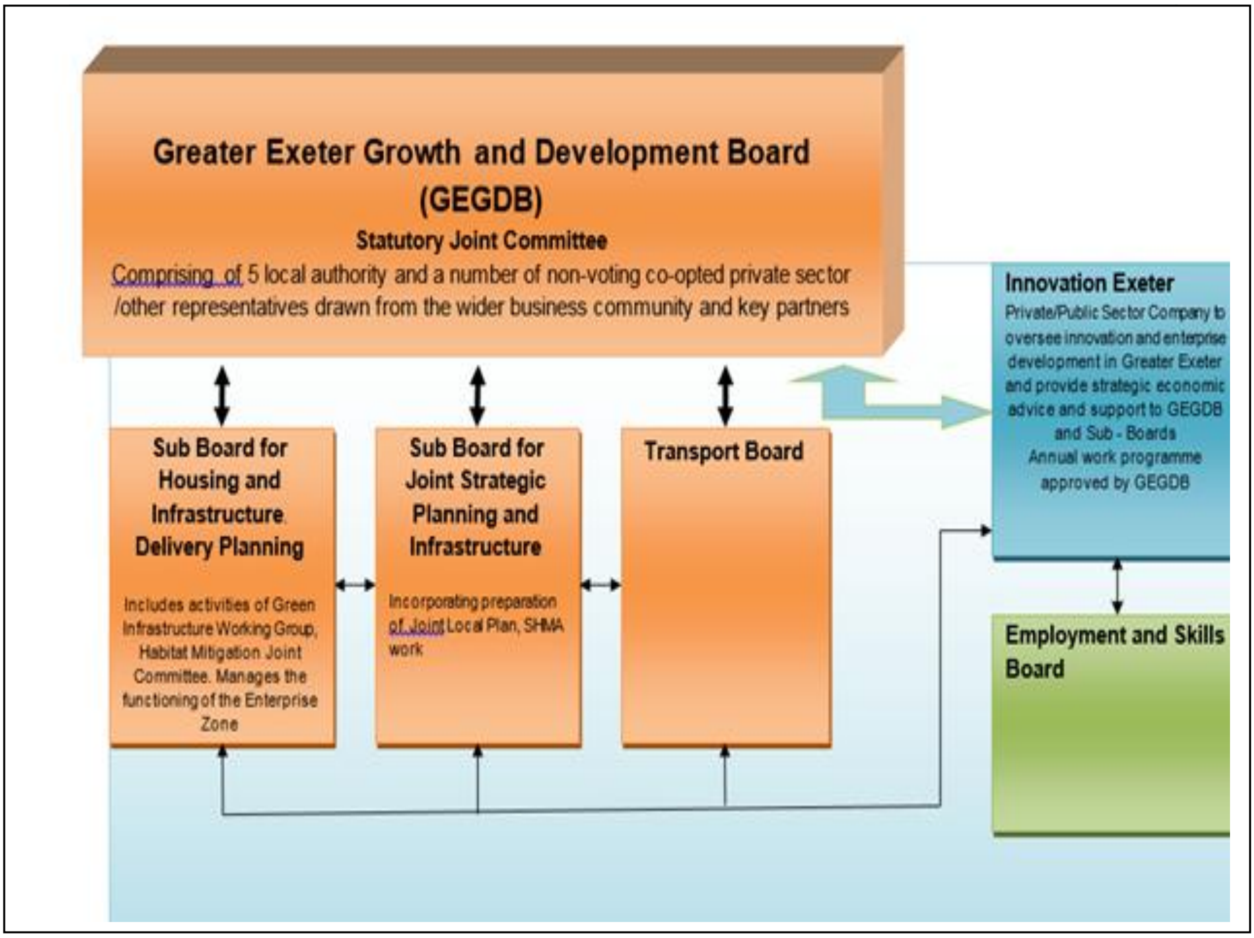
10.4 The Council agreed at its meeting in July in principle to sign up to the creation of a combined authority for the Heart of the South West, subject to:
a) Exeter and the wider growth area being recognised as a fundamental contributor to improving productivity and this being given due prominence in any proposed devolution proposal or deal;
b) the inclusion of appropriate, place-based decision making arrangements that reflect sub-regional geographies (i.e. the Greater Exeter area), with powers and flexibilities to agree and oversee, for example, the programmes addressing productivity and economic development, including investment in skills and business development;
c) any governance review, consultation on that review and resulting scheme of governance making explicit reference to the principle of subsidiarity and double devolution and that review, consultation and scheme not reviewing, or advocating the review of, the organisation of local authorities in the Heart of the South West area i.e. participating local authorities’ electoral arrangements, governance arrangements, their constitution and membership, and structural and boundary arrangements;
d) The Leader of the Council participating in any meetings or negotiations, including meetings with Government members and officials, that relate to devolution and/or the creation of a combined authority.

10.5 It is proposed that the desired formal body for the Greater Exeter area will be the new Greater Exeter Growth and Development Board (GEGDB) including the local authorities covering the Greater Exeter functional economic area. This is consistent with the Council`s agreed position as set out above. The Board will be a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012. It will comprise the local authorities as voting members and a number of non-voting co-opted private sector /other representatives drawn from the wider business community. At this point East Devon District Council and Teignbridge District Council are also looking to agree this approach in principle in order to make progress. Mid Devon District Council are also currently being encouraged to join the existing collaborative approach and are considering this proposal . Devon County Council have indicated that they are not ready to agree 'in principle' to actually set up of a Joint Committee at this stage.

10.6 The Vision and ambitions of the new body would be set out in its own, formally agreed, Growth and Development Strategy (GDS). It will have oversight of the delivery of this Strategy and for bid submissions for the Local Growth Fund and other significant sources including European funding where appropriate. Delivery of the GDS will be underpinned by several key strategies covering the area including an Innovation Exeter Strategy, Skills Strategy, a Transport and Infrastructure Prospectus (possibly as part of a HOTSW wide integrated Prospectus), Local Plan (joint), Strategic Housing Market Assessment and subsequent Capacity Assessment and Sustainability Appraisal. Formally approved Terms of Reference (TOR) would provide the mandate to deliver the vision and effectively coordinate the delivery of the plans that emanate from these strategies. It is proposed that the objectives and responsibilities of the Board would include at least the following, to;

- facilitate and enable real and effective collaboration between the member local authorities on economic development, strategic planning and promoting growth;
- agree and set the strategy for promoting and enabling the development of a competitive business environment relevant to the ambitions of the functional economic area;
- deliver cross-boundary programmes of work including agreeing specific priorities, plans, and projects;
- lead on and coordinate liaison with the LEP and other key agencies;
- develop and oversee the delivery of a skills strategy to ensure that local people have the skills to compete for jobs in the key sectors that are critical to the growth of the area`s economy;
- continue the essential integrated approach to planning the next generation of necessary developments to address housing pressures and the transportation and communication (including ultra-fast broadband) requirements of a successful growing economy;
- support the 'Duty to Cooperate' in its widest sense in the promotion of strategic overview of forward planning across the area;
- ;seek agreement on alignment between funding streams and prioritise competitive funding bids.

10.7 The Board will set up sub boards or bodies to inform or undertake these functions on its behalf. Each will exist only for as long as is required. In order that the Board engages with the relevant community of interest and stakeholders in its endeavours, consideration should be given to having a limited number of advisory sub boards to provide expert advice and to explore the opportunities to accelerate or improve delivery or the removal of barriers to progress. The existing Exeter and Heart of Devon Growth Board has performed this function well and could continue as a sub board with its focus on development delivery and infrastructure. There is a discussion to be had over the involvement, continuation, merger or otherwise of existing similar boards in the area. The continuation of other sub boards could be time limited according to the issue or project in hand. The relationship between the GEGDB, the sub boards and the proposed economic development company below is depicted in the following diagram.



10.8 Servicing of the Board and coordinating and managing delivery as required by the Board will need resourcing in terms of both staff and revenue funding at least. As a minimum, in order to make progress, it is suggested that there should be a senior officer identified to support the Board and being responsible for coordination and economic development strategy development and implementation, and for planning and infrastructure development and investment.

10.9 Delivery and organisation support in the form of admin and project leadership and delivery will also be required. Partners will need to reflect on how this will be resourced from existing staff and funding or otherwise and whether additional external funding will also be sought.

10.10 In terms of financial/legal Implications, in the absence of the Board being a formal body initially at least then one authority will need to act as the accountable body in the event of bids or contracts for funding and delivery. The accountable body(ies) will provide the Board with regular at least quarterly progress and financial updates as required.

The final structure chosen for the "formal body" may have to be so designed as to have its own capability and capacity to secure, hold and administer funding. Amongst other questions to be answered on the intended scope of this body is whether it takes on the mantle of administering the Enterprise Zone and/or other "pooled" funding which will be essential to its ability to deliver its agenda.

11.0 Delivery

11.1 The local authorities currently fund the provision of economic development activity through staffing and initiatives to different levels and East Devon and Exeter provide grant funding for the Exeter and East Devon Growth Point team. Innovation Exeter is supported by the City Council and the University. Local Plan related work is resourced by each authority on a varied basis also.

11.2 Best practice demonstrates that the ability to deliver lasting economic improvements and objectives hinges on strong linkages between the public and private sectors and clarity of purpose. Elsewhere this approach has been formalised to secure commitment and improved coordination and promote investor confidence. Successful examples of this approach are usually built around the establishment of a formal body such as an Economic Development Company (EDC), shown as such in the diagram above to indicate the direct reporting relationship to the Board. Improved outcomes through this approach are intended to include:

- greater private sector participation in delivery and funding of key projects;
- greater emphasis on place shaping and higher value employment;
- increased business productivity through more effective prioritising of key infrastructure and other investment;
- increased growth rate in wealth per head;
- increased number of jobs created;
- better informed planning and supply of employment land to support inward investment;
- an influence on housing supply to support economic growth;

It is important that there is the capacity to provide the strategic economic context for all areas of work including informing the economic policy context of the infrastructure and housing related work undertaken by the GEGDB.

11.3 In addition setting up a company or other formalised delivery mechanism has the distinct advantage of enabling the constituent authorities to:

- aggregate otherwise disparate economic development efforts within one body that can generate real expertise and track record of delivery;
- increase the pace of the Local Government's response to investors/developers increasing the potential for securing investment;

- enlarge the scale of the implementation that is possible, often by enabling delivery on multiple programmes and projects simultaneously by commissioning additional resources quickly
- find appropriate means to share costs and risks between those promoting economic developments and investments.

11.4 The "delivery vehicle" could be operated as a community interest company (CIC). CIC's are companies, generally limited by guarantee, whose activities can be shown to be for the community's interest. The company limited by guarantee status would permit the company to be considered as a community interest company if the Memorandum and Articles of Association clearly demonstrate that the company i) has social goals ii) will be not for profit and iii) any surpluses it might generate are reinvested towards the social goals.

11.5 It is recommended to that a further report be brought as soon as possible setting out the proposed approach to be based on a clear contractual relationship with the public sector partners. Legal advice will need to be sought regarding the nature of the vehicle so that taxation and other legal issues can be resolved to best support the objectives of the GEGDB and be accountable to the partners.

11.6 It is expected that the Councils will continue to be responsible for a range of other functions that contribute to economic growth and will also ensure they align these services, wherever possible, to promote the economic prosperity objectives for the Greater Exeter area.

12.0 How does the decision contribute to the Council`s Corporate Plan?

12.1 Essentially the proposals directly contribute to "building a stronger sustainable city " by putting in place both a more robust and coordinated approach to longer term economic and infrastructure development on the basis of a more effective collaborative formal arrangement and a programme of initiatives and strategic planning aimed at transforming the economy and addressing low levels of income.

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

13.1 At this stage the two key risks are a change of mind by one or more of the key partners to proceeding with the proposals and secondly insufficient resource is put towards progressing the proposals or the programme of activities. Both are currently the subject of ongoing discussions to try and ensure the proposals have a successful start.

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

14.1 The outcomes of the proposals are geared towards delivering economic benefit, economic growth raising income levels and securing investment, raising standards of living and creating more confidence and ability for investment to take place in the cultural facilities and infrastructure essential to enabling the area to meet the different needs and aspirations of the diverse groups that make up its residents and businesses.

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

Background papers used in compiling this report:-

1. “The State of the North” published report by Institute for Public Policy Research – November 2014
2. “Innovation Exeter Strategy” report by KPMG 5th February 2016
3. Annual Population surveys – ONS published data
4. Committee report to Executive, Exeter City Council Tuesday 12 th July 2016 – “Devolution for the Heart of the South West”

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