



**Exeter City Council**

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**AGENDA FOR**  
**EXETER CITY COUNCIL**  
**SCRUTINY COMMITTEE - ECONOMY**

The Scrutiny Committee - Economy will meet on **THURSDAY 4 SEPTEMBER 2008**, commencing at **5.30 pm**, in the Rennes Room, Civic Centre, Paris Street, Exeter to consider the following business. If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Member Services Officer on **Exeter 265115**.

***Entry to the Civic Centre can be gained through the Customer Service Centre, Paris Street.***

Pages

**Part I: Items suggested for discussion with the press and public present**

1

**MINUTES**

To sign the minutes of the meeting held on 5 June 2008.

2

**DECLARATIONS OF INTEREST**

Councillors are reminded of the need to declare personal and prejudicial interests, including the nature and extent of such interests, in relation to business on the agenda, before any discussion takes place on the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

3

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 -**  
**EXCLUSION OF PRESS AND PUBLIC**

To pass the following resolution:-

**RECOMMENDED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the consideration of item 12 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraphs 1 and 2 of Part I, Schedule 12A of the Act.

4 **QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER 19**

A period of up to 15 minutes should be set aside to deal with questions to the Committee from members of the public.

*Details of questions should be notified to the Assistant Chief Executive at least three working days prior to the meeting. Further information and a copy of the procedure are available from Member Services (Exeter 265115) and also on the Council web site*

<http://www.exeter.gov.uk/scrutinyquestions>

5 **QUESTIONS FROM MEMBERS OF THE COUNCIL UNDER STANDING ORDER 20**

To receive questions from Members of the Council to appropriate Portfolio Holders.

*Details of questions should be notified to the Assistant Chief Executive at least three working days prior to the meeting. Further information and a copy of the procedure are available from Member Services (Exeter 265115).*

**MATTERS FOR CONSIDERATION BY THE EXECUTIVE**

6 **DRAFT ECONOMIC DEVELOPMENT STRATEGY 2008 - 2013**

To consider the report of the Head of Economy and Tourism - report circulated 1 - 42

7 **2008 CLIMATE CHANGE STRATEGY AND ACTION PLAN: PROPOSED EXETER UNIVERSITY FEASIBILITY STUDY**

To consider the report of the Directorate Projects Officer - *report circulated* 43 - 46

**MATTERS FOR CONSIDERATION BY SCRUTINY COMMITTEE - ECONOMY**

8 **ARTS AND MEDIA STRATEGY**

To consider the report of the Head of Economy and Tourism - report circulated 47 - 54

9 **GLOBAL GRANTS - EXETER POSITIVE STEPS**

To consider a report of the Head of Economy and Tourism – *report circulated* 55 - 78

**BEACON HEATH SURGERY**

To consider the joint report of the Head of Estates and Director Economy and Development – *report circulated*

79 - 82

**PERFORMANCE MONITORING****ECONOMY SCRUTINY STEWARDSHIP TO JUNE 2008**

To consider the report of the Head of Treasury Services – report circulated

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**PART II: ITEM SUGGESTED FOR DISCUSSION WITH THE PRESS AND PUBLIC EXCLUDED****MATTER FOR CONSIDERATION BY THE EXECUTIVE****RESTRUCTURING OF THE STAFFING PROVISION OF EXETER'S UNDERGROUND PASSAGES**

To consider the report of the Head of Economy and Tourism on a proposed restructuring of the staffing provision following the reopening of the Underground Passages – *report circulated to Members*

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**DATE OF NEXT MEETING**

The next **Scrutiny Committee - Economy** will be held on Thursday 13 November 2008 5.30 pm

**FUTURE BUSINESS**

The schedule of future business proposed for this Scrutiny Committee and other Committees of the Council can be viewed on the following link to the Council's website: <http://www.exeter.gov.uk/forwardplan>  
Councillors can view a hard copy of the schedule in the Members Room.

***Membership -***

Councillors M A Baldwin (Chair), Gale (Deputy Chair), Boyle, P Brock, Coates, A Hannaford, Martin, Newcombe, Noble, Sheldon, W M Starling, Wardle and Winterbottom

Find out more about Exeter City Council services by looking at our web site <http://www.exeter.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Member Services Officer on (01392) 265115 for further information.

**Individual reports on this agenda can be produced in large print on request to Member Services on 01392 265111.**

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE – ECONOMY 4 SEPTEMBER 2008

#### EXECUTIVE 16 SEPTEMBER 2008

#### DRAFT ECONOMIC DEVELOPMENT STRATEGY 2008– 2013

#### 1.0 PURPOSE

- 1.1 To seek Members views on the draft Economic Development Strategy for Exeter and the sub-region for 2008 – 2013 following the comments received from the consultation process.

#### 2.0 BACKGROUND

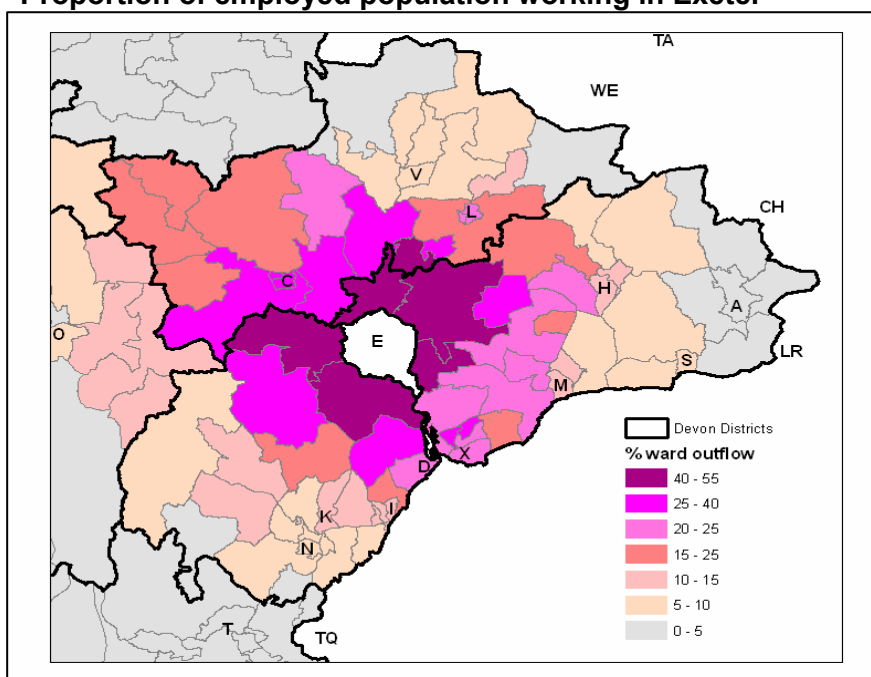
- 2.1 In June 2008 Members received a report on the key issues facing the local economy and the early draft of the Economic Development Strategy supported by a presentation from Cooper Simms, the consultants commissioned to support its preparation.
- 2.2 The city is a principal economic driver in the Region making it an important part of the South West economy and one which is at the core of the Exeter and Heart of Devon (EHOD) sub-region, an area which sits across the boundaries of Exeter, East Devon, Mid Devon and Teignbridge.
- 2.3 The EHOD group of district councils, private sector and other organisations including the University of Exeter have considered for many years the considerable advantage in working together to contribute to economic development of the sub-region. The partnership has developed two joint economic development strategies since 1998.
- 2.4 Common aims agreed between all the partners are to:
- ensure wide participation in developing and assisting in the implementation of this strategy;
  - achieve a team approach to issues of common interest.
- 2.5 The key stages of developing the Draft Strategy for consultation included a review and collation of relevant economic data, workshops on key issues, interviewing key partners on possible actions in the next five years within the EHOD economy and developing a Vision, Strategic Objectives and an Action Plan.
- 2.6 At the beginning of July a draft extract of the strategy and proposed action plan were circulated widely for consultation with key stakeholders in the private, public and third sectors. Consultees were asked to comment upon and prioritise the proposed actions, whether the strategy adequately covered the key opportunities and pressures facing the economy, addressed the main issues affecting the competitiveness of the sub-region and whether partners would commit effort and potential resources to its delivery.
- 2.7 This report summarises the main points within the draft strategy and also key actions proposed, considering sub-regional issues first and then focussing on Exeter. Appendix 1 contains the full range of proposed actions for the EHOD sub-region and also for Exeter and the other neighbouring local authority areas. Responses to the consultation will be reported to Members at the Committee meeting.
- 2.8 The main aim of the Economic Development Strategy is to guide the actions of key players and that of the Exeter and Heart of Devon (EHOD) Economic Partnership over the next 5 years in accordance with an agreed vision and strategic objectives. The strategic

objectives must be compatible with government and regional policy and appropriate for the Partnership. The actions proposed must be within the capacity of the EHOD partners and make a measurable contribution to achieving the Vision. The whole exercise must be grounded in the context of the real sub regional economy, acknowledged by various studies as broadly covered by the EHOD Partnership.

### 3.0 STRATEGIC CONTEXT

- 3.1 Exeter is a city of some 120,000 people but lies at the heart of a travel to work area (TTWA) of some 288,000 people; whilst the sub-region as a whole has a population of some 450,000 people.
- 3.2 Many indicators support the centrality of Exeter in the sub-region. Travel to work (shown in the figure below) is the most commonly used indicator of interaction in an area. The evidence here suggests that commuting falls off fairly sharply to the north (there is little commuting from Tiverton), extends out to the east (but falls off at Axminster), is mitigated to the south by alternative employment opportunities in Newton Abbot and Torbay and to the west overlaps with Plymouth's Travel to Work area (Plymouth is 45 miles and about 50 minutes away). The figure below produced from an analysis by the Centre for Urban and Regional Development Studies, Newcastle University illustrates workforce flows in and around Exeter.

**Proportion of employed population working in Exeter**



- 3.3 Although Exeter is a Principal Urban Area (PUA) and is recognised as having a larger Area of Economic Activity (AEA) than the administrative boundary, there are virtually no statistics on the basis of the PUA or AEA. Regional statistics on the economy give figures for Exeter and for Devon but not for the AEA because of the sub-region definitions used by the South West Regional Development Agency, as being based on a county, i.e. Devon, which thus suggests a definition for administrative convenience as opposed to the real economic functionality of an area, such as EHOD.
- 3.4 However, as part of the Regional Spatial Strategy (RSS) work, employment predictions were constructed for the "Exeter Housing Market Area" which roughly correlates to the Exeter TTWA. The results imply a growth of over 30,000 jobs in the Exeter AEA over the next 20 years. The table below details the jobs forecast, with growth primarily in distribution, hotel and catering, education & health and a range of services including those to business.

## Employment in Exeter Housing Market Area Forecasts by Sector

| EMPLOYMENT IN HOUSING MARKET AREA: EXETER (thousands) |       |       |       |       |      | Change  | %       |
|---|-------|-------|-------|-------|------|---------|---------|
|   | 2006  | 2011  | 2016  | 2021  | 2026 | 06-2026 | Change  |
| 1 Agriculture etc                                     | 5.5   | 5.4   | 5.2   | 5     | 4.8  | -0.7    | -12.73% |
| 2 Mining & Quarrying                                  | 0.5   | 0.4   | 0.4   | 0.4   | 0.4  | -0.1    | -20.00% |
| 3 Food, Textiles & Wood                               | 3.9   | 3.5   | 3.1   | 2.8   | 2.6  | -1.3    | -33.33% |
| 4 Printing & Publishing                               | 1.6   | 1.7   | 1.7   | 1.8   | 1.8  | 0.2     | 12.50%  |
| 5 Chemicals & Minerals                                | 2.2   | 2.2   | 2.1   | 1.9   | 1.8  | -0.4    | -18.18% |
| 6 Metals & Engineering                                | 3.7   | 3.5   | 3.3   | 3.1   | 2.9  | -0.8    | -21.62% |
| 7 Electronics   | 1.4   | 1.5   | 1.6   | 1.6   | 1.5  | 0.1     | 7.14%   |
| 8 Transport Equipment                                 | 1.5   | 1.3   | 1.2   | 1.1   | 1.1  | -0.4    | -26.67% |
| 9 Manufacturing                                       | 1.4   | 1.4   | 1.4   | 1.4   | 1.4  | 0       | 0.00%   |
| 10 Electricity, Gas & Water                           | 1.2   | 1.1   | 1     | 0.9   | 0.9  | -0.3    | -25.00% |
| 11 Construction                                       | 19.5  | 20.4  | 21.6  | 21.9  | 22.1 | 2.6     | 13.33%  |
| 12 Distribution                                       | 37.7  | 39.9  | 42.3  | 44.9  | 47.5 | 9.8     | 25.99%  |
| 13 Hotels & Catering                                  | 16.4  | 17.3  | 18    | 18.6  | 19.1 | 2.7     | 16.46%  |
| 14 Transport & Comms.                                 | 9.5   | 9.6   | 9.6   | 9.7   | 9.8  | 0.3     | 3.16%   |
| 15 Banking & Insurance                                | 5     | 5.1   | 5.2   | 5.3   | 5.3  | 0.3     | 6.00%   |
| 16 Other Business Services.                           | 28.2  | 30.9  | 32.8  | 35.1  | 37.5 | 9.3     | 32.98%  |
| 17 Public Admin. & Defence.                           | 21.2  | 21.6  | 21.4  | 21.1  | 20.8 | -0.4    | -1.89%  |
| 18 Education & Health                                 | 43.1  | 45.6  | 47.4  | 48.8  | 50.1 | 7       | 16.24%  |
| 19 Miscellaneous Services                             | 13.7  | 14.7  | 15.8  | 16.7  | 17.7 | 4       | 29.20%  |
| Total Employment                                      | 217.1 | 227.1 | 235.1 | 241.9 | 249  | 31.9    | 14.69%  |

- 3.5 Apart from a strong (and growing) population and employment base, the EHOD economic sub-region benefits from its strategic location, based on the M5 motorway, the A30 and the A38, the main South West rail line, the proximity of extensive areas of quality landscape, including coastline and an expanding regional and international airport.

### Growth Points

- 3.6 The role of Exeter's growing economy is recognised by Government through its Growth Point Programme providing access to special funds for infrastructure projects and essential studies to support sustainable growth, i.e. the development of capital projects planned east of Exeter.
- 3.7 The role of the city and its TTWA is also recognised in the technical evidence base for the Regional Spatial Strategy. Roger Tym and Partners prepared a substantial document on the role of urban areas in the regional economy in 2006. This showed that the Exeter TTWA is the third largest employment hub in the Region (after Bristol and Plymouth) supplying 6% of the Region's employment. Exeter's contribution to the region's economy, as measured by gross value added (GVA) activity places the city in 4th place in the South West, with a GVA contribution of 5.9%. Swindon supplies slightly less employment (5.9%) but slightly more GVA (6.5%) – because of higher wage levels in the North East of the region. GVA is the often used measure for valuing relative impact in terms of total income generated by business and employment.
- 3.8 In terms of employment and GVA, Exeter TTWA, which is a substantial part of the EHOD economic sub-region, is therefore comparable to Swindon and Plymouth in scale. It would not be an unreasonable ambition for EHOD to seek to surpass both and become the third largest gross domestic product (GDP) contributor after Bristol TTWA and Bournemouth-Poole.
- 3.9 In moving towards such an ambition, EHOD is supported by containing two Growth Points (east of Exeter, already in receipt of government funds and Newton Abbot, the subject of a bid for funding) with the potential for a third at Tiverton.

## SWOT

- 3.10 On the basis of information reviewed in the preparation of the draft strategy, the following table has been prepared highlighting the main strengths and weaknesses of the sub-regional economy and the threats and opportunities facing it.

### Exeter and Heart of Devon economic sub-region

|  |   |
|--|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Large home market population (450,000)</li> <li>▪ Balance of urban centres and high quality rural environments</li> <li>▪ Location on road and rail routes and new investment in them</li> <li>▪ Exeter International Airport</li> <li>▪ Growth Points – east of Exeter &amp; Newton Abbot</li> <li>▪ Largely well-qualified workforce</li> <li>▪ Strong service sector in Exeter</li> <li>▪ University of Exeter – rising star</li> <li>▪ Met Office &amp; Medical School</li> <li>▪ Excellence in FE/HE vocational centres</li> <li>▪ Good health indicators</li> <li>▪ Low crime rates</li> </ul>  | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Low wage economy coupled with high house prices everywhere</li> <li>▪ Rising car use, and congestion at peak times in urban areas</li> <li>▪ Variable school performance and low stay-on rates post 16, although improving</li> <li>▪ Shortage of sites within Exeter where demand is high</li> <li>▪ Loss of qualified young people to other areas</li> <li>▪ Concentrations of deprivation</li> <li>▪ Low business formation</li> <li>▪ SMEs shun apprenticeships</li> <li>▪ Lack of recognition of contribution to the wider region</li> <li>▪ Lack of affordable housing</li> </ul>   |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Populating the Innovation Centre, Science Park and other developments with high growth firms</li> <li>▪ Attracting and creating firms through the increasing research strengths of the University, Medical School and the Met office</li> <li>▪ New developments in education, skills &amp; training to address under achievement and skills shortages</li> <li>▪ Building on public sector strength as an economic driver</li> <li>▪ Developing enterprise and incubation support and facilities</li> <li>▪ New employment space strategy</li> <li>▪ New Rural Development Programme for England</li> <li>▪ Newton Abbot Growth Point – strengthening Exeter-Newton Abbot-Torbay axis</li> </ul> | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Complacency from past success</li> <li>▪ Current economic squeeze reducing high growth rates</li> <li>▪ Polarisation of labour market creating more difficulties in finding jobs for the less able/less qualified</li> <li>▪ Ageing workforce and population</li> <li>▪ Mismatch of target high growth sectors and actual growth sectors</li> <li>▪ Failing to engage young people in skills agenda</li> <li>▪ Rural communities becoming more dormitory, increasing commuting and loss of sustainability</li> <li>▪ Continuing poor market for inward investment</li> <li>▪ High number of smaller businesses not engaging with initiatives such as train to Gain and Apprenticeships</li> <li>▪ Unchecked cycle of deprivation in “pockets”</li> </ul> |



## Vision for EHOD

- 3.11 In response to the issues covered by this summary, the following Draft Vision is proposed for adoption by the sub-region and partnership.

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

- For the next five years it will work together to bring employers, their workforce and local young people into a virtuous cycle of improved skills, training, enterprise and innovation.
- We will strengthen sustainable links between Exeter, Newton Abbot and Torbay, as well as making East of Exeter an exemplar growth point and improving the lot of rural and coastal communities by building local services for access to work, enterprise support and skills training.
- The Partnership will work with the South West RDA and the Devon Economic Partnership in initiatives that match our vision.
- It will work collaboratively with national, regional and local agencies either tasked with achieving relevant and compatible policy objectives or capable of assisting implementation of the vision through delivery, action or funding.

- 3.12 The Strategic Objectives will continue to match those of the Regional Economic Strategy, which the partnership endorses and which it has helped to shape. Key sub-region wide priorities are grouped under the Strategic Objectives listed below. Additional Exeter specific priorities are listed in the next section of this report.

**Strategic Objective 1 - Successful and Competitive Businesses - through higher value jobs and improved turnover and investment**

### 3.12.1

- **Provide the right environment for business**
  - Continue to mobilise cross-sector partnership support for targeted inward investment opportunities (as was achieved with the Met Office re-location).
  - Continue to provide support and advisory services to small businesses.
  - Continue to provide an appropriate monitoring and 'aftercare' relationship with indigenous and investing organisations to help secure their long-term future in the region.
  - Use the Local Development Frameworks as vehicles to ensure a timely and adequate supply of employment space is provided.
  - Make maximum use of the opportunities presented by planning permissions to promote sustainable economic development presented by Section 106 and other conditions, including links to local labour and skills training.
- **Provide the right workforce for business**
  - Establish the Exeter and Heart of Devon Employment and Skills Board as a driver to ensure matching between employers' needs, target sectors' needs and skills training offered.
  - Work towards a smooth path of progression for young people from school to college to work, supported by good labour market information and training opportunities.
  - Bring public sector employers into a partnership to source and train labour locally – rather than importing skilled workers.
  - Promote development of skills in knowledge based businesses e.g. Flybe Training Academy.
- **Create a culture of Enterprise and Innovation**
  - Promote image of EHOD for investment and support and encourage the development of key sectors.

- Work with the Exeter Science Park Steering Group to establish an appropriate management vehicle for the Science Park, secure planning permission and start development of the site
- Work with partners to secure adequate and consistent funding for the creating of an integrated business support, advice and training framework across the sub-region for small and medium enterprises
- Ensure incubation units and enterprise centres are placed at strategic points in the sub-region, supported by business advisors and mentors.
- Work with schools and business support providers to ensure early training in business skills is provided.

### 3.12.2 **Strategic Objective 2 - Strong and Inclusive Communities** - *by improving access to jobs and services through training and other measures*

- **Improve participation in the economy**
  - Continue to work with the EHOD Workforce Development Group to develop targeted programmes raising the skills levels of those in deprived areas, especially groups on incapacity benefit and the learning disabled using pilot schemes to assist them and other disadvantaged groups into work.
  - Encourage training delivery agencies to target deprived communities, raising basic skills and progression to higher skills
  - Strengthen the voluntary and community sector as a catalyst for economic inclusion, using public sector commissioning to encourage and support third sector providers. Support areas with the greatest concentrations of multiple deprivation.
  - Facilitate support for actions aimed at raising household incomes by working closely with partners to ensure comprehensive take-up of benefits and securing access to training for remote and disadvantaged communities (ICT, transport, childcare provision, outreach services etc).
  - Develop targeted actions to tackle deprivation in the most deprived areas including Exeter, Exmouth, Newton Abbot and Tiverton.

### 3.12.3 **Strategic Objective 3 - An effective and confident sub-region** – *through effective partnerships, lobbying and coordinated funding*

- **Improve Transport Infrastructure**
  - Improve Transport Networks to ensure connectivity, providing access to markets and tackling peripherality by ongoing lobbying for:
    - commitment to A303 / A30 improvements (Honiton to Ilminster) and north-south access improvements
    - improvement to the frequency and reliability of Exeter-Paddington and Exeter-Waterloo services
    - commitment for maximising use of existing rail network (and stations) in the Exeter Travel to Work area
    - improvements to the rural bus network to increase access to employment, training, local services and transport hubs
- **Promote and enhance what is best about the sub-region**
  - Improve the way the EHOD is perceived by investors, businesses, potential workers.
  - Develop and promote sub-regional attractions and events that will deliver significant and sustainable economic benefits through high profile landmark developments to increase the 'visibility' of sub-region (e.g. redevelopment of Princesshay, Skypark, Science Park, and the World Heritage Coast).
  - Develop the individual character of settlements through planning, promotion and product development.
- **A sustainable sub-region**
  - Contribute towards developing the South West as the leading region for sustainable development

- Support environmental orientated enterprises
- Support joining between public, private and voluntary sectors to secure the development of appropriate and environmentally sustainable housing, both market and affordable, in mixed and sustainable communities with adequate amenities and infrastructure
- Implement the region's sustainable waste strategy through:
  - working with the waste sector to improve services offered to businesses and improve recycling rate for commercial wastes
  - stimulating waste recycles market
  - developing innovative approaches to waste management
- **Improve leadership, influence and partnership**
  - Ensure planning policies in Local Development Frameworks reflect vision and goals of the economic development strategy.
  - EHOD Economic Partnership to maintain with partners a delivery framework to implement the Strategy and deliver identified economic development projects throughout the sub-region.
  - Ensure partnerships are "action-orientated" and respect different roles.
  - Review with the Environmental Agency measures to address flooding designations that affect many of the sub-regions potential development sites.

#### 4.0 Exeter and its vision for the economy

- 4.1 The City of Exeter provides workspace for over 88,000 people including self-employed and is a centre for the great majority of the EHOD area for study, training, shopping and entertainment.
- 4.2 In recent years, Exeter's very buoyant economy has put pressure on land availability for new development, particularly in the centre. The key driver for expansion of workspace in Exeter is market demand, which has left scarcely any land capacity in the City. However, the Local Development Framework is seeking to resolve this in addition to the development of the Science Park and the Skypark just outside the city boundary.
- 4.3 It is considered that Exeter will continue to make a significant contribution to regional prosperity by continuing to prioritise the knowledge sector, business and financial services, public and health and media and tourism – in effect building on the existing and compatible strengths and extending them. However, the following table shows the relatively low quality of jobs held by Exeter residents. This reinforces the issue that whilst there are higher quality and higher paid jobs in the City, they are frequently held by those choosing to live elsewhere.

**Distribution of Occupations by place of residence October 2006 – September 2007**

|  | Exeter | %    | EHOD<br>% | Devon<br>% | S West<br>% |
|--|--------|------|-----------|------------|-------------|
| 1 Managers and senior officials          | 9,500  | 16.0 | 17.5      | 14.8       | 16.2        |
| 2 Professional occupations               | 7,500  | 12.6 | 11.4      | 11.5       | 12.6        |
| 3 Associate professional & technical     | 9,400  | 15.8 | 14.4      | 13.3       | 14.3        |
| 4 Administrative & secretarial           | 6,400  | 10.8 | 11.2      | 11.3       | 11.6        |
| 5 Skilled trades occupations             | 2,400  | 4.1  | 11.6      | 12.9       | 11.9        |
| 6 Personal service occupations           | 5,100  | 8.6  | 8.0       | 7.9        | 8.2         |
| 7 Sales and customer service occupations | 6,500  | 11.0 | 7.6       | 8.3        | 7.4         |
| 8 Process plant & machine operatives     | 3,900  | 6.6  | 5.6       | 6.6        | 6.5         |
| 9 Elementary occupations                 | 8,600  | 14.5 | 12.7      | 13.4       | 11.3        |
|  | 59,300 | 100  | 100       | 100        | 100         |

Source: Office for National Statistics (ONS)

- 4.4 These figures from the ONS for the period October 2006 to September 2007 show an increase in 3% in managers and officials to 16% in Exeter and 17.5% in EHOD. Other significant changes include a reduction of skilled trades in Exeter to 4.1% (EHOD 11.6%) offset by an increase in personal service occupations to 8.6% (EHOD down to 8%). Elementary occupations in Exeter also fell to 14.5% although EHOD remained unchanged at 12.7%. There was little change in the South West percentages.

### Key sectors - Potential economic growth areas

- 4.5 Exeter has a very high preponderance of public sector employment. Public sector jobs tend to be more stable and are, on average, likely to require higher levels of skills and qualifications. Manufacturing is a low component of Exeter's economy, and since this is a nationally shrinking sector, this must be an advantage, although existing manufacturing businesses are not insignificant and are important to the city.
- 4.6 Other strong sectors in the city are distribution, hotels & restaurants, Finance, IT and other business activities. Distribution is likely to shrink within the city with the advent of the Freight Terminal and the natural tendency of the distribution industry to cluster in out of town locations on strategic routes. There is further potential for hotel (and especially conference) facilities and restaurant growth. However, this sector is likely to experience a quite severe setback in the current credit squeeze, given its preponderance of optional expenditure but on the other hand, the growth of remote and mobile working and the increased use of Exeter International Airport imply the opposite direction.

### Employee jobs by industry in Exeter

|  | Exeter | %     | EHOD % | Devon % | SW %  |
|--|--------|-------|--------|---------|-------|
| Manufacturing                          | 3,700  | 4.4   | 7.9    | 10.2    | 11.4  |
| Construction                           | 3,900  | 4.5   | 5.3    | 4.8     | 4.5   |
| Distribution, hotels & restaurants     | 18,200 | 20.3  | 25.2   | 27.0    | 25.7  |
| Transport & communications             | 5,700  | 6.5   | 6.1    | 5.4     | 4.8   |
| Finance, IT, other business activities | 16,200 | 18.5  | 15.2   | 13.6    | 18.2  |
| Public admin, education & health       | 32,500 | 39.8  | 32.6   | 32.0    | 28.5  |
| Other services                         | 3,700  | 4.1   | 5.2    | 5.0     | 5.0   |
| <i>Tourism-related†</i>                | 4,700  | 5.5   | 9.2    | 11.0    | 8.8   |
| Total employee jobs                    | 84,900 | 100.0 | 100.0  | 100.0   | 100.0 |
| Full-time                              | 54,800 | 63    | 62.1   | 62.3    | 64.7  |
| Part-time                              | 30,100 | 37    | 37.9   | 37.7    | 35.3  |

Source: ONS and ABI 2006

- 4.7 Within Devon, just over 80,000 people are employed in Knowledge Based Industries (KBI), making it by far the largest "sector". The distribution across local authority districts is illustrated in the table below, which demonstrates the significance of the city. Only Exeter has seen any real growth in terms of numbers over the last 4 years (+2,200), a growth of more than 10%.

### Knowledge Based Industry Employment in EHOD 2003-06

|              | 2003          | 2006          | Change 2003-06 | % Change 2003-06 | Average Annual % Change |
|--------------|---------------|---------------|----------------|------------------|-------------------------|
| Exeter       | 20,378        | 22,603        | 2,225          | 10%              | 2.4%                    |
| East Devon   | 5,401         | 4,369         | -1,032         | -24%             | -6.5%                   |
| Mid Devon    | 1,866         | 1,976         | 110            | 6%               | 1.4%                    |
| Teignbridge  | 5,073         | 4,283         | -790           | -18%             | -5.0%                   |
| <b>Total</b> | <b>32,718</b> | <b>33,231</b> | <b>513</b>     | <b>2%</b>        | <b>0.4%</b>             |

Source: Cooper Simms from ABI 2006

- 4.8 The question is “can Exeter establish a stronger proportion of KBIs in its economy and can it establish centres of excellence in environmental research, medical science and health?” The answer would appear to depend on the performance of those demanding or providing knowledge. These would include the Met Office, Peninsula Medical School, Innovation Centre and the University in creating the seeds of such industries.
- 4.9 All of these organisations are investing in their long term development and in research activities. Most notably at present, the University of Exeter, in line with its ambitions to enter the top ten league of UK universities is investing £80 million in science, medicine and engineering over the next three years, with £30 million of existing University funds and an anticipated £50 million from external sources being spent on new appointments and infrastructure to boost research and teaching.

#### **Enterprise and support for small business**

- 4.10 Exeter appears to have a lower rate of entrepreneurial activity than other locations; the city’s rate of VAT registered businesses per 10,000 of its working age population is around 33, compared with much higher rates in other geographic areas. It remains therefore important to improve performance on the number of start-ups, not only to broaden Exeter’s economic diversity and be more able to withstand the vagaries of the market, but also to create employment for residents that might seek ways of improving their income.
- 4.11 As Members will be aware, an agreement was reached between the City Council, Peninsula Enterprise (the provider of Business Link Services) and Peninsula Innovations Limited and the University of Exeter activities in the Innovation Centre to provide a co-ordinated approach to support for pre-start and new businesses, resulting in the launch of the Exeter Business Support Service in June 2008. This should serve to improve client handling and support with the focus of the service being on increasing the number of start ups, jobs created and consequent survival rate of businesses in Exeter. This initiative should provide the platform for more work in this area for generating business start-ups and securing higher survival rates.

#### **Education and Skills**

- 4.12 There is a consensus that the most effective route to reducing income inequalities is supplying those most in need with the best opportunities to improve educational achievement and to access relevant, and employer-friendly training in economically-desired skills. This will be pursued via the EHOD Employment & Skills Board on a sub-regional basis, working with the Exeter for Learning Partnership, the Learning and Skills Council, Exeter College and others.
- 4.13 It is important to note that Exeter suffers from headline low educational attainment at 16 years that is complex but undoubtedly affects the city’s image and attraction as a location. In 2007, 49.3 % students in Exeter’s schools achieved 5+ A\* to C GCSE’s, the lowest in Devon. Elsewhere performance was higher, for e.g. Plymouth 60.1% and Torbay 60.9%.
- 4.14 On the other hand, Exeter on the face of it performs above the regional and national averages for the adult population in relation to literacy. In Exeter, 47% of adults have the equivalent of a GSCE in English (level 2), in the South West it is 46% and in England 44%. However, in Priory for example, only 19% of adults have the equivalent skill. Moreover, when looking at the equivalent level in numeracy, Exeter performs below the regional and national average at 16%, 23% and 25% respectively.
- 4.15 The city is often referred to as having two wards within the worst 10% in the country where people experience high levels of deprivation. The reality is that the nature of employment and education related disadvantage is experienced more widely across the city in smaller concentrations. For instance, Exeter has 7 Super Output Areas (SOAs) that are in the worst 10% most deprived nationally for education, skills and training, with

one falling in the worst 1%.

- 4.16 The City Council works with groups who seek to help such individuals on the road to work through the Exeter Positive Steps Fund. Reducing income inequalities and worklessness are the key routes to alleviating deprivation. In this, improved skills for individuals have a key role for both reducing income inequalities and improving productivity and the consequent prosperity of businesses and the city.
- 4.17 The city performs better in relation to higher level skills and qualifications, with just over 26% of its working population having the equivalent of an 'A' level (Level 3), above that of the South West at just over 17% and around 15% across Great Britain. However, the percentage of the working population with the equivalent of a degree or higher (Level 4+) in Exeter is lower, around 25.5% for the city but over 27% for both the region and Great Britain.
- 4.18 The lower performance in Exeter at below Level 2 and Level 4 and above is a critical issue for the city, moreover as workplace training is reported to be falling short of demand to create skilled personnel to support the locally growing economy and crucially employers, according to the South West Observatory, are reporting significant skill gaps in Level 3 in all sectors.
- 4.19 There is national concern that people entering or in the workforce without at least Level 2 skills and qualifications will find it increasingly difficult to secure jobs. Moreover, to sustain the city's competitiveness the challenge for providers, the workforce and employers is to achieve more people with skills and qualifications at Level 3 and above.

### **The Liveable City**

- 4.20 As with skills, improving the liveability of Exeter and contributing to its economic development has the double effect of improving its competitiveness for investment and improving social balance and sustainability.
- 4.21 Recent investment has been made in the Exeter Northcott Theatre and the extensive £15m refurbishment and creation of new galleries in the Royal Albert Memorial Museum is well underway. The major development of a cultural quarter around the Exeter Phoenix and Royal Albert Memorial Museum is planned. The additional activities of Exeter College, the University and of the Cathedral provide cultural ballast.
- 4.22 A competitive city does need to be a magnet for people, to be the meeting place, the centre for cultural exchange, business development, creativity and innovation. The ingredients of successful cities include:
- Legibility, including signage and grouped activities (quarters)
  - Unimpeded and spacious pedestrian routes
  - Open spaces with animation
  - Iconic public art
  - Appropriate landscaping
  - Cultural assets
  - Integrated housing
  - Range of retail offer
- 4.23 Exeter has been the subject of a variety of large and small-scale joint initiatives that have worked successfully towards this mix. However, the city should not rest on its laurels and continue to take a longer-term view of evolving and improving its attractions and relative position in comparison to its competitors. There may well be a need to set out the longer term agenda for developments, both for planning purposes as well as maintaining the progressive co-ordinated development of the city.



### **Exeter as Science City?**

- 4.24 Investment and competitiveness can also be gained by further aligning Exeter to the Government's increasing prominence on the role of science and technology in building a competitive economy within the UK.
- 4.25 Around the UK six cities have achieved a high profile focus for themselves and are strengthening their capability and capacity as economic drivers by securing a Science City designation. These are Nottingham, Bristol, York, Newcastle, Manchester and Birmingham – all looking to drive up their productivity and competitiveness both to enhance regional economic performance and reduce disparities, whilst maximising the potential for local benefit.
- 4.26 This is not just about making the most of and building upon leading research and business activity, it is also about engaging and encouraging the development of a strong skills base to support it.
- 4.27 It is critically important to engage and inspire young people to explore their potential and pursue careers in science by developing even more effective links between science and education at all levels. Building up a greater range of higher skilled and better paid jobs in the local economy will be key. On the face of it Exeter has a good set of building blocks but some big challenges.

#### **The building blocks:**

- A leading university growing in reputation with ambitious plans for further developing its science base
- The Met Office – a world leading meteorological and climate change organisation
- A leading medical school with a growing portfolio of research
- A limited number of science/technology based companies
- A rapidly growing Innovation Centre
- An ideal site for a thriving science park dependent on its positioning in the market place and early successes

#### **The challenges:**

- Can schools be engaged in a very hands-on way to stimulate interest and promote higher aspirations?
  - Have we got the right mix to attract and retain the right graduates and post graduates?
  - Are there well developed networks of support professionals that can provide the right level of specialist advice and expertise?
  - Do we have the desire, appetite and leaders to make this happen?
- 4.28 It may well be the case that securing Government “Science City” designation for Exeter at this point in time is neither achievable nor desirable. Developing the ambition into a marketable prospectus and enhancing the image of the city in a tangible fashion could however still be pursued as the basis for significant profile raising and changing the perception of the University and the city.
- 4.29 Learning from the successful bids to become a “Science City” points to having as comprehensive an approach as resources and partners can muster, going beyond technology and knowledge transfer into also having relevant expert and specialist business support, suitable communications and transport infrastructure, sites and buildings, including a “property ladder”, a focus on education, training and skills development and community engagement.
- 4.30 The geography of such an initiative should not be restricted to the physical boundary of the city but focussed on its sphere of economic influence - its sub-regional focus on a hub and spoke or clustering model to work, with as wide a range of agencies, institutions and companies as possible.

## Draft Vision for Exeter

- 4.31 Exeter has a strong sense of direction and of its position at the heart of the sub-region, and indeed the Region. With both Bristol and Bournemouth-Poole lying at the edge of the region, Exeter, with its concentration of regional bodies and public sector employment has a strong claim to be the regional capital.
- 4.32 East Devon, together with partners in EHOD, has worked towards the creation of new developments east of the city designed to further encourage the development of knowledge-based industries based on science and technology. It has been argued that the city itself should remain focussed on strengthening the presence of knowledge-based industries based on public sector and business and financial services adopting the Work Foundation's identified characteristics of the ideal location for such organisations.
- 4.33 The Work Foundation's characteristics of a sustainable knowledge intensive city that drives growth in its wider city region are:
- High levels of economic success.
  - High levels of knowledge industry.
  - A diverse industry base including distinctive specialist niches.
  - One or more universities that have a mutually beneficial relationship with the city, leading to industries built on research strengths, transfer of knowledge to businesses and the retention of graduates.
  - Strong communications infrastructure and good transport links within the city and to other cities, including by air, rail and road.
  - A distinctive long-term 'knowledge city' offer to investors and individuals alike, created by public and private sector leaders.
  - Strategies to ensure that all communities benefit from the economic success associated with knowledge.
- 4.34 It is proposed that Exeter continues to build its future around this concept. The vision should also incorporate Exeter's role as a lively, animated meeting place, the centre for business meetings, conferences, dining, arts experiences, retail, entertainment, festivals and learning, with students more inclined to try and stay in the area.

### 4.35 The suggested vision is:

*"Exeter will continue to grow its highly significant contribution to the economic prosperity of the South West. It will reinforce its position as the focus of economic activity, entertainment, shopping and learning for over 300,000 people living or working within 30 minutes of the city. In line with its aspiration to be a "Science City", as well as sustaining its broader successful economy, it will continue to target knowledge-based high quality jobs particularly in science and technology and professional business services, whilst supporting the growth of indigenous and new businesses in order to expand and make our service based economy more inclusive. Fundamental to this will be close partnership working between employers, schools, higher and further education institutions, training providers and key public and third sector bodies."*

## Strategic Objectives for Exeter

- 4.36 Actions proposed to address skills issues, which are very relevant to the wider sub-region and the city have been listed under section 3.12 and are not repeated here. The suggested objectives and priority actions for the city have been included within the Action Plan attached at Appendix 1; for ease of reference, the priorities and actions under the strategic objectives proposed specifically for Exeter are:
- 4.36.1 **Strategic Objective 1 - Successful and Competitive Business**

- Continue to focus on growing knowledge-based industries, by working with the University, Medical School, the Science Park Company and Met Office as



catalysts for growth and new organisations.

- Working with the Science Park Company to develop a clear strategy for occupation of the Science Park.
- Aim to attract and retain public sector and other knowledge-based employment
- Support the University of Exeter in its bid to raise research excellence and investment and to be a centre of knowledge transfer
- Promote Exeter as a Science City
- Promote a hotel/conference centre in the city centre to accommodate larger events and promote specialist conferences in desired sectors and identify suitable site options through the Local Development Framework process
- Maximise effectiveness of the Innovation Centre as a sub-regional hub for supporting development of high growth knowledge based enterprises.
- Work with Partners to build on the newly established Exeter Business Support Service to promote an increase in new businesses growth

#### 4.36.2 **Strategic Objective 2 - Strong and Inclusive Communities**

- Develop measures to address deprivation prioritising those pockets in the city identified as being in the worst 20 'super output areas.'
- Enhance business links and involvement with schools to support measures to address low attainment and raise aspirations.

4.37 The Action Plan includes suggested outcomes and targets some of which are awaiting more information before they can be finalised. These will be reported to Members during ongoing monitoring of the implementation of the Strategy.

### **5.0 FINANCIAL IMPLICATIONS**

5.1 Any financial implications for the implementation of the City of Exeter and EHODEP Economic Development Strategy will be reported to Committee on a project-by-project basis.

### **6.0 RECOMMENDATION that: -**

6.1 Members note the report and provide their views on the proposed strategic priorities and action plan for the City of Exeter and also for the Exeter and Heart of Devon Economic Partnership's Economic Development Strategy 2008 – 2013.

**RICHARD BALL**  
**HEAD OF ECONOMY AND TOURISM**

### **ECONOMY AND DEVELOPMENT DIRECTORATE**

#### **Local Government (Access to Information) Act 1985 (as amended)**

Background Documents:

1. Scrutiny Committee – Economy 5 June 2008 'Economic Development Strategy 2008– 2013'

22/08/08

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### Draft Action Plan

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

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

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

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

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

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

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

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



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

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

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

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

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

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



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

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



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

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

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

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

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

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



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

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



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

Cooper Simms

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

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

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

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

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

## EXETER CITY COUNCIL

### SCRUTINY ECONOMY COMMITTEE 4 SEPTEMBER 2008

#### EXECUTIVE 16 SEPTEMBER 2008

## 2008 CLIMATE CHANGE STRATEGY AND ACTION PLAN: PROPOSED EXETER UNIVERSITY FEASIBILITY STUDY

### 1.0 PURPOSE OF REPORT

- 1.1 To seek Executive approval for the Centre for Energy and Environment (CEE) at Exeter University to undertake an initial feasibility assessment of options for a) low carbon energy solutions in those parts of Exwick without a mains gas connection and b) shared energy solutions for the City's industrial estates, drawing on a survey of energy use in these areas.

### 2.0 BACKGROUND

- 2.1 The City Council approved a Climate Change Strategy and Action Plan for Exeter in January 2008, following discussion at Executive on 22 January 2008. The Action Plan identifies, among other actions, two studies to be led by the City Council:
- Undertake a survey of the Exwick area to assess the viability of a renewable energy replacement for Economy 7 heating
  - Undertake mapping of main industrial sites to identify patterns of energy use and explore opportunities for shared supply through decentralised (local) energy production
- 2.2 Officers from the City Council have asked the Centre for Energy and Environment at Exeter University to produce a proposal for taking forward both study elements. As members of the South West Energy and Environment Group, the City Council is able to call on a preferential academic consultancy rate from the Centre for Energy and Environment at the University. The University have now produced their proposal and subject to the approval of Members, would expect to complete and present results from their study at the start of 2009. The main elements of their work are set out in Annex 1.
- 2.3 Officers have also engaged with 'renewable energy' representatives from the energy company EDF. They are keen to work in partnership with the City Council in relation to this work and are willing to contribute to its cost.
- 2.4 Officers have also discussed the scope of this study with senior representatives from Cyclerval UK and Connective Energy both of whom are working with Devon County Council's waste contractor (Viridor) to identify potential end-users of heat from the proposed Waste-to-Energy plant at Marsh Barton. Both representatives have indicated a desire to work collaboratively with the University for this project.



### **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The total cost for this work is £25,500. EDF are willing to contribute £6,000 towards the cost of this study. A contribution of £5,000 can be made from an Economy and Development Directorate partnership reserve, leaving a deficit for funding of £14,500. Members are invited to agree to the additional funding of this from the Local Public Service Agreement performance reward grant.

### **4.0 CONCLUSION**

- 4.1 Action on Climate Change is a key priority for the City Council. The issues have been brought into even sharper focus of late with significant increases in the costs of centralised energy supply. Local authority leadership and action in this area is important and a strategic approach is required. This exploratory work represents an important first step to understanding what might be possible in the locations outlined, drawing on technical expertise from Exeter University and further developing partnerships with the energy sector.

### **5.0 RECOMMENDATION**

- (i) That Members approve additional expenditure of £14,500 from the LPSA performance reward grant and a contribution of £5,000 from the Economy and Development Directorate partnership reserve to fund feasibility work by Exeter University as outlined above.

**DAVID BETTELEY**  
**DIRECTORATE PROJECTS OFFICER**

**ECONOMY & DEVELOPMENT DIRECTORATE**

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

***Background papers used in compiling this report:-***

Climate Change Strategy and Action Plan for Exeter.

22/08/08

## Annex 1

### Strand 1: A Feasibility Study for Carbon Reductions in the Exwick Area of Exeter

Work for Exeter's climate change strategy has identified that the Exwick area of Exeter may have the potential for substantial carbon emissions reduction through the potential application of energy efficiency measures and low and zero carbon energy solutions. The study will identify what types of energy efficiency and low carbon heating schemes may be appropriate

The scope of the work is as follows:

| Task  |
|---|
| 1. Identify clusters of higher carbon emission buildings belonging to the same private or public landlords, or significant non-domestic buildings, and any useful interest from community groups (e.g. Exwick Community Association). |
| 2. Estimate of energy consumption by the above buildings and groups.  |
| 3. Develop a shortlist of potential energy efficiency and / or low carbon heating schemes.  |
| 4. Outline costing of the schemes.  |
| 5. Assess the schemes' feasibility on the basis of the above cost estimates and other factors including the comparative cost effectiveness of low carbon heating and the traditional alternatives.                                    |

### Strand 2: Establishing the Potential for Collaborative Energy Use in Exeter's Sowton and Marsh Barton Industrial Estates

Work for the Exeter climate change strategy identified that reducing carbon dioxide emissions from energy use in the non-domestic sector is the highest priority in tackling city wide emissions reduction. One potential opportunity is collaborative measures between businesses to reduce energy usage. This study will identify business energy use in Sowton and Marsh Barton. The larger energy consumers will be identified and their energy use to adjacent businesses analysed. Conceptual shared energy schemes will then be identified.

The scope of the work is as follows:

| Task  |
|---|
| 1. Direct approaches to organisations in Marsh Barton already known or thought to be major energy users, including those identified by RPS in their work for the Exeter EfW Report  |
| 2. Compile details of the heat uses & losses + electricity use by the above organisations   |
| 3. Presentation or circular (with response details) to Marsh Barton Forum and Sowton Forum on potential opportunities for shared energy schemes. Collaborate with other organisations involved in business consultation work linked to Waste-to-Energy Plant. |
| 4. Direct approach to any significant organisations from whom no response has been obtained.  |
| 5. Development of energy scheme concepts, with analysis of their comparative advantages and disadvantages   |

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE – ECONOMY 4 SEPTEMBER 2008

#### ARTS AND MEDIA STRATEGY

#### 1. PURPOSE OF REPORT

- 1.1 To consult members on the issues and proposed priorities for the draft City Arts Strategy, prior to wider consultation on the proposed strategic priorities and action plan and completion of the Strategy.

#### 2. BACKGROUND

- 2.1 The Council supports the arts under the banner of its Arts and Media Strategy, which it approved in 2004 and which sits within the Cultural Strategy approved in 2003, providing a linking framework between Leisure, Arts, Parks and Open Spaces and Tourism.
- 2.2 The over-arching aim of the Arts and Media Strategy has been to contribute to the Exeter Vision objective of establishing Exeter's position "as a cultural and fun place to be". In particular, the priorities of the Strategy have been to both enhance the vibrancy and range of activities and to improve the quality, diversity and accessibility of cultural facilities and activities, whilst securing the city's reputation as an important regional cultural centre.
- 2.3 The approved objectives of the Arts and Media Strategy following consultation were to:-
- develop the arts and media infrastructure in order to establish Exeter as a county and regional cultural centre
  - improve the quality and diversity of arts and media activity in the city
  - increase access to and participation in arts and media activity
  - support the involvement of artists and their work to give added value to places and spaces in the built and natural environment, by investing them with character, social relevance and visual stimulation
  - support Exeter as a learning city through the development of arts and media activity that increases cultural appreciation and access to learning and skills
  - support arts activities that contribute to strong communities and social inclusion
  - maximise existing cultural investment in the city and increase external funding for arts and media activity and facilities
- 2.4 These objectives have provided the focus for the activities of the Arts, Festivals and Events team and partnership working with a number of organisations and individuals, including Arts Council England, Exeter Arts Council, Exeter Northcott Theatre, Exeter Phoenix, Spacex Gallery, Exeter Barnfield Theatre, South West Screen, British Film Institute and many others.
- 2.5 Members have received regular reports on specific initiatives, the Council's extended programme of festivals and events and its grant support for the core strategic organisations which provide the main infrastructure for arts activities in the City. The City Council is an active supporter and developer of the arts and media and in addition to its financial support for the key arts organisations, grants channelled through Exeter Arts Council, and its direct operation of festivals and events, it has

initiated new festivals and events and has worked at a strategic level to encourage the private sector to develop public art within development schemes.

- 2.6 The City Council has supported the arts strongly within its work on promoting and supporting the tourism sector and raising the profile and image of Exeter. It has recognised the value of the arts in animating the City Centre and revitalising public spaces, and has supported major capital projects to improve arts and media facilities.
- 2.7 The City Council has worked to widen access to the arts through its Service Level Agreements with revenue supported organisations, which emphasise the importance of taking work out into the community and partnership working with the education sector. It has also introduced the arts in community and play programmes, promoted arts and media through its tourism marketing, and developed the Exeter Corn Exchange as a venue for the live arts and entertainment.
- 2.8 The City Council's revenue budget for supporting the arts and contribution to the delivery of the current strategy is summarised below:-

Arts Grants to strategic arts organisations

|                                  |          |
|----------------------------------|----------|
| • Exeter Northcott Theatre       | £85,231  |
| • Exeter Phoenix                 | £131,198 |
| • Theatre Alibi                  | £19,196  |
| • SpaceX Gallery                 | £11,365  |
| • Wren trust                     | £16,205  |
| • Bournemouth Symphony Orchestra | £11,865  |
| • Barnfield Theatre              | £10,000  |

|       |          |
|-------|----------|
| TOTAL | £285,060 |
|-------|----------|

Festivals and Events – net costs to the City Council

|                          |          |
|--------------------------|----------|
| • Animated Exeter        | £37,500  |
| • Vibraphonic            | £16,000  |
| • Exeter Summer Festival | £100,000 |
| • Exeter Autumn Festival | £25,000  |

|       |          |
|-------|----------|
| TOTAL | £174,500 |
|-------|----------|

Operating Costs

|   |          |
|---|----------|
| Including employees, premises and supporting services | £221,130 |
|---|----------|

- 2.9 As agreed by Committee specialist consultants have been commissioned to work with officers to support the development of a new Strategy for 2008-2012, to continue to provide a focus for the activities of the Unit, as well as other relevant parts of the City Council, and to influence the activities of other key agencies and partners.
- 2.10 Following consultation with the City Council and with partner agencies, the consultants have produced an interim view on the key issues relevant to the development of the revised strategy. These reflect upon the over-arching vision of the City Council, the national, regional and local context for arts development, and specific opportunities and needs within the City. The remainder of the report summaries these issues and recommends an ambitious and extensive set of potential strategic priorities to be used for wider consultation, following comments from Members of the Scrutiny Committee. It will be important to be realistic in that it will not be possible to realise all those proposals in the light of the likely availability of resources, in view of the current economic climate, increasing restrictions on public sector funding, and a much more difficult outlook for sponsorship and funding

available on the back of major developments. Member's views on prioritising acceptable proposals at Committee are important to the process of focusing down the strategy to a deliverable programme of activity. More detailed actions, outcomes and appropriate targets will be developed and included in the final draft, which will come back to this Committee for approval.

### 3. STRATEGIC CONTEXT AND ISSUES

3.1 The priority issues for Government through the Department for Culture, Media and Sport and Arts Council England can be summarised into a few words:

- the creative economy – supporting the growth and survival of creative organisations
- cultural diversity – promoting understanding and respect between different cultures
- increased levels of participation by young people in high quality arts and culture, and
- vibrant communities – building community pride and supporting neighbourhood renewal

Underlying these and more fundamental is a renewed emphasis on arts organisations becoming more financially sustainable and reducing their reliance on public funding. Reductions in Arts Lottery funding, has already created a more competitive funding environment.

3.2 Culture South West's document, "People, Places and Spaces" is the cultural infrastructure development strategy for the South West supported by the Regional Development Agency, Government Office for the South West and the South West Regional Assembly, and is referenced by the Regional Spatial Strategy (RSS). The RSS policies on culture are concerned with increasing cultural participation and the quality and diversity of our cultural life. The role of culture is recognised by the RSS as helping to grow the region's economy and contributing to the quality of life. Maintaining and enhancing cultural assets to raise the profile and image of the South West is seen as very important.

3.3 The City Council has recognised the important role of the arts in providing access to cultural provision and in supporting the local economy, by promoting activities which enhance the city as a visitor destination, contributing to environmental and public realm improvements and assisting the case for promoting and attracting investment. The challenge and opportunities over the next few years will be to ensure that the role and contribution of arts and media in delivering the Exeter Vision is reflected in a wide range of policy aspirations across the Council, and in its working relationships with other stakeholders in the city. Within the context of local authority functions it will be essential to build upon existing effective strategic and working relationships between arts services and other departments including:-

- Planning (public art, major development and environmental schemes and urban planning)
- Education (arts in schools, informal learning opportunities and the new responsibilities for further education)
- Leisure and Community Development particularly in view of the Museum development
- Libraries (in reaching local communities and supporting in literacy development)
- Economic Development (including opportunities to support creative industries development and supporting tourism)

## Arts Infrastructure

- 3.4 Exeter's arts infrastructure consists of its main arts venues and galleries, professional and amateur creative arts and media organisations, arts agencies including the City Council, and its resident arts and media agencies. The basic arts infrastructure has not changed significantly over recent years, although there have been improvements to some venues – particularly the Exeter Northcott Theatre, Exeter Corn Exchange and Exeter Phoenix. Further improvements are needed or planned to these and other facilities. The University has plans for improvements to the front of the Great Hall.

## Visual Arts

- 3.5 Exeter has historically had an active visual arts sector, which has led to initiatives to develop spaces and facilitate and contributed to the creation of the nationally renowned Spacex Gallery, the Exeter Phoenix and other less formal spaces for the visual arts. The major re-development of the Royal Albert Memorial Museum is expected to create new accommodation for exhibitions of the highest standard in the future. Many individual artists (over 60) have co-ordinated their activities and worked with the City Council to promote new annual events such as Open Studios and Exeter Arts Spaces, is a recently formed artist studio complex accommodating up to 30 artist makers, which need a more permanent base.
- 3.6 Exeter has an extensive range of Public Art, including a prestigious collection on the University campus. The City Council has a public art strategy and has worked with developers and undertaken its own initiatives to include public art commissions within capital schemes. Particular examples include those included within the city centre enhancements and the Princesshay development. The city is well placed to build on its strengths in the visual arts, but the consultant considers that it will need to achieve greater co-ordination and impact in visual arts development if it wants to make a major impact and attract the additional resources it would then need. If the city is looking for a contribution from the visual arts to its broader aspirations, it will need to find ways in partnership with the arts funding system and private sector of investing in the visual arts, to raise its public and regional profile.
- 3.7 Suggestions for achieving this include:
- establishing a new visual arts event or festival, separate to the current festival programme and bringing together all of the visual arts agencies and activities
  - identifying a number of landmark visual arts projects designed to promote the city as a vibrant contemporary place
  - building upon the recent strategic approach of integrating public art in public spaces, particularly on cycle-ways and walking routes, at key visitor destinations and public buildings
  - securing funding to embark on a programme of commissioning of work or host a major national exhibition by an artist of national/international standing to build on the existing portfolio of public art to place Exeter on the national visual art map
  - identifying ways of supporting and encouraging the availability of artistic workspace, providing opportunities for artists to exhibit work and promote their work to wider audiences

## Performing Arts

- 3.8 The strength of performing arts activity depends a great deal on creative production. Exeter has a number of independent theatre companies, which produce work in the city and tour to other venues. The activities of Theatre Alibi, Magic Carpet and the



Exeter Northcott are notable. The Bournemouth Symphony Orchestra is an important contributor in that the Exeter concert series is the most successful in their annual programme, selling more tickets than the Bristol concert series. The amateur arts sector is also important and the Exeter Arts Council plays a key role in channelling City Council grants to support local creative projects. Media production is supported by the Exeter Phoenix and independent media producers.

- 3.9 The challenge for many independent companies and individual practitioners is to secure the resources necessary to sustain their creative work. The main arts venues and organisations do support the independent sector by providing access to resources and opportunities to present work, as does for example the City Council through support in the Autumn Festival. However, the consultant notes that the sector is fragile and the reductions in Arts Lottery funding, added to the difficult economic climate, is adding to the uncertainties for creative practitioners and organisations. It is suggested that the solution is the integration of arts and media activities into social, educational, economic and environmental policies to produce new opportunities for creative organisations to generate income from making, promoting and selling creative products.

### **Film and Media**

- 3.10 The consultant's view is that there is considerable potential for growth in the film and media sector, which needs to be considered within a broader strategy to support the creative industries in Exeter. In addition to the commercial screening of film in the city, the University is also a valuable resource running its own degree courses and centre for media focussing on animation and games. Exeter College and Isca College provide specialist education and Animated Exeter festival raises the profile of the industry and careers. Film and media, including the software and computer games industry, are key sectors for the UK economy and link well into Higher Education and the technology sector.

### **Cultural Quarter**

- 3.11 The creation of the Cultural Quarter has been promoted by the City Council incorporating the development of the Royal Albert Memorial Museum complemented by activities of the Exeter Phoenix and the ambience of Gandy Street, together with events in the neighbouring parks contributing to this ambition. The proposed development of the Central Library by the County Council provides a further opportunity to establish the Quarter with additional cultural facilities, including improvements to the wider public realm to create more attractive public walkways and spaces. It is still hoped that the private owners of Exeter Castle (Rougemont) will achieve their expressed intention of creating a lively cultural venue.

### **Festivals and Events**

- 3.12 Exeter has an established portfolio of arts festivals and events, which consist of the Exeter Summer Festival, Exeter Autumn Festival, Animated Exeter, Vibraphonic and Exeter Open Studios. All fulfil a function. Briefly, the Animated Exeter festival has been effective in engaging young people and links well into media work at Exeter Phoenix and the University. The Open Studios event promotes the visual arts and crafts sector, and Vibraphonic targets a younger and discerning music audience. The Exeter Summer Festival contributes to the city's visitor attractions and quality entertainment programming, whilst the Exeter Autumn Festival supports and provides a platform for the amateur and community sector.
- 3.13 The Council has regularly reviewed the festivals, a practice which should continue. The number of other events that have joined the annual calendar has increased in

recent years and costs, despite growth in budgets, limit them from being major festivals of regional or national significance. The challenge is achieving the balance between promoting the city and attracting visitors, whilst maintaining other festivals, to extend the range of arts provision available to the city's residents and engaging local people.

- 3.14 The recommendation is that the Council should continue to appraise its festivals' programme and consider the development of a festival or regional, and possibly national standing, in partnership with the private sector and as a key strand of its economic and cultural development. In view of resources, this would almost certainly result in a new event replacing or evolving from the existing range of festivals.

### **Creative Industries**

- 3.15 The creative industries include those activities based on individual creativity, skill and talent, and those that have the potential to create wealth and jobs through developing intellectual property. The importance of the sector to the economy has grown in recent years. It enhances some of the most successful and innovative areas of economic activity and Exeter has most of the necessary ingredients for developing a successful creative industries sector.
- 3.16 The consultant considers that the development of a creative industry sector in Exeter should be an aspect of the Arts and Media Strategy. There are four main areas where development needs would need to be supported:-
- the provision and creation of workspace, including dedicated artist studios and incubation units for digitally based businesses
  - supporting the production and presentation of work, including via commissioning and exhibitions
  - creating new work and distribution opportunities e.g. commercial sound and video production, education and community programmes
  - through joint measures to support the development of the sector

### **Arts in the Community**

- 3.17 Exeter has a strong amateur and voluntary arts sector. The grant aid channelled through Exeter Arts Council is a valuable source of funding support for amateur and community groups and individuals. The Autumn Festival provides a showcase for work produced by the community. Work within communities has been supported via the education and outreach programmes of the revenue funded organisations. There is scope to extend this further and have a greater focus on community and educational initiatives.

### **Arts and Learning/Arts and Young People**

- 3.18 The City Council supports professional arts organisations and other who undertake a wide range of education and learning support programmes and work with adults, children and young people. Young people are provided with opportunities to participate in the arts, both within the formal education sector and through community based initiatives and projects including those linked to Animated Exeter and the programme of activities organised by the museum.
- 3.19 The consultant's view is that despite a great deal of arts and media activities taking place, including the Autumn Festival which provides an opportunity for showcasing and exhibiting work, work with young people is fragmented. There is no arts event or group bringing together the arts education sector or young people's art in the city, in order to maximise the best use of the limited resources available and avoid clashes

of programming. Improved networking between various strands of arts education and youth arts activity will be the key.

### **Sustainability and Growth**

- 3.20 The arts and media sector continues to have a heavy reliance on public sector and grant funding. Government funding and much charitable sector funding targets work with disadvantaged or specific groups and it has been increasingly more difficult to secure funding. If the city's arts and media sector is to grow, its funding base will need to continue to diversify and new forms of income generation will need to be developed. Operating more business oriented models of development is inevitable, and measures to support the sector and adopt best practice from around the country should be pursued. It is suggested that if the public and private sector share Exeter's aspirations it is essential that a partnership is created, which encourages private sector investment in the development and enhancement of the city's cultural offer, and can attract new and additional funding from regional and charitable agencies. However, in the current economic climate securing additional particularly private sector investment will be difficult.

## **4. STRATEGY AIMS AND PRIORITIES 2008-2012**

- 4.1 The main aim of the Arts and Media Strategy should remain that of contributing to the City Council's mission of securing Exeter's status as the regional capital of the South West, working in partnership to improve the quality of life for all people living in, working in, and visiting the city.
- 4.2 Arts and media, are now accepted as key areas for development in achieving the strategic aspirations of the City Council as set out in the *Exeter Vision* and endorsed in other local and regional economic and cultural strategies, including the Regional Spatial Strategy. The Regional Economic Strategy identifies Exeter's pivotal role and includes creative industries as a priority sector for development.

The Exeter and Heart of Devon Economic Development Strategy 2008-2013 emphasises the importance of the city's cultural assets and festivals and its *'role as a lively, animated meeting place, the centre for business meetings, conferences, dining, arts experiences, retail, entertainment, festivals and learning*.

- 4.3 This Arts and Media Strategy acknowledges the continuing importance of the arts, media and the creative industries in creating a successful economy and supporting the tourism sector. It also seeks to address the need to support cultural production and the greater emphasis being placed on encouraging wider participation in the arts by Government and Arts Council England.

### **Strategic Objectives**

- 4.4 The Strategy sets out 8 key objectives, which build on and develop the strategic objectives of the last Arts and Media Strategy. It acknowledges the changes, which have occurred in the external landscape since the last strategy was produced, and the change of focus in national and regional policy. It has a set of tasks to be undertaken which recognises that resource implications of the Strategy and sets an agenda for development. In particular it identifies the important strategic role of the City Council needs to play in taking forward arts and media development and in forging new partnerships.
- 4.5 The consultant has suggested the following strategic objectives to:-

1. adopt a corporate policy approach to arts and media development which places the arts and media at the heart of the City's corporate ambitions
2. develop and strengthen the arts and media infrastructure and support and encourage creative production in the City
3. develop further the City's portfolio of arts and media festivals to create a festival of regional/national significance
4. support creative industries growth and development
5. develop access to arts programmes and opportunities within community settings to encourage greater participation and involvement with the arts and media by residents of Exeter
6. work in partnership with relevant agencies and partners to provide more opportunities for people, and young people in particular, to engage in arts education and learning programmes
7. work strategically in developing new partnerships in and funding for the arts
8. work with the arts and media sector and other partners to develop new models of sustainability and generate new income and funding sources.

In the light of limits on resources and the economic climate, it is important to prioritise the issues to be addressed and the resultant objectives to be agreed to form the basis of the new strategy.

- 4.6 Comments are invited from Members on the relevance and importance of issues raised, setting out the context for the new Strategy. A revised version will then be produced on the basis for wider consultation and a further draft of the Strategy and appropriate Action Plan brought back to Committee.

## **5. FINANCIAL IMPLICATIONS.**

- 5.1 There are no proposals for increasing City Council funding beyond what is already in the budget for 2008/09. The Strategy when complete will be used to support bids for external funding, where appropriate.

## **6. RECOMMENDED that:**

- 6.1 Members comment on the issues raised and suggested strategic objectives for the new Arts and Media Strategy as the basis for wider consultation.
- 6.2 A draft strategy and action plan to be brought back to Scrutiny Committee following consultation.

**RICHARD BALL**  
**HEAD OF ECONOMY AND TOURISM**

### **ECONOMY AND DEVELOPMENT DIRECTORATE**

Local Government (Access to Information) Act 1985 (as amended)  
 Background papers used in compiling this report:

1. Exeter City Council – Arts and Media Strategy 2004-2006
2. "Arts Overview" – report to Exeter City Council Scrutiny Committee – Economy, November 2007
3. "Service Agreements with Strategic Arts Organisations" - report to Exeter City Council Scrutiny Committee – Economy, February 2008
4. "Festivals Review" – report to Exeter City Council Scrutiny Committee – Economy, September 2007

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE – ECONOMY 4 SEPTEMBER 2008

#### GLOBAL GRANTS – EXETER POSITIVE STEPS

#### 1 PURPOSE OF REPORT

- 1.1 To inform Members about the outcomes and outputs arising from activities under the European funded Global Grants Programme, known as the 'Exeter Positive Steps Fund'.
- 1.2 To recommend a further financial contribution from the City Council to continue the programme.

#### 2 BACKGROUND

- 2.1 On the 15 March 2005 the Executive approved funding support as part of a bid by Devon Community Foundation (DCF) to the European Social Fund's (ESF) Global Grant programme. In October 2005, the Government Office South West approved the bid and the Exeter Positive Steps Fund was launched in January 2006.
- 2.2 Acting as the co-ordinator of the Fund, DCF employed outreach workers to encourage and support applicants from community and voluntary groups, particularly those working with people in deprived areas in Exeter, helping them to improve their skills, build confidence and raise self-esteem, assisting them on the road to work and training and/or improve their earning potential.
- 2.3 A Panel made up of organisations from the public, private and voluntary sectors reviewed applications for grants. Target client groups included people who are: offenders or ex-offenders, have disabilities, are lone parents and carers, long-term unemployed or have never worked, or whose first language is not English.
- 2.4 The successful progress and activity of the Exeter Positive Steps Fund encouraged DCF to make a further bid for further funding from the Global Grants Programme with additional finance from Devon County Council. Consequently, the 'Devon Step Up Fund' was established at the beginning of 2007, which supported projects within deprived locations within 'new' Devon. The Exeter Positive Steps Panel invited additional partners onto its membership to consider project applications from both funds.

#### 3. EXETER POSITIVE STEPS FUND

- 3.1 The Exeter Positive Steps Panel chaired by the City Council considered applications for funding support. Other members of the panel are Exeter Chamber of Commerce, Exeter College, Learning and Skills Council Devon and Cornwall, Exeter Citizen Advice Bureau, Devon & Cornwall Probation Service, Connexions, Devon County Council, Job Centre Plus and an independent private charity.
- 3.2 The Fund was widely promoted throughout the City, using the local press, Exeter City Council and Devon County Council publications, voluntary sector networks, local radio, through various websites and also by posters in Libraries and community centres. A leaflet was produced to promote the programme and was available in large print, if required.

- 3.3 The Global Grants programme made provision for a maximum of 5% of the administration budget to be used to provide an outreach and support service both to promote the programme and to assist applicants through the application process. Initially a contract to provide the outreach and support service was arranged with Exeter Community Initiatives but in July 2006 it was agreed that the service would more appropriately be provided in-house by Devon Community Foundation.
- 3.4 In total 63 applications were received requesting grants totalling £436,882. Altogether 50 grants were approved totalling £358,012, a summary of which can be found in Appendix 1.
- 3.5 Grants ranged from £500 (for a project to benefit one individual) to £10,000, with the average grant being £7,160. In total, 1,417 participants were supported in Exeter, the unit cost being £252 per participant; 674 (48%) were females and 743 (52%) were males.
- 3.6 A key element of the Exeter Positive Fund was to ensure equality of opportunity for support on the road into work. Any one individual may of course fall into one or more categories, such as for example, one might be a lone parent who is also in need of training in basic skills. Out of all the participants supported:
- 156 had a first language that was not English
  - 193 were from black and minority ethnic (BME) groups
  - 59 from gay, bisexual and transsexual (GBT) Communities
  - 253 had some form of disability
  - 226 were lone parents
  - 500 had basic skills needs
  - 303 were offenders or ex-offenders
  - 401 were young people
- 3.7 Community and voluntary groups collected age data based on 3 broad categories, the numbers of participants supported are set out below:
- less than 19 years of age – 403 (28%)
  - 20 years to 50 years – 876 (62%)
  - 50 years plus – 138 (10%)
- 3.8 Most projects included support to improve confidence and self esteem, and assistance to move on from the project through job-search and CV writing. However, for some projects, specific skills were a target. The second most common target was the improvement of interpersonal skills and communication, developed through working as a team and learning more about the effects of personal behaviour on other participants.
- 3.9 Developing practical skills included ICT, DVD production and printing. One of the underlying principles was to engage participants and to encourage them to try new experiences, for example physical activities, music, filming and arts, to improve motivation and attendance in a project.
- 3.10 Participants were affected by multiple barriers to employment, and nearly 30 of the 50 projects supported, helped some of them into work. Examples include:
- helping homeless people into jobs
  - working with young people who were not in employment, education or training, or who were likely to face barriers to employment following disengagement from formal education helping to raise their horizons and awareness of wider career opportunities

- specifically supporting women through activities to build confidence and self-esteem
  - supporting projects that helped BME people including refugees, with 39 going onto further training, 13 into jobs and 17 going onto volunteering work
  - helping people with mental health problems, learning difficulties or physical disabilities, with 9 people going onto further training, 6 finding employment and 35 going onto volunteering work.
- 3.11 Several projects were oversubscribed and found that they needed to seek additional funding to cover staff costs or turn potential participants away. The administration associated with the project in terms of record keeping and financial reporting also caused some difficulties for some of the smaller organisations who had not previously received grant funding associated with ESF, particularly when monitoring staff hours.
- 3.12 Working with young people and people with chaotic lifestyles also presented some communication difficulties but most groups were familiar with their participants and developed mechanisms to deal with these issues. For example, during the course of the projects participants sometimes presented additional needs which had not been envisaged but the groups were able to liaise with other providers to offer support.
- 3.13 Monitoring of activities has shown that apart from the positive impact on individuals in terms of personal development, communication and practical skills nearly half of the participants have also progressed quickly with identifiable outcomes summarised as follows:
- 221 of the participants took up further training or education (16%)
  - 301 became volunteers (21%),
  - 110 found employment (8%)
  - 38 people came off benefits (3%)
- It is anticipated that many more may well reap the benefit of the programme in the coming months including gaining further assistance towards the next stage of improving their position.
- 3.14 Because Exeter Positive Steps Fund was designed to help those in particularly difficult circumstances move towards work, inevitably there is a need for support to be offered to participants for the next step. To facilitate this, an event was organised by Devon Community Foundation and attended by many of the groups, providing them with contacts and networking opportunities to enable them to access additional information and support.
- 3.15 Most Groups, being committed to serve the local communities, readily took on board the need to continue to provide support for participants, although not to the level provided by the project funded by Exeter Positive Steps.

#### **4 NEXT STAGE**

- 4.1 The funding enabled groups to manage projects which were focussed on specific targets which could not have been undertaken otherwise, and many expressed the desire to raise additional funds to continue their work. In some instances the project exposed the need for more intensive work and groups will use the evidence provided by the projects to apply for grants. Indeed, some groups have already been awarded funding from other sources.



- 4.2 However, as Members may be aware, the Global Grants Programme has ceased and been replaced by Community Grants, which is a smaller initiative within the new ESF Programme 2007 – 2013. Community Grants will provide small grants to voluntary and community groups to help their capacity to assist unemployed and inactive people who are disadvantaged or excluded from employment and help them into a job.
- 4.3 The Learning and Skills Council (LSC), which is responsible for the administration of Community Grants will co-fund the programme and have awarded the contract for the South West to (to follow). However, the total amount of Community Grants funding available is limited, with only around £156,000 for Devon including Plymouth and Torbay.
- 4.4 Community Grants will only focus on areas that will feature in the 10% most deprived in the region. On this basis, Exeter has only 2 areas that fit this category – Newtown and Priory. This approach to funding criteria ignores the fact that individuals in need of assistance are actually scattered more widely as the report on the 'Geography of Deprivation in Exeter', produced on behalf of the Social Health and Inclusion Partnership (SHIP) demonstrated.
- 4.5 Recognising this limitation, the City Council and Devon Community Foundation have discussed the opportunity to continue Exeter Positive Steps with potential funders. To date Friends Provident and a local independent charity have shown a willingness to support the work of the Exeter Positive Steps Fund and have each contributed £20,000 each for the financial year 2008/2009. Both organisations are part of the Panel.
- 4.6 In June, the Exeter Positive Steps Fund Panel agreed to become the lead 'body' to drive projects in the city as part of the Devon Local Area Agreement (LAA) on worklessness. The aim is to reduce the gap in benefit claim rates and employment rates between the worst performing neighbourhoods in the city and the average for Devon by supporting people into work. It is hoped that through this role and recognition that additional resources might be secured to help deliver projects in Exeter.
- 4.7 In addition, Officers have:
- met with staff from the Devon Primary Care Trust and plan to work with them on the preparation of a business case, which if successful, may secure funding from this organisation to help people into work and at the same time address public health targets
  - organised with Job Centre Plus and the Department of Work and Pensions in mid September a working group of key providers and recipients of Government Funded schemes to support people into work. The aim is to establish partnership based activity that focuses on some of the most deprived areas in Exeter and join up the various activities being delivered.
- 4.8 In recognition of the success and the role played by the Exeter Positive Steps Fund and as a means of adding to the contributions already secured from the private and third sector, this report proposes that the City Council continues financial and officer support.

## **5 FINANCIAL IMPLICATIONS**

- 5.1 The Exeter Positive Steps Fund amounted to £429,000 including allowances for administration costs, with just over £358,000 available for the grant programme. The City Council contributed £125,000 over three years. Over £150,000 came from the ESF Global Grant Programme, £70,000 from the Local Network Fund

provided by Government for young people and the remainder coming from a private charity, a private company and £15,000 from Devon County Council.

- 5.2 The Economy and Tourism Unit has funding within the 2008/09 Economic Initiatives Budget for skills development of some £31,520. It is proposed that this funding is used as co-funding to the finance already committed by Friends Provident and others making a working fund of at least £70,520. It is also intended to try and lever in additional resources from other potential funding partners.
- 5.3 Officers will continue together with the Devon Community Foundation in their efforts to secure additional and matched funding from partners. Progress will be reported at future meetings of Scrutiny Economy.

**6 RECOMMENDED that:**

- 6.1 Members note the report.
- 6.2 Members support and agree to the release of £31,520 from the Economy and Tourism Budget 2008/09 to support the continued delivery of the Exeter Positive Steps Fund.

**RICHARD BALL  
HEAD OF ECONOMY AND TOURISM**

**ECONOMY AND DEVELOPMENT DIRECTORATE**

Local Government (Access to Information) Act 1985 (as amended)  
Background papers:

1. Grants Committee, 24 February 2005, Scrutiny Committee – Economy, 3 March 2005 Executive, 15 March 2005: 'EU Global Grants Programme'
2. Scrutiny Committee – Economy, 1 March 2007, 'Update – Global Grants'

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|    | Group Applicant                              | Project Aim  | Skills Developed | Target 1   | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|--|--|------------------|--|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |  |  |                  |  |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 1. | Age Concern (Exeter)                         | Initiate volunteer training programme dealing with social care issues  | Practical        | Improved numbers of volunteers taking up training opportunities within our organisation.                         | Improved self-confidence and feeling of being "included".  | £2,500                            | 8   | 32     | 14  | 38     | 16   | 54                  |
| 2. | Age Concern (Exeter)                         | Employ a volunteer coordinator to work with older people, women returning to work and people with disabilities wishing to return to work via volunteering placements | Personal         | Improved self confidence in their own ability to take part in volunteering                                       | Regaining the social skills and social confidence to deal face to face with people.                            | £3,587                            | 3   | 44     | 10  | 33     | 24   | 57                  |
| 3. | Bridge Collective Community Interest Company | Series of practical workshops to develop computer skills for unemployed people   | Practical        | Increased ability to use computers: each participant will be able to report on computer skills they have gained. | Impact on people's lives: participants will be able to identify a change in their life after doing the course. | £4,567                            |     | 13     |     | 4      | 9    | 13                  |

|    | Group Applicant                               | Project Aim   | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|---|---|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |   |   |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 4. | Community, Equality, Disability Action (CEDA) | Run a three month film making project for adults with learning disabilities                     | Personal         | Participants to have the personal skills required to be confident team players who are able to clearly express their own opinions and listen to others | Participants to want to actively seek new experiences and visit new environments such as employment or voluntary positions in the local community | £5,426                            | 7   | 4      |     | 3      | 8    | 11                  |
| 5. | Cricklepit Film Group                         | Engage unemployed residents and non residents of the Exeter Foyer in a documentary film project | Practical        | 4 x 10 minute DVD documenting a minimum of four community projects   | A minimum of five beneficiaries who will have documented the development of their practical skills through a video diary.                         | £9,975                            | 3   | 10     |     | 4      | 9    | 13                  |
| 6. | Dance in Devon                                | Run a dance project for unemployed vulnerable young people in Exeter                            | Personal         | Improved communication skills  | Improved confidence and self esteem   | £9,493                            | 41  | 6      |     | 17     | 30   | 47                  |

|    | Group Applicant             | Project Aim  | Skills Developed | Target 1   | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|-----------------------------|--|------------------|--|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                             |  |                  |  |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 7. | Devon Development Education | Fund a "Cultural Champions" Project, promoting cultural diversity learning in schools and amongst young people generally   | Practical        | 8-12 BME people trained to deliver an interactive presentation to schools or community groups for which they will be paid.<br>7 jobs secured | 8-12 BME people who will have received advice about the world of work and their career, and will know how to access further careers advice and training. | £6,000                            |     | 7      |     | 6      | 1    | 7                   |
| 8. | Devon Wheels 2 Work         | Create opportunities for unemployed people in Exeter through having a loaned scooter to get around, mentoring and support, access to employers, and job searches | Employability    |  | beneficiaries improved self confidence and self esteem   | £7,660                            | 5   | 2      |     | 1      | 6    | 7                   |

|    | Group Applicant                | Project Aim   | Skills Developed | Target 1   | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|--------------------------------|---|------------------|--|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                                |   |                  |  |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 9. | Double Elephant Print Workshop | Run print workshops for adults recovering from head injuries  | Practical        | Enable participants to learn new practical printmaking skills using equipment such as relief and etching presses, silk screen and inks and rollers.                | improve the self esteem/confidence of participants, providing an opportunity to make work and exhibit alongside other DEPW printmakers.          | £7,090                            |     | 21     | 9   | 15     | 15   | 30                  |
| 10 | Double Elephant Print Workshop | R 4 print workshop taster days followed by a three month print workshop projects for people with acquired brain injuries. | Practical        | Participants to gain confidence from learning new practical printmaking skills which will demonstrate to them that they are able to learn and apply something new. | Improve self esteem and confidence of participants to communicate and redevelop interpersonal skills through producing and exhibiting their work | £4,220                            |     | 18     | 7   | 13     | 12   | 25                  |

|    | Group Applicant              | Project Aim   | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|------------------------------|---|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                              |   |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 11 | EDP Drug & Alcohol Services  | Provide 6 weeks of outdoor activities for people dealing with substance misuse                          | Personal         | Increase in confidence and self awareness measured by positive self assessment of ability to engage in new activities, increase motivation to do activities and ability to self assess strengths and weaknesses in interpersonal skills. | Improved confidence and ability in computer skills; IT skills incl., email, word processing, digital storage and using a digital camera; opportunities for users to gain accreditation from this course | £1,794                            |     | 13     |     | 3      | 10   | 13                  |
| 12 | Exeter Community Initiatives | Increase and develop the longer-term effectiveness & sustainability of a mentoring scheme for offenders | Personal         | 30 offenders with improved self-confidence and self-esteem.  | 30 offenders with improved social skills and ability to manage their personal relationships.  | £7,060                            |     | 39     | 2   |        | 41   | 41                  |



|    | Group Applicant              | Project Aim  | Skills Developed | Target 1  | Target 2  | Outcomes - ages and beneficiaries |     |        |     |    |        |      |                     |
|----|------------------------------|--|------------------|---|---|-----------------------------------|-----|--------|-----|----|--------|------|---------------------|
|    |                              |  |                  |   |   | Award                             | Age |        |     |    | Female | Male | Total beneficiaries |
|    |                              |  |                  |   |   |                                   | >19 | 20to50 | 50+ |    |        |      |                     |
| 13 | Exeter Community Initiatives | Run a programme of tenancy training courses for care leavers to ease the transition to become independent. | Personal         | Improve Participants confidence and independent life skills   | Increase participants' likelihood of going into further learning, volunteering/ employment.           | £10,000                           | 14  | 1      |     | 11 | 4      | 15   |                     |
| 14 | Exeter Community Initiatives | Fund a project for prolific offenders to resettle and develop practical skills                             | Personal         | 20 Prolific Offenders with improved self-confidence and self-esteem.  | 20 Prolific offenders with improved social skills and ability to manage their personal relationships. | £9,550                            |     | 28     |     | 1  | 27     | 28   |                     |
| 15 | Exeter CVS                   | Run "Lend a Hand" gardening project, training unemployed people through volunteering in the community      | Personal         | Participants will increase their confidence and self-esteem, and develop their social and interpersonal skills. | Participant progress their employability through regular and committed active volunteering            | £9,820                            | 1   | 13     | 2   | 3  | 13     | 16   |                     |

|    | Group Applicant | Project Aim   | Skills Developed | Target 1   | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|-----------------|---|------------------|--|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                 |   |                  |  |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 16 | Exeter CVS      | Run a weekly drop-in session for out of work carers to explore their opportunities with regards to employment         | Employability    | Increased self-confidence and self-awareness about own skills and abilities, and motivation for future personal development, including employment and training | Increased IT skills, incl., and internet for information gathering in relation to personal development, employment and training. | £9,960                            |     | 7      | 13  | 19     | 1    | 20                  |
| 17 | Exeter CVS      | Programme of activities for disabled people which integrate them into society by showing them how they can contribute | Personal         | Participants will increase their confidence and self-esteem, and develop their social and interpersonal skills.  | Participants progress their employability by activities as regular and committed volunteers                                      | £7,805                            | 2   | 12     | 6   | 6      | 14   | 20                  |

|    | Group Applicant                    | Project Aim  | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|------------------------------------|--|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                                    |  |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 18 | Exeter Foyer Residents Association | Employ a part time community development worker for 12 months to help young people in supported housing to develop practical skills        | Personal         | Residents improve skills through the production of an Association handbook, Job descriptions for Committee Members and Elected Representatives, Minutes of Meetings and evidence of an AGM meeting | Residents provide written case study on how involvement has helped to achieve their personal goals. A minimum of 12 young people will achieve accredited learning outcomes as a result. | £7,003                            | 32  | 33     |     | 32     | 33   | 65                  |
| 19 | Exeter Homeless Action Group       | Provide support/advice to vulnerably housed young people and teach them independent living skills to maintain employment and/or education. | Practical        | 70% of beneficiaries will be in further education or employment  | Provide immediate support, advice and advocacy to 60 young people over 3 months.  | £5,234                            | 63  |        |     | 41     | 22   | 63                  |

|    | Group Applicant                  | Project Aim  | Skills Developed | Target 1  | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|----------------------------------|--|------------------|---|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                                  |  |                  |   |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 20 | Exeter Shilhay Community Limited | Music production training programme for homeless and vulnerable housed people to increase skills for employment                                      | Employability    | Provide 12 individuals with numeracy qualifications at levels 1&2   | Provide part time employment for 2 workers of Community Beat who have been long term unemployed                                | £6,900                            | 1   | 12     | 0   | 3      | 10   | 13                  |
| 21 | Exeter Shilhay Community Limited | Run radio recording workshops for vulnerably housed people   | Employability    | The recruitment of 7 new members to MOP   | The completion of a radio broadcast in Exeter, improved literacy, greater confidence and self esteem.                          | £6,350                            | 3   | 18     | 1   | 7      | 15   | 22                  |
| 22 | Exeter Shilhay Community Limited | Provide series of four photographic workshops to clients of the Meaningful Occupation Project, The Big Issue, St. Petrock's and Exeter Drugs Project | Employability    | Engage disengaged adults in exploring the creative process with in a team and contributing towards an exhibition. | Support a smaller group through the fund raising process with a view to them winning funds to explore a career in photography. | £9,990                            |     | 17     |     | 7      | 10   | 17                  |
| 23 | Exeter YMCA                      | Run a 'Skills for Life' project with offenders in HMP Exeter and for the support of those being released.  | Personal         | Improved self-esteem for beneficiaries  | Improved ability to get on and work and maintain positive relationships.   | £9,215                            | 5   | 35     | 6   |        | 46   | 46                  |

|    | Group Applicant   | Project Aim   | Skills Developed | Target 1  | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |  |    |
|----|-------------------|---|------------------|---|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|--|----|
|    |                   |   |                  |   |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |  |    |
| 24 | Headway Devon     | Set up and run an Employment Service for adults with acquired brain injuries                              | Employability    | Improve clients' self-esteem and self-confidence by enabling them to progress towards work opportunities. | At least two clients to access work placement or enrol on a training course.                   | £7,355                            |     | 7      | 3   | 7      | 3    |                     |  | 10 |
| 25 | Home Start Exeter | Deliver a 10 week volunteer preparation course for unemployed lone parents                                | Employability    | To improve participants self confidence and self esteem.  | Improve ability to get on with other people/ teamwork – going on to be a Home-Start volunteer- | £3,111                            |     | 11     | 1   | 12     |      |                     |  | 12 |
| 26 | Ivy Project       | Employ a Volunteer-Support Worker providing extra support to young people who want to access volunteering | Personal         | Increase in confidence at least 10 young people   | Increased social skills - at least 10 young people   | £9,681                            | 17  | 5      |     | 12     | 10   |                     |  | 22 |
| 27 | Ivy Project       | Towards the tuition fees for an individual to enrol on a course in dog behaviour studies                  | Employability    | To get a qualification  | To be employed   | £500                              | 1   |        |     | 1      |      |                     |  | 1  |

|    | Group Applicant | Project Aim   | Skills Developed | Target 1  | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|-----------------|---|------------------|---|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                 |   |                  |   |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 28 | Ivy Project     | Provide opportunities for unemployed young people with complex additional support needs to take up volunteering in community settings                       | Employability    | Young people to develop effective personal skills; improve their confidence/self esteem and increase their employability. | Young people achieve effective social skills aimed at improving employability          | £9,967                            | 57  | 13     |     | 34     | 36   | 70                  |
| 29 | Magic Carpet    | Establish a family group that offers supported creative opportunities to develop skills and confidence to encourage unemployed participants back into work. | Personal         | To improve the self-confidence and self esteem of the participants.   | Some people will feel comfortable in approaching and/or accessing community education. | £9,950                            | 5   | 35     |     | 36     | 4    | 40                  |

|    | Group Applicant | Project Aim   | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|-----------------|---|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                 |   |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 30 | Magic Carpet    | Run a three month creative project to work with unemployed volunteers and participants, building confidence, developing self-esteem, social skills and developing realistic aspirations | Personal         | Develop self confidence and/or self esteem           | Improved social skills and better equipped to take on community activities.                             | £3,761                            | 1   | 14     | 3   | 10     | 8    | 18                  |
| 31 | Olive Tree      | Run an education project for unemployed Turkish/Kurdish women   | Employability    | Increase Confidence and Self Esteem of participants. | Individual advice and support in preparing CV and carrying out job searches on the internet.            | £8,942                            |     | 37     | 4   | 28     | 13   | 41                  |
| 32 | Olive Tree      | Establish an education programme aimed primarily at women from BME communities to improve practical skills for volunteering or employment   | Practical        | Improved self confidence and sense of own worth      | Improved awareness of business opportunities and understanding of skills needed to set up own business. | £6,591                            |     | 16     | 7   | 23     |      | 23                  |

|    | Group Applicant       | Project Aim   | Skills Developed | Target 1   | Target 2   | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |  |    |
|----|-----------------------|---|------------------|--|--|-----------------------------------|-----|--------|-----|--------|------|---------------------|--|----|
|    |                       |   |                  |  |  | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |  |    |
| 33 | Refugee Support Group | Run an Outreach Women's Project for refugees, increasing their confidence and practical skills and encouraging community involvement. | Practical        | Increase confidence in the use of English Language   | Increased integration within the local community   | £9,597                            |     | 31     |     | 31     |      |                     |  |    |
| 34 | Refugee Support Group | Employ someone to research employer demands in order to create a manual for the group's employment advisors                           | Employability    | A manual to provide advice to service users to enter employment; existing staff and volunteers trained in its use. | Providers of training, employment advice understand needs and how support service users. | £8,500                            |     | 42     |     | 5      |      | 37                  |  | 42 |



|    | Group Applicant | Project Aim  | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|-----------------|--|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                 |  |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 35 | Sound Gallery   | Run a 6 week music production course for young unemployed and unskilled people aged 16-19 and living in Exeter.                            | Employability    | Engage volunteers to help run rehearsal and recording studio; three committed young people will train as workshop leaders with a view to delivering future projects and one of them will be employed | Provide a digital portfolio of recorded work as a tangible record of achievement for use by participants to support their applications to employers and music related courses. Project will provide stepping stones to employment | £6,581                            | 8   | 4      |     | 1      | 11   | 12                  |
| 36 | Spacex          | Offer young people at risk of exclusion from mainstream education or training opportunities to gain transferable skills in the Arts sector | Employability    | Improved understanding of career options within the creative industries.   | Improved self confidence in relation to careers and life chances.   | £8,000                            | 16  |        |     | 4      | 12   | 16                  |

|    | Group Applicant                   | Project Aim   | Skills Developed | Target 1  | Target 2   | Outcomes - ages and beneficiaries |     |        |     |    |        |      |                     |
|----|-----------------------------------|---|------------------|---|--|-----------------------------------|-----|--------|-----|----|--------|------|---------------------|
|    |                                   |   |                  |   |  | Award                             | Age |        |     |    | Female | Male | Total beneficiaries |
|    |                                   |   |                  |   |  |                                   | >19 | 20to50 | 50+ |    |        |      |                     |
| 37 | St Petrock's (Exeter) Ltd         | Run a work and placement opportunities programme for unemployed people  | Employability    | 70% improved self-confidence, motivation and self presentation. | 15 people will be in full-time or part-time employment, 15 in volunteering placements. | £10,000                           | 6   | 47     | 5   | 5  | 53     | 58   |                     |
| 38 | St Petrock's (Exeter) Ltd         | Provide support for unemployed homeless people to help them to take up training, volunteering or employment opportunities             | Employability    | 70% improved self-confidence, motivation and self-presentation  | 20 people will be in full or part time employment, 10 in volunteering placements       | £10,000                           | 7   | 52     | 3   | 4  | 58     | 62   |                     |
| 39 | Telephone Box Performance Company | Run a 12 week drama project addressing ex-offenders' issues   | Personal         | Improved Self Confidence and Teamwork Skills                    | Improved communication and time management   | £4,750                            | 1   | 12     | 1   | 5  | 9      | 14   |                     |
| 40 | Telephone Box Performance Company | Run three sets of ten participatory drama workshops alongside a Women's Group for ex-offenders to address and develop personal skills | Personal         | Increased self esteem and confidence                            | Increased motivation and assertiveness   | £6,000                            |     | 38     |     | 29 | 9      | 38   |                     |

|    | Group Applicant            | Project Aim   | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|----------------------------|---|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                            |   |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 41 | Westbank League of Friends | Develop and deliver a package of training sessions to increase self confidence, self esteem and self care for young carers                                      | Personal         | Each participant to produce a CV, be interviewed and produce a personal plan related to life choices in education or employment.               | Improvement in self-confidence and self esteem.   | £9,777                            | 36  |        |     | 30     | 6    | 36                  |
| 42 | Westbank League of Friends | Offer a range of opportunities to young carers who have become disengaged from education and to support them balance their caring role and education/employment | Personal         | Each participant will compile a Record of Achievement, incl., a CV and personal plan directly related to life choices in education/employment. | Each participant will evaluate their self esteem and self confidence before and after engaging with the project.  | £4,114                            | 12  |        |     | 10     | 2    | 12                  |
| 43 | Wolf & Water               | Run a theatre project for homeless people to increase self-esteem through creative and task orientated activities, and help to develop transferable skills      | Employability    | Number of unemployed people accessing activities reaching, or exceeding total of 35.   | Participants have improved their transferable skills (confidence, problem solving, team work, communications etc) | £9,300                            | 3   | 21     | 1   | 10     | 15   | 25                  |

|    | Group Applicant | Project Aim   | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |  |  |  |  |
|----|-----------------|---|------------------|--|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|--|--|--|--|
|    |                 |   |                  |  |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |  |  |  |  |
|    |                 |   |                  |  |   |                                   |     |        |     |        |      |                     |  |  |  |  |
| 44 | Wolf & Water    | Run three 12 week structured music courses  | Personal         | Improved Self Confidence and Self esteem   | 3 x 12 week courses of structures music activity  | £9,700                            | 21  | 5      |     | 5      | 21   | 26                  |  |  |  |  |
| 45 | Wolf & Water    | Run a weekly arts group for isolated/vulnerable women in Exeter to integrate them socially, and to develop creativity and leadership skills | Personal         | To have completed 16 days (32 sessions) of arts based activity for isolated women in Exeter. | Improved self confidence and skills   | £7,936                            | 1   | 16     | 6   | 23     |      | 23                  |  |  |  |  |
| 46 | Wolf & Water    | Research, devise and deliver an educational Forum Theatre performance and workshop surrounding the issues of youth homelessness             | Personal         | To improve the self confidence and self-esteem of participants                               | To deliver 10 performances/workshops to schools and organisations in Exeter and the South West. | £6,651                            | 2   | 12     | 1   | 8      | 7    | 15                  |  |  |  |  |

|    | Group Applicant | Project Aim   | Skills Developed | Target 1  | Target 2  | Outcomes - ages and beneficiaries |     |        |     |        |      |                     |
|----|-----------------|---|------------------|---|---|-----------------------------------|-----|--------|-----|--------|------|---------------------|
|    |                 |   |                  |   |   | Award                             | >19 | 20to50 | 50+ | Female | Male | Total beneficiaries |
| 47 | Wren            | Run a musical activity group at St Sidwell's Centre for unemployed lone parents, people living in deprivation, carers, people with mental health needs and homeless people. | Personal         | Members enrolling and regularly attending   | Improved ability to get on and work with other people/teamwork.   | £6,554                            | 3   | 31     | 8   | 24     | 18   | 42                  |
| 48 | Wren            | Extend the music project at St Sidwells to new unemployed members   | Personal         | Better group work skills, shown through the way individual members interact with the tutors and the other group members | Better communication and time management skills   | £4,000                            | 0   | 16     | 25  | 18     | 23   | 41                  |
| 49 | Wren            | Run a 'junk band' project for unemployed parents and carers to improve confidence and communication skills  | Personal         | Better group working skills, through interacting with the rest of the group   | Increased self-confidence – illustrated by performing in public, or taking a lead in band arrangements. | £5,520                            |     | 16     |     | 16     |      | 16                  |

|                          | Group Applicant     | Project Aim   | Skills Developed | Target 1   | Target 2  | Outcomes - ages and beneficiaries |            |            |            |            |            |                     |
|--------------------------|---------------------|---|------------------|--|---|-----------------------------------|------------|------------|------------|------------|------------|---------------------|
|                          |                     |   |                  |  |   | Award                             | Age        |            |            | Female     | Male       | Total beneficiaries |
|                          |                     |   |                  |  |   |                                   | >19        | 20to50     | 50+        |            |            |                     |
| 50                       | X-Plore Youth Group | Create an employment guide for LGBT people which will be produced by them | Employability    | Production and distribution of LGBT young person's guide to employment in Exeter | Better knowledge of LGBT employment rights by young LGBT people | £9,975                            | 18         | 10         | 16         | 12         | 28         |                     |
| <b>TOTAL 50 Projects</b> |                     |   |                  |  |   | <b>£358,012</b>                   | <b>403</b> | <b>876</b> | <b>138</b> | <b>674</b> | <b>743</b> | <b>1,417</b>        |

## EXETER CITY COUNCIL

### SCRUTINY ECONOMY COMMITTEE 4 SEPTEMBER 2008

#### BEACON HEATH SURGERY

##### 1.0 PURPOSE OF REPORT

1.1 Council resolved on 15 July 2008 that the petition submitted by Councillor Martin to Dr Kevin Snee, the Chief Executive of the Devon PCT, be referred to Scrutiny Economy.

1.2 The petition, signed by 112 residents of the Beacon Heath area, states:

“We, the undersigned, call on you and your officers to take responsibility for the long delay in the provision of a new Health Centre for Beacon Heath and to deliver on your commitment to provide a much needed new primary care facility for the community”.

##### 2.0 BACKGROUND TO THE PETITION

2.1 Officers have been discussing the possibility of releasing a site at Exhibition Fields (see annexed plan) for the provision of a new surgery for the Beacon Heath area since September 2004. A provisional agreement to make the site available on an Agreement for Lease and Long Lease basis was reached in May 2006. A planning application for the construction of a detached building to provide a medical centre and pharmacy, parking, access to the highway and associated works on the site was submitted in September 2006. Planning permission was approved at the Planning Committee meeting of 6 November 2006. Subsequent discussions between the Partners of the Southernhay Surgery (the Practice who are to take the site) and their commercial funders (Lloyds TSB plc) resulted in the City Council agreeing to make an exception to our normal disposal practice by agreeing to grant an up-front 250 year building lease. This was approved by City Council's Executive on 19 June 2007. It was also necessary to advertise the disposal of the land as public open space and to consider any objections to the disposal. This advertising and consideration process was completed in early September 2007. Since that time, officers have sought to conclude agreement of the Heads of Terms with the Practice, but there has been no substantive progress towards the grant of the building lease.

2.2 The City Council's Property Manager recently met with officers of the PCT and with representatives of the Practice and it has been confirmed that the issues currently causing delay are substantively between the Practice and their Bank. It is understood that the Practice and the Bank are looking to resolve these matters and hopefully they will soon have concluded their funding agreement so as to be able to give some idea as to when they may be able to draw down on the building lease and commence work on site. If this has happened before Scrutiny Economy, a verbal update can be provided at the meeting.

##### 3.0 RESPONSE TO THE PETITION

- 3.1 In view of the fact that the underlying reason for the delay is between the Practice and its Bank, it would seem that the petition should perhaps have been directed at the Practice. Members are advised that City Council officers will continue to press the Practice to resolve the outstanding issues regarding funding and to drawn down on the building lease. However, neither the PCT nor the City Council is in a position to be able to enforce this course of action on the Practice.

**4.0 RECOMMENDED that:**

The petition be noted.

**DAVID PROSSER  
HEAD OF ESTATES SERVICES**

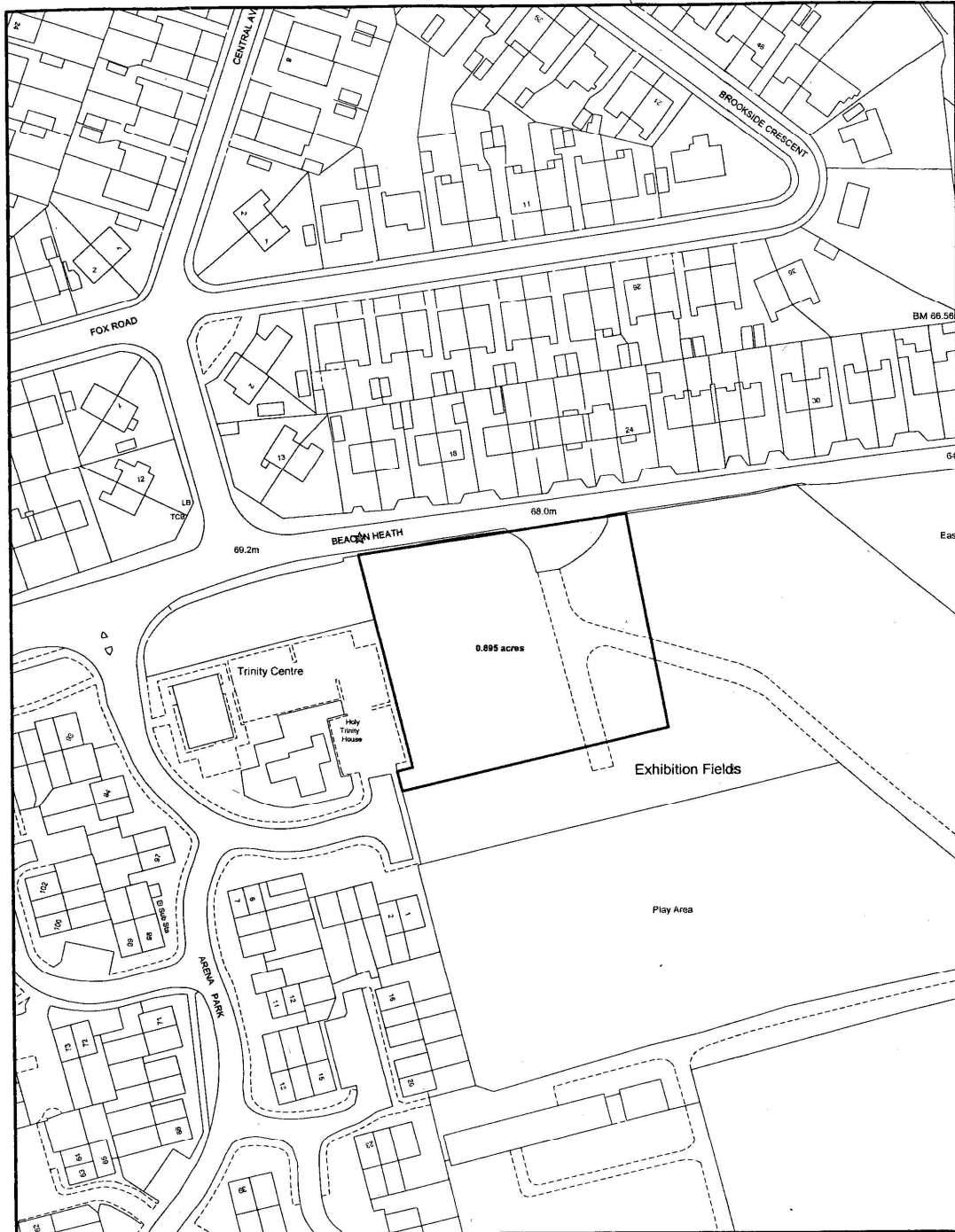
**JOHN RIGBY  
DIRECTOR**

**ECONOMY & DEVELOPMENT DIRECTORATE**

Local Government (Access to Information) Act 1985 (as amended)  
Background papers used in compiling this report:- None

Date: 24 July 2008/22/08/08





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Head of Estates Services, Directorate of Economy and Development, Exeter City Council, Civic Centre, Paris Street, Exeter, EX1 1NN.

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**EXETER CITY COUNCIL**  
**SCRUTINY COMMITTEE - ECONOMY**  
**4 SEPTEMBER 2008**

**ECONOMY SCRUTINY STEWARDSHIP TO JUNE 2008**

**1. PURPOSE OF REPORT**

1.1 This report advises Members of any forecast variations to the budget, based on the first three months of the financial year 2008/09.

**2. INFORMATION**

2.1 This report highlights any differences by management unit to the outturn forecast for the first three months of the financial year up to 30 June 2008 compared with the approved annual budget. During this period the total of the variances indicate that the overall net expenditure for this committee will increase by £61,290 which represents a variation of 3.06% from the approved budget.

2.2 The main variations by management unit are detailed below:

|   | <b>£</b>         |
|---|------------------|
| <b>2008-2009 APPROVED ESTIMATE</b>  | <b>2,002,270</b> |
| <b>83A1 PROPERTY &amp; ESTATES SERVICES</b>   | <b>(8,500)</b>   |
| Rental income is higher than expected at several properties due to the completion of various lease renewals, geared rent increases and income from the release of several restrictive covenants relating to ex-council dwellings. |                  |
| Projected income at St George's Retail Units is lower than budgeted due to the former Card Shop being vacant.   |                  |
| <b>83A3 CAR PARKING</b>   | <b>17,000</b>    |
| Both fee and season ticket income levels are lower than anticipated due to deteriorating macro-economic conditions.   |                  |
| <b>83A5 FESTIVALS &amp; EVENTS</b>  | <b>8,000</b>     |
| The Summer Festival has made a small deficit.   |                  |
| <b>83B5 PLANNING</b>  | <b>50,000</b>    |
| It is anticipated that planning fee income will be below budgeted levels by the end of the year due to the general downturn in the economy.   |                  |
| <b>83B9 MARKETS &amp; HALLS</b>   | <b>(5,210)</b>   |
| Income is higher than budgeted due to the increased use of the car parks and boardroom hire at the Matford Centre, however the market and boot sale income is slightly lower than expected due to the wet weather.                |                  |
| Exeter Corn Exchange income is also higher than budgeted due to the increased number of events and food and   |                  |

beverage income.

**2008-2009 EXPECTED FINAL OUTTURN**

**£2,063,560**

**3. RECOMMENDED that** Members note the contents of this report.

HEAD OF TREASURY SERVICES

CORPORATE SERVICES DIRECTORATE

**Local Government (Access to Information) Act 1985 (as amended)**

**Background papers used in compiling this report:**

1. None

22/08/08

**SCRUTINY COMMITTEE - ECONOMY  
STEWARDSHIP**

**APRIL 2008 TO JUNE 2008**

| <b>ANNUAL<br/>BUDGET</b> | <b>£</b> | <b>SUPPLEMENTARY<br/>BUDGET</b> | <b>£</b> | <b>REVISED<br/>BUDGET</b> | <b>£</b> | <b>CODE</b> | <b>CURRENT<br/>OUTTURN<br/>FORECAST</b> | <b>£</b>         | <b>FORECAST<br/>VARIANCE</b> |
|--------------------------|----------|---------------------------------|----------|---------------------------|----------|-------------|---|------------------|------------------------------|
| (2,528,810)              |          | 62,310                          |          | (2,466,500)               |          | 83A1        | PROPERTY & ESTATES SERVICES             | (2,475,000)      | (8,500)                      |
| 1,690,500                |          | 0                               |          | 1,690,500                 |          | 83A2        | TRANSPORTATION/CONCESSIONARY FARES      | 1,690,500        | 0                            |
| (3,250,130)              |          | 183,320                         |          | (3,066,810)               |          | 83A3        | CAR PARKING                             | (3,049,810)      | 17,000                       |
| 1,776,490                |          | 80,000                          |          | 1,856,490                 |          | 83A4        | ECONOMIC DEVELOPMENT                    | 1,856,490        | 0                            |
| 408,660                  |          | 12,000                          |          | 420,660                   |          | 83A5        | FESTIVALS & EVENTS                      | 428,660          | 8,000                        |
| 588,690                  |          | 4,000                           |          | 592,690                   |          | 83A6        | TOURIST INFORMATION                     | 592,690          | 0                            |
| 29,000                   |          | 0                               |          | 29,000                    |          | 83A7        | ARCHAEOLOGY IN EXETER                   | 29,000           | 0                            |
| 978,610                  |          | 0                               |          | 978,610                   |          | 83A8        | DISTRICT HIGHWAYS & FOOTPATHS           | 978,610          | 0                            |
| 59,860                   |          | 0                               |          | 59,860                    |          | 83A9        | BUILDING CONTROL                        | 59,860           | 0                            |
| 121,500                  |          | 0                               |          | 121,500                   |          | 83B1        | LAND DRAINAGE                           | 121,500          | 0                            |
| 0                        |          | 0                               |          | 0                         |          | 83B2        | ADMINISTRATION SERVICE                  | 0                | 0                            |
| 0                        |          | 0                               |          | 0                         |          | 83B3        | DIRECTOR ECONOMY & DEVELOPMENT          | 0                | 0                            |
| 0                        |          | 0                               |          | 0                         |          | 83B4        | ENGINEERING & CONSTRUCTION SERVICES     | 0                | 0                            |
| 1,327,270                |          | 0                               |          | 1,327,270                 |          | 83B5        | PLANNING SERVICES                       | 1,377,270        | 50,000                       |
| 111,400                  |          | 93,840                          |          | 205,240                   |          | 83B6        | CONSERVATION                            | 205,240          | 0                            |
| 0                        |          | 0                               |          | 0                         |          | 83B7        | ARCHAEOLOGICAL FIELD UNIT               | 0                | 0                            |
| 55,000                   |          | 0                               |          | 55,000                    |          | 83B8        | MAJOR PROJECTS                          | 55,000           | 0                            |
| 175,780                  |          | 22,980                          |          | 198,760                   |          | 83B9        | MARKETS & HALLS                         | 193,550          | (5,210)                      |
| <b>1,543,820</b>         |          | <b>458,450</b>                  |          | <b>2,002,270</b>          |          |             | <b>NET EXPENDITURE</b>                  | <b>2,063,560</b> | <b>61,290</b>                |

| <b>Transfers from Earmarked Reserves</b> |                                       |
|--|---------------------------------------|
| 83A2                                     | Contribution to TravelSmart (5,000)   |
| 83B5                                     | Local Development Framework (135,000) |
| 83B5                                     | Planning Delivery Grant (176,840)     |
| 83B8                                     | Major Projects (55,000)               |

**OVERALL FORECAST EXPENDITURE FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES 1,691,720**

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

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