

## **ANNEX A: KEY PARTNERSHIPS & ORGANISATIONS**

A listing of key organisations and partnerships that [a] the DES has to relate to and [b] will be key agencies/partners in delivering the strategy:

**23 Red**  
**Bicton College**  
**Business Support SW Ltd**  
**Community Council for Devon**  
**Cross border partners**  
**Devon and Cornwall Business Council, Federation of Small Business & other business fora**  
**Department of Work and Pensions**  
**Devon County Council**  
**Devon Pound**  
**Devon Reinvestment service**  
**Devon Rural Network**  
**Devon Sustainable Building Initiative**  
**Devon Sustainable Energy Network**  
**Devon Wildlife Trust**  
**Devon Destination Management Organisation**  
**District Councils**  
**Environment Agency**  
**Exeter Airport**  
**Exeter College**  
**Exeter and Heart of Devon Economic Partnership**  
**Further & Higher Education institutions**  
**Finance South West**  
**Forest Enterprise**  
**Forestry Commission**  
**Government Office for the South West**  
**Highways Agency**  
**Learning and Skills Council**  
**Marine South West**  
**Met Office**  
**National Farmer's Union**  
**Network rail**  
**North Devon Economic Partnership**  
**North Devon +**  
**Peninsula Enterprise**  
**Plymouth Sub-regional Economic Partnership**  
**Private developers (e.g. New communities, transport, employment sites)**  
**Private sector training providers**  
**Productive Skills for Devon**  
**Protected Landscapes**  
**Rail franchise operators**  
**Regen South West**  
**South Devon College**  
**South West Food and Drink**  
**South West Forest**  
**South West Investment Group**  
**South West Regional Development Agency**  
**South West UK Brussels Office**  
**Team Devon**  
**Torbay Development Agency**  
**Town and Parish Councils**

**University of Exeter**

**University of Plymouth**

**Various Partnerships and networks (e.g. Economic partnerships,  
strategic partnerships, PS4D, Devon Rural Network)**

**Voluntary sector**

**Wessex Reinvestment Trust**

**World Heritage Sites**

## ANNEX B: POLICY CONTEXT

Listed below are some of the key strategies and reports, which have been taken into account when considering the context and priorities for this economic strategy:

### European

**Lisbon Agenda:** an action and [development plan](#) for the [European Union](#) set out by the [European Council](#) in [Lisbon](#) in March 2000. EU heads of state set the broad and ambitious goal to make the EU “the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion” by 2010. Marking the halfway point for the Lisbon agenda, in March 2005 the European Council relaunched the strategy as it was accepted that member states had not made the necessary progress originally expected. Throughout 2006 member countries have each been reporting on the implementation of their National Reform Programmes.

**Gothenburg Agenda:** In 2001, EU heads of state completed the Lisbon strategy by adding a third ‘environmental’ dimension. A new emphasis was placed on protecting the environment in order to achieve a more sustainable pattern of development. Integration of environmental protection into other community policies became a requirement aiming to “decouple environmental degradation and resource consumption from economic and social development by 2010”. Since 2002, the Gothenburg strategy has been subject to ongoing monitoring and adjustment.

### National

**CABE and English Heritage:** In July 2003, English Heritage, jointly with the UK Commission for Architecture and the Built Environment (CABE) published a major new report, "*Shifting Sands*". This report pinpointed the role of design in seaside regeneration. It demonstrated the impact that high quality buildings and open spaces have on the ways that historic resorts are developing, changing and re-inventing themselves. A 'Shifting Sands' event on 26<sup>th</sup> March 2007 held in West Sussex revisited the issues highlighted in the report by looking closely at a number of current seaside projects.

**DEFRA - Rural Strategy 2004:** This report is a response to the many challenges facing rural England, and takes as its starting point the vision of sustainable rural communities first set out in the [Rural White Paper](#) in 2000. It uses a new devolved and targeted approach to rural policy and delivery taking effect over a period of three to five years. It recognises that in order for change to be sustainable it must balance economic, social and environmental interests. The vision of a living, working, protected and vibrant countryside remains at the heart of rural policy.

**Lyons Review:** In 2004 Sir Michael Lyons completed an independent review of public sector relocation. In the report he confirmed that government departments identified some 20,000 jobs that could move out of London and the South East and recommended that they should urgently take forward their relocation plans in the 2004 Spending Review. A further 7,000 posts would no longer be required as a result of efficiencies. Potentially, over £2 billion could be saved over 15 years as a result.

Through this review Government has an interest in:

- Ensuring that dispersal of activity from London and the South East secures the greatest possible economic impact, by reference to the optimum clustering of activities, taking account of the need for pay to be aligned with local labour market conditions;
- Boosting regional economic growth and narrowing disparities in growth rates between regions, in accordance with its high level target;
- Reinforcing science-based economic clusters; and
- Securing greater devolution of decision-making to lower levels, including the support of elected regional assemblies where these are supported in regional referendums.

To achieve this the Government aims to:

1. Take forward relocations - departments have confirmed 20,000 jobs for dispersal from London and the South, which should be completed by 2010.
2. Provide investment and incentives for relocation
3. Align pay with local labour market conditions
4. Slim down Whitehall headquarters
5. Enforce presumption against London and South East
6. Ensure leadership for location decisions
7. Integrate location issues in business planning
8. Take responsibility for whole pattern of locations
9. Tightly manage office portfolio
10. Coordinate approach to relocation and redundancy

Devon County Council, SWRDA and other partners will be working together in late 2007/early 2008 (in conjunction with Government departments) to identify potential opportunities within the sub-region.

### **Sub National Review – released July 2007**

The context for this Review is the Government's objectives to:

- ensure that regions and localities have the means and incentives available to use indigenous assets to respond quickly to changing economic circumstances;
- increase economic growth rates in all parts of the country – particularly the poorest performing regions;
- encourage greater joint working to make the most effective decisions that respond to real economic geography;
- reform the regional tier to ensure RDAs have responsibility for developing a single integrated regional strategy (working with Local authorities and other partners). This will co-ordinate jobs, economic growth, housing, planning and environmental objectives and will encompass existing strategies such as the RSS and RES
- ensure that the altered role of regional agencies (in particular RDAs) in promoting economic growth will be subject to scrutiny by both local authorities, and simplified and strengthened performance management by central Government – specifically the new regional ministers

The Government intends to achieve some of these outcomes by:

- reforming the RDAs' objectives to focus on a single concept - economic growth as measured by increasing GVA per head
- ensuring greater collaborative working at sub regional level.
- consulting on the creation of a "focused statutory economic development duty" which would require upper tier authorities to carry out an assessment of the economic circumstances and challenges of their local economy

- including proposals in the draft Local Transport Bill to give Local Authorities greater powers to tackle road congestion and improve public transport, increasing powers over bus regulation and improved working with the bus industry.
  - Subject to consultation on detail, transferring funding for school sixth forms, sixth form colleges and the contribution of FE colleges to the 14 to 19 age group phase to local authorities' education budgets.
  - Proposing for supplementary business rates to be used for **specific economic focused outcomes**. There is also potential for proposed expanded RFAs to aid delivery of a greater range of projects.
  - proposing to abolish the Regional Assemblies (to be gradually phased out by 2010) and identify the **Regional Development Agencies as the Regional Planning Body** for each area. The intention is to create a single regional strategy. Local Authorities will, however, be responsible for agreeing the regional strategy with the RDAs, and the RDAs should involve local authority planners and analysts throughout the process.
- Further detail will become clearer after the Comprehensive spending review scheduled for Autumn 2007.

### **Department of Communities and Local Government (DCLG):**

**1) A New Commitment to Neighbourhood Renewal - A National Strategy Action Plan (January, 2001):** sets out a vision for narrowing the gap between deprived neighbourhoods and the rest of the country, so that within 10 to 20 years, no-one should be seriously disadvantaged due to where they live. The Action Plan sets out a new approach to renewing poor neighbourhoods.

**2) Our Towns and Cities: The Future (November, 2000) -** The guiding principle of this paper is that people must come first. The policies, programmes and structures of governance are based on engaging local people in partnerships for change with strong local leadership. It's this inclusive approach, which underlies this White Paper where towns and cities need to be looked at as a whole in an integrated way.

**3) Planning Policy statement 1 (PPS1) - Delivering Sustainable Development (February 2005):** sets out planning policies on the delivery of sustainable development through the planning system. It emphasises the principles incorporated in the Government's vision set out in *Sustainable Communities - building for the future (2003)*, and states that planning should facilitate and promote sustainable and inclusive patterns of urban and rural development, acknowledging the country needs a transparent, flexible, and predictable planning system.

**4) Planning Policy Statement 7 (PPS7) - Sustainable development in rural areas (August 2004):** sets out national policies on different aspects of land use planning in rural areas, including country towns and villages and the wider, largely undeveloped countryside up to the fringes of larger urban areas. It holds several key principles, most notably having all decisions and proposals focused heavily on sustainable development principles. Good quality, carefully sited accessible development within existing towns and villages should be allowed where it benefits the community, economy and environment.

**5) Sustainable communities - Building for the future (February, 2003):** This report set out a £38 billion plan for a long-term programme of action for delivering sustainable communities in both urban and rural areas, in particular proposing measures to tackle the housing provision mis-match between the South-East and other parts of country. It demonstrated a shift in the

decentralisation of power to regional housing, planning and neighbourhood renewal policies, also forming Regional Action Plans, including one for the South West. A review of these plans took place in 2006 highlighting the progress made so far.

### **Regional**

**SW Climate Change Impact Scoping Study “Warming to the idea”:** part of a series of regional Scoping Studies undertaken across the UK under support of UK Climate Impacts Programme (UKCIP). The SW's report was launched at events (sponsored by the Environment Agency and the Government Office for the South West) held in Bristol and Plymouth in January 2003. It has been initiated by the South West Climate Change Impacts Partnership (SWCCIP), a group of key stakeholders in the South West Region. It is a call for action and focuses on what needs to be done to adapt to the impacts of climate change in the SW.

**GOSW - Rural Delivery Framework (South West): The Rural Strategy 2004** sets the long-term direction for rural policy and delivery. A strong regional dimension is central to the strategy, with increased delegation of decision-making and delivery mechanisms to regional level. To put this into practice, GOSW were asked to develop a Rural Delivery Framework, which was produced and submitted to Defra in June 2005.

**The South West Regional Skills Partnership:** this partnership unites the entire business and learning community to create a demand-led approach to tackle the challenges and priorities of the SW skills base. Employers are placed centrally in determining the skills needed to achieve a productive economy, whilst helping individuals gain the skills they need to be employed in the region.

**SWRDA - South West Regional Economic Strategy 2006-2009:** The second Regional Economic Strategy for the South West which provides a long-term economic vision and aims and focuses on combining economic prosperity with quality of life. The report focuses on priorities for action and specific regional activities and also identifies lead and key partners to achieve its aims. After over 12 months of consultation this strategy has since been revised and updated to incorporate a delivery plan spanning 2006-2015.

**SW Regional Assembly - The SW Regional Spatial Strategy (RSS):** The SW Regional Assembly was designated the South West's Regional Planning Body (RPB) in September 2004. The RSS is a plan unfolding up to 2026. It will set a regional framework about 'where things go', what the scale of development should be, and the links between broad issues like healthcare, education and crime, as well as basic infrastructure such as transport. It will aim to protect what is highly valued about the region, at the same time making provision for sufficient new homes, jobs and retail/leisure facilities.

### **Sub-regional**

**Devon Business Growth Strategy 2006-2008**—This forms a key delivery mechanism of both the Devon Strategic Partnership and the work of the Economy unit of Devon County Council and links very closely with the priorities of the Devon Economic Strategy.

Within the strategy the following four objectives have been identified to strengthen the Devon economy:

- Promoting a strong positive image for Devon as a dynamic and sustainable place to live, work and visit.

- Unlocking the economic potential of disadvantaged communities
- Supporting the growth of businesses in targeted sectors and through access to technology
- Helping Devon's work force develop the skills employers need.

A range of key priorities and actions have been identified within the strategy under the themes of:

- Skills
- Innovation
- Enterprise
- Finance
- Social cohesion
- Globalisation
- Environment
- Infrastructure &
- Regulation

**Devon Regeneration Role and Action Programme** – The Regeneration Role and Action Programme (RAP), is one of a family of RAPs, which sit beneath and expand on the County Council's Strategic Plan. The RRAP furthers all the key strategic priorities of the County Council, but is particularly targeted at addressing strategic objectives which unlock the economic potential of the most disadvantaged communities and aims to strengthen all communities. This document is reviewed and updated on an annual basis.

The purpose of the Regeneration Role and Action Programme is to clarify the role, activities and priorities of the Authority in relation to regeneration in one summary document. The overall goal of the Regeneration RAP is to sustainably improve the economic, environmental and social well-being of individuals and communities most in need, through integrated programmes of activities which empower a spirit of social enterprise. The focus is on those communities identified as being in most need, together with a range of strategic actions to maintain and improve quality of life standards in all of Devon's communities, for current and future generations.

**Devon Rural Strategy 2007:** – The Devon Rural Strategy was first set in train in 2001 by the Devon Strategic Partnership in response to a number of very pressing issues in rural Devon, such as the Foot and Mouth Disease crisis, low business productivity and lack of affordable housing. The first iteration of this was published in 2003, with an updated version published in 2007.

One of the key aims of the Strategy is to highlight the Strengths, Weaknesses, Opportunities and Threats Rural Devon presents. The strategy has a thorough and well-evidenced profile which under scrutiny and with the use of a SWOT analysis has highlighted 5 priority issues for consideration. These are:

Rural Housing  
 Community Self-Confidence  
 Environment & Climate Change  
 Accessibility, and  
 Rural Business & Productivity

The Strategy is written, monitored and updated by the Devon Rural Network and delivered through its network of partners in Devon. The strategy is there to guide partners and stakeholders on what the Devon Rural Network believe to be the main issues for address in Devon.

**Devon Sustainable Community Strategy:** The Devon Strategic Partnership is currently developing a new Sustainable Community Strategy for Devon. This provides a vehicle for considering and deciding how to address difficult cross-cutting issues such as the economic future of an area, social exclusion and climate change, whilst also building these issues into the community's vision in an integrated way.

**A Warm Response - Our Climate Change Strategy (DCC) 2005:** Devon County Council's climate change strategy was approved in November 2005 requiring it to develop an action plan to tackle climate change hand-in-hand with local communities. By signing the agreement, DCC have committed themselves to contribute, at a local level, to deliver the [UK Climate Change Programme](#), and to achieve a significant reduction of greenhouse emissions from their own operations. During 2006/7 DCC are participating in Phase 4 of the Carbon Trust's [Local Authority Carbon Management Programme](#).

## **Local**

**District Local Development Frameworks (LDF)** are the new way of setting out planning policies and proposals for an area. They replace the existing system of Local and Structure Plans. The new frameworks will be "rolled out" over the next 3 or more years, and will comprise a portfolio of documents, which can be replaced and reviewed individually as required. The stages that each council are at, therefore varies at present:

- **Dartmoor National Park local plan:** On 13th August 2004, the Dartmoor National Park Authority formally adopted the National Park Local: First Review and automatically 'saved' this until September 2007. This plan specifically covers the economic development of the National Park area. The Secretary of State has now saved certain policies and proposals of the Local Plan beyond the 3 year period. This Local Plan also contains the Dartmoor National Park Authority Minerals Local Plan and Waste Local Plan. The 'phased' replacement of Local Plan policies is set out in the [Local Development Scheme](#). The Local Development Framework will have completely replaced the Local Plan by 2009.
- **East Devon:** a local plan, adopted in July 2006 was well advanced when the new system was introduced. It will therefore be saved in full and will be part of the LDF but will be replaced gradually by Local Development Documents.
- **Exeter:** The Exeter Local Plan First Review 1995-2011 will eventually be replaced by a LDF, prepared in general conformity with the Structure Plan 2001-2016 and with Regional Planning Guidance.
- **Mid Devon:** *the Council's first Local Development Scheme was approved in August 2005. The Council set out to meet some key milestones by the end of 2007 and has achieved the first two of these. The Council will set out its progress in an Annual Monitoring Report, published by December this year*
- **North Devon:** The North Devon Local Plan has been saved as part of the LDF for North Devon. New Local Development Documents will be incorporated until it has been replaced in its entirety by July 2009.

- **South Hams:** In addition to the standard adopted documents, the South Hams LDF currently consists of the Sherford Area Action Plan (AAP) containing details of the proposed Sherford New Community, and Plymouth Urban Fringe Site Specific Allocations containing details of site specific allocations for new housing and employment land on the edge of Plymouth, in South Hams.
- **Teignbridge:** The emerging LDF for Teignbridge's future (2001- 2016) is currently being prepared and will replace the currently adopted Teignbridge Local Plan 1989-2001.
- **Torrige:** The Torrige LDF is currently being prepared with [the Core Strategy DPD](#) (Joint document with North Devon District Council) consultation on Issues & Options taking place in November 2007. The DAWN Regeneration Strategy framework and Supplementary Planning Documents have been produced as part of the work to produce a Regeneration Strategy for the DAWN area (Appledore, Westward Ho! and Northam). These were recommended for adoption in August 2007.
- **West Devon:** A number of background documents are currently being prepared to provide evidence to assist in the preparation of the Local Development Framework. The first of these is the West Devon Retail study.

#### **District Economic Development strategies:**

- **Exeter and Heart of Devon Economic Development Strategy 2005-2008** sets out a range of long-term strategic objectives, which provide the challenge to all key stakeholders with an interest in the sub-region. The sub-region consists of the following local authority areas: Exeter, East Devon, Mid Devon and Teignbridge.
- **Exmoor National Park Authority Business Plan – 2007/08:** This business plan gives the authority's objectives and workplan for the period 2007/08. One of the key objectives of this is 'Achieving a sustainable economy and thriving community' with specific actions highlighted to deliver this.
- **"2020 Vision": ACTION PLAN A Strategy for Sustainable Economic Regeneration in North Devon** was produced by North Devon Economic Partnership and covers the District areas of North Devon, Torrige and neighbouring parts of West Devon. It wishes to encourage inward investment and to maximise economic development opportunities in a variety of ways consistent with the need to promote sustainable economic growth, to sustain the rural economy, to safeguard neighbourhood amenity, and to protect the environment.
- **Plymouth Sub-Regional Economic Strategy** – This applies the South West Regional Strategy Framework in the context of the needs of Plymouth and its Travel to Work Area (also covering South Hams and West Devon). This local application under within the following key headings:
  1. Skills and Learning
  2. Innovation and Technology
  3. Inward Investment
  4. Regeneration
  5. Improving Infrastructure
  6. Business Development

7. Image
8. Economic State
9. Partnership

- **South Hams Prosperity Strategy 2006-2011:** sets out a vision that 'By 2011, the South Hams economy will have become increasingly competitive, with less reliance on low wage sectors and a greater emphasis on a knowledge-based economy with low environmental impact'. It focuses on a partnership approach.
- **Towards Torbay's new economy - Torbay Economic Regeneration Strategy:** Launched in late 2007 by Torbay Development Agency in conjunction with the elected Mayor of Torbay (and his mayoral vision) and other partner organisations. This strategy aims to considerably raise the game of Torbay's economy in light of poor recent economic performance compared to neighbouring areas, but a host of economic assets.
- **West Devon Economic Development and Regeneration Strategy** to a large extent directs the Economic Development Section's work. The Section has also advised on the Local Plan, specifically in respect of the designation of land for employment use. The service will be involved with the evolving Community Planning process.

## **ANNEX C: PRIORITY SECTORS – ISSUES AND OPPORTUNITIES**

### **Agriculture/Food and Drink**

#### **Key issues facing the sector, which are affecting its performance**

- the need to address the freight transport sector within the county, which appears to be currently weak, but on which the cluster is dependent;
- the continuing decline of the agriculture sector is impacting on rural communities, creating a need for public sector intervention to support diversification, restructuring projects, re-skilling and training projects and effective business support arrangements;
- a lack of a brand for Devon food and drink and promotion to residents to encourage a demand for local food and drink;
- traceability of food – quality and environmental issues need to be addressed and have implications for training and education;
- The ability of Devon to capitalise on food processing strengths to generate demand for the primary agricultural sector and linked to this is the issue of food safety;
- lack of university focus and a continuing need for technology transfer from higher education and further education establishments;
- the need to improve the strength of the county's business services sector to act as support to the cluster.

#### **Opportunities for the sector:**

- an identified consumer demand from residents and visitors for quality, fresh local food, coupled with a growing interest in healthier living, presents the food and drink sector with new marketing options;
- local food and drink links to the image and brand of Devon and investing in a brand and local food awareness campaign can support the profile and image of Devon and the County Council, both locally, regionally and internationally;
- the organic sector in Devon is well established compared to other counties, having the highest number of producers and processors in the South West. This represents an opportunity to develop a significant organic food sector cluster, benefiting producers from economies of scale and supporting the county's profile as a quality food and drink location;
- a number of local food and drink networks are established in the county, such as the South Hams Food and Drink Group and the Blackdown Hills Food Sector projects. These provide valuable networking and collaboration forums, supporting businesses to develop and diversify. Sharing best practice can support the development of co-operatives, whether for local delivery schemes or sharing machinery;

- diversification of farming businesses represents opportunities for rural communities. Examples include added value projects such as box schemes, opening farm shops and planting walnut orchards. Other opportunities include converting farm buildings into accommodation or workspace and developing renewable energy projects.

## **Marine Technologies**

### **Key issues facing the sector:**

- traditional employment in marine engineering is in decline. Competition from abroad is strong, and local companies are finding it difficult to compete in the face of lower costs from overseas rivals;
- there is an identified skills shortage especially for highly skilled engineering positions and also lower skilled craft and trade occupations, constraining growth;
- poor image – the sector is seen as one in decline and therefore not one offering good career opportunities and prospects;
- supply chains are seen as a principle weakness.

### **Opportunities for the sector:**

- Marine South West has been established through funding from the public sector and Trade associations such as the British Marine Federation and Engineering Employment Federation. It has developed a strategy and is focusing on raising skills levels and developing business networks and information sharing. Key actions have been to establish Centres of Training Excellence, local marine networks, including one in the South Hams, and developing a marine science cluster in Plymouth. Through this organisation there is an opportunity to develop economies of scale, training courses and career opportunities;
- the off shore sector represents an opportunity for growth and presents an opportunity for other marine sectors to diversify into this. Using new materials is also highlighted as an opportunity for the sector.

## **Environmental Technologies Sector**

### **Key issues facing the sector:**

- there is a high degree of fragmentation within the sector and a consequence of this is that it is sometimes not seen as a sector in its own right. Linked to this, there is little information on how many environmental technology businesses are operating in Devon, making it hard to identify clusters, needs and support to expand this part of the Devon economy;
- competition from other areas in the UK and overseas is strong - in the UK, the main rivals are Scotland, Wales and the North West, where there has been significant investment in this sector;
- many companies do not have resources and expertise to tackle global markets and as demand increases, it is likely that the sector will face serious capacity issues, with a risk that only national companies may

respond to the increased demand, to the detriment to Devon-based companies.

**Opportunities for the sector:**

- the County Council has succeeded in securing external funding for a renewable energy project – Renewable Energy 4 Devon, under the EU Objective Two and Rural Renaissance programmes. This represents a clear opportunity for Devon to develop this sector, improving productivity of rural Devon businesses. It holds the potential to at least identify the business support needs of this area of environmental technologies and stimulate demand for renewable energy.

**Tourism**

**Key issues facing the sector:**

- the county's image has been tested with both visitors and non-visitors revealing that the Devon brand holds more interest and awareness than the county's sub brands such as English Riviera, North Devon and Dartmoor. However the associations for Devon whilst positive, are very much ones of tradition, quintessentially English and a seaside destination. Re-positioning the Devon brand away from these associations to a more vibrant, active year-round destination will be key in extending the season and growing the sector;
- the high number of public and private sector organisations involved in developing tourism in the county creating industry confusion and wasting resources and impact of effort;
- the need for continued investment in sustainability across all tourism development and promotional activities to maximise the economic, social and environmental benefits from tourism;
- a poor perceived image of tourism as a career choice – typified by seasonal, part-time and low-wage nature of employment opportunities;
- competition from overseas and other UK destinations, fuelled by low-cost airlines, clear image and effective promotion.

**Opportunities for the sector:**

- Devon is a recognised brand that has not only high awareness but has interest and appeal to domestic and overseas visitors. Using the county's world-class natural environment there is a clear opportunity to raise the profile of Devon as a vibrant, year-round active destination. Coupled with the county's growing reputation for quality food and drink, there is much to recommend Devon to potential visitors;
- improving the competitiveness of Devon's tourism industry through the rationalisation of tourism support structures in Devon is an opportunity for public and private sector stakeholders to maximise resources.

**Creative Industries**

**Key issues facing the sector:**

- skills – the sector is characterised by being highly qualified. Skills needs in terms of workforce development and for new entrants have both been identified. The pace of ICT developments is a great opportunity and threat for the creative industries sector and has been identified as a skills need across all sub sectors with creative industries. Other skills gaps are: commercial and entrepreneurship skills, marketing and sales, management, accounting, problem solving, team-working and project management;
- networking and collaboration – the sector is fragmented and with ICT developments there is no longer a need to be based close to the market place. As a consequence there are few concentrations / clusters outside of the main urban areas. Face to face working and collaboration is an important way of doing business for the creative industry sector and presents challenges for public sector intervention and the ability of the industry to organise itself;
- infrastructure – access to ICT is vital to the growth of creative industries and the ability of businesses to remain competitive;
- marketing and promotion – the creative industry sector has a strong lifestyle business element of and many have acknowledged a lack of market knowledge, research and investment in marketing. Developing customer relationships is lacking from many businesses plans and activities. Marketing problems have been highlighted as a significant barrier to growth;
- business Support – there is sector-specific support available from several agencies including the Arts Council and Devon Artsculture. However there is an issue over coherence and clear communication of who offers what to whom. Developing the Creative Enterprise Gateway will help to overcome this.

**Opportunities for the sector:**

- the County Council has commissioned several pieces of research into the creative industries sector identifying skills gaps and economic performance. These studies have helped to develop the actions expressed in this strategy to grow this sector of the Devon economy. In addition the County Council is hosting the Devon Artsculture Project, which is seeking to facilitate business support and advice across all creative sectors, including advice on marketing and sales.

## **ANNEX D: EXETER AND EAST DEVON GROWTH POINT**

In October 2006, the DCLG announced that the Exeter and East Devon area had been confirmed as a successful New Growth Point Bid. As a New Growth Point, the area will deliver a number of new homes and will be able to grow its economy by creating new jobs and encouraging business development.

The vision for the Exeter and East Devon Growth Point is to realise the full economic potential of Exeter as a major regional centre, providing a range of employment opportunities and a self-sufficient new urban community where people will have the ability to live in close proximity to where the majority of new jobs will be provided.

Local ambitions for this Growth Point include: the Cranbrook new community; provision for sustainable forms of public transport, walking, cycling and buses, together with provision for a high quality link from the new community to the city centre; a new railway station on the railway line from Exeter to London Waterloo; an expanded Exeter Airport, with new terminal facilities; an intermodal rail freight handling facility and distribution centre; a strategically important business community [Skypark] with links to Exeter Airport; a Science Park with links to the University of Exeter and the Met Office; together with improvements to the motorway junctions on the M5 to accommodate growth.

### **Skypark:**

The Skypark site is owned by Devon County Council and comprises 37.72 hectares of brownfield land adjacent to and on the north western side of Exeter Airport. It has been identified as a strategic development site by the South West Regional Development Agency (SWRDA), the SW Regional Assembly (in the Regional Spatial Strategy), and by the County Council (Devon Structure Plan). The East Devon Local Plan Revised Deposit states its aspirations for the Skypark development as "A high quality strategic business park". Skypark will create employment for around 7000 new employees.

Following a planning application by Devon County Council to East Devon District Council in November 2006, that authority recommended, in May 2007, to grant outline planning permission, subject to certain conditions. Subsequent to an options appraisal study for development, Devon County Council's Executive, in June 2007, agreed in principle to a joint venture solution for the development of Skypark and this action is now being progressed.

### **Science Park:**

The vision of a Science Park was first published in the Devon Structure Plan, which was adopted in October 2004. The proposed site for the Science Park is known as 'Redhayes' and is located at the M5 Junction 29, north of the A30 and east of the motorway.

An informal partnership – University of Exeter, the Met Office, Exeter City Council, East Devon District Council, Devon County Council and the South West Regional Development Agency (SWRDA) - has progressed the proposals for a Science Park. The shared vision of the partners is to create a Science Park which is the key regional centre for the successful and sustainable exploitation of science and technology and which will project nationally and internationally the quality of life, scientific and innovative capacity of the area. In its own right, the Science Park will be a major contributor to the growth of the economy: it is likely that it will generate 2,500-3,000 jobs in the first 15-20 years.

Intervention and investment by the public sector is critical in order to protect the scientific/technological integrity of the Science Park. Such investment will give influence to ensure that the Science Park does not merely support those who are within it, but that its knowledge, expertise and technology is available to encourage the growth of the knowledge-based economy throughout the county.

Partners are currently considering their individual financial commitment, in the form of an equity investment, to the Science Park, with a view to early formation of a company limited by shares - the Science Park Company.