

Date: 15 February 2011  
Contact name: 01395 517544  
Contact number: Chris Lane  
E-mail: [clane@eastdevon.gov.uk](mailto:clane@eastdevon.gov.uk)



To: Members of the Overview/Scrutiny - Economy Committee  
(Councillors: David Atkins, Roger Boote, Peter Halse, Ben Ingham,  
John Jeffery, Stuart Luxton, Bob Peachey, Graham Troman,  
Tim Wood, Steve Wragg).  
Other Members of the Council for information  
Chief Executive  
Corporate Directors  
Economic Development Manager

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL  
DX 48705 Sidmouth  
Tel: 01395 516551  
Fax: 01395 517507  
[www.eastdevon.gov.uk](http://www.eastdevon.gov.uk)

### **Overview/Scrutiny – Economy Committee, Thursday 24 February 2011 at 5.30pm**

The above meeting will be held in the Bramley Room, Bicton College, East Budleigh, to consider the matters detailed on the agenda below.

**Members of the public are welcome to attend this meeting.**

- A period of 15 minutes has been provided to allow members of the public to raise questions.
- All individual contributions will be limited to a period of 3 minutes – where there is an interest group of objectors or supporters, a spokesperson should be appointed to speak on behalf of group.
- The public is advised that the Chairman has the right and discretion to control questions to avoid disruption, repetition and to make best use of the meeting time.
- In addition, the public may speak on items listed on the agenda. After a report has been introduced by the relevant Portfolio Holder and/or officer, the Chairman (Leader of the Council) will ask if any member of the public would like to speak in respect of the matter and/or ask questions.

**A hearing loop system will be in operation in the Council Chamber.**

#### **AGENDA**

1. **Public question time – standard agenda item (15 minutes)**  
Members of the public are invited to put questions to the Committee through the Chairman. The process is set out on the front of the agenda.

Councillors also have the opportunity to ask questions of the Chairman and/or Portfolio Holders during this time slot whilst giving priority at this part of the agenda to members of the public.

2. To confirm the minutes of the meeting of the Overview/Scrutiny – Economy Committee held on 20 January 2011. 4 - 7
3. To receive any apologies for absence.
4. To receive any declarations of interests relating to items on the agenda.
5. To consider any items, which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.

(Note: such circumstances need to be clearly identified in the minutes; Councillors please notify the Chief Executive in advance of the meeting if you wish to raise a matter under this item. The Chief Executive will then consult with the Chairman).

6. To agree any items to be dealt with after the public (including the press) have been excluded. There are no items that the officers recommend should be dealt with in this way.

7. **Farming and agriculture in East Devon**

Verbal report.

To receive a presentation from Mr David Henley, Principal of Bicton College, on the prospects for local agriculture and to discuss the part Bicton College and East Devon District Council can play in assisting the future viability of the agriculture sector and rural communities within and beyond East Devon.

8. **Local Employment Partnerships**

8 - 24

To receive an update from the Economic Development Manager on the creation of a Local Enterprise Partnership for Devon, Plymouth, Somerset and Torbay. A copy of the draft prospectus is attached.

**Members remember!**

- You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager as an EDDC nominee or appointee, then you need only disclose that interest when (and if ) you speak on the item. The same rule applies if you have a personal interest in relation to a body exercising functions of a public nature.
- Make sure you say the reason for your interest as this has to be included in the minutes.
- If your interest is prejudicial you must leave the room unless you have obtained a dispensation from the Council's Standards Committee or where Para 12(2) of the Code can be applied. Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only at meetings where the public are also allowed to make representations. If you do remain, you must not exercise decision-making functions or seek to improperly influence the decision; you must leave the meeting room once you have made your representation.
- You also need to declare when you are subject to the party whip before the matter is discussed.

## **Suggestions for questioning during an Overview and Scrutiny meeting**

Below are some prompts which may help you to form your own questions to ask at an Overview and Scrutiny meeting. Your questioning technique is crucial in creating an atmosphere conducive to open answers. Avoid excessive interrogation and treat those being questioned with courtesy and respect; however don't be afraid to ask supplementary questions if you feel that you haven't been given a clear answer.

- **IS IT REQUIRED?** (do we have this, does it make sense to tackle it, do we really need it).
- **IS IT SYSTEMS THINKING?** (is it evidence based and designed around the customer demands)
- **IS THE INTENTION CLEAR?** (what are we actually trying to achieve)
- **ANY REAL OUTCOMES?** (are we actually, and measurably, achieving things for our customers).
- **WHAT IS THE COST?** (both time and money)
- **DOES IT COMPLY?** (have we checked that it meets our obligations, the law, any formal guidance, and any Council policy or resolutions).
- **OTHERS DO WHAT?** (how do other organisations tackle this, best practice)
- **EFFECTIVE AND EFFICIENT?** (how do we know we're doing things well, in a timely fashion, and at "best value")
- **WHAT IS THE RISK?** (any areas of risk for the Council)
- **ANYONE LOSE OUT?** (are there sections of the community who might be disadvantaged by this approach, or be less able to take advantage, than others)
- **DOES IT LINK?** (have we linked this to other, similar, pieces of work within or outside the Council)

**For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546**

# **EAST DEVON DISTRICT COUNCIL**

## **Minutes of a Meeting of the Economy Overview and Scrutiny Committee held at Knowle, Sidmouth on 20 January 2011**

**Present:**

Councillors:

Graham Troman (Chairman)  
Steve Wragg (Vice Chairman)

David Atkins  
Roger Boote  
Ben Ingham

Bob Peachey  
Tim Wood

**Also Present**

Councillors:

Iain Chubb  
Graham Godbeer

Frances Newth  
Helen Parr

Officers:

Nigel Harrison – Economic Development Manager  
Derek Phillips – Chairman, Exeter & Heart of Devon  
Chris Lane – Democratic Services Officer  
Victoria Hatfield – Tourism Officer, Exeter City Council

**Apologies:**

Councillors:

Ray Bloxham  
Paul Diviani  
Jill Elson  
Steve Hall

Peter Halse  
Andrew Moulding  
Pauline Stott

The meeting started at 6.30 pm and ended at 8.15 pm.

**\*29 Public question time**

Richard Eley, Chairman of Sidmouth Chamber of Commerce, suggested that EDDC had neglected tourism for many years and had no dedicated officer. The tourism budget at EDDC was only £23,000, whereas West Dorset District Council had a budget of £230,000, with dedicated tourism staff; their car park charges and council tax were also lower.

The vast majority of the tourist money spent in connection with the Jurassic Coast was spent in Dorset. Richard Eley considered that a dedicated Tourism officer needed to be identified to take responsibility for tourism. He also commented that the Council should include more up to date tourism information on its website.

Richard Eley suggested that EDDC should invite Town/Parish Council's and local Chambers of Commerce to send information for inclusion on the Council's website. Members should also attend meetings on Tourism on behalf of the Council, as there were no dedicated officers to represent EDDC. He asked what steps EDDC would be taking to improve support given to tourism in the District?

**\*29 Public question time (Cont)**

Councillor Graham Godbeer, Economy Portfolio Holder, reported that he supported tourism and wanted it to be further up the agenda at EDDC recognising that tourism brought wealth to the area. He also supported Seaton Regeneration. He confirmed that he attended many meetings representing EDDC on tourism matters and had been at two meeting during the day on this issue. Councillor Godbeer refuted the claim that EDDC was not interested in tourism and confirmed that it was becoming a greater priority. The Council was looking to invest further in tourism, although this was challenging given the Council's budget problems.

**\*30 Minutes**

The minutes of the meeting of the Overview/Scrutiny – Economy Committee held on 11 November 2010, were confirmed and signed as a true record.

**\*31 Declarations of interest**

Councillor/ Officer	Agenda Item	Type of interest	Nature of interest
Councillor Roger Boote	31 – Exeter & Heart of Devon Area Tourism Partnership	Personal	Owens a farm shop and cafe.
Councillor Graham Troman	31 – Exeter & Heart of Devon Area Tourism Partnership	Personal	Runs a restaurant.

**\*32 Exeter & Heart of Devon Area Tourism Partnership**

The Chairman welcomed Derek Phillips, Chairman of the Exeter & Heart of Devon and Victoria Hatfield from Exeter City Council who jointly gave a presentation on the workings of the Exeter & Heart of Devon Area Tourism Partnership.

Members noted that the District Council had not been directly involved in tourism matters since the Leader's Prioritisation Exercise in 2004/5. Although, the enabling work continued through both the planning process and the "Street Scene" services, the Council was no longer active in tourism marketing over and above continuing to meet the NNDR (business rates) and property rental costs of the district's seven TICs. For this reason, it was felt important to update Members and familiarise them with the arrangements currently in place to sustain and enhance the flow of visitors to the area.

Derek Phillips reported that Heart of Devon was the Tourism Partnership and local membership organisation for the areas of East Devon, Exeter, Mid Devon and parts of Teignbridge and Dartmoor. It had been running for over 5 years, informally for the first 4 years, and for the last 12 months formally as a 'not for profit' company limited by guarantee. The Heart of Devon was funded in a variety of ways, with a total budget of £129,000; 100% of the income received was used to promote the area and its members. This was possible because Exeter City Council provided the staffing for the organisation.

There were 303 members, 122 of whom were in East Devon. The membership included the larger tourism businesses in East Devon, such as Crealy Park and also smaller two bed roomed bed & breakfast business. Office services were provided to TIC's in East Devon. Members noted that the website was very successful, with 15,000 unique hits per month. The Heart of Devon also ran an inspection scheme, the cost of which started at £75 +VAT for the smaller businesses. They also produced an 84 page visitors guide, of which 80,000 were produced each year.

**\*32 Exeter & Heart of Devon Area Tourism Partnership (Cont)**

Derek Phillips informed members that he considered that there was great market potential in the conference market for Exeter and East Devon and reported on the 'Giving a Living' exhibition that was currently being held at Westpoint. There was a large spend by visitors in East Devon, but he expressed a concern that EDDC did not contribute financially to Heart of Devon.

During discussions, the following points and questions were noted:

- EDDC contributed to tourism in other ways, such as its support of the Exe Estuary Partnership;
- Westpoint was important to East Devon and helped support many local businesses around it;
- The District Council had supported Crealy Park with considerable assistance given to improve its offer and also promote tourism in East Devon;
- The District Council's Tourism Officer and administrative support was removed in 2005 following the rationalisation exercise and the need to reduce the budget;
- It was hoped the EDDC could work with Heart of Devon to bring tourism back to the top of the agenda at EDDC;
- The District Council website referred to the Heart of Devon and provided a link to its website, but there was a need to refresh the section on tourism;
- There had been no mention in the presentation of the importance to tourism in East Devon of the Jurassic Coast designation. There were a number of ideas regarding using the Jurassic Coast to increase tourism, but this designation had not been exploited enough in the area. Dorset had been the main area to gain from its designation;
- Tourism was the most important economic generator in the area and the Committee should pursue it further;
- Did the tourism offer in East Devon meet Council expectations? Victoria Affield agreed to raise this at the Heart of Devon Board meeting next week. There was generally felt to be a high quality of facilities in East Devon;
- The standard traditional hotel accommodation was slowly becoming less popular and demand was increasing for self catering and family accommodation;
- That the designation of AONB for East Devon had helped attract some visitors to the area;
- Tourism was the key to the regeneration of East Devon. The District Council provided support through the free accommodation and rates given to the TIC's. Town Council's also provided financial support for the TIC's. The District Council also provided support through the money it provided for Town Management;
- What was the future for TIC's? Many bookings were now made on line. TIC's would have to change to meet future demands and changes in public behaviour;
- Sidmouth Town Council financially supported its TIC and ran its own Tourism Committee. They also sent out 10,000 brochures per year advertising the town;
- The 2012 Olympics may not help tourism in East Devon, but the Heart of Devon partnership would do its best to promote the area during the event;
- On 31 March the South West Regional Tourist Board would no longer exist and there was therefore the need to build better links with the Heart of Devon partnership and for EDDC to play a greater part in the practical arrangements so that tourism in East Devon continued to be supported;
- Higher grade hotels in Exeter and East Devon, those who had upgraded their accommodation were doing well;
- The weather forecast had a significant impact on the number of visitors to East Devon;
- Where do you see the District Council working with the partnership? It was hoped that more support in kind could be provided, such as the use of the East Devon Business Centre and its staff. The Heart of Devon would also like financial support,

**\*32 Exeter & Heart of Devon Area Tourism Partnership (Cont)**

- but it was recognised that this was difficult in the current financial climate. The partnership relied heavily at present on Exeter City Council for its funding and also provision of staff to support it.

**RESOLVED**

that a report be prepared for the next meeting of the Committee suggesting practical ways to ensure better cooperation between EDDC, Exeter City Council and the Heart of Devon partnership and also the provision of administrative support to the Heart of Devon, possibly through the East Devon Business Centre and its staff.

Chairman ..... Date .....





HEART OF THE SOUTH WEST

# Local Enterprise Partnership

Devon | Plymouth | Somerset | Torbay

## DRAFT PROSPECTUS

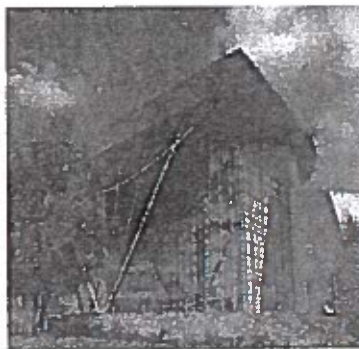
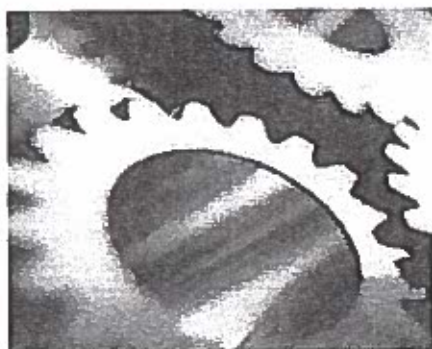
February 2011



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Delivering growth and prosperity across Devon, Plymouth,  
Somerset and Torbay

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This Prospectus sets out our proposal to create the right economic environment to help our businesses flourish and grow. It is a submission from the business community and public sector across Devon, Plymouth, Somerset and Torbay.

**Jim French**

**Chairman,** CBI South West

**Tim Jones**

**Chairman,**  
Devon and Cornwall Business Council

**John Hart**

**Leader,** Devon County Council

**Terry Slater**

**Regional Director,**  
Engineering Employer's Federation

**Sara Bond**

**Chairman,** Exeter Chamber of Commerce  
and Industry

**David Shepherd**

**Chairman,**  
Federation of Small Business, Devon

**Ian Dyer**

**Chairman,**  
Federation of Small Business, Somerset

**Simon Face,**

**Regional Director,** Institute of Directors

**Douglas Fletcher**

**Chairman,**  
Plymouth Chamber of Commerce and  
Industry

**Vivien Pengelly**

**Leader,**  
Plymouth City Council

**Sandra Wilson**

**Chair,** Somerset Chamber of Commerce  
and Industry

**Ken Maddock**

**Leader,**  
Somerset County Council

**Derek Philips**

**Chairman,**  
South West Chambers of Commerce and  
Industry

**Nick Bye**

**Elected Mayor,**  
Torbay

**Alan Archer**

**Chairman,**  
Torbay Business Forum

# EXECUTIVE SUMMARY

**The Heart of the South West Local Enterprise Partnership (LEP) has been formed under the leadership of the private sector supported by the local authorities from Devon, Plymouth, Somerset and Torbay to create a powerful economic alliance. Our objectives are to create new jobs, raise productivity levels and increase our average wages.**

With a diverse economy, our area has many strengths, including, outstanding expertise in low carbon energy generation (notably nuclear power and renewables), the defence sector, marine and maritime industries. We have an exceptional landscape and coastline, including two National Parks, providing an unrivalled tourism experience.

We also have two world class universities and excellent further education colleges helping to provide a skilled workforce and a growing knowledge base. Small and micro businesses make up a significant part of our business sector and demonstrate the depth of our entrepreneurial spirit.

Our economy does face a number of challenges however, in terms of lower than average wages, productivity levels and distance from market.

Our dispersed economic geography, with few, but important, urban centres increases our reliance on critical infrastructure and key services. Overcoming significant transport and logistic issues, as well as planning constraints is vital for businesses to thrive and attract new investment. Rapidly accelerating the roll out of superfast broadband is crucial to our future economic success. We have a high dependence on the public sector for employment so there is a very real need for our LEP to address the rebalancing of our economy.

Harnessing the expertise from across the private and public sector in our LEP will create a focused and effective strategic body that will tackle these issues. We will work in tandem with our partners, other LEPs and Government to achieve the best for businesses and residents of Devon, Plymouth, Somerset and Torbay.

Our Next 100 Days of activity is outlined on pages 15 and 16.

# WHY WE ARE FORMING A LOCAL ENTERPRISE PARTNERSHIP

**A functional economic area.** Devon and Somerset is a coherent economic area that lends itself to the formation of a LEP - strategic in scale, yet closely connected. The area shares many common economic characteristics: an economy with a significant proportion of small businesses, prevailing sectors include agriculture, tourism, marine, defence, aerospace, advanced engineering and low carbon energy generation. The area includes many common challenges including poor connectivity, low earnings, 'hot spots' of high public sector dependency and low business productivity. It has an interlocking economic geography of cities, key towns and rural areas.

**Partnership Commitment.** Partners across our private and public sectors are committed to building together an Influential and effective LEP. In addition to business organisations, social enterprises and local authorities with a proven track record in economic development and regeneration, we have major international businesses, two outstanding universities and a high performing further education sector, who will each contribute to shaping the economic future of our area.

**Policy commitment.** We welcome and endorse the Government's commitments to localism, private sector led growth and recovery to rebalance the economy. We have the ambition to take on lead roles nationally in aspects of economic development where we can share our particular expertise, such as in low carbon energy generation.

**Shared priorities.** We have agreed common priorities that will define the agenda for our LEP. These include low carbon energy generation, including nuclear power, a drive for improved connectivity, including accelerated rollout of superfast broadband and a common need to grow private sector business activity, productivity, profitability and employment.

**At the Heart of the South West.** We are outward looking and will work with neighbouring LEPs, including Cornwall and the West of England on relevant shared issues, such as influencing EU policy and funding programmes. We sit at the heart of the south west. Our urban centres are vital to the economic future of the whole south west: linked to, and supported by our network of towns and rural communities, which are so typical of this wider area.

# OUR AMBITIONS AND AGENDA

**We will lead the development of a dynamic, profitable and sustainable economy across our area. We believe we have the potential and opportunity to play a stronger role in the national economy, supporting UK growth and private sector-led recovery. We will provide the strategic leadership to achieve:**

- Increased business growth and productivity, improving business profitability and competitiveness on the local, national and global stage.
- Higher average earnings and better employment opportunities for local people.
- A rebalanced economy reducing our dependence on public sector employment
- A more resilient economy, diversifying the economy beyond sectors with limited future growth potential focusing on a range of high growth sectors.
- A transition to a higher knowledge-based, low carbon economy.

**We aim to achieve these outcomes by:**

- Building on our many existing strengths in research development and manufacturing in key business sectors such as marine, aerospace and photonics, world-class educational institutions and our environmental assets.
- A focused approach to the priorities which will drive economic transformation across our area, including ICT connectivity, improvement of skills, and the development of low carbon energy sectors.

We will harness the potential of our key urban economic centres as drivers of economic growth and recovery, building and strengthening the links between these centres and the surrounding market towns and rural economy that characterise our area. Our LEP will be truly business-led, operating at a strategic level and with the efficiency that modern business demands.

We have a real appetite for change and an ambition to agree the flexibilities and new ways of working with central Government so we can transform the economic fortune of our area.

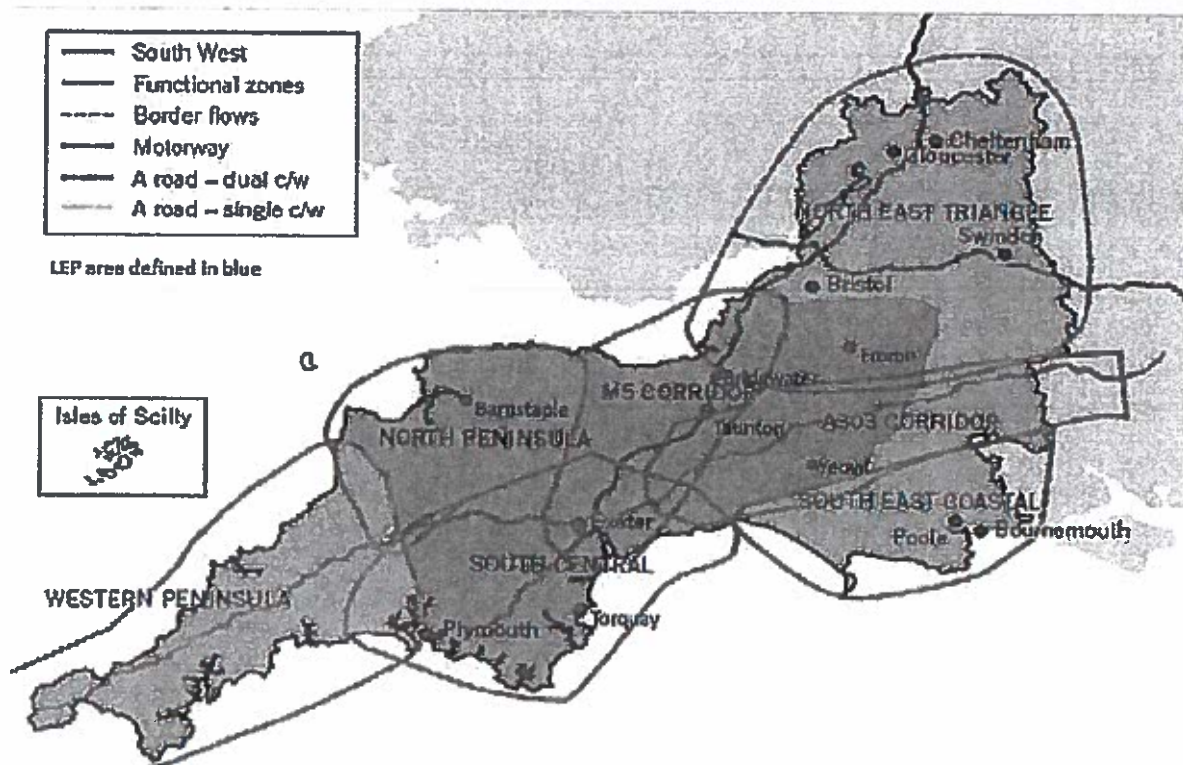
## KEY FACTS

**Covering an area of 10,158 square kilometres, home to more than 1.6 million people, and with an output of £25 billion per year, our area is a significant economic entity.**

More than 10% of our workforce is self employed and we have 63,500 active enterprises based here. We host a number of internationally recognised businesses such as Astra Zeneca, Augusta Westland, Flybe Best Short-Haul Airline 2011, Honeywell Aerospace, Babcock Marine, the Meteorological Office, Spirent, Princess Yachts, Yeo Valley Organics, EDF Energy and IBM, to name but a few.



## Our Economic Geography



We recognise that our functional economic areas stretch beyond our geographical footprint and there are several functional zones within our area, reflecting the nature of our main transport corridors. Developing our understanding of our economic geography will influence and support our strategy development and delivery mechanisms.

Our productivity is significantly below the national average, however. Output per worker for England is over £45,000 but for our economy it is less than £32,000. Our wages are more than 12% below the national average. Distance to market is a significant issue for our economy. For instance, for every 100 miles from London, there is a 0.7% decrease in productivity for key firms. This fact illustrates the critical importance of providing better connections for our area. (Source Boddy et al; Meeting the Productivity Challenge 2: Update 2006).

We have a skilled workforce of some 840,200 economically active people. We are also highly dependent on public sector employment. Some 33% of our workforce is employed in public sector jobs, increasing to 40% in our urban areas.

Our population is increasing above the national average and the majority of this growth is in the over 60's, placing challenges on us in terms of service delivery, whilst also providing business opportunities.



## Our vital statistics at a glance:

	<b>Our Area</b>	<b>National Average</b>
<b>Job Creation</b>		
Public sector employment – Torbay	39.30%	30.70% (UK)
Public sector employment – Taunton	34.90%	30.70% (UK)
Public sector employment – Plymouth	40.10%	30.70% (UK)
Public sector employment – Exeter	39.60%	30.70% (UK)
% of people employed in firms employing over 200 people	25.60%	31.60%
Percentage of people employed in firms employing less than 10 people	24.90%	21.0%
Unemployment Rates – December 2010	2.40%	3.60% (UK)
<b>Productivity</b>		
Output per worker	£32,000	£45,000 (UK)
% premises not receiving 2 Mbps	17.0%	11.0%
Number of people per square kilometre	162	398 (England)
<b>Earnings</b>		
Weekly Wages	£355.40	£405.70 (England)
Gross disposable household income	£13,520	£14,890 (UK)

**These statistics have been obtained from the following sources:**

ONS – IDBR - 2009

ONS Annual Population Survey – Workplace Analysis – July 2009- Jul 2010

ONS Annual Business Inquiry – Workplace Analysis – 2008

ONS Nomis (Job Centre Plus) – December 2010

South West Regional Accounts 2008

ONS – Total GVA England 2008 (Output per worker figure based on ONS Employment Rate – Numerator Jan 2008 - Dec 2008)

Analyses Mason – Next Generation Access

Geographic Areas – Office for National Statistics

ONS Annual Survey of Hours and Earnings – Workplace Analysis – 2010

ONS Gross Disposable Household Income (GDHI) per head at current basic prices - 2008

# OUR PRIORITIES

The priorities for our LEP are based on our agenda for economic growth and employment. They are to:

## **Job Creation**

- Secure growth in our key urban centres and facilitate job creation across the heart of the South West, ensuring that market towns and rural areas are closely linked to urban growth and also economically successful in their own right.
- Provide support to strong sectors across the area such as tourism, food and drink, and land-based industries to grow employment opportunities through improving business profitability and productivity.
- Encourage investment in potential growth sectors such as marine technologies and low carbon energy generation (notably nuclear power and renewables) that can create and sustain new private sector jobs, rebalancing our economy away from an over-reliance on the public sector. We will give specific emphasis to the marine technologies and low carbon energy sectors.
- Create the conditions for high levels of business start-ups and increase the numbers of jobs in expanding SMEs.

## **Productivity**

- Coordinate and secure improvements to infrastructure, including superfast broadband and electrification of our rail network, key road improvements and housing, which underpins the success and prosperity of our businesses and communities.
- Promote expected Government changes to the planning system in order to allow businesses to flourish and expand.
- Extend, strengthen and accelerate the transfer of knowledge and innovation from our outstanding universities and educational institutions through to businesses. Particular emphasis will be on encouraging stronger links between our knowledge base and SMEs.
- To enable businesses, and especially SMEs, to deliver higher levels of productivity by improving the economic environment in which they operate. This includes facilitating effective business mentoring mechanisms, promoting business networks, enabling access to finance, supporting skills development and exploring international markets and export opportunities.
- Influence and secure UK and EU funding streams to increase our levels of productivity and deliver our priorities.

## **Earnings**

- Ensure our workforce is equipped with skills that businesses need, and support the development and delivery of the right skills for our potential growth sectors.
- Achieve higher levels of earnings by improving skills and educational attainment levels, giving individuals across all our communities more choice and access to a wider range of employment opportunities.
- Improve access to higher education for individuals across our area
- Attract inward private sector investment from high growth sectors to encourage higher paid quality jobs.
- Encourage increased levels of indigenous investment to improve the quality and pay levels of existing jobs.

Once the LEP shadow board has been established, the actions and outcomes to achieve each priority will be set out. Examples of the type of outcomes that the shadow board could decide to agree upon are as follows:

## **Job Creation**

- Sustain a growth agenda which allows businesses to flourish creating circa 50,000 jobs by 2030.
- Create a minimum of 5000 new private businesses by 2030.
- Restructure the economy to rebalance the economy away from public sector employment to private sector led prosperity

## **Productivity**

- Secure growth in key sectors which contribute to an overall uplift in GVA and bring this in line with the national average by 2015.
- Achieve 85% geographical coverage of superfast broadband across the Heart of the South West by 2018.
- Work closely with the Government with a willingness to be an exemplar area for activities such as innovation and technology transfer and marine technologies.
- Achieve a powerful voice for Devon, Plymouth, Somerset and Torbay and secure new investment for our area

## **Earnings**

- Bring our average wages in line with the national average by 2015

# OUR PROPOSED STRUCTURE

**The detailed governance arrangements for our LEP will be determined in the coming months, in consultation with a wide range of stakeholders. The arrangements will be consistent with good corporate governance and ensure that:**

- Stakeholders understand the vision and expected outcomes of the LEP
- There is transparency in the decision making processes
- Business is at the heart of strategic decisions
- There is open and inclusive dialogue with all stakeholders

It is expected that the LEP board will be no more than 15 people with a balance of business and public sector, with the chair coming from the private sector. The board will comprise the following:

- Business representation
- Devon County Council
- Higher and Further Education
- Plymouth City Council
- Somerset County Council
- Torbay Council

Business representation will reflect that of the LEP area, in terms of sector and size distribution, and will also lead on shaping the outcomes required around enterprise and skills.

Underneath the LEP board, it is recognised that there are existing strategic and delivery structures that apply across the area. The partnership provides an opportunity for aligning and rationalising these structures to ensure that the economic development structures are efficient and effective. The framework we are proposing will assist effective delivery at an appropriate local level, developing delivery arrangements consistent with functional economic geographies rather than administrative boundaries. This will also include working with other LEPs on shared priorities.

Our proposal is for a lean, focused and business-led partnership that will drive forward our economic growth ambitions through strong leadership and local accountability. Sharing precious resources and saving money are underlying themes to our approach. Recruitment to the board will be undertaken in an open and transparent manner.

The proposed governance structure is set out on page 14.

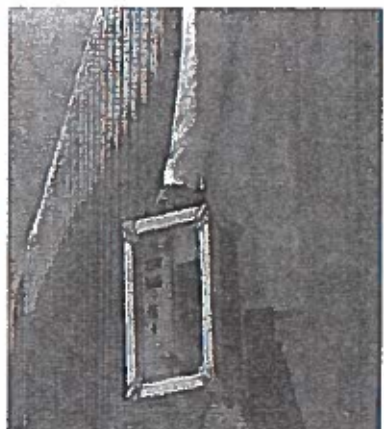
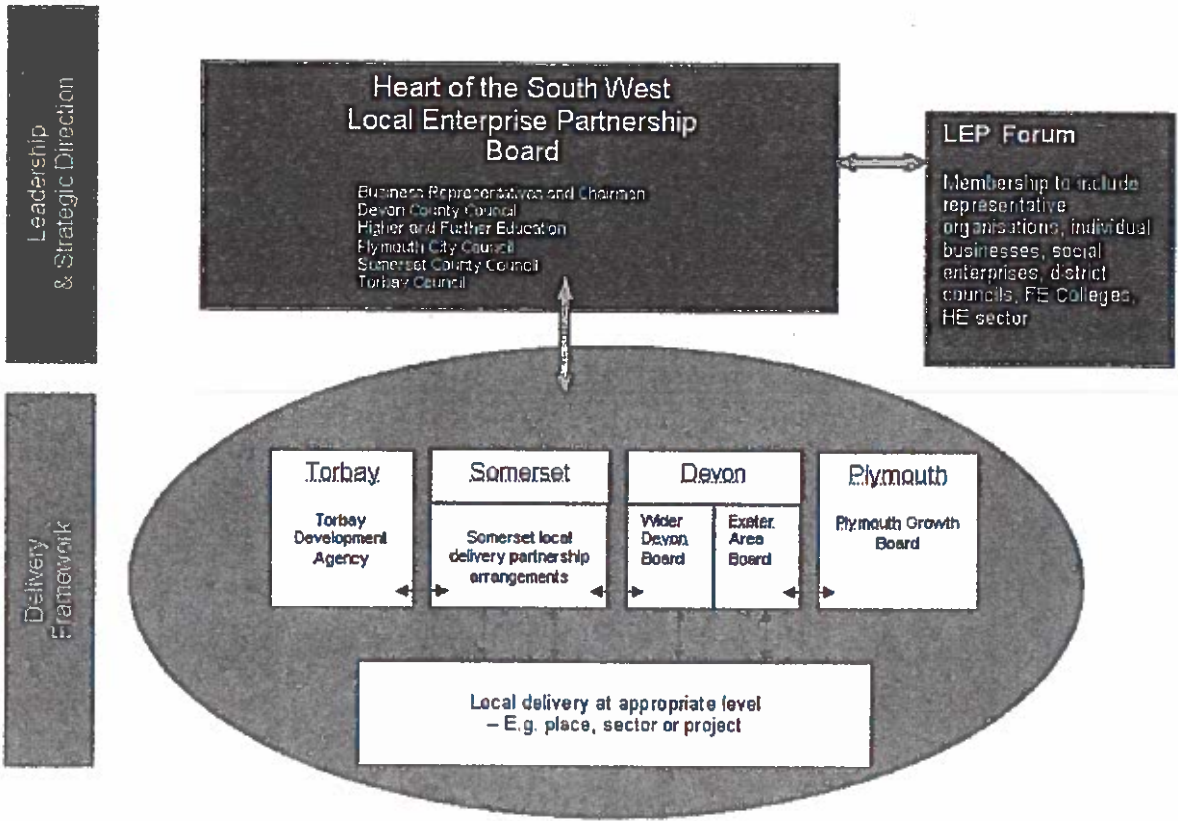
To support the main Board, and recognising that to be successful, the LEP needs to be open to everyone, we will establish an LEP Forum, open to all businesses, organisations, agencies and local authorities. We would expect each of these to form any appropriate grouping. The role of the forum will be to examine and monitor the work of the LEP, and hold the LEP to account. It will meet twice yearly and through its scrutiny role, support and advise the main Board, providing a way for all businesses and stakeholders to engage with the LEP. This arrangement ensures clear communication with the business community, their support agencies and the public sector and promotes networking and collaboration.

In addition to our outline plan, we anticipate that task and finish groups as appropriate may be established to support the main Board. The need for this type of arrangement, and the exact size, number, membership and roles for such groups will be developed over the next few months.

The governance proposal assumes that the LEP is acting as client or commissioner and is not involved in delivery. It also recognises that the Councils or a lead Council will assume the commissioning responsibility and/or accountable body status where required.

The LEP Steering Group will recruit a shadow board which will act as the LEP until the Partnership is formally established and will oversee the activities outlined in the Next 100 Days section on pages 16 and 17. In terms of governance these activities will include:

- Forming the LEP Forum
- Determining relationships between the LEP and
- District Councils
- Employment and Skills Boards
- Further and Higher Education
- Growth boards
- Tourism sector
- Other LEPs
- Determining future secretariat support
- Developing detailed terms of reference for the LEP
- Developing operational procedures for the LEP and the Forum



# NEXT 100 DAYS

**We recognise that we are only at the start of a longer journey and that there are a number of critical actions to complete over the next few months. We need to have a number of important conversations with a range of stakeholders to help us launch our LEP. We are committed to:**

## **Governance and partnership development**

- Establishing the appointment processes for the recruitment of the Shadow Board
- Recruiting and forming a Shadow Board
- Creating and launching an LEP Forum for Devon, Plymouth, Somerset and Torbay.
- Establishing the appointment processes for the recruitment of the LEP Board
- Recruiting and appointing the LEP Board.
- Determining our governance arrangements and the relationship between the LEP and Delivery Organisations, the LEP Forum, District Councils, HE and FE sectors.
- Determining the balance between pan-area, sector-led and local delivery to achieve the most efficient, effective and appropriate arrangements.

## **Central Government Negotiation**

- Attending a National LEP Meeting and Conference to represent our businesses and benefit from an exchange of best practice
- Exploring joint working arrangements and opportunities with other LEPs, and as part of this the creation of a Nuclear Enterprise Partnership, linking to other areas with new nuclear power developments
- Maintaining an ongoing dialogue with appropriate Government Departments and their agencies to secure an orderly transition from a regional structure to a local structure
- Scoping and submitting a bid into the LEP capacity fund

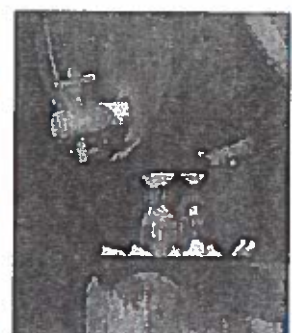
## **Business Planning**

- Establishing a shared and common evidence base, merging the current local economic assessments for our area and adding additional private sector statistics and information to underpin our strategy development and formulation.
- Developing a response to the anticipated BDUK funding opportunity to support the roll out of superfast broadband across our LEP

- Developing a business plan and strategy for growth, which will build on the priorities set out in this Prospectus and existing strategies within the Heart of the South West, to focus our resources on delivering economic prosperity for our area.
- Reviewing applications for future rounds of the Regional Growth Fund.

### **Communications and Joint Working**

- Establishing a communications plan and actively sharing updates and information with all stakeholders on the development of the LEP
- Engaging with District Authorities and existing delivery organisations
- Establishing joint working arrangements with Cornwall and the Isles of Scilly LEP and West of England LEP, and any other emerging neighbouring LEPs. A priority area of common interest is engaging with the EU and influencing new funding programmes.
- Exploring joint working with LEPs and newly forming LEPs across the country on common issues, such as the rural economy and the defence sector.





# ENDORSEMENT

This Prospectus outlines the consensus of the business community on the best approach to achieving the economic ambitions for our area and the contribution we can make to the national economy. It is also fully supported by the public sector.

The Prospectus is endorsed by the following organisations and individuals:

## **Businesses**

## **Business Organisations**

## **MPs**

## **Higher Education and Further Education**

## **Local Authorities**







