

Exeter Civic University Agreement

NEEDS ANALYSIS AND CONSULTATION SYNTHESIS



Introduction

The University of Exeter works closely with local businesses, local government, government agencies, the NHS, the creative sector and the voluntary sector. As a vibrant knowledge hub with global connections, the University plays an important role through the impact of its education, research and knowledge exchange activities underpinning the economic, health, social and environmental fabric of the City and wider region.

The new University 2030 Strategy sets out clear ambitions to support the region, including the development of a suite of Civic University Agreements (CUAs) – one each in Exeter, Devon & Torbay, and in Cornwall and the Isles of Scilly. These have been co-created with the University and anchor partners and set out clearly, and in consultation with wider communities, how the University will work with the City of Exeter and wider region and what we will seek to achieve together.

The Exeter Civic University Agreement (CUA):

- Is the outcome of an extensive process of consultation and evidence gathering.
- Has been co-created with our communities, partners and stakeholders.
- Reflects a multi-stakeholder and multi-sector approach.
- Is mindful of the needs of our diverse community.

- Will be a living document, subject to scrutiny by our partners and regularly reviewed.
- Fosters opportunities for Exeter's students to engage more with the City.
- Will lead to action that is impactful.
- Is supported by transparent governance and accountability structures which support ongoing review and continued development.

The CUA builds on the regular and substantial existing engagement between the City partners and stakeholders, but seeks to make these relationships more strategic, more meaningful and more productive. Based around a Partnership Framework, which sits at the core of the agreement, it will enable partners to co-create solutions that meet local needs not just now, but in the years ahead.

Needs Analysis and Consultation

Supporting the development of the Exeter CUA has been an analysis of needs and a consultation exercise which has taken place during 2020 and 2021. This report provides a synthesis of that evidence gathering and the consultation findings that have helped shape the priorities and the opportunities for the ongoing mission-led approach which is the focus of this CUA.

The signatories to the Exeter CUA are the University of Exeter, Exeter City Council, Exeter College and the Royal Devon and Exeter NHS Foundation Trust. To help shape this agreement the Partners have sought to establish the nature and scale of local needs, mapped current collaborations and identified potential new collaboration opportunities within the City. Five themed evidence reports have been produced which review the evidence and existing collaborations. These reports are available separately.

Based on the evidence and the consultation, five areas of common ground have been identified where it is possible to add value through improved collaboration.

These five “missions” are to:

- Support the Sustainable and Inclusive Growth of the City;
- Deliver a Net Zero Exeter;
- Support an ambitious Culture and Tourism offer;
- Enhance the Health and Wellbeing of our citizens; and
- Build a City of Aspiration and Opportunity

Alongside this has been a consultation process which has engaged Exeter citizens and communities, stakeholder organisations (including businesses) and University of Exeter staff and students. This consultation has been multi-faceted, including surveys, interviews, focus groups and events to enable as much feedback as possible and is described on the next page.

Citizens and Communities

Public Engagement charity Agile Rabbit was commissioned to undertake engagement and consultation with local communities and citizens in the City of Exeter. This consultation comprised three strands:

- An online community survey which was promoted using the social media channels of all the CUA Anchor Partners, and the local press. This survey sought to understand peoples' perception of the University, its role in the City, and how they could better connect with it.
- A series of community radio events were broadcast which included a range of University of Exeter's researchers having a conversation with community members about meaningful issues such as climate change.
- Finally, a series of pop-up community events took place in community spaces across the City.

Key Regional Partners and Stakeholders

Red Box Research were commissioned to undertake an independent consultation with key City stakeholders including local businesses. Sixteen stakeholders were interviewed face-to-face or via written submissions, and 41 people attended one or more of the themed consultation workshops.

In addition, an online survey was sent to 175 businesses and organisations. Recipients included public, private and voluntary organisations and businesses. A total of 52 responses were received.

Voluntary, Community and Social Enterprise Sector

Devon Community Foundation were commissioned to consult with the voluntary, community and social enterprise (VCSE) sector in Exeter and Devon. This primary research drew on responses to a survey of VCSE organisations, along with semi-structured interviews with around fifteen key stakeholders, both those from VCSE organisations, and those with which they engage within the University.

University of Exeter Students and Staff

2020/21 saw extensive consultation with academics, professional services staff and students from across the University's campuses. A series of workshops with regionally engaged academics sought to understand the nature of existing collaborations. Meanwhile a series of focus groups took place with students who had engaged in the region through one of the many pathways available, such as volunteering, placements, or internships. These focus groups aimed to understand the reasons why students chose to engage with local partners, what benefits they gained from this engagement, and how the University could increase and improve the opportunities for students to act as agents of change within the region.

Findings

The findings of the needs analysis and consultation are summarised here against each of the five missions, and provides an overview of the evidence, opportunities and challenges.

Mission: To Support the Sustainable and Inclusive Growth of the City

Mission: To Deliver a Net Zero Exeter

Mission: To Support an ambitious Culture and Tourism Offer

Mission: To Enhance the Health and Wellbeing of our Citizens

Mission: To Build a City of Aspiration and Opportunity



Mission:

To Support the Sustainable and Inclusive Growth of the City

Exeter plays a significant role in the regional economy, with a Travel to Work area that covers much of East Devon, Teignbridge and Mid Devon and including 470,000 people in the largest catchment population in the peninsula¹.

The City provides a valuable source of employment for the surrounding area with commuters coming from further afield. Exeter functions as a hub for high value-added sectors and consequently highly paid jobs in the area and has a considerably higher GVA (productivity) than the rest of Devon. This is important to the greater Local Enterprise Partnership (LEP) area, which has struggled with low productivity. Reflecting its status as regional capital, Exeter has a considerable GVA; £5,370 million in 2018, almost one third of the total GVA in Devon.

Large public sector employers dominate the employment picture. Key employers include the Met Office, the Royal Devon and Exeter Hospital (RD&E), Exeter College, and the University of Exeter. However, Exeter sits within a region that suffers from a lack of large private sector employers and has a ratio of private sector to publicly funded jobs of only 1.7, in contrast to the national average of 2.9.

Compared with Devon more generally, Exeter has strengths in property, information and communication, finance and insurance, retail, education, health, and arts, entertainment, recreation, and other services. Private sector employment is focused in distribution, hotels and restaurants, illustrating the City's strengths as a tourist location but also rendering it more vulnerable to the impact of pandemic-related lockdowns. Exeter's potential as a source of higher productivity and innovation sectors is essential to the region's growth. According to data from the ONS, Exeter has 30 high growth businesses (defined by at least 20% growth for the previous 3 years)².

Exeter delivered a strong performance in the most recent Centre for Cities report³, with a large improvement in number of business start-ups. Exeter also did relatively well in terms of patent applications per 100,000 people, a key indicator of innovation. Currently ranking in 16th position, Exeter remains within the top third of cities nationally for this indicator.

The challenges

- **Lack of national profile** – the South West lacks the national profile of other regions of the UK, such as the Northern Powerhouse and Midlands Engine. The University has a great brand and along with other regional universities it can help take a lead in this regard to promote the region's assets.
- **Graduate retention** – of the 20,000+ students who come to study at the University, the great majority leave Exeter on graduation. This represents a significant loss of talent, which impacts on economic growth and inward investment and compounds higher level skill shortages. Retaining this talent in the City and wider region is a significant challenge.
- **Innovation** – there is a need to boost local R&D spending by business and business innovation across a range of spheres. Local businesses could benefit more from academic expertise but find it difficult to articulate their needs or to identify and access the support that would help them.
- **Access to finance** – high growth businesses struggle to access finance and need support to be able to access the funding available, particularly with the demise of the current European funding regimes. Access to finance for new and growing businesses is vital.
- **Leadership and management** – there is a need for managers to benefit from professional development including project management skills, business management and technology, to raise productivity.
- **STEM and digital skills shortages** – the City is becoming an important digital hub but the area's digital strengths need further promotion. Crucially, digital skills shortages, especially software coding skills and STEM skills are holding back growth. The University, College and the SW Institute of Technology are seen as having a real role to play in tackling these issues, particularly at higher levels, including the development of degree apprenticeships to ensure that the digital hub can continue to grow.
- **Start-up support** – to date, much support for business start-ups has focused on the Exeter Science Park. As these firms grow and take on staff, those staff then also need training and development. Limited office accommodation and physical space for businesses to start-up and develop in the City, including new businesses developed by students, was raised as an issue. There is also a lack of awareness of what is on offer in terms of start-up support and there is a need for better connectivity between the start-up community in the City.
- **Managing student growth and accommodation** – the University has seen rapid growth over recent years which brings with it challenges for the City and communities in close proximity. The University needs to manage the impact of the increase in student numbers responsibly and to listen and respond to community concerns.

¹ Hassan, Karime (2020) Report – Exeter's Recovery Plan.pdf Retrieved 23rd March 2021

² UK business: activity, size and location – Office for National Statistics (ons.gov.uk)

³ www.centreforcities.org/publication/cities-outlook-2021

Opportunities

Exeter has strengths in education, health, and tourism that could be built on, as well as its range of R&D assets including those within the University. The world class research in environment and climate change could provide a focus for promoting the City globally. There should also be an opportunity to build on the expertise of the University to support the City's Net Zero ambitions and promote Exeter as an exemplar. There is an opportunity to refocus around green jobs and skills, supporting business transformation and creating a digital hub in Exeter. There are opportunities to work with partners to:

- **Promote Exeter and the South West as a place to live and work** – strengthening Exeter business/student activities will encourage graduate retention and develop the links between local businesses and students. Opportunities to engage with local businesses and initiatives through competitions, Knowledge Transfer Partnerships, internships, work experience and PhD research should be seeded through the student journey and used in its marketing.
- **Strengthen the University's links with entrepreneurs and businesses** – reflecting on the perceived physical and psychological distance between the University and the City, the idea of a business gateway or innovation district in the City centre emerged strongly. A physical presence was considered essential to facilitate business and resident engagement and to overcome the barriers to closer working with the University. At the same time there is a need for a cultural shift in relation to employer engagement and an opportunity to help put employers' needs first.
- **Promote entrepreneurship opportunities** – the facilities at the Science Park and the SETSquared Exeter service should be used to strengthen the City's innovation assets, to encourage students to establish businesses in the City and support entrepreneurs and investors to drive innovation-led growth. A curated exhibition on the success of the Science Park, open to the wider public would help showcase its work and enthuse and inspire local residents and entrepreneurs about the opportunities available locally, linked to the University.
- **Research to help the City tackle its issues** – although partnerships between the anchor institutions are good, there is a need to invest time and resource to better understand each other's needs, expectations and opportunities for collaborative working to shape how the economy should build back better.
- **Social enterprise and community wealth building** – currently social enterprise is an under-used resource. There is a need for it to be mapped across Devon and Exeter and to be better supported by the City.

Mission:
To Support the Sustainable and
Inclusive Growth of the City



Mission:

To Deliver a Net Zero Exeter

In 2019, Exeter City Council declared a climate emergency, and its intention to be a carbon neutral City by 2030. In response, Exeter City Futures (ECF) produced the Net Zero Exeter 2030 Plan, which has now been officially adopted by Exeter City Council⁴. This presents Exeter's view of how the City can achieve its ambition to be net-zero carbon by 2030. In producing the Net Zero Exeter Plan, ECF engaged with a diverse range of individuals and organisations from across the City to feed in different values, perspectives and backgrounds.

The Net Zero Exeter 2030 plan sets out a series of practical actions that local authorities, organisations and individuals can take. The plan comes with associated carbon savings and costs, all of which Exeter will need to put in place in order to become net zero carbon. The plan demonstrates that Exeter's determination to become carbon neutral by 2030 remains of paramount importance.

The Plan is built on the understanding that success will only be achieved through a genuinely collective effort from everyone, to ensure Exeter remains one of the greatest places to live in the UK.

The University is particularly active in this field including the development of the South West Climate Action network (SWeCAN), an emerging initiative

for anyone in the South West to learn more about climate positive, and the long established Centre for Energy and the Environment (CEE). CEE recently launched an Impact Tool⁵ which allows communities to explore their carbon footprint, helping spot the areas where climate change activities can make the biggest difference. Other University environment flagships that support this activity and offer routes to engagement, include the Land, Environment, Economics and Policy Institute (LEEP), the Centre for Water Systems and the Centre for Resilience Environment, Water and Waste (CREWW), the Global Systems Institute (GSI), the Big Data and Environmental Futures Impact Lab and the new Joint Centre for Excellence in Environmental Intelligence.

The challenges

- **Implementing the Net Zero Plan** – the City's ambition is built on the understanding that success will only be achieved through a genuinely collective effort. Stakeholders were very supportive of this approach, but it is a '*crowded landscape*', and it is important that the CUA builds on the ECF approach and identifies actions that will support the Plan rather than cut across it.
- **Sustainable travel action** – this sphere needs to embrace Exeter and Devon, for example there is a Sustainable Travel Forum for the East of Exeter looking at Junction 29 of the M5, but because it is outside Exeter, the University is not represented, despite so much travel attributable to staff and students.

The opportunities

- **Show leadership on the climate agenda** – the University has publicly stated its commitment to Net Zero. It is in a position to use its power to communicate the change that is needed. It should create a strong regional lobby to position environmental intelligence as a regional strength, working with the Met Office, Joint Centre for Environmental Intelligence and the UK Hydrographic Office. Together this partnership could develop a vision for the region, building on local initiatives, undertake a green audit and support its partners in adopting carbon and ecological priorities. Through its international work it can share best practice and build capacity. As a lead organisation it needs to demonstrate how it puts its research into practice in all its activities e.g., through maximising biodiversity on its sites, reviewing its investment strategy, discouraging students from bringing their cars to Exeter, carbon neutrality and greening its own campus

and landholdings. Action speaks louder than words and a green revolution will come about through implementing change and communicating ideas.

- **Develop research to play an 'honest broker' role** – the University could be the honest broker between the Devon and Exeter authorities. Clear evidence would help de-politicise the debate around traffic congestion and air pollution, for instance. Research could also support radical solutions such as park and ride for University staff and tackle the issue of multiple deliveries into the City centre/an out-of-town delivery hub. Action about air quality is stymied by politics and academic research into air quality issues would provide unbiased evidence for action. There is also an opportunity for new partners such as South West Water to join with the Exeter Living Lab project to integrate research and innovation to provide impactful local solutions.
- **De-mystify climate change** – many young people in Exeter are already concerned and actively involved in responding to climate change. The University could help communicate the reality of climate change, how it will affect young people's lives and what practical steps they can make to effect change. There is a real opportunity for Exeter-based decision making that directly involves children and young people. This could mean students working with young people in Exeter to jointly develop a clear vision for Exeter with the University's students becoming agents of change.
- **The potential to use the Science Park as a test-bed** – the buildings at the Science Park are net zero carbon buildings and there is an opportunity to promote the Park as an exemplar in building design.

⁴ www.exeterCityfutures.com/wp-content/uploads/2021/03/Net-Zero-Exeter-2030-Plan-PU.pdf

⁵ impact-tool.org.uk

Mission:

To Support an ambitious Culture and Tourism Offer

The South West of England is one of the leading tourism destinations in the UK, representing the second highest GVA in the sector outside of London. Regionally, tourism is an extremely important sector and a key driver of GVA (productivity). There are 7,345 businesses employing 65,000 people, generating £3.35bn revenue in the region. If the supply chain is included, the number employed rises to approximately 84,500.

In 2019 500,000 tourists stayed in Exeter averaging around 4 days per stay⁶. This spend equated to a considerable £129m. Total Local Business Turnover supported by tourism activity was £281m and direct employment in businesses in receipt of visitor expenditure is estimated at being over 2,000 (full-time equivalent) jobs.

Exeter has many of the assets required to develop a thriving and vibrant culture offer. It has several organisations which hold funding agreements with Arts Council England, and has strength in heritage assets, an impressive independent arts scene and a City Council which prioritises culture. Exeter also has a research-intensive University with its own ambitious Arts and Culture Strategy and an award-winning college of further education, providing between them, a cohort of students who are both creators and consumers of culture.

Exeter Culture supports the City's arts ecology, and creates new strategic connections to other sectors. Hosted by the University of Exeter, in partnership with Exeter City Council, Exeter College, in Exeter and the Arts Council England, it aims to ensure arts and culture are integrated within the City's broader strategic planning and to attract and retain creative talent. The University of Exeter also has an Arts and Culture Strategy.

COVID-19 has hit the visitor economy particularly hard with all businesses involved in tourism and hospitality being asked to close for prolonged periods.⁷ The impact on events and venues, as expected, has been challenging. Exeter's place-based Cultural Strategy outlines five key themes which have been used to structure the recovery strategy.



Mission:
To Support an ambitious
Culture and Tourism Offer

Exeter is a UNESCO City of Literature⁸, one of 39 cities globally, and placing Exeter within a wider UNESCO network of over 250 international cities. A collaboration between the Exeter City Council, University of Exeter, Libraries Unlimited, Literature Works, Exeter Cathedral, Exeter Culture and Exeter Canal & Quay Trust this venture is jointly supporting the creative, social and economic potential of literature development for the City and the Greater Exeter area. Investment to establish Exeter's UNESCO City of Literature office would be a crucial step to support the recovery plan as it supports Exeter's Cultural Strategy and its cross-cutting priorities.

The challenges

- **Enhancing the profile of Exeter and investment in the City –**

The University is seen as a key player in the arts and culture of the City and there is a desire that it should use its UK and international profile to lobby for funds to benefit the City and raise Exeter's profile nationally and internationally, "*Exeter needs putting on the map.*" The challenge is to build on the vision for Exeter to be known nationally and internationally as a City of Culture. Exeter is seen as a small, well-off City, which can be a disadvantage in terms of fund-raising and it was suggested that partners need to work together to explore funding opportunities and maximise the potential of the University from an early stage in order to have transformational impact. From a tourism point of view, visiting friends and family is a significant driver of visitor numbers and graduation days can fill the City. There is scope to deepen joint working with Visit Exeter, the City Council's Tourism Department to promote Exeter.

⁶ Data provided by ECC

⁷ Heart of the South West LEP Tourism and Visitor Economy Recovery Plan 1 (2020)

⁸ www.exeterCityofLiterature.com

Opportunities

There are cross-cutting priorities that the City needs to focus on to be successful in the delivery of its COVID Recovery and Cultural Strategy and where the Civic University Agreement could play a major role. These include improvements around partnerships, internationalisation, communications, evaluation, and the relationship with businesses. The City is particularly seeking support with enhancing the visitor experience, becoming a leading sustainable visitor destination, and place-based cultural investment and development.

- **Research to support the sector** – Stakeholders in arts, culture and tourism would like to harness the first-class research capabilities of the University for the benefit of the City. In order to make its research more accessible to the public and relatable to the people of Exeter, the University will require a radical new approach to reach out on a different level. A budget for communications associated with research is often lacking or insufficient and this needs addressing. Areas that would benefit from research include:
 - Research to help support the Royal Albert Memorial Museum (RAMM) “to the next level”.
 - Research to understand the user experience of those who are disadvantaged who are trying to engage with arts and culture and how they can be supported to engage.
 - Developing our understanding of the experience of people who want to educate themselves about the arts.
- **Support for emerging artists** – In terms of culture, Exeter has a growing gap for emerging artists who do not have the space and backing to showcase their work. There is an opportunity for the University to promote its own emerging artists to the public, which could be a new and exciting venture rather than funding solely more well-known artists. The University does not have any strategic and cohesive relationship with the City to bring its students’ work to the wider attention of local residents.
- **A strengthened relationship with Exeter Library** – Exeter Library has a wealth of exhibition, performance and community space that could be used by the University to reach out to the local community. With 1,500 visitors a day, Exeter Library could be a conduit for the University to reach the public where they can share their research and share their art.
- **Support students’ engagement with civic life** – It was considered that students are not actively encouraged to be part of civic life, but if they were it would bolster local ties and support graduate retention. There are opportunities to involve more students as volunteers in City life and events and to support the growing digital side of arts and culture.
- **Celebrate our multiculturalism** – Exeter’s students come from all corners of the world and represent many faiths and cultures. The City should embrace opportunities which celebrate this diversity and foster integration with our community neighbours.

- **A physical presence in the City** – some aspects of the University cultural offer, such as the Northcott Theatre, were seen as inaccessible to local people. Similarly, the University’s sporting facilities were seen by some as out of reach. A City presence would support closer community engagement and could provide a space to showcase our research and visual arts.
- There is an opportunity for the University’s newly formed International Institute for Cultural Enquiry (IICE)⁹ to become a primary gateway for external partners to connect with the University’s world-leading researchers. New research themes could be developed in collaboration with the related ‘strategy groups’ within the University, as well as research Institutes and Centres across the disciplines.
- Developments should seek to align with the new Great South West Tourism Partnership (GSWTP) Recovery Plan and Tourism Zone proposal and the government’s tourism sector deal published in 2019¹⁰. This promised the creation of five Tourism Zones to help UK regions tackle the structural problems in UK tourism (low productivity, seasonality, poor transport etc), which have since been exacerbated by the pandemic.

⁹ blogs.exeter.ac.uk/iice

¹⁰ www.gov.uk/government/publications/tourism-sector-deal



Mission:

To Enhance the Health and Wellbeing of our citizens

Exeter is a discrete healthcare market with 147,000 patients living within 5 miles of City centre. Average life expectancy for the Exeter locality is 82.6 years, slightly higher than the Devon average of 82 years and the national average of 80.2 years.

Exeter includes some of the most deprived areas in Devon at ward and lower super output area (LSOA) with nine LSOAs ranking in the 20% most deprived nationally. Similarly, health inequalities exist within Exeter – there is a gap of 16.8 years between the LSOA with the longest life expectancy (Wilton Way, Lower Hill Barton Road and Honiton Road area; 90.4 years) and the shortest (Priory Road area in Polsloe; 73.6 years). Life expectancy is also markedly different for some communities such as those with complex needs and homeless populations. In Devon, as elsewhere in England, these inequalities have widened in recent years¹¹ and action is required at a local level to empower individuals and local communities to take responsibility with the right support. The Population Health Management programme has identified the following health and wellbeing priorities for the Eastern Devon locality which includes Exeter: Mental health with a particular focus on loneliness; Support for unpaid carers; Prevention – children and young people's admission through self-harm; and Reducing pressure on urgent and emergency services.

As elsewhere, the healthcare system in Exeter comprises a number of different NHS organisations as well as a number of charities which provide NHS funded services and play a key role in healthcare provision. Primary Care provision is delivered via 16 GP Practices which in 2014 formed Exeter Primary Care (EPC), while the main provider of Secondary Care in the City is The Royal Devon and Exeter NHS Foundation Trust.

Exeter has long taken an integrated approach to the delivery of care and wellbeing services. The establishment of **Integrated Care for Exeter (ICE)** in 2014 led to a programme plan and governance framework in 2015. The ICE vision was for a future where local services are arranged on an individual basis, provide preventive care and support, and are designed and delivered in partnership with communities where people live.¹² Across wider Devon, as elsewhere, there is a move towards an **Integrated Care System (ICS)**¹³ with **Together for Devon**¹⁴ representing a partnership of health and social care organisations working together with local communities across Devon,

Plymouth and Torbay to improve people's health, wellbeing and care across the region. **Wellbeing Exeter**¹⁵ is a partnership of public, voluntary and community sector organisations who have come together to explore better ways of working to reduce the call on professional health services, integrate health with social care and community, and improve wellbeing for individuals. **Devon Community Foundation**¹⁶ is the Sector Lead and Programme Manager for the Wellbeing Exeter programme, while the team of Community Builders, managed and mentored by **Exeter Community Initiatives**¹⁷, are active throughout the community. Many of Exeter's health and wellbeing charities and non-NHS providers are co-located within **CoLab**¹⁸ – an integrated cross sector wellbeing and innovation hub where organisations work together, and seek to bring about positive change and social justice for individuals and communities.

One of the biggest health and wellbeing charities, **Exeter City Community Trust (ECCT)** works in partnership with Exeter City Football Club. ECCT delivers inspiring physical activity, education, health and wellbeing programmes and courses primarily across Devon and Somerset. Finally, another initiative bringing multiple partners together in the City is the Exeter and Cranbrook Sport England Local Delivery Pilot (**Live and Move**¹⁹). This programme is focused on resolving urban issues of congestion and health inequalities by promoting active lifestyles through behaviour change and active environmental design principles that promote walking and cycling in everyday life.



¹¹ DCC-Public-Health-Annual-Report-2021-Accessible-Version.pdf

¹² Integrated Care for Exeter Review, 2017 www.wellbeingexeter.co.uk/wp-content/uploads/2017/06/HSJ2017-Service-Redesign-Integrated-Care-for-Exeter-Review-June-2017-Final-draft.pdf

¹³ www.england.nhs.uk/integratedcare/what-is-integrated-care

¹⁴ www.togetherfordevon.uk

¹⁵ www.wellbeingexeter.co.uk

¹⁶ devoncf.com

¹⁷ www.eci.org.uk

¹⁸ www.colabexeter.org.uk

¹⁹ liveandmove.co.uk

The challenges

- **The ageing population** – Devon is ahead of the rest of the UK in having one of the largest populations of over-50s in the country. Whilst Exeter has a somewhat younger demographic than Devon in general, nonetheless this puts increasing pressure on our broader health and social care system.
- **Social exclusion** – there are severe pockets of deprivation and homelessness, with inequalities widening and people queuing at foodbanks. These issues bring associated problems which affect people's health and wellbeing.
- **Skills shortages** – there is a shortage of workers in the health and care sector in the City and a need to improve the leadership and management skills of the sector.
- **Health of children** – there is a gap in investment in the health of young people under the age of 18, which the University could help address through research.

The opportunities

- **The University as thought leader** – new knowledge transfer initiatives could integrate the University's research expertise in more practical ways. In particular, there is the potential for the University to develop a new approach to applied research in support of the NHS, other health partners and community organisations.
- **Innovation and horizon scanning** – allied to the above, there is an opportunity to understand the future, which might be about the advanced use of robotics, easier ways of getting people to live independently etc. There is an appetite for the University to also bring to attention work that is being done elsewhere in the UK or internationally and embed its research expertise in the NHS.
- **Research into social prescribing and social value** – research and support is needed to understand how the community and health service need to operate to help people remain independent. There is a huge opportunity to work with the not for profit organisations who work in the health and well-being arena. Understanding the value of this voluntary work and the costs savings it achieves is fundamental to making the case for more early prevention and intervention.
- **Community development** – there is a real need for the public to be supported to take more responsibility for their health and to live independently for longer. The greatest benefit will come from research to enable and support people to live more healthily, especially those facing social disadvantage.

- **Skills development** – The University’s College of Medicine and Health works closely with the NHS to train the next generation of medics but nationally, there is not enough encouragement for students to go into primary care and instead they choose to go into ever smaller specialisms. Primary care is under-resourced and under-valued and the University could pave the way in making it a more attractive pathway. The provision of dedicated training pathways for health and social care is needed, perhaps via a skills escalator and working with the college. This should be founded on how the work of the sector is changing as a result of COVID-19.
- **A City centre presence** – This could help further embed the University in its community. Potentially part of a wider “innovation district” a “living laboratory” or Community Research Hub in the heart of our City could provide a hub for students, academics and communities to share their ideas, challenges and research interests and find opportunities for skills and knowledge exchange. It could provide a “front desk” for communities to access the University and create a hub for applied and engaged learning for new and existing programmes across the University. The hub could potentially also co-host the University’s **Community Law Clinic**²⁰ which sits within the Law School and provides assistance to individuals in the critical areas of need.
- **Open up University campuses** – The University of Exeter Streatham and St Luke’s Campuses are beautiful, botanically interesting and contribute to the biodiversity of the City of Exeter. These open spaces are available for the community to visit and enjoy and could be better promoted.

²⁰ socialsciences.exeter.ac.uk/law/communitylawclinic



Mission:

To Build a City of Aspiration and Opportunity

Exeter has a high level of educational attainment and hosts excellent education institutions that include Exeter College (an OFSTED outstanding College) and the University of Exeter (a Russell Group University rated as Gold in the Teaching Excellence Framework). Through a unique partnership between the University of Exeter and Exeter College the City has developed one of the first two dedicated Mathematics Schools nationally (Ofsted rated outstanding at first appraisal).

Through initiatives such as the Data Analytics Skills Escalator, pathways have been created to data analytics skills and in doing so we have developed a model which could be replicated for other strategic skills needs in the City and beyond. The prominence of the University of Exeter and Exeter College in the development of the South West Institute of Technology will also see a step change in the delivery of data, digital and advanced manufacturing skills in the City, including in green transitions, facing the government's 10 point green industrial plan.

However, looking at post-16 performance, Exeter faces challenges relating to achievements at Level 2 (GCSE or equivalent) and Level 3 (A level or equivalent). By the age of 19, 78.6% of young people attain Level 2 or equivalent qualifications, lower than the national average of 81.9%. This figure drops to half for those eligible for Free School Meals (FSM) (49.3%) and is noticeably lower than the FSM national average (62.6%).

Data on apprenticeships indicates that over 4,500 people were participating in an apprenticeship in Exeter during the 2018/19 academic year, with nearly half of these at Advanced level (47%). In a Centre for Cities report on the diversity of apprenticeships in cities, Exeter ranked top for providing the largest number of apprenticeships, with 22 apprentices for every 1,000 working-age population²¹. Significantly, higher level apprenticeships (at Level 4+) are growing substantially in Exeter, with participation growing by 100% from 2017/18 to 2018/19.

Exeter has a low proportion of people claiming unemployment-related benefits, ranking 2nd in the latest Centre for Cities report with a rate of 4% (November 2020), and boasts 2nd position for low levels of residents with no formal qualifications out of the 63 largest cities and towns in the country. The proportion of those with no formal qualifications (3%) is less than half of the UK average (7.9%), suggesting that there are few residents with very low skill levels.

Over a third of residents (39.0%) in Exeter are educated at NVQ Level 4 and above (degree level), broadly mirroring the UK average of 40.2%.

Graduate retention is an ongoing challenge in Exeter: data from 2017/18 shows that one year after graduating only 28% of University of Exeter students remained in the South West region, dropping to 24% for those who had graduated five years prior.

Exeter City Council has recently published their Building Exeter Back Better recovery report²². The education recovery group found that the key challenge in responding to the pandemic across all levels of education in the City has been digital. Whilst the education sector has adapted quickly to the 'new normal' of remote learning since March 2020, there continue to be digital challenges which are limiting young people's potential.

Centre for Cities categorised Exeter as having a 'strong economy' in their Cities Outlook 2021 report, anticipating that the pandemic will only have a short-term impact on the economy. As part of the City's COVID recovery planning, the key education providers came together to discuss potential solutions to local education challenges arising from the pandemic. In doing so the group identified a number of areas of potential alignment and collaboration.

The challenges

- **Academic entry points** – Admissions criteria do not recognise the reality of young people's educational pathways for those who do not follow the traditional A level route to Higher Education. University is not necessarily the first or only option for well qualified young people – the apprenticeship route is increasingly attractive, offering work experience combined with learning without the costs involved. But the application process for subsequent progress is a barrier. There is a need for cultural change to fully embrace the vocational equivalent of A levels and to understand that young people do not all follow a linear pathway; similarly there needs to be routes for older adults that recognise that they too can access University courses without following the traditional A level route. The University admissions processes and contextual offers need to reflect this new reality.
- **Closer joint working at a practical level** – whilst the strategic partnerships are strong, at an operational or practical level there is room for improvement to tackle the gap between providers working on the 11-16 agenda and the University. Schools and providers need to work closely with the college and University to be assured that any qualification they develop at pre-16 is linked to what Exeter College can offer post-16s and the University for post-18s. Progression routes for vocational learners are not clear. As well as closer joint working, is there an opportunity to pool some resources to ensure consistent messaging around careers through the development of a careers hub, for instance.

²¹ www.centreforcities.org/blog/apprenticeship-opportunities-cities

²² [www.visitexeter.com/dbimsgs/Building%20Exeter%20Back%20Better%20recovery%20plan\(1\).pdf](http://www.visitexeter.com/dbimsgs/Building%20Exeter%20Back%20Better%20recovery%20plan(1).pdf)

- **Social disadvantage and exclusion** – whilst being a comparatively wealthy City, parts of Exeter suffer acute deprivation, worse than in many other parts of the South West. This is easily overlooked as the City has been transformed in the past decade and has the potential to grow strongly. Exeter is on the up, but children are not fulfilling their potential and people in places like Beacon Heath are being left behind. Currently the number of pupils eligible for Free School Meals is the highest it has been in ten years and good exam results are not translating into progression into Higher Education.
- **The employability of graduates** – stakeholder conversations revealed that there is a need to improve the numbers of graduates working in Exeter and Devon. It was also said that local employers find graduates' skills can be out-dated, especially in technical skills. The world of academia often does not map well against employers' skills needs and there is a requirement to ensure the curriculum is up to date and cognisant of employer demand. This issue was also raised in relation to teacher training. It was felt that the training has become disengaged in recent years and as a result, schools were opting to do more in-house training which was perceived to be of more immediate value. There is a need to support trainees to improve their resilience, ensure they feel able to continue in training and want to work locally.
- **Skills shortages** – a whole range of skills shortages were identified which are holding back business growth, these include:
 - STEM skills
 - Digital skills
 - Construction skills – especially in modern ways of working
 - Professional services skills, especially in legal services
 - Health and Social Care skillsTo tackle these skills shortages the partners need to work together to grow provision, develop progression pathways and promote student/ employer engagement and retention.
- **Lifelong Learning** – the opportunities and benefits of lifelong learning needs to be promoted to overturn the prevailing view that learning stops when you leave school/ college/University.

Opportunities

- **Build more strategic relationships between education partners** – whilst relationships are strong in the City there is an opportunity to work together more formally to build on best practices already developed in the City, for example, through outreach, peer support or mentoring programmes to raise the aspirations of our local young people. The College, University and Schools could work closely to establish new Memoranda of Understanding and to promote the concept of the City as the perfect test-bed for new delivery and innovative work around social mobility, social inclusion and educational transitions.

- **Exeter Skills Strategy** – is a key resource when considering education and skills in the City. The strategy identifies the following priorities for the City: growth in more highly qualified jobs; matching local young people's skills with job growth forecasts; apprenticeships; vacancy and recruitment issues; inclusion; supporting Exeter's growth and opportunity sectors; and self-employment.
- **Expand the Skills Escalator approach** – the Exeter Data Analytics Skills Escalator is part of the skills ecosystem. The escalator seeks to implement a series of developments and opportunities across all levels of education, to ensure local workers and citizens can build skills and competencies in data analytics and subsequently access these high-skilled careers. This approach has been developed in partnership between schools, the College and University. There is scope to extend this approach to other areas of skills needs such as the health and care sector.
- **South West Institute of Technology (SWIoT)** – is focusing on delivering higher level technical education through Degree Apprenticeship programmes. SWIoT is a collaboration between the University of Exeter, University of Plymouth, City College Plymouth, Exeter College, PETROC, and Bridgwater and Taunton College and will operate as a virtual college, with a physical facility located on the University of Exeter's Streatham Campus. SWIoT is well placed to raise the educational attainment of Exeter residents and provide them with key technical skills that are valued by employers, as well as increasing the profile of apprenticeships in the City.
- **Graduate employability and retention** – the University of Exeter manage a variety of internship schemes for their students and recent graduates with local employers, both in Exeter and the wider South West region. **Graduate Business Partnerships (GBPs)** at the University are already geared towards improving graduate retention by providing employment opportunities solely for university graduates. There may be the potential to take this further with help from the University's Careers and Employability Team to facilitate more local businesses trialling graduate recruitment schemes. The University Student Start Up programme could be extended to encourage graduates to stay in the City and develop new business ideas.
- **Community Engaged learning (CEL)** – there are currently untapped opportunities to enhance the contribution of our students to the City. Both our VCSE stakeholders and our students have told us they would like to see more experiential learning opportunities for students to apply their skills and knowledge from their academic studies to a real-world challenge, working in partnership with a community-based organisation. A new CEL Steering Group will aim to foster a culture at the University which supports the development and delivery of CEL initiatives that have purpose, quality and equality.
- **Lifetime Skills Guarantee** – skills bootcamps could be a route to deliver flexible training programmes to enable people to build up sector-specific 'in-demand' skills and fast-track to interview with a local employer²³. #Train4Tomorrow is the Heart of the South West LEP's programme, of which Exeter is a part, and includes training in digital and technical skills²⁴. This provision goes some way to addressing skills gaps, particularly for digital and technical roles, which have been flagged both in the Exeter Skills Strategy and the LEP's Local Skills Report.

²³ assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/976190/DfE_Lifetime_Skills_Guarantee_Announcement_-_Provider_Communications_Toolkit_April_21.pdf

²⁴ skillslaunchpad.org.uk/skills/skills-launch-digital-and-technical-bootcamps

Annex I: Consultation Summary

Stakeholder, VCSE and student consultation

Overwhelmingly, the vast majority of stakeholders consulted welcomed the development of a Civic University Agreement and are positive about its potential to build on existing activity, develop new activities to tackle the challenges that the City faces (especially as it recovers from COVID-19), and to transform the role that the University plays in civic life in Exeter and beyond. The general view is that the CUA is timely and would provide a huge opportunity to do more together for the benefit of the City. The concept has been met with an enthusiastic response tempered by realism over the difficulties of genuine civic collaboration and co-production.

Current engagement with the University

The consultation revealed that existing levels of engagement with partners and stakeholders in all sectors is extensive, diverse and impactful. However, its visibility (and therefore recognition of its value) is limited, often because of the scale and level of formality with which it is conducted. Where relationships exist, they are often founded on good personal relationships but otherwise it can feel difficult to know how to approach and navigate the University.

However, the University's communications are perceived to be fragmented and time-consuming. There are no clear touch-points and many consultees raised the difficulties in identifying who they should work with.

The University could be more proactive at reaching out and raising awareness of the work they do and become more visible to the wider community.

The most effective and productive partnerships between the University and partners are based on mutual benefit. Partners seek long-term, multi-faceted links rather than ad hoc connection, and strive to create a network of cross-sectoral engagement, as opposed to isolated bilateral relationships.

There is huge enthusiasm for the University, and consensus amongst all stakeholders (private, public and VCSE sector) for increased and deepened partnership, and some clear ideas about how to facilitate this. There was a recognition that there is a need to build on the University's strong and engaged response to the COVID-19 pandemic, which was described by some as bringing 'transformational change' and a belief that change is possible in the future.

The VCSE sector identified a notable gap in engagement was with the student body where there were untapped opportunities to enhance their contribution to the City. Similarly, students who had engaged with regional partners from all sectors felt that there was huge appetite from their peers for additional opportunities for volunteering and place-based learning through existing schemes such as Professional Pathways²⁵ and Green Consultants²⁶. Those students that have engaged locally report the benefits of on-going, long-term relationships with local community groups and businesses.

The students also want to see better alignment of opportunities with their course, through curriculum-based engaged learning options where they gain benefit for their activities through course credits. In 2020, COVID prompted new opportunities for students to work remotely with organisations on internships, and many students felt that it would be fruitful to continue these remote opportunities. There was consensus that greater support was required for students and graduates to find local work opportunities which might encourage graduates to stay in the region.

The role of the University in addressing the challenges

The consultation identified a number of tangible challenges in each of the five CUA missions which helped shape this document. Consultees overwhelmingly recognised the importance of the role of the University in addressing these challenges. Improved collaboration with other regional stakeholders was identified as being key to the response in each of the challenges. The role of research and academic expertise in supporting these endeavours also cut across each of the themes, as did the provision of support through e.g., data, evidence or expertise. In the Environment and Climate Change and Health and Wellbeing themes, there was also a recognition that the University could do more to lead by example. For example, by reducing its own carbon emissions and improving student safety on campus.

Delivery

Consultees underlined the need for a clear plan and good governance, with clear, tangible KPIs that are tracked and managed to deliver real change. There was recognition of the need to ensure the priorities of the CUA are aligned to those of the key local partners, and that clear, common goals and priorities are identified and communicated with a narrative that is understood by all sectors. There was a strong emphasis on having the right people involved in the delivery, with a clear point of contact in each organisation and for firm commitment from University leaders to collaboration which is in the interests of the economy and society. Consultees also stressed the need for true co-production which treats others as equal and valued partners and for implementation to be subject to wide consultation and scrutiny.

Making it happen

In order to make it happen, consultees discussed the need for:

- Trust and clarity of intent;
- Clarity over funding;
- Co-production – partners want a shift from being told what the University is going to do, to an opportunity to work with the University in genuine partnership;
- Redirection of academic excellence to benefit the City;
- Leadership – seen as being central to driving change.

²⁵ www.exeter.ac.uk/careers/employment-services/develop/professionalpathwayemployers

²⁶ www.exeter.ac.uk/greenconsultants

Recommendations for Future Action

All partners

- Develop clear and accessible 'front doors' for engagement and relationship building together with communications mechanisms to improve internal coordination.
- Gain senior academic commitment to invest in local research to meet identified needs.
- Treat parties as equals and openly listen to their viewpoints through effective co-production which helps to build trust and ensure that the issue of power balance is addressed.
- Initiate a series of ongoing 'curated spaces' for conversation, especially strategic conversation, convened by the University, which take account of imbalances in resources, and are sensitive to questions of inclusion and hierarchy. Build these spaces within existing networks and partnerships as far as possible, to avoid duplication and meeting fatigue.
- Develop initiatives to link sources of data and other research material within Exeter and Devon. Work with existing or planned repositories such as the Exeter Data Mill²⁷ or DCC's Smarter Devon initiative²⁸, as well as individual organisations and archives to improve access to material, but also to advocate for the equal valuing of diverse forms of knowledge.

VCSE organisations

- Develop a set of overarching principles for working with VCSE organisations, co-designed with sector representatives, to include broader points such as the need for mutual benefit and respect, as well as operational necessities, such as protocols to protect transparency, avoid conflicts of interest and promote good management practice.
- Build VCSE involvement into the structure of CUAs on a par with, and in relation to, agreements with the public and private sectors, while recognising the different character of the sector.
- Develop a mediation or bridging function, either provided in-house, or co-hosted with an external organisation, to support VCSEs in framing their ideas in ways that are legible to academic departments.
- Establish a small grants scheme for VCSE organisations or academic/VCSE partnerships encouraging 'blue sky' collaboration, relationship building and community-based research.
- Consider ways to incentivise building relationships with the VCSE sector among the University's academics, especially those which facilitate early involvement of these organisations in research design.

- Appoint a VCSE relationships champion within the University's senior team to take forward more ambitious plans, such as developing a secondment scheme for University staff within VCSE organisations, to deepen understanding and build lasting relationships.
- Include VCSE representation on cross-sectoral advisory groups established to advise on the progress of the CUAs, in order to monitor and guide the progress of any agreed activity.

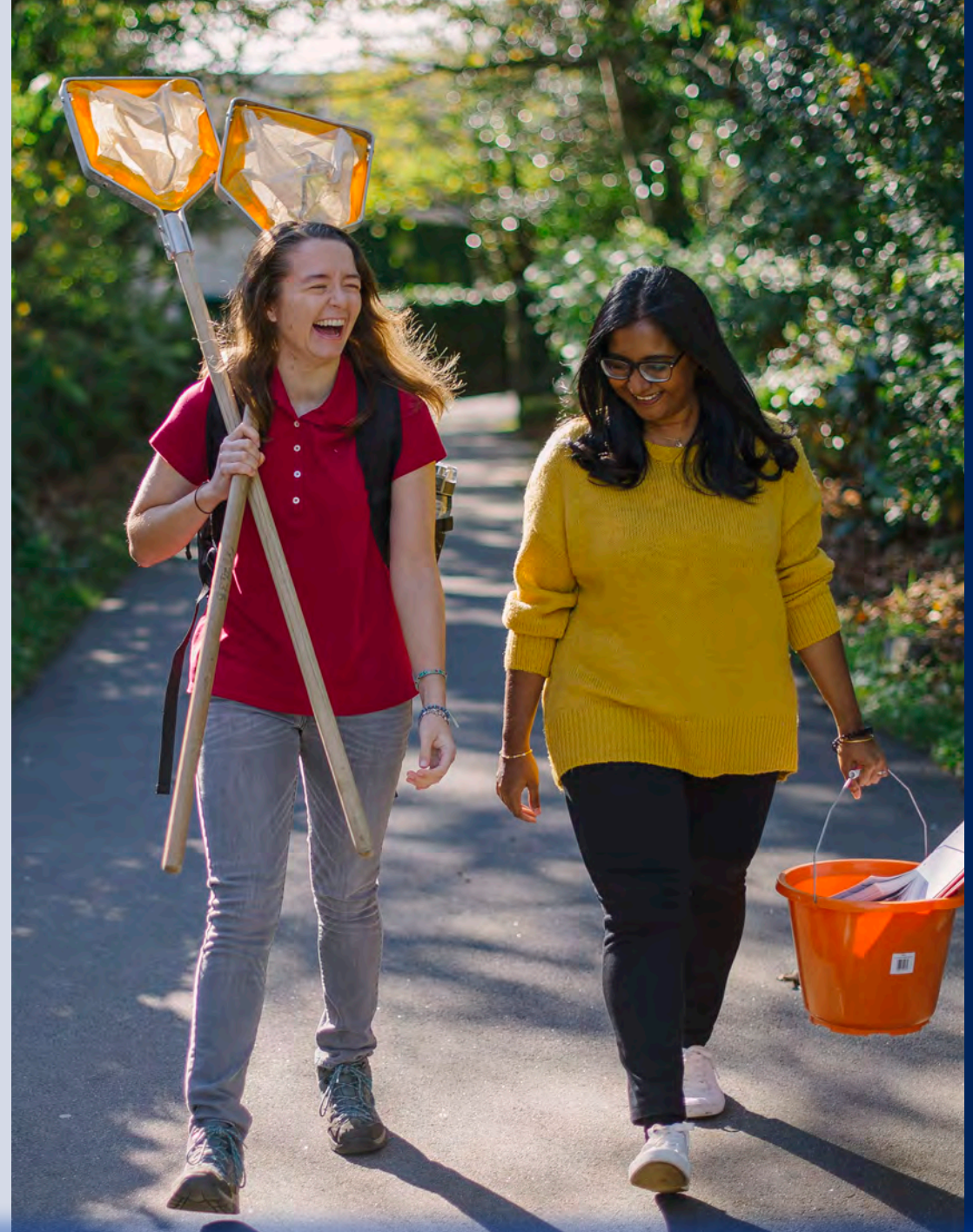
Measuring Success

Stakeholders want clear, smart objectives and outcome-orientated KPIs that can be tracked and managed to deliver real change. They also want a public report and /or seminar that is easy to understand and digest and which regularly promotes successes.

However, metrics for success were seen as less important than the development of genuine civic partnerships, which in itself will be built on a genuine desire to work together better for the City of Exeter, facilitated and enabled by the University.

²⁷ exeterdatamill.com

²⁸ www.devon.gov.uk/smarterdevon



Community Consultation

Over 1,000 people responded to our Community Survey. The great majority of the respondents agreed that the University is a great asset to the City (Figure 1).

The University is a great asset to the city

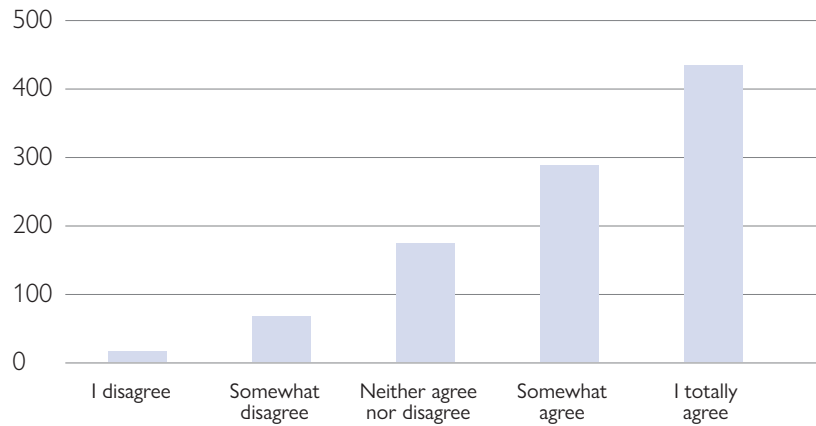


Figure 1. Reflections on the University as an Asset

However, individuals do not have a strong understanding of the main areas of research being conducted at the University (Figure 2), and this is reflected in how connected they feel to the University (Figure 3).

I have a good understanding of research at the University

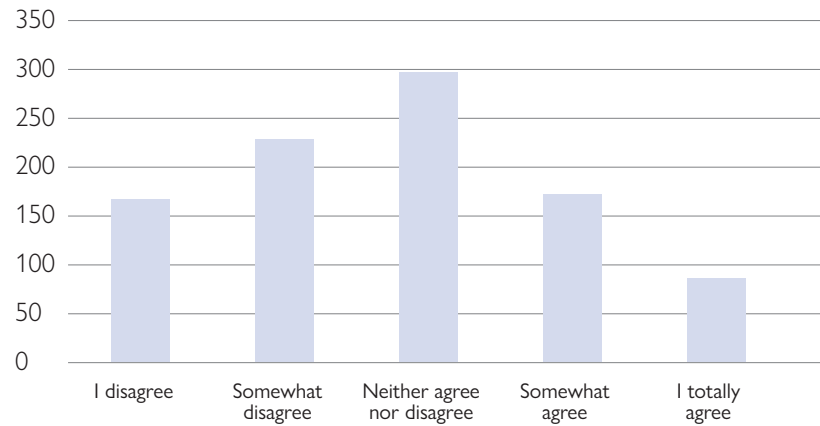


Figure 2. Community understanding of Research at the University

I feel connected to the University

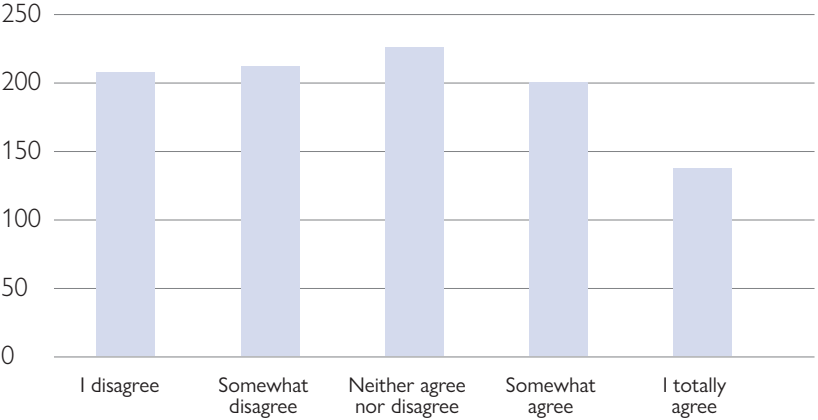


Figure 3. Community connectedness to the University



Working with and for our communities

Consultees were asked how the University could work with them and their community for mutual benefit. Responses were mixed and while several themes emerged around opportunities for improved collaboration and integration, responses also highlighted concerns about the continued growth of the University, and the impact of increasing student numbers on local communities.

University growth and anti-social behaviour

Communities are frustrated and concerned at the perceived rapid expansion of the University which has led to the building of more student accommodation on the campus, but in particular it is the building of a large number of privately owned student accommodation blocks in the City centre that most raises concerns.

There is also concern amongst some close neighbours towards the behaviour they witness from some students. Some respondents cited a general lack of respect, noise and drunken behaviour, as well as issues related to student parking.

While there was support for the University's Student Wardens, there were calls for the University to strengthen the community liaison team and to provide better proactive response to student noise at night, to promote a more cohesive community and to care more for permanent residents' wellbeing.

In contrast, there were several calls for improved local communication to share the benefits of the University so that people don't base their opinions of the University purely on the behaviour of a small proportion of its students.

Better integration with communities

While there was recognition that the University brings much to the City, some remarked that it "still feels like 'them and us...' the place on the hill". There were calls for more integration by students into communities and local schools, more awareness of the ground-breaking research, and more accessibility to University facilities.

Suggestions on how to overcome this sense of disconnect between the University and City included a campaign around the values of mutual respect, tolerance and responsibility to improve community relations with students and vice versa. It is recognised that these values cannot be realised until there are improved, tangible relationships between the community and students through activities and events to bring people together, making real contacts.

There was a strong sense that there are many ways in which the University could support communities through volunteering and research.

“ *Many community charities rely on volunteers where skills can be limited, but the skills that University students could offer (e.g. suggestions for managing sites /events managers/help with finance and accounting) could be complimentary to existing facilities and promote a younger involvement in community activities.* ”

Survey respondent

There were also calls for the University to engage with existing groups and networks such as the City's Community Builders and to support things already happening in the community. Similarly, there was support for more locally-based research, to help identify and solve local challenges and issues.

Other suggested opportunities to make the community feel more involved with the University, included community lectures on areas of research, classes and events for children and families; more community-based projects which involve students as volunteers or learners; and a participatory community project looking at recycling behaviours.

Increased Culture and Diversity

There is an appreciation of the increase in culture and diversity the University brings to the City, and there are clear opportunities to better connect with communities through cultural celebrations, performances, food fairs etc. Local communities also wish to see the University support more cultural events and exhibitions, as well as the music scene in Exeter – seen as “a great area of common ground for everyone”. There was also a call for the University to offer more support to local schools to explore and celebrate different cultures and nationalities through, for example, a partnership where the University helps run afterschool clubs around multi-culture, diversity, etc.

Sharing our campuses and facilities

While many consultees commented that they enjoy walking on the University campuses, others were unsure of how accessible to the public these are.

“*Exeter University should promote what is accessible to the general public. I assumed that other than the Northcott Theatre, the grounds and resources were for University students only.*”

Survey respondent

Many respondents enjoy the use of our sports facilities, but there was also a great deal of disappointment voiced over a recent decision to re-route a local Parkrun event away from University playing fields.

It was noted that as well as welcoming the community of Exeter on to the campus for festivals and open days where the community can explore and use the facilities, the University should also “reach out to the local community and give back on a street level too”.

Aspiration and opportunity

Many respondents saw opportunities for the University to increase its links with local schools, through outreach or mentoring programmes, as well as inviting children up on to campus.

“
Activities for children, for example science demonstrations, classes, to inspire them and to give information on future careers.
”

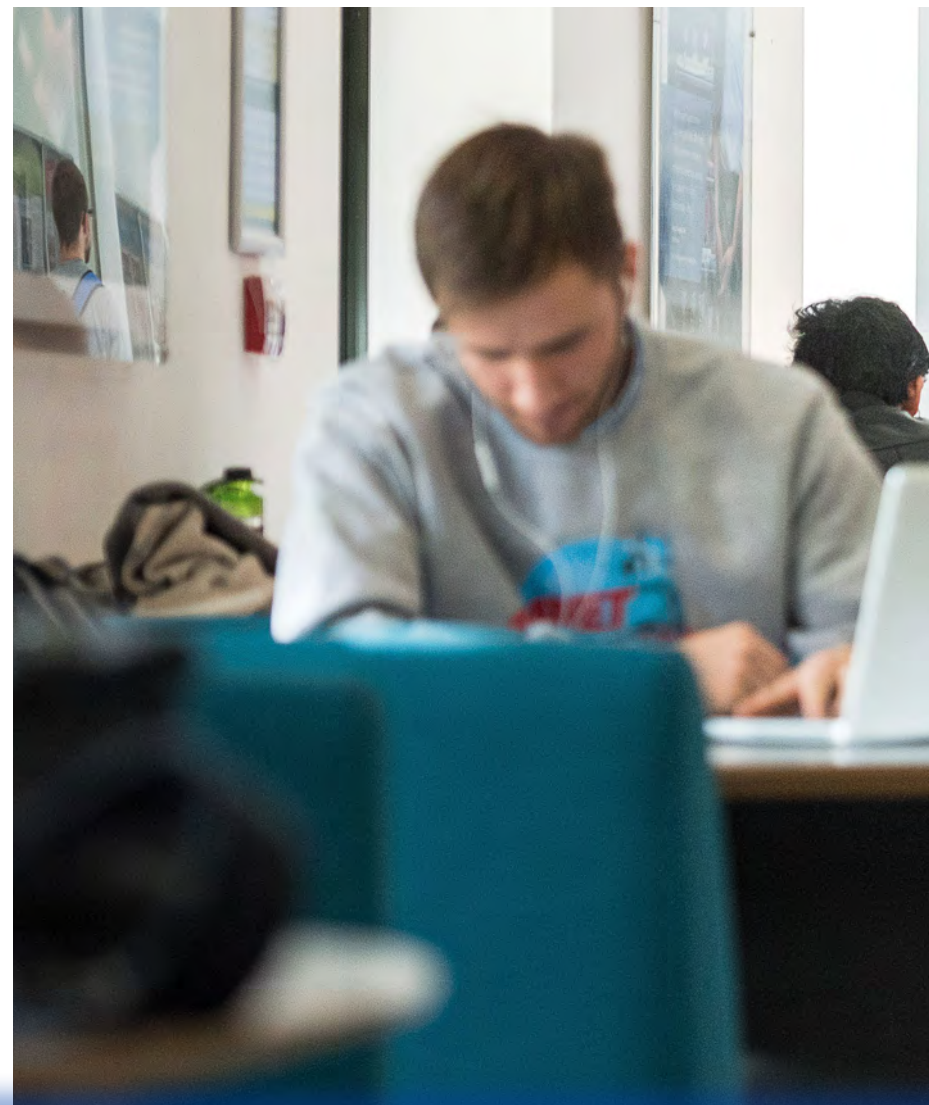
Similarly, there was a call for the University to support local secondary schools to encourage applications, especially those from disadvantaged backgrounds, thus raising the aspirations of its local talent as well as canvassing support from the home counties.

There were several suggestions that the University could offer more opportunities for local people to learn new skills, perhaps through attending an individual module from a course and get accreditation from it.

“
As an alumnus living within easy range of Exeter, I would like the chance to access reasonably priced courses. I could not afford the fees currently charged.
”

Survey respondent

Meanwhile, there was a suggestion that we should work with local businesses to give students more career opportunities in the City and keep them and their skills in the region.





Annex I: Consultees

Active Devon	Exeter Airport	Integrated Care System (Devon Together)	SW AHSN
Arts Council England	Exeter Cathedral Library and Archives	Isca Community Enterprises/The Beacon	SW Cyber Security Cluster
Artwork Exeter	Exeter Chamber of Commerce	Libraries Unlimited	TechExeter CIC
Barclays	Exeter City Council	Live and Move	Ted Wragg Trust
Binit	Exeter City FC and CITY Community Trust	Liveable Exeter Place Board	The Belt Makers
BMT	Exeter City Futures	MA Food Studies	The Exeter Cycling Campaign
Cathedral Appointments	Exeter College	Met Office	The Generator Hub
Citizens Advice Exeter	Exeter Community Energy	National Farmers Union (NFU)	Torbay Community Development Trust
City of Literature	Exeter Community Initiatives	NHS Devon CCG	Treeconomics Ltd
Co-Cars	Exeter Cycling Campaign	NTY Devon County Council	U3A
CoLab Exeter	Exeter Learning Academy Trust	Oddfellows	UNESCO City of Literature
Corkscrew	Exeter Mathematics School	Oxygen House	VCSE Social Prescribing Reference Group
Cosmic	Exeter Northcott Theatre	Phoenix Art Centre	Visit Exeter
Devon & Cornwall Police	Exeter Place Board	Plymouth Marine Laboratory	Wellbeing Exeter
Devon & Plymouth Chamber of Commerce	Exeter Science Centre	RD&E NHS Hospital Trust	Yeo Valley
Devon Community Foundation	Exeter Science Park	Regen	Young Devon
Devon County Council	Exeter YMCA	Ride On - Cycling For All	YTKO Ltd
Devon Recovery Group VCSE Task & Finish Group	Food Exeter	Royal Albert and Memorial Museum (RAMM)	
ECC	Greater Exeter Skills Partnership	Slapton Line Partnership	
Edson Tiger	Greenpeace Research Laboratories	South West Water	
Endorse HR Ltd	Grow	St Peter's Secondary School, Exeter	
Essence	Heart of the South West Growth Hub	Stephen Scown Solicitors	
	InExeter	Strata Service Solutions Ltd	





Regional Engagement Team, University of Exeter
Red Box Research and Devon Community Foundation