



Exeter City Council

To the Chair and Members
of the Scrutiny Committee - Economy

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AGENDA FOR
EXETER CITY COUNCIL
SCRUTINY COMMITTEE - ECONOMY

The Scrutiny Committee - Economy will meet on **THURSDAY 6 SEPTEMBER 2012**, commencing at **5.30 pm**, in the Rennes Room, Civic Centre, Paris Street, Exeter to consider the following business. If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Member Services Officer on **Exeter 265115**.

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

Pages

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

1 **APOLOGIES**

To receive apologies for absence from Committee Members.

2 **MINUTES**

To sign the minutes of the meeting held on 31 May 2012.

3 **DECLARATIONS OF INTEREST**

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

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

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of item 13 on

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the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part I, Schedule 12A of the Act.

5 **QUESTIONS FROM MEMBERS OF THE PUBLIC**
UNDER STANDING ORDER 19

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

Details of questions should be notified to the Corporate Manager Democratic and Civic Support at least three working days prior to the meeting. Further information and a copy of the procedure are available from Member Services (01392 265115) and also on the Council web site
:<http://www.exeter.gov.uk/scrutinyquestions>

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

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

MATTER FOR CONSIDERATION BY EXECUTIVE

7 **SUPPLEMENTARY PLANNING DOCUMENT ON SUSTAINABLE TRANSPORT**

To consider the report of the Assistant Director City Development – *report circulated* 1 - 54

MATTERS FOR CONSIDERATION BY SCRUTINY COMMITTEE - ECONOMY

8 **TRANSPORT INITIATIVES AND ISSUES UPDATE**

To consider the report of the Projects and Business Manager, City Development – *report circulated* 55 - 64

9 **PLACE MARKETING STRATEGY - EXETER ECONOMY 2012 - 2016**

To consider the report of the Assistant Director Economy – *report circulated* 65 - 110

10 **PROGRESS REPORT: UNEMPLOYMENT IN EXETER**

To consider the report of the Assistant Director Economy – *report circulated* 111 - 116

11 **ANNUAL ARTS AND EVENTS REVIEW 2012**

To consider the report of the Assistant Director Economy – *report circulated* 117 - 130

PERFORMANCE MONITORING

12 BUDGET MONITORING REPORT TO 30 JUNE 2012

To consider the joint report of the Strategic Director and Assistant Director Finance – *report circulated* 131 - 136

PART II: ITEM SUGGESTED FOR DISCUSSION WITH THE PRESS AND PUBLIC EXCLUDED

MATTER FOR CONSIDERATION BY EXECUTIVE

13 EXETER AND HEART OF DEVON GROWTH BOARD MINUTES

Members are invited to note the minutes of the Exeter and Heart of Devon Growth Board – *minutes circulated to Members* 137 - 142

DATE OF NEXT MEETING

The next **Scrutiny Committee - Economy** will be held on Thursday 8 November 2012 5.30 pm

FUTURE BUSINESS

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

Membership -

Councillors Crow (Chair), Brock (Deputy Chair), Bialyk, Bull, Choules, Crew, Leadbetter, Lyons, Mottram, Pearson, Prowse, Robson and Wardle

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - ECONOMY 6 SEPTEMBER 2012

PLANNING MEMBER WORKING GROUP 18 SEPTEMBER 2012

EXECUTIVE 2 OCTOBER 2012

SUPPLEMENTARY PLANNING DOCUMENT ON SUSTAINABLE TRANSPORT

1 PURPOSE OF REPORT

- 1.1 This report is to enable Members to approve a draft Supplementary Planning Document on sustainable transport for public consultation.

2 BACKGROUND

- 2.1 The Council is in the process of preparing a Local Development Framework (LDF) which, once complete, will supersede the Exeter Local Plan First Review, adopted in 2005. The LDF comprises a suite of documents, divided into:-
- Development Plan Documents (DPDs) such as the Core Strategy, adopted in February 2012, which contains strategic policies, and the Site Allocations and Development Management DPD which is currently published in draft for consultation; and
 - Supplementary Planning Documents (SPDs) which are not subject to independent examination but will have full public consultation, an example being the Residential Design SPD adopted in September 2010.
- 2.2 The Council's Local Development Scheme sets out its proposals in relation to other elements of the LDF. These include an SPD to "clarify and amplify policy relating to the provision of sustainable transport". A draft has been prepared following initial consultation within the Council and Devon County Council, and forms Appendix 1 to this report.

3 THE DRAFT SUSTAINABLE TRANSPORT SPD

- 3.1 The new National Planning Policy Framework (NPPF) says that local authorities should use SPDs where they can help applicants make successful planning applications or aid infrastructure delivery¹, and this SPD is designed to do both. From Chapter 4 onwards, it takes the form of a practice manual, setting out the type of development to which each chapter applies and the relevant policies in the Local Plan or elsewhere in the LDF. It is designed so that the earlier chapters apply to all development including the smallest applications, whereas later chapters apply to progressively larger schemes. This is explained in Table 1 on Page 3, and means that applicants with minor proposals can stop reading at the appropriate point. Each

¹ At paragraph 153

chapter also contains, where relevant, a checklist for applicants, and conditions and section 106 obligations which are likely to apply.

- 3.2 While it is not practical to summarise the whole document in this report, the following paragraphs highlight some points of particular interest.
- 3.3 **Chapter 4 - Access and facilities for people with disabilities** precedes the other policy chapters, because it is relevant in part to nearly all development proposals, however small. It summarises a number of transport and access needs relevant to people with a variety of disabilities, some of which are expanded upon in subsequent chapters.
- 3.4 **Chapter 5 - Parking and other facilities for cyclists** takes the opportunity to update the cycle parking standards contained in Schedule 2 of the Local Plan. Surveys have been undertaken at workplaces (through staff bicycle user groups) and shops and other public places (using Sustrans volunteers) to check the adequacy of actual provision. People on the Wavelength panel have been asked about the adequacy of cycle parking where they live and work, and elsewhere. The standards have also been compared with those of other authorities.
- 3.5 **Chapter 6 - Car parking** contains a rationale for the inclusion of this subject in an SPD on sustainable transport. This includes the fact that the NPPF does not advocate maximum standards for parking, but permits the setting of local standards based on factors including the need to reduce the use of high-emission vehicles, local car ownership levels, and the availability of public transport². The SPD restates the parking standards from the Local Plan, but as indicative rather than maximum standards, because it was considered that to omit parking standards altogether would be unhelpful to applicants.
- 3.6 **Chapter 7 - Connections between the site and its surroundings** deals with proposals that require existing infrastructure to be altered, for example to form or close an access. It points out that providing more than one access to a site for pedestrians and cyclists can encourage use of those modes by reducing travel distances.
- 3.7 **Chapter 8 - Travel plans and travel packs** has been prepared in close consultation with Devon County Council, who have specific requirements related to the size and impact of developments.
- 3.8 **Chapter 9 – Off-site improvements** applies to developments whose impact is such that they are required to make a financial contribution towards improving transport infrastructure or services. This complements Core Strategy policy CP18 and the Planning Obligations SPD in relation to section 106 contributions, but also anticipates the adoption of a Community Infrastructure Levy in Exeter.
- 3.9 **Chapter 10 – On-site movement networks** applies to developments that are large enough to have roads and/or paths within the site. It aims to ensure that layouts cater not only for cars, but provide safe and convenient routes for pedestrians and cyclists, as well as roads capable of accommodating buses where appropriate.

² See NPPF paragraph 39

- 3.10 **Chapter 11 – Car clubs** is intended to supersede the current Supplementary Planning Guidance on the subject, updating the financial and other details, and extending the concept from car-free city centre sites to larger development areas where a car club might form part of a package of sustainable travel measures.
- 3.11 **Chapter 12 – Significant transport proposals** includes for completeness a summary of such projects, including the Devon Metro package of rail improvements and plans for the bus, road and park and ride networks.

4 NEXT STEPS

- 4.1 It has been necessary to screen the SPD to determine whether it needs to be subject to a Strategic Environmental Assessment. It is considered that it does not, principally because it amplifies higher level policies rather than itself creating a policy framework, and this preliminary view has been communicated to the statutory consultees, namely English Heritage, the Environment Agency, and Natural England. Any comments from those consultees will be reported verbally at the meeting.
- 4.2 If approved by Executive, the SPD will be made available to the public and interested organisations for at least four weeks, by way of consultation. Representations received during that period will be considered and a further report presented to Planning Member Working Group and Executive.

5 RECOMMENDED

- 5.1 That Scrutiny Committee – Economy and Planning Member Working Group support the draft Sustainable Transport SPD.
- 5.2 That Executive approve the draft Sustainable Transport SPD for public consultation.

RICHARD SHORT
ASSISTANT DIRECTOR, CITY DEVELOPMENT

Originator: Ross Hussey
Projects and Business Manager

Local Government Act 1972 (as amended)
Background papers used in compiling this report:-
Screening for Strategic Environmental Assessment
Cycle parking survey material

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Appendix 1



Exeter City Council

Sustainable Transport Supplementary Planning Document

July 2012

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1 Introduction

1.1 Purpose of this document

- 1.1.1 Development gives rise to a need to travel. This document offers guidance to applicants for planning permission, developers, and others on the design features and contributions that may be required to satisfy planning policies and ensure that development results in sustainable travel outcomes. It has been designed to fit within the overall context of the Development Plan for Exeter, for the purpose of achieving a consistent approach to determining planning applications and mitigating the impact of development.
- 1.1.2 If development generates a need to travel that is greater than, or significantly different from, that generated by the previous use of a site, improvements are likely to be required to the infrastructure, services and facilities in the locality. Not doing so could result in adverse effects for local amenity, the environment, and the wider transport networks. The policies contained in the Development Plan are designed to ensure that developers mitigate the impacts of, and provide for the infrastructure required by, development in a sustainable way.
- 1.1.3 This is a Supplementary Planning Document forming part of Exeter's Local Development Framework. In accordance with the National Planning Policy Framework¹, it sets out practical steps that will ensure compliance with policies in the Core Strategy, the existing Local Plan First Review, and the emerging Site Allocations and Development Management DPD². It is designed to help applicants make successful planning applications, as well as aiding the delivery of necessary infrastructure, and is therefore essential reading for anyone proposing development in Exeter.

1.2 Structure of this document

- 1.2.1 Chapter 2 sets the national context, in terms of legislation, policy and guidance. Chapter 3 then summarises the applicable local policy documents. Subsequent chapters contain the policy material itself.
- 1.2.2 The contents of Chapters 4 to 11 have been arranged so that Chapters 4, 5 and 6 apply to all but the smallest forms of development, whereas the later chapters apply progressively to development that is more extensive or has a higher impact.
- 1.2.3 The requirements are generally cumulative, so that where, for example, Chapter 9 is relevant to a proposal, the preceding chapters, in this case Chapters 4 to 8, should also be referred to. Chapter 11 on car clubs is something of a special case, because these can form part of a package of travel plan measures in a number of situations, ranging from larger developments down to small car-free

¹ Paragraph 153 of the NPPF. See also Chapter 2 of this document.

² See Chapter 3 of this document.

schemes. In the latter situation, some of the preceding chapters may not be applicable. Table 1 sets this out in more detail.

- 1.2.4 Finally, Chapter 12 refers to significant transport proposals which are generally location-specific.

1.3 Why promote sustainable transport?

- 1.3.1 The following chapters set out how proposals need to enable and encourage sustainable travel to comply with national and local policies. However, this is not purely a matter of policy, but also of economics and common sense.
- 1.3.2 Just as it would be unthinkable to provide development without road access, it should be instinctive to design it so as to encourage people to walk, cycle or use public transport. This applies both to the overall layout of the site and its connections to its surrounding area, and to the design of individual premises. Nationally, 25% of households do not have access to a car, and the number of driving licence holders appears to be declining in younger age groups³. Older people may reduce their driving or cease altogether, either through choice or necessity. In the latter case they may become dependent on community transport. Planning development around the motorist, to the exclusion of other modes, makes development inaccessible to a significant proportion of the population. For housebuilders or retailers this excludes potential customers; for businesses it excludes potential employees.
- 1.3.3 Making development easily accessible by different modes can add little or nothing to the cost if designed in from the outset, and may even enhance the sale price or rental that can be realised.⁴ The National Planning Policy Framework recognises this in saying that the transport system needs to be balanced in favour of sustainable transport modes to give people a real choice about how they travel.⁵ Even if a household considers it essential to own a car, a wide range of transport options can save them the need to, and the cost of, running a second vehicle. That said, the policy objective is to reduce car use, not ownership; any cost saving to households is therefore an incidental benefit.

³ National Travel Survey 2010 - <http://www.dft.gov.uk/statistics/releases/national-travel-survey-2010>.

⁴ See for example <http://www.guardian.co.uk/environment/green-living-blog/2009/nov/05/bike-storage>.

⁵ At paragraph 29.

Table 1 – Applicability of chapters

Examples relevant	Chapter							
	4	5	6	7	8	9	10	11
<i>All development where access arrangements and/or facilities are affected.</i>	✓							
<i>All but the smallest proposals, ie:-</i> <ul style="list-style-type: none"> • <i>Residential newbuild or conversion (including multiple occupation), from single dwellings upwards.</i> • <i>Residential extension increasing the number of bedrooms, and/or affecting cycle parking arrangements.</i> • <i>Non-residential newbuild or conversion/change of use, from single premises upwards.</i> • <i>Extension increasing the number of staff and/or visitors, and/or affecting cycle or car parking arrangements.</i> 	✓	✓	✓					
<i>Proposals having a direct physical impact on existing infrastructure; this may include (for example) a single dwelling which would involve alterations to an access, or for example to a cycle path or bus stop.</i> <i>Sites with more than one potential access.</i>	✓	✓	✓	✓				
<i>Proposals putting additional demand on transport infrastructure or services; generally involving more than an individual dwelling or other premises.</i>	✓	✓	✓	✓	✓	✓		(✓)
<i>Developments large enough to have roads and/or paths within the site.</i>	✓	✓	✓	✓	(✓)	(✓)	✓	(✓)
<i>Car free developments.</i> <i>Larger developments, as part of a package of travel plan measures to reduce car use.</i>	✓	✓	✓	(✓)	(✓)	(✓)	(✓)	✓

2 National Planning Context

2.1 National Planning Policy Framework

2.1.1 Transport is key to all three of the dimensions to sustainable development identified in the [National Planning Policy Framework](#) (NPPF). It is relevant to the three corresponding roles to be performed by the planning system:-

- the economic role, which includes the provision of infrastructure required by the development;
- the social role, which includes the creation of a high quality built environment with accessible local services; and
- the environmental role, which includes minimising pollution and mitigating and adapting to climate change, including moving to a low carbon economy.⁶

2.1.2 Paragraph 29 explicitly recognises the role to be played by transport policies in facilitating sustainable development, as well as contributing to wider sustainability and health objectives. Section 4 contains advice on promoting sustainable transport. This document builds upon that advice.

2.1.3 Section 7 “Requiring good design” is also highly relevant. Good design can promote use of sustainable travel modes. While the NPPF discourages prescriptive design policies, it lists “layout” among the issues that policies should concentrate on, as well as the access arrangements for new development in relation to neighbouring buildings and the local area more generally.⁷ There is some overlap with section 8 “Promoting healthy communities”, which stresses the need for places to promote active street frontages, safe and accessible environments, clear and legible pedestrian routes and high quality public space.⁸

2.1.4 Paragraphs 203 to 206 require local planning authorities to consider whether unacceptable development could be made acceptable through the use of conditions or planning obligations, and sets out the tests to be satisfied in using those mechanisms.

⁶ NPPF paragraph 7.

⁷ At paragraph 59.

⁸ At paragraph 69.

2.2 Community Infrastructure Levy

- 2.2.1 The Planning Act 2008 has made provision for the collection of a Community Infrastructure Levy (CIL) to ensure the costs incurred in providing infrastructure to support the development of an area are funded by owners or developers of land. The levy would not replace the need for all planning obligations, which would continue to play a role in securing site-specific requirements. References in this document to financial contributions from developers are intended to apply not only to contributions payable pursuant to planning obligations created under section 106 of the Town and Country Planning Act 1990, but also to funds generated by CIL.

2.3 DfT Guidance on Transport Assessment

- 2.3.1 This Guidance sets out indicative thresholds for the production of Transport Statements, Transport Assessments and travel plans⁹, and gives guidance on their preparation. It has not been superseded by the National Planning Policy Framework, which says that “all developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment”¹⁰.

<http://www.dft.gov.uk/pgr/regional/transportassessments/guidanceonta>

2.4 Manual for Streets

- 2.4.1 This Government publication specifically discourages the building of streets that are primarily designed to meet the needs of motor traffic, are unsafe and unwelcoming to pedestrians and cyclists, and difficult to serve by public transport¹¹. It requires the street’s function as part of the movement network to be considered not in isolation, but in conjunction with its other functions as a place¹².
- 2.4.2 This document has not been superseded by the NPPF, which promotes the design of development so as to give priority (among other things) to pedestrian and cycle movement¹³.

<http://www.dft.gov.uk/publications/manual-for-streets/>

⁹ Appendix B of the Guidance.

¹⁰ At paragraph 32.

¹¹ At paragraph 1.1.6.

¹² At paragraph 2.3.6.

¹³ At paragraph 35.

2.5 Design and Access Statements

2.5.1 From August 2006 Design and Access statements have been required to accompany applications, to illustrate the process that has led to the proposal, and to explain and justify the proposal in a structured way. The level of detail required within a statement will depend on the scale and complexity of a proposal, but it should show how access arrangements will ensure that all users will have equal and convenient access to buildings and spaces and the public transport network.

2.5.2 Many Design and Access Statements give detailed consideration to design, but limited attention to access issues. In particular, a statement must address:

- The development plan policy context (including this document) and how policies have been taken into account;
- Points of access to the site from roads and public transport;
- Access to buildings within the site (in the case of an outline application, the statement should explain the principles which will be used to inform the access arrangements with reference to neighbourhood movement patterns);
- How the access arrangements help to create an environment which is safe from crime and other hazards;
- In relation to the inclusion of disabled people:-
 - What consultation has been carried out in relation to access, and how that has informed the proposals;
 - How sources of advice on design and accessibility and technical issues will be or have been followed;
- Arrangements for emergency evacuation, and access for the emergency services.

2.5.3 Further information can be found in:-

The Residential Design SPD¹⁴, Chapters 2 to 4 generally, but especially paragraphs 2.9 and 4.4 (IV).

DCLG Circular 01/2006:

<http://www.communities.gov.uk/publications/planningandbuilding/circularcommunities2>;

CABE's publication 'Design and access statements: how to write, read and use them': <http://www.cabe.org.uk/publications/design-and-access-statements>.

¹⁴ See Section 3.4.

3 Local Policy Context

3.1 Exeter Core Strategy

3.1.1 The [Exeter Core Strategy](#) was adopted on 21 February 2012.

3.1.2 Chapter 8, on Transport, points out that adequate transport infrastructure is necessary for the delivery of sustainable growth. It gives examples of the relationship between planning and transport, including how transport links help to determine where development takes place, and how transport capacity is constrained by the layout of development.

3.1.3 The same chapter sets out specific and generic proposals to improve the travel experience in and around Exeter. Policy CP9 reads as follows:-

“Comprehensive strategic transport measures to accommodate the additional development proposed for the City and adjoining areas shall include:

- a step change in the quality, capacity and environmental performance of public transport, especially between the City Centre and proposed developments adjoining the City to the east in East Devon and to the south west in Teignbridge;
- additional Park and Ride sites around the City including Ide interchange;
- improvements to the strategic road infrastructure including key junctions on the M5, outer bypass and the Alphington Road corridor;
- new rail halts at Hill Barton and Newcourt on the Exeter to Exmouth line and at Matford on the Exeter to Plymouth line;
- demand management measures; and,
- improvements to facilities for pedestrians and cyclists.

The contributions necessary to ensure the delivery of transport infrastructure will be secured through the application of Policy CP18.”

3.1.4 Chapter 10 on the Environment includes a section on air quality¹⁵. It refers to the Council’s local Air Quality Strategy¹⁶ which has identified a need to tackle emissions of nitrogen dioxide generated by motor vehicles along the busiest roads into the city. This has resulted in the designation of an Air Quality Management Area (AQMA), and production of an Air Quality Action Plan. Policy CP11 requires development to be located and designed so as to minimise and, if necessary, mitigate against environmental impacts. Within the AQMA, it provides that measures to reduce pollution and meet air quality objectives will be brought forward, as proposed by the Air Quality Action Plan and Local Transport Plan. This is also relevant outside the AQMA; development of an area such as

¹⁵ Paragraphs 10.3 to 10.7 of the Core Strategy.

¹⁶ See also paragraph 3.11 of this document.

Newcourt or Monkerton without robust sustainable transport measures is likely to increase congestion and therefore have an adverse effect on air quality along radial routes.

3.1.5 Chapter 10 requires enhanced walking and cycling links as part of a Green Infrastructure network.¹⁷ It also contains a section on Design and Local Distinctiveness¹⁸, which requires permeable layouts that encourage travel by foot, cycle, and public transport, along safe and convenient routes, together with the provision of associated facilities.¹⁹

3.1.6 The Infrastructure Schedule at Appendix 2 to the Core Strategy identifies the transport, green and other infrastructure needed to deliver the quantum of development envisaged for the city. Where possible, cost is estimated, and funding sources including developer contributions are identified.

3.1.7 Policy CP18 reads as follows:-

“New development must be supported by appropriate infrastructure provided in a timely manner. The City Council will continue to work in partnership with infrastructure providers and other delivery agencies to keep an up to date infrastructure delivery plan that will enable proposals, in accordance with the spatial strategy, to be brought forward.

Developer contributions will be sought to ensure that the necessary physical, social, economic and green infrastructure is in place to deliver development. Contributions will be used to mitigate the adverse impacts of development (including any cumulative impact). Where appropriate, contributions will be used to facilitate the infrastructure needed to support sustainable development.”

3.1.8 Chapter 12 sets out the infrastructure needs of the various strategic allocations. Further detail is to be found in the site specific Masterplans referred to at paragraph 3.7 below:-

Newcourt²⁰

- a transport hub to be focussed on a new rail station;
- good permeability through a safe network of walking and cycling routes;
- bus routes with priority eg. along Topsham Road;
- improvements to the strategic road network, particularly at Countess Wear roundabout.

Monkerton/Hill Barton

- a comprehensive footpath and cycleway network;
- public transport to be convenient to all dwellings;

¹⁷ Paragraph 10.32 onwards of the Core Strategy and policy CP16.

¹⁸ Paragraph 10.53 onwards of the Core Strategy and policies CP15 and CP17.

¹⁹ Paragraph 10.55 of the Core Strategy, especially (iv) to (vi).

²⁰ Paragraph 12.5 onwards of the Core Strategy and policy CP19.

- highest densities along public transport corridors;
- a road link to the area east of motorway, for use by an enhanced bus service;
- a rail station on the Exmouth branch line.

South of Alphington

- good permeability and links for pedestrians and cyclists;
- high quality bus service to city centre;
- a rail station in the Matford area.

3.1.9 These are brief summaries of the requirements and reference should be made to the Core Strategy document for full details.

3.2 Exeter Local Plan First Review

3.2.1 It is intended that a Strategic Allocations and Development Management DPD will form part of the Local Development Framework. In the meantime, for detailed development management policies, it is necessary to refer to the [Exeter Local Plan First Review](#), adopted in 2005. This advocates the use of spatial planning to minimise travel and, where travel is essential, to encourage the use of more sustainable forms of transport.²¹

3.2.2 In the Local Plan, transport policies are principally to be found in Chapter 9. Policy T3 contains a package of requirements designed to maximise the use of sustainable modes:-

- “(a) all existing and proposed walking and cycle routes are safeguarded or alternative reasonably convenient routes are provided;
- (b) suitable cycle parking provision is provided in accordance with the standards set out in Schedule 2;
- (c) where more than 20 people are employed facilities for showering and changing are provided;
- (d) full account is taken of the needs of bus operation through and alongside new development by the provision of lay-bys, roads and other associated facilities;
- (e) where appropriate, pedestrian and cycling links are provided to existing or proposed rail stations;
- (f) the particular needs of people with disabilities are taken into account.”

3.2.3 Certain other policies require transport provision to be made in connection with other types of development. For example, Policy H2(d) promotes city centre development without private parking (except for disabled people). In the latter

²¹ Exeter Local Plan, Chapter 9 – “Objectives”.

case, as well as secure cycle parking, a contribution towards facilities for public transport, cyclists and pedestrians will be required.²²

3.3 Exeter Sustainable Community Strategy (Exeter Vision)

3.3.1 The Exeter Vision is the Sustainable Community Strategy for Exeter, produced by the Exeter Local Strategic Partnership.

3.3.2 Under the theme “An Accessible City”, the Vision is one of a city where:-

- jobs, key services & facilities can be accessed by public transport, walking and cycling, and
- local and national transport networks are easily accessible, with less dependence on cars.

3.3.3 Under the theme “A City that cares for the environment”, the Vision proposes measures to reduce carbon emissions, 22% of which are produced by road traffic. These measures include developing a strategic partnership approach to transport and implementing the Green Infrastructure Strategy²³.

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

3.4 Green Infrastructure Strategy

3.4.1 The Green Infrastructure Study (Phase 1) and the Green Infrastructure Strategy (Phase 2) were commissioned by East Devon District Council, Exeter City Council, Teignbridge District Council and Natural England as part of their ongoing commitment to meeting the needs of new and future communities and to general environmental protection and enhancement.

3.4.2 The Green Infrastructure work provides a framework for green infrastructure to be taken into account in planning for the significant amount of new growth in the area. Although not all GI is accessible, the Strategy promotes measures which facilitate and encourage walking, cycling and use of public transport as the primary means of movement within the strategic development areas.

<http://www.exeter.gov.uk/index.aspx?articleid=10986>

3.5 Residential Design SPD

3.5.1 The Residential Design SPD was adopted on 28 September 2010. In providing guidance on good design practice for buildings and the public realm, it takes into account the need to enable and encourage the use of sustainable modes of transport wherever possible.

3.5.2 The RD SPD contains much of relevance to this current document, including:-

- permeable and well-connected layouts;

²² Paragraph 4.8 of the Local Plan.

²³ See section 3.4.

- priority for pedestrians and cyclists, and facilities such as cycle parking;
- sustainable design, including safe and attractive public realm.

Cross-references are included in this document where they are relevant.

<http://www.exeter.gov.uk/index.aspx?articleid=12730>

3.6 Planning Obligations

- 3.6.1 The [Planning Obligations SPD](#) sets out how, during pre-application discussions with developers, planning officers will identify a list of issues relevant to the development site to be considered in respect of planning obligations. Developers should identify what measures might be taken to mitigate the impact of their development and ensure its sustainability²⁴. Where specific issues need to be discussed with the City or County Council, that is highlighted in this document.²⁵
- 3.6.2 Developers should explain through Heads of Terms what they are proposing should be contained in and secured through planning obligations.²⁶
- 3.6.3 It is intended that developers should provide for all infrastructure and services necessary to achieve sustainability from their proposals. Until adoption of Community Infrastructure Levy (CIL), the City Council's normal position will be to secure this through planning obligations.²⁷
- 3.6.4 The Council's standard clauses for planning obligations, including those for financial contributions and highway works, are on its website at www.exeter.gov.uk/planningobligations. Relevant obligations and model planning conditions are listed, where applicable, at the end of each chapter of this document.

3.7 Site-specific Masterplans

- 3.7.1 Masterplans currently exist for the areas of Newcourt and Monkerton/Hill Barton, where considerable development is proposed (and in the case of Newcourt, under way). As with the Residential Design SPD, these indicate how development should be planned to make sustainable travel choices a realistic and attractive proposition. They have been subject to public consultation and have been approved for development management purposes.

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

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

²⁴ Paragraphs 4.2.1 and 4.2.2 of Planning Obligations SPD.

²⁵ See for example paragraphs 9.1.2 and 10.2.2.

²⁶ Paragraph 4.2.3 of Planning Obligations SPD.

²⁷ Paragraph 4.4.1 of Planning Obligations SPD.

3.8 Car Club SPG

- 3.8.1 The Council has previously produced Supplementary Planning Guidance (SPG) in relation to car clubs. This SPD (specifically Chapter 11) will, when adopted, replace that SPG.

<http://exeter.gov.uk/index.aspx?articleid=4783>

3.9 Devon County Council Local Transport Plan (LTP3)

- 3.9.1 Devon County Council's Local Transport Plan (LTP3) was adopted in April 2011. In its Exeter Strategy it outlines successes in achieving more use of sustainable travel modes than the national average. For example, as a Cycling Demonstration Town from 2005 to 2011, the city saw a 10% increase in people cycling to work and 40% in students cycling to school. Patronage of rail, park and ride and bus services has also increased steadily; in the case of bus this represents an exception to the national trend.

- 3.9.2 The Exeter Strategy highlights the need to make greater use of sustainable travel options to accommodate the level of development and growth expected by 2026. It identifies the priorities for the city as being to:-

- improve access to the city;
- enable and support smarter travel;
- unlock major growth east of Exeter;
- deliver major development within Exeter;
- protect Exeter as a gateway.

- 3.9.3 The document points out that "with funding opportunities limited, it will be necessary to negotiate contributions towards sustainable transport infrastructure from all new development, including funding for travel planning measures. Alternative sources of funding will also need to be sought and using demand management measures such as workplace parking for new developments will help generate income for reinvesting in the transport system."²⁸

http://www.devon.gov.uk/index/transportroads/devon_local_transport_plan/ltp3.htm

3.10 Walking, Cycling and Bus Strategies

- 3.10.1 The City and County Councils have prepared a Walking Strategy and a Cycling Strategy, as well as a Growth Bus Strategy for Exeter.

<http://www.devon.gov.uk/eldf-exeter-cycle-strategy.pdf>

[Other hyperlinks to be inserted when documents available.]

3.11 Air Quality Strategy and Air Quality Action Plan

²⁸ At page 62 of LTP3.

3.11.1 The City Council has prepared a local Air Quality Strategy which outlines the measures it will take in order to protect and improve air quality throughout Exeter. It identifies a need to tackle emissions of nitrogen dioxide generated by motor vehicles along the busiest roads into the city, which has resulted in the designation of an Air Quality Management Area (AQMA), and production of an Air Quality Action Plan. This identifies the Council's role, as part of its forward planning function, in ensuring that future development does not significantly adversely affect the air quality within the city.²⁹

Air Quality Strategy: <http://www.exeter.gov.uk/index.aspx?articleid=4261>

Air Quality Action Plan: <http://www.exeter.gov.uk/index.aspx?articleid=4292>

²⁹ At Page 11 of the Executive Summary.

4 Access and facilities for people with disabilities

Applicable to the following:

All development where access arrangements and/or facilities are affected.

Relevant policies:

Core Strategy especially paragraphs 8.6 (e) and 10.55 (viii); and policies CP9 and CP17.

Local Plan policy T3(f) and T9.

Emerging Site Allocations and Development Management DPD especially policy DM26(e).

Residential Design SPD.

4.1 Requirements

4.1.1 The transport and access needs of residents and visitors with disabilities must also be taken into account in the design of all development:-

- Footpaths and footways must be designed to take account of the needs of users of pushchairs, wheelchairs and buggies.
- Routes from public transport stops and car parks must be free from hazards and accessible to wheelchair users.
- Raised kerbs should be provided at bus stops.
- Where obstructions are unavoidable, they should be detectable by visually impaired people, for example through use of colour contrasts, and tap rails to enable identification by long cane users.
- Crossing points should be identified using tactile paving of the appropriate colour.³⁰
- Seating should be provided at bus stops where space permits, and at intervals along (but not obstructing) key pedestrian routes.
- Dedicated parking should be provided for people with disabilities, in accordance with Table 4 at paragraph 6.2.2. There are recommended dimensions in the DfT's Traffic Advisory Leaflet.³¹
- Entrances to buildings, internal doorways and circulation space should be accessible to wheelchair users.
- Toilets should be accessible to wheelchair users and people with other disabilities.

³⁰ See "[Guidance on the use of Tactile Surfaces on Pavements](#)", DfT 2007.

³¹ No. 5/95:
http://webarchive.nationalarchives.gov.uk/20090505152230/http://www.dft.gov.uk/adobe/pdf/165240/244921/244924/TAL_5-951/.

- There should be appropriate means of access to upper floors, with corresponding means of escape.
- 4.1.2 The Residential Design SPD elaborates on these requirements.³² While directed at dwellings, much of the guidance is appropriate to other types of development. Further information can be found in the relevant Government guidance.³³ In addition, buildings must comply with Part M of the Building Regulations.
- 4.1.3 A contribution towards community transport services may form part of a package of transport measures funded by development³⁴. Community transport in Exeter is generally provided by the third sector, with considerable local authority support. It provides an essential service for people who would not otherwise be able to travel, for example because the distance to a bus stop is too great, or because their disability prevents them using conventional vehicles. The existing network will need to be improved and extended in order to serve new development.

4.2 Checklist for applications

- On the application form, include the number of parking spaces for people with disabilities.
- On the drawings, indicate the location and dimensions of these spaces, and identify any other features listed in paragraph 4.1.1.
- In the Design and Access or Planning Statement, describe the rationale for these features, with reference to the relevant guidance documents.

4.3 Model conditions

- 4.3.1 Highways condition (see paragraph 10.4.3).
- 4.3.2 Pedestrian and cycle routes condition (see paragraph 10.4.1).
- 4.3.3 Parking condition (see paragraph 6.8.1).

4.4 Planning obligations

- 4.4.1 Contribution towards community transport – see [Standard Clause 04](#) – “Financial contribution”.

³² For example at RD SPD paragraphs 6.46 and 9.50 onwards.

³³ Those cited above, plus “[Inclusive Mobility](#)”, DfT 2005.

³⁴ See paragraph 9.2.6.

5 Parking and other facilities for cyclists

Applicable to the following (ie. all but the smallest proposals):

Residential newbuild or conversion (including multiple occupation), from single dwellings upwards.

Residential extension increasing the number of bedrooms, and/or affecting cycle parking arrangements.

Non-residential newbuild or conversion/change of use, from single premises upwards.

Extension increasing the number of staff and/or visitors, and/or affecting cycle parking arrangements.

Relevant policies:

Core Strategy especially policy CP9.

Local Plan policy T3.

Emerging Site Allocations and Development Management DPD policy DM28.

Residential Design SPD.

Site-specific Masterplans.

5.1 Quantity

- 5.1.1 Cycle parking standards are set out in Policy T3 and Schedule 2 of the Local Plan, but have been reviewed in the light of local experience, the high levels of cycling in Exeter³⁵, and examples of good practice³⁶, and revised standards are detailed in Table 2 below.
- 5.1.2 These are intended to indicate an appropriate level of cycle parking, as required by the emerging Strategic Allocations and Development Management DPD. In the meantime these standards update those set out in the Local Plan.
- 5.1.3 These are minimum standards; applicants should consider providing more parking if, for example, the site is well located in relation to high quality cycle routes. For extensions to existing premises, the use made of existing cycle stands may be a good guide to the appropriate level of future provision.
- 5.1.4 Newbuild properties will always be expected to include cycle parking in accordance with the policy requirement. It is accepted that this may be more difficult to achieve with conversions.

³⁵ Exeter's status as a Cycling Demonstration Town from 2005 to 2011 and accompanying investment in infrastructure and measures such as training, resulted in substantial increases in cycling; see paragraph 3.9.1.

³⁶ See for example [TfL Proposed Guidelines](#). London is seen as comparable in that, like Exeter, it has seen a dramatic increase in cycling using a mixture of dedicated facilities and heavily trafficked roads.

Table 2 - Cycle parking standards (minimum)

<p>The standards below are cumulative, eg. for retail, cycle parking is required for both staff and customers.</p> <p>The absence of a use from this table does not mean no cycle parking is required. Applicants should consider likely numbers of residents, staff and visitors, and assess their likely needs by comparison with the following examples.</p>			
Land use		Number of cycles	Notes
Parking for residents			
Houses and flats	1 or 2 bedrooms	1 per dwelling	
	3+ bedrooms	2 per dwelling	
HMOs, bedsits, cluster flats, student accommodation	For first 10 bedrooms	1 per bedroom	
	For 11 th bedroom upwards	1 per 2 bedrooms	
Retirement flats (includes staff parking)	For first 4 flats	1 per flat	Assumes lower age limit of 60 or less. Reduce requirement if age limit is higher.
	For subsequent flats	1 per 5 flats (minimum 4 spaces)	
Parking for staff			
General rule	For first 4 full time equivalents (FTEs)	1 per FTE	
	For subsequent staff	1 per 7 FTEs (minimum 4 spaces)	
Example for specific cases -			
Offices	Assume 1 FTE per 12.5m ² of office space, and provide cycle parking as above.		
Method of calculation for other uses which include office space	Consider level of staffing likely to be accommodated in the building, eg. medical practice - assume 1 FTE per consulting room, plus 1 FTE per 12.5m ² of office space, and provide cycle parking as above.		
Industrial uses	If number of staff is not known, assume 1 FTE per 50m ² of workshop space, plus 12.5m ² of office space, and provide cycle parking as above.		
Retail	1 staff cycle space per 350m ² of net retail floorspace.		

Parking for visitors/customers			
Retail	Food	1 per 350m ² of net retail floorspace (minimum 10 spaces)	
	Non-food	1 per 500m ² of net retail floorspace (minimum 4 spaces)	
Hotels and conference facilities	Overnight guests	Equal to staff parking, and may be in same secure space	
	Day visitors (conferences etc)	1 per 20 peak period visitors	
Sports facilities		1 per 20 peak period visitors	
Other premises open to the public	eg. other leisure uses, medical practices, food and drink	Same number of spaces as for staff	
Offices and industrial uses not generally open to the public		One or two spaces for ad hoc callers	
Student accommodation		One space per 20 beds (minimum 2 spaces)	
Other residential blocks		One or two spaces for ad hoc callers	
Educational establishments	Consider on an individual basis depending on age and other characteristics of students.		

5.2 Cycle parking at home

5.2.1 Cycle parking must be secure and convenient. The Residential Design SPD sets out detailed requirements for cycle storage at paragraph 6.56 onwards.

- For a single garage measuring 6m x 3m, 0.5m needs to be added to either the length or the width for bike storage. If added to the length, a personal door should be included so the bikes can be taken in and out with the car in situ.
- Individual stores in gardens should have easy access to the road via a gate. For two bikes, the store should measure about 2m x 1m (a 6' x 4' shed will suffice).

- Communal stores should be conveniently located and secure. See [Devon County Council's Cycle Parking Design Guidance](#) in relation to storage systems.
- Storage space for bikes is additional to that required for bins; the same space cannot be counted for both.

5.2.2 In the case of an application to convert a garage to living accommodation, while it is accepted that this will usually be designed to meet the requirements of the current occupier, consideration should be given to how cycle storage could be provided in future, such as a shed within the curtilage.

5.3 Cycle parking at workplaces

5.3.1 For staff who will be leaving their cycles on site for the whole day, security will be paramount.

- Cycle parking should be in a secure location within the curtilage and/or in a secure structure wherever possible. The location should be such that users feel safe accessing it. See [Devon County Council's Cycle Parking Design Guidance](#) in relation to storage systems.
- Showers, lockers, and space to dry clothes will all encourage staff to cycle to work. Where more than 20 people are to be employed, these facilities must be provided³⁷. Where possible, they should also be provided for smaller employment premises, particularly newbuild development which is well-located in relation to the city's cycle network. See model condition at paragraph 5.6.1.

5.4 Cycle parking for visitors

5.4.1 Cycle parking should be provided in convenient and safe locations, immediately adjacent to destinations such as shops or schools, at transport interchanges or next to community facilities.³⁸

- For casual visitors, cycle parking should be located by the main entrance, in a well-overlooked position, to which cycles can be locked. Conveniently sited parking will prevent bikes being chained to other structures.
- In areas like retail parks with multiple premises, small groups of bike stands close to individual shop entrances will be preferable to one large group of stands. The former will be more convenient for users, easier to accommodate, and less visually intrusive.
- At premises where visitors stay for hours rather than minutes, covered parking is preferable.
- Conference centres and hotels should provide secure cycle parking. If visitors are allowed to use the store provided for staff, the size of the store needs to reflect this.

³⁷ Local Plan policy T3(c).

³⁸ Paragraph 10.53 of the RD SPD.

- In city centre or local centre locations where there is no space on site for cycle parking for visitors, it may be appropriate for the developer to contribute to additional provision in the vicinity.
- Good surveillance is essential, to ensure the security of cycles and their users.
- See [Devon County Council's Cycle Parking Design Guidance](#) in relation to storage systems.

5.5 Checklist for applications

- On the application form, include the number of cycle parking spaces.
- On the drawings, indicate the location of cycle parking, and dimensions so that capacity can be verified. The Council has produced a ready-reckoner showing how many bicycles will fit in a given area. [Insert hyperlink]
- In the Design and Access or Planning Statement, describe the quantity and nature of cycle parking, including storage system used (eg. Sheffield stands), security arrangements where applicable, and method of controlling access to communal stores.

5.6 Model conditions

5.6.1 Cycle parking identified in application:

Prior to occupation of the development hereby permitted, secure cycle parking^{(a)(b)} shall be provided^(c) in accordance with [details^(d) previously submitted to and approved in writing by the Local Planning Authority]^(e), and the cycle parking shall be maintained at all times thereafter.^(f)

Reason - to ensure that cycle parking is provided, in accordance with Local Plan policy T3, to encourage travel by sustainable means.

Variations:-

- May need to specify “*cycle parking for visitors and secure cycle parking for residents and staff*”, or any combination of these appropriate to the use.
- For a workplace, it may be appropriate to include provision of lockers, showers and changing facilities.
- If location is shown on a drawing, insert after the word “provided”: “*in the location shown on drawing number ...*”
- After “details” insert any specific requirements; for example in the case of a small store room it may be necessary to specify “*(including arrangements as to access)*”, to prevent it from being simply a locked cupboard.
- If sufficient detail is shown on a drawing, replace the words in square brackets with “*the details shown on drawing number ...*”.
- For larger developments, may need to link occupation of premises to provision of cycle parking for those premises.

5.6.2 No cycle parking identified in application:

Prior to commencement of the development, details shall be submitted to the Local Planning Authority of secure cycle parking.^{(a)(b)(d)} Development shall not be commenced until such details have been agreed in writing by the Local Planning Authority, and prior to first occupation of the development, the cycle parking shall be provided in accordance with the approved details.

Reason and variations are as above.

If no obvious solution is apparent from the submitted drawings, applicants will be asked to provide additional details, in the absence of which the application will be liable to refusal for failure to comply with policy T3.

6 Car parking

Applicable to the following (ie. all but the smallest proposals):

Residential newbuild or conversion (including multiple occupation), from single dwellings upwards.

Non-residential newbuild or conversion/change of use, from single premises upwards.

Extension of any premises increasing the number of staff and/or visitors, and/or affecting car parking arrangements.

Relevant policies:

Core Strategy especially policy CP9.

Local Plan policy T10.

Emerging Site Allocations and Development Management DPD policy DM19, DM28 and DM31(o).

Residential Design SPD.

Site-specific Masterplans.

6.1 Rationale

6.1.1 There are a number of reasons for including a chapter on car parking in an SPD relating to sustainable transport:-

- The definition of sustainable transport modes in the NPPF³⁹ includes low and ultra low emission vehicles and car sharing, all of which generate a requirement for parking.
- The NPPF does not advocate maximum standards for parking; it permits the setting of local standards based on a number of factors, only one of which is the need to reduce the use of high-emission vehicles⁴⁰. Another factor is local car ownership levels, implicitly making the point that to some extent car ownership governs the appropriate level of parking, not the reverse; that is, restricting parking provision does not necessarily reduce car ownership, and can have adverse consequences such as encouraging parking on footways. In any case, the policy objective is to reduce car use rather than ownership⁴¹.
- Another factor to be taken into account is the availability and opportunities for public transport. This reflects the fact that driving is part of an overall package of transport possibilities, and an effective way of reducing car use is to offer people other attractive choices.
- Sections 6.3 to 6.6 therefore set out a number of ways in which car parking needs to mesh with other transport modes.

³⁹ In Annex 2.

⁴⁰ At paragraph 39.

⁴¹ See paragraph 1.3.3.

6.2 Quantity

- 6.2.1 Car parking standards are set out in policy T10 and Schedules 3 and 4 of the Exeter Local Plan. The Residential Design SPD elaborates on the parking standards for dwellings, including unallocated parking, and provides detailed guidance on its location and layout.⁴² Although described as maxima in the Local Plan and RD SPD, in accordance with government policy the standards in Schedule 3 are now treated as indicative standards to assist applicants.⁴³ Schedule 4 sets out minimum requirements for parking for disabled users.
- 6.2.2 It is intended that the emerging Site Allocations and Development Management DPD will require an “appropriate” level of car parking for development, and the standards in Table 3 and Table 4 below indicate what that level is for different types of development, including minimum provision for people with disabilities⁴⁴.
- 6.2.3 The tables focus on car parking, but any additional operational requirements (such as for commercial vehicles to service the premises) need to be accommodated.

Table 3 – Car parking standards (indicative)

Inside the pedestrian priority zone	
Non-residential	Operational only
Residential	Average of 1.5 spaces per dwelling*
Outside the pedestrian priority zone	
Food retail	1 space per 14 m ² (gross internal area)
Non-food retail	1 space per 20 m ²
Cinemas and conference facilities	1 space per 5 seats
D2 including leisure	1 space per 22 m ²
B1 including offices	1 space per 30 m ²
B2 employment	1 space per 50 m ²
B8 warehousing	1 space per 200 m ²
Hospitals	1 space per 4 FTEs + 1 space per 3 visitors
Higher and further education	1 space per 2 FTE
Stadia	1 space per 15 seats
Residential	1.5 spaces per dwelling*

⁴² RD SPD Chapter 6.

⁴³ NPPF paragraph 39 requires standards to be set taking into account a number of factors.

⁴⁴ See also paragraph 4.1.1.

*See Residential Design SPD Figure 6.2 for ratio of allocated to unallocated spaces

Table 4 - Car parking standards for disabled users (minimum)

Car park used for	Car park size	
	Up to 200 bays	Over 200 bays
Employment premises – employees and visitors	Individual bays for each disabled employee + 2 bays or 5% of total capacity	6 bays + 2% of total capacity
Shopping, recreation, leisure	3 bays or 6% of total capacity, whichever is greater	4 bays + 4% of total capacity

6.3 Car free developments

6.3.1 Where a Residents' Parking Zone (RPZ) has been designated by Devon County Council, their policy⁴⁵ is that new properties will not be eligible for a permit and developers will be required to provide sufficient spaces off-street or designate the property as car free; see further paragraph 6.3.2. For conversions, permits will be issued on a first come, first served basis, up to the number of permits previously existing for the property, or the number of new properties, whichever is the lower, provided that any of the new properties without a permit are designated car free.

6.3.2 Policy H2 and paragraph of the Exeter Local Plan First Review refers to a City Centre Core Area within which car free developments will be permitted. Similar considerations may apply to justify a car free development in other locations well served by public transport. In all cases this will be subject to the following:-

- parking should be provided for cycles and disabled drivers, as well as space for deliveries;
- where occupiers will not be entitled to a residents' parking permit from Devon County Council, they should be made aware of that;
- a travel plan and/or travel pack may be required in accordance with section 8.1;
- a contribution will be sought towards the enhancement of facilities for public transport, cyclists and pedestrians. A contribution to a car club is deemed to comply equally with the objectives of paragraph 4.8.⁴⁶

⁴⁵ See item 6 at http://www.devon.gov.uk/index/councildemocracy/decision_making/cma/cma_document.htm?cmadoc=agenda_exh_20101125.html.

⁴⁶ In accordance with NPPF paragraph 39 which says that if parking standards are set they should take into account, among other things, the accessibility of the development and the availability of and opportunities for public transport. For car clubs see chapter 11.

6.3.3 On car free developments, or other locations where a car club forms part of the travel plan strategy⁴⁷, parking for a car club car or cars should be provided in accordance with chapter 11.

6.4 Extensions to Controlled Parking Zones

6.4.1 Where a development is likely to encourage on-street parking to the detriment of existing residents or businesses, the applicant may be required to make a financial contribution to enable the creation or extension of Controlled Parking Zones. The contribution will need to cover the costs associated with making the necessary Order, as well as signage and road markings.

6.5 Electric vehicles

6.5.1 The Government's Plug-in Vehicle Infrastructure Strategy⁴⁸ envisages that as plug-in electric vehicles become more widespread, most charging will take place at home, with additional facilities at workplaces and locations such as shopping centres. The Residential Design SPD requires developers to plan for the future installation of charging points for all residential parking, including on-street locations. As a minimum, ducting and potential for easy connection to the electricity network should be provided.⁴⁹ Workplace and retail parking facilities should also be future-proofed in this way.

6.6 Layout and management arrangements

6.6.1 Parking areas should be well overlooked, by buildings or public spaces, to provide security for users and their vehicles.

6.6.2 Shops and offices should be designed and located so that their front entrances are directly off main streets, not involving a long walk across a car park.

6.6.3 Where parking is provided for customers of retail estates, in the interests of discouraging unnecessary vehicle movements, management arrangements for those parking areas should not preclude customers from leaving their cars parked for short periods while they visit other nearby premises. The model condition at paragraph 6.8.2 is designed to deal with this. Paths should provide easy connections in and out of the car park, to avoid pedestrians taking short cuts through planting.

6.7 Checklist for applications

- On the application form, include the number of parking spaces for different types of vehicle and user.
- On the drawings, indicate location of parking, and dimensions so that capacity can be verified.

⁴⁷ For travel plans see chapter 7.

⁴⁸ "Making the Connection", June 2011.

⁴⁹ Paragraph 6.34 of the RD SPD.

- In the Design and Access or Planning Statement, describe the rationale for the number of spaces, with reference to the indicative standards in Table 3 and Table 4, Figure 6.2 of the RD SPD, and the criteria listed in paragraph 39 of the NPPF.

6.8 Model conditions

6.8.1 Parking:

The proposed car parking shall be constructed and laid out in accordance with details to be approved by the Local Planning Authority in writing before their construction begins. For this purpose, plans and sections indicating, as appropriate, the design, layout [including allocated and unallocated spaces], levels, gradients, materials and method of construction shall be submitted to the Local Planning Authority.

Reason: To ensure that adequate information is available for the proper consideration of the detailed proposals.

Note: this may be part of a composite condition requiring approval of details of estate roads etc.⁵⁰

6.8.2 Flexible parking:

The car park shall at all times be managed in such a way that car-borne customers are not prevented from leaving the site to visit nearby premises on foot.

Reason - to encourage short journeys to be made on foot rather than by car, in accordance with Local Plan policy T3.

Note: intended particularly for retail parks; see paragraph 6.6.3.

6.9 Planning obligations

- 6.9.1 Contribution to enable the creation or extension of a Controlled Parking Zone - see [Standard Clause 04](#) – “Financial contribution”.

⁵⁰ See paragraph 10.4.3.

7 Connections between the site and its surroundings

Applicable to:

Proposals having a direct physical impact on existing infrastructure; this may include (for example) a single dwelling which would involve alterations to an access, or for example to a cycle path or bus stop.

Sites with more than one potential access.

Relevant policies:

Core Strategy policy CP9.

Local Plan policy T3.

Emerging Site Allocations and Development Management DPD policy DM27.

Residential Design SPD.

7.1 Alterations to existing infrastructure

7.1.1 Development may have a physical impact on existing infrastructure, particularly where access to the development is improved or newly created. Physical works may be necessary:-

- To avoid danger or inconvenience to existing users of the road, or to vehicles or persons entering or leaving the property; measures would include the creation of visibility splays or a priority arrangement for pedestrians and cyclists crossing the access;
- To relocate infrastructure such as a bus stop.

7.1.2 Individual proposals must respect the overall movement strategy for the wider area, both current and as proposed through the Exeter Walking and Cycle Strategies and emerging Exeter Growth Bus Strategy⁵¹, as well as any applicable Masterplan.⁵²

7.1.3 Where the required works are on the application site or within land controlled by the applicant, and off the public highway, a condition will usually suffice; otherwise they will be secured by a planning obligation.

7.2 Connections

7.2.1 Where there is more than one possible access point to the development site, Devon County Council as highway authority may wish to prevent vehicular access at one or more of those points. However, in the interests of keeping walking and cycling distances to a minimum, preferably pedestrian and cycle access should still be provided. As a general rule, this should be the case wherever a site boundary abuts an existing highway or public open space.

⁵¹ See paragraph 3.10 of this document.

⁵² See paragraph 3.7 of this document.

7.3 Checklist for applications

- On the application form, complete the section about access and rights of way.
- Provide a plan showing all access points, together with detailed drawings showing all necessary works.
- In the Design and Access Statement, set out the rationale for the access points and associated works.

7.4 Model conditions

7.4.1 On-site works:

*No part of the development hereby approved shall be brought into its intended use until the *[visibility splays, on-site parking, turning, loading and unloading facilities] have been provided in accordance with the requirements of this permission and retained for those purposes at all times.*

Reason: To ensure the safety and convenience of the traffic attracted to the site and other road users.

Note: *adapt to reflect the actual requirements.

7.4.2 Restriction on vehicular access:

Prior to occupation of the development, the access to [name of road] shall be closed to motor vehicles in accordance with details previously submitted to and approved in writing by the Local Planning Authority, and shall remain closed at all times thereafter.

Reason: To ensure the safety and convenience of the traffic attracted to the site and other road users.

7.4.3 Provision of pedestrian/cycle access:

Prior to occupation of the development, access for pedestrians and cyclists at the points shown marked on drawing no. [] shall be provided in accordance with details previously submitted to and approved in writing by the Local Planning Authority, and maintained at all times thereafter.

Reason - to encourage travel by sustainable means in accordance with Local Plan policy T3.

7.5 Planning obligations

- 7.5.1 See [Standard Clause 05](#) – “Highway works”.

8 Travel plans and travel packs

Applicable to:

Proposals putting additional demand on transport infrastructure or services; generally involving more than an individual dwelling or other premises.

Relevant policies:

Core Strategy especially paragraph 8.6(g) and policy CP9.

Local Plan policy T10.

Emerging Site Allocations and Development Management DPD especially policy DM27(f).

Residential Design SPD.

8.1 Requirements

8.1.1 An effective travel plan can play a significant part in encouraging sustainable travel. The NPPF says that a travel plan should be provided for all developments which generate significant amounts of movement.⁵³ Devon County Council's general requirements are as follows:-

- Residential development:-
 - basic travel plan and travel pack (see 8.1.4) – for 20 or more dwellings, or HMO/student accommodation with ten or more rooms;
 - comprehensive travel plan (see 8.1.3) and travel pack – for 50 or more dwellings, or student accommodation with 50 or more rooms;
- Workplaces:-
 - basic travel plan and travel pack – for ten or more staff;
 - comprehensive travel plan and travel pack – for 20 or more staff.

8.1.2 In all such cases, approval of and adherence to a travel plan will be secured by condition.⁵⁴ Although travel plans should be submitted to the City Council for approval, Devon County Council will be consulted, and applicants should therefore have regard to their requirements, which are included with more general travel planning advice at <http://www.devon.gov.uk/travelplanning>.

8.1.3 A comprehensive travel plan is likely to include the provision of vouchers for season tickets for new residents or staff, or towards the cost of bicycles for residents. It may provide for a car club facility in accordance with Chapter 11. It will require employment of a travel plan co-ordinator (although for smaller workplace schemes a member of staff appointed travel plan champion will suffice). A financial contribution to any or all of these measures will need to be secured through a planning obligation.

⁵³ At paragraph 36.

⁵⁴ See condition in paragraph 8.3.1.

8.1.4 A travel pack should be produced for residents of new development and for workplaces in all cases where a travel plan is required. This will include details of walking and cycling routes, as well as public transport including maps, timetables, and information about ticket offers.⁵⁵ Where applicable, it should also include information about car sharing schemes, car clubs, eco-driving and motorcycle safety. Devon County Council may be able to produce packs for developers upon payment of a financial contribution. In all cases they will need to approve the form and content of the travel pack.

8.1.5 The RD SPD requires a Home User Guide to be produced for all dwellings. In the case of major residential development, this will be secured by a planning obligation, a requirement of which will be that the content of the Guide must be approved by the Council.⁵⁶ Where a travel pack is provided, it should form part of this Guide.

8.2 Checklist for applications

- Include a draft travel plan in appropriate cases.

8.3 Model conditions

8.3.1 Travel plan:

No part of the development shall be occupied until a travel plan (including recommendations and arrangements for monitoring and review) has been submitted to and approved in writing by the Local Planning Authority^{(a)(b)}. Thereafter the recommendations of the travel plan shall be implemented, monitored and reviewed in accordance with the approved document, or any amended document subsequently approved in writing by the Local Planning Authority.^(c)

Reason: to encourage travel by sustainable means, in accordance with Local Plan policy T3.

Variations:-

(a) May need to insert after “Local Planning Authority”: “(who shall consult with both the Local Highway Authority and Highways Agency acting on behalf of the Secretary of State for Transport⁵⁷)”.

(b) May need to specify that “*the travel plan shall include as a minimum:-*

- *The identification of targets for trip reduction and modal shift;*
- *The methods to be employed to meet these targets;*
- *The mechanisms for monitoring and periodic review;*
- *The mechanisms for reporting;*

⁵⁵ See condition in paragraph 8.3.2.

⁵⁶ Paragraph 9.29 of the RD SPD.

⁵⁷ Where traffic on a trunk road is affected by the proposal.

- *Actions (including payment of financial contributions) in the event that targets are not met;*
- *The mechanisms for mitigation;*
- *Implementation of the travel plan to an agreed timescale or timetable and its operation thereafter;*
- *Mechanisms to secure variations to the travel plan following monitoring and review.”*

(c) May need to be specific about review, eg: “A review of the targets shall be undertaken within 6 months of the occupation of the development and on a periodic basis thereafter.”

8.3.2 **Travel pack:**

Prior to occupation of the development hereby permitted, a travel pack shall be provided informing all residents^(a) of [the car free status of the development, and]^(b) walking and cycling routes and facilities, public transport routes and timetables, car sharing schemes, car clubs, eco-driving, and motorcycle safety^(c), together with the location of local and central shopping and leisure facilities, as appropriate, the form and content of which have previously been approved in writing by the Local Planning Authority.

Reason: To ensure that all occupants of the development are aware of [its car free status and] the available sustainable travel options.

Variations:-

- (a) Replace “residents” with “staff” etc., as appropriate.
- (b) Include or omit words re car free status, as appropriate.
- (c) Omit those which do not apply.

8.4 **Planning obligations**

Financial contribution⁵⁸ to cover travel plan measures including any or all of the following:-

- production of travel pack;
- vouchers for discounted bicycle purchase and/or season tickets;
- appointment of travel plan co-ordinator.

⁵⁸ See [Standard Clause 04](#), “Financial contribution”.

9 Off-site improvements

Applicable to:

Proposals putting additional demand on transport infrastructure or services; generally involving more than an individual dwelling or other premises.

Relevant policies:

Local Plan policies especially T3, T5, T6 and T7.

Core Strategy policies CP9 and CP18.

Emerging Site Allocations and Development Management DPD policies DM19, DM27 and DM28(d).

Residential Design SPD.

Planning Obligations SPD.

Site-specific Masterplans.

9.1 Identification of requirements

- 9.1.1 Where improvements to transport networks are necessary to accommodate journeys generated by the development, and to enable and encourage use of sustainable modes for those journeys, the development will be expected to make a financial contribution towards those improvements.
- 9.1.2 The nature and extent of these contributions will be identified through the Transport Assessment process and pre-application discussions, particularly with Devon County Council. DCC generally follows DfT thresholds⁵⁹ as to when a Transport Assessment is required, although a simple assessment may be required in additional cases to illustrate the impact from a development.
- 9.1.3 Exeter City Council is working towards adopting a CIL Schedule which will indicate what is intended to be funded from the Community Infrastructure Levy. In the meantime, planning obligations fulfil this role, and will continue to play a part in relation to site-specific requirements.
- 9.1.4 Although planning obligations must be directly related to the proposed development, a degree of flexibility will sometimes be necessary as to how transport contributions are spent. This is particularly the case where infrastructure or services are required to support multiple developments, from which contributions will be pooled. It may not be possible to predict the sequence in which those developments will come forward, and that sequence may determine which transport measures should properly be funded⁵⁹ by each of the developments.

⁵⁹ See paragraph 2.3.1.

9.2 Potential need for contributions

9.2.1 Roads – contributions may be required towards the following:-

- Local improvements to mitigate congestion and therefore emissions which would otherwise be exacerbated by traffic from the development.
- Measures to encourage drivers to take one route rather than another, for example using signage or traffic calming, or to compel them to do so by restrictions on particular movements.
- Extensions to Controlled Parking Zones in the circumstances described in paragraph 6.4.1.
- The strategic links referred to in section 12.4.

9.2.2 Park and ride – contributions may be required towards the sites referred to in paragraph 12.2.2. This may be appropriate for development in the city centre and therefore served by park and ride, or where park and ride can play a role in reducing traffic congestion on a radial route which the development will exacerbate.

9.2.3 Rail – contributions may be required towards the following, particularly where the development is in a location close to an existing or proposed station:-

- The new stations and other elements of the Devon Metro proposals referred to in section 12.1.
- Measures which encourage occupiers to travel by train, such as better waiting or information systems.

9.2.4 Bus – contributions may be required towards the following:-

- To enhance bring a service within walking distance of development, or increase the frequency of an existing service.
- To provide shelters, seats, static or electronic information displays, raised kerbs to assist access by wheelchairs and pushchairs, and/or crossing facilities, all of which have the capacity to make bus travel more attractive.
- To provide bus priority measures which benefit the development

9.2.5 Walking and cycling – contributions may be required towards improving facilities for pedestrians and cyclists in the vicinity of the site, including the creation of links to reduce walking and cycling distances to public transport and other local facilities; also directional signage, lighting, crossing facilities and public cycle parking.

9.2.6 **Community transport** – a contribution may be required, particularly in an area not served by current community transport services⁶⁰, which therefore need to be extended.

9.3 Checklist for applications

- In the Transport Assessment, indicate how the site relates to transport networks, and identify improvements which would enable and encourage use of sustainable modes.

9.4 Planning obligations

9.4.1 See [Standard Clause 04](#) - “Financial contribution”.

⁶⁰ See paragraph 4.1.3.

10 On-site movement networks

Applicable to the following

Developments large enough to have roads and/or paths within the site.

Relevant policies:

Core Strategy especially policy CP9, CP16, CP17 and CP19.

Local Plan policy T2, T3 and T5.

Emerging Site Allocations and Development Management DPD policy DM27.

10.1 Hierarchy of streets

10.1.1 This document adopts the hierarchy used in the Monkerton Masterplan⁶¹, namely primary, secondary, tertiary and green streets.

- Primary streets will be through routes for all vehicles, therefore carriageway widths will need to take account of large vehicles, including buses, while maintaining a safe and attractive pedestrian and cycle environment.⁶²
- Secondary streets will not be designed to encourage through traffic, although they will need to accommodate buses on local services.
- Tertiary streets are not generally through routes, and should be designed as places that prioritise people rather than vehicles.
- Green streets are footpaths and cycleways with no access for motorised traffic.

10.2 The movement framework

10.2.1 The combined effect of the model conditions in section 10.4 is to require a movement framework to be drawn up, including bus routes (where applicable) and a pedestrian and cycle network. Ideally this should be an integral part of the application, with as little detail as possible left to be secured by conditions.

10.2.2 Devon County Council will be able to advise as to whether a single or multiple vehicular accesses should be provided, and whether any roads on site need to be primary or secondary streets.

10.2.3 In the case of accesses to the site:-

- DCC will be able to advise whether or not vehicular accesses need to be signal controlled.

⁶¹ See link at paragraph 3.7.1 of this document; page 54 of the Masterplan.

⁶² Paragraph 5.11 of the RD SPD.

- If so, push button facilities should usually be provided for pedestrians, which should include toucan facilities for cyclists where cycleways are present. Inconvenience to users of existing pedestrian and cycle routes should be minimised, and existing and potential desire lines should be catered for.
- Wherever the site boundary abuts an existing highway or public open space, pedestrian and cycle access should be provided, even if there is no vehicular access. Where an adjoining site may be developed in future, footpath/cycleways should be built up to the boundary to enable a connection to be made in at a later date.

10.2.4 DCC's Transport Co-ordination Service will also be able to advise which primary or secondary streets (if any) need to accommodate buses:-

- A new service will inevitably require pump-priming through developer contributions, and a diversion from or extension to an existing route is likely to be more cost effective than a completely new service.
- DCC will also be able to advise as to the location of the bus stops which (together with lay-bys, shelters, seats and information systems where appropriate) will need to be provided by the developer.
- If shelters are sourced from the Councils' usual supplier and included in its city-wide contract, it should be possible for the developer to be relieved of maintenance responsibility on payment of a commuted sum.

10.2.5 Phasing is important on a larger development site. Areas nearest to existing transport infrastructure should be developed first⁶³, so that, for example, the new dwellings or workplaces (depending on the type of development) can be served by existing bus services. Only when occupancy of the development reaches a certain critical mass will it become worth diverting a bus service through the site, and even then it will require a pump-priming contribution from the developer. Developing a site from the "wrong" end can make it difficult or impossible to provide public transport.

10.2.6 With access points defined and the primary and secondary streets identified, a pedestrian and cycle network should be devised across the whole site, to minimise walking and cycling distances:-

- All roads should provide safe and attractive routes for pedestrians and cyclists; therefore primary and secondary streets should include segregated footways and cycleways, plus safe and convenient crossing points.
- Subject to the need to accommodate buses and other large vehicles, junction radii should be minimised in order to slow down turning vehicles, and pedestrians and cyclists should be given priority across side turnings where possible.

⁶³ This is consistent with NPPF paragraph 17 – Core Planning Principles, the penultimate of which is to actively manage patterns of growth in this way; also paragraph 30.

- On quiet residential roads, pedestrians and cyclists should be accommodated on the carriageway,⁶⁴ and the RD SPD advocates use of Home Zones wherever possible⁶⁵.
- Culs de sac are discouraged as inhibiting connectivity,⁶⁶ but if they are included, there should be through routes for pedestrians and cyclists which are overlooked and therefore secure.⁶⁷

10.2.7 Public spaces must include paths which support desire lines between key destinations.⁶⁸

- Green streets are particularly appropriate for key walking and cycling routes and links, where there is no direct connection by road.
 - They (and all footpath links) should always be designed to accommodate not just pedestrians, but also cyclists, pushchairs, wheelchairs and buggies.
 - They should be at least 3 metres wide, step-free (including drop kerbs on desire lines), and free from obstructions such as barriers or railings. Where there is a need to slow users, this should be achieved by other design features (such as alignment) wherever possible.⁶⁹

10.2.8 If they do not become part of the highway network, arrangements need to be put in place to ensure that they are maintained to a high standard, including keeping adjoining plant growth under control.⁷⁰

10.2.9 Use of signs and bollards purely to demarcate different transport modes should be avoided,⁷¹ however:-

- Directional signage should be used to maximise use of strategic pedestrian and cycle routes.
- Signs should be consistent with other pedestrian and cycle signage in the area, and designed so as to preserve or enhance the townscape.

10.2.10 Routes should generally be well and consistently lit using light sources with a good colour rendering ability (e.g. white light sources).⁷² In some cases it may

⁶⁴ Paragraph 10.16 of the RD SPD.

⁶⁵ Paragraph 6.26 of the RD SPD.

⁶⁶ Paragraph 5.8 of the RD SPD.

⁶⁷ This will assist compliance with the accessibility criteria in Local Plan policy T2, and NPPF paragraph 38 which says that key facilities should be located within walking distance of most properties.

⁶⁸ Paragraph 10.16 of the RD SPD.

⁶⁹ Paragraph 10.52 of the RD SPD.

⁷⁰ For appropriate planning obligation see [Standard Clause 08](#), "Management Company"; see also model condition at 10.4.1.

⁷¹ Paragraph 10.16 of the RD SPD.

not be appropriate for a route to be lit (such as where, for example, a route has a rural character), but in such cases an alternative signed route, which is well lit and overlooked, should be created to provide a safe and convenient alternative during hours of darkness.

10.2.11 Although much of the above is taken from the RD SPD, for the most part it is equally relevant to uses other than residential development. In the past, employment estates have been developed in a piecemeal manner, with little thought to the possibility of access by any means other than the car. Even where retail units occur within such estates, they tend to be designed in small self-contained areas, with little thought as to how people might walk between one and another, or to a bus stop or railway station. And yet provision of safe and pleasant facilities for pedestrians and cyclists is particularly important in an environment dominated by heavy goods vehicles.

10.3 Checklist for applications

- Include a drawing showing movement hierarchy including bus routes and comprehensive pedestrian and cycle networks.
- Include a phasing plan where the size of the development justifies it.
- In the Design and Access Statement, explain the rationale behind these networks and phasing.

10.4 Model conditions

10.4.1 Pedestrian and cycle routes:

[Prior to commencement of the development][As part of the first application for approval of reserved matters], a detailed scheme for the pedestrian and cycle network shall be submitted to and approved in writing by the Local Planning Authority. The scheme shall include:-

(a) details of routes, road crossings, [bridges,] surface treatments, lighting, street furniture and signage;

(b) a programme for implementation synchronised with the progressive occupation of the development; and

(c) such temporary measures as are necessary (such as ramps where routes cross unfinished roads) to ensure the routes are fully usable during the construction period.

The approved scheme shall be adhered to at all times, including (where applicable) any amendments subsequently agreed in writing by the Local Planning Authority. The routes provided in accordance with this condition shall be maintained at all times thereafter, including keeping them free from vegetation, unless or until they become maintainable at public expense.

Reason - to ensure that the pedestrian and cycle routes are provided, to encourage travel by sustainable means in accordance with policy T3.

⁷² Paragraph 10.18, 10.59 of the RD SPD.

Note: Alternative introductory versions are for detailed and outline applications respectively. Where routes and certain other details are already adequately shown on a drawing, replace the initial paragraph with the following:-

"Prior to occupation of the development hereby permitted, the pedestrian and cycle routes shown on drawing number ... shall be provided in accordance with details previously submitted to and approved in writing by the Local Planning Authority. Those details shall include:-"

Continue with (a), (b) etc as above, omitting reference to details already shown.

10.4.2 **Bus routes and facilities**

[Prior to commencement of the development][As part of the first application for approval of reserved matters], a scheme for on-site bus routes shall be submitted to and approved in writing by the Local Planning Authority. The scheme shall include:-

*(a) details of routes, *[turning arrangements, and stops (including bays, shelters, seats, and static and electronic signage)];*

(b) a programme for implementation synchronised with the progressive occupation of the development, road adoption programme, and/or applicable funding;

(c) any temporary arrangements during the construction period.

The approved scheme shall be adhered to at all times, including (where applicable) any amendments subsequently agreed in writing by the Local Planning Authority. The facilities provided in accordance with this condition shall be maintained at all times thereafter, unless or until they become maintainable by or on behalf of a public authority.

**delete any elements which are not applicable.*

Reason - to ensure that suitable bus routes and stops are provided, to enable and encourage use of public transport in accordance with policy T3.

Note: Alternative introductory versions are for detailed and outline applications respectively.

10.4.3 **Roads and other infrastructure:**

The proposed estate roads, footways, footpaths, verges, junctions, street lighting, sewers, drains, retaining walls, service routes, surface water outfall, road maintenance/vehicle overhang margins, embankments, visibility splays, accesses, car parking and street furniture shall be constructed and laid out in accordance with details, complying with the Highway Authority's standards for adoption and approved by the Local Planning Authority in writing before their construction begins. For this purpose, plans and sections indicating, as appropriate, the design, layout, levels, gradients, materials and method of construction shall be submitted to the Local Planning Authority.

Reason: To ensure that adequate information is available for the proper consideration of the detailed proposals.

10.4.4 **Phasing:**

[Prior to commencement of the development][As part of the first application for approval of reserved matters], a detailed phasing plan shall be submitted to, and approved in writing by, the Local Planning Authority, and the development shall be carried out in accordance with the approved plan. The phasing plan shall specify the proposed timing for the delivery of the areas of public open space/green infrastructure as well as the construction programme for the housing and other built elements of the development.

Reason: To ensure that the development proceeds in accordance with an agreed programme of delivery, that areas closest to existing transport services are developed first, and that within individual phases the open space associated with the development is co-ordinated with the construction of the houses which it will serve.

Note: Alternative introductory versions are for detailed and outline applications respectively.

10.5 Planning obligations

10.5.1 A planning obligation may be required to secure financial contributions:-

- To pump-prime a bus service.
- For provision and maintenance of bus shelters.

See [Standard Clause 04](#), "Financial contribution".

10.5.2 A planning obligation may also be required to ensure the formation of a management company to maintain unadopted paths. See [Standard Clause 08](#), "Management Company".

11 Car clubs

Applicable to the following

Car free developments.

Larger developments, as part of a package of travel plan measures to reduce car use.

Relevant policies:

Core Strategy especially policy CP9.

Local Plan policy T3 and H2.

Emerging Site Allocations and Development Management DPD policy DM27(f) and DM28(d).

11.1 Rationale

11.1.1 Policy H2 of the Exeter Local Plan First Review refers to a City Centre Core Area (where shopping, employment and other facilities are within easy walking distance), within which car free developments will be permitted (with disabled persons' and cycle parking and space for deliveries). Paragraph 4.8 states that such schemes will be considered on their merits, occupiers will be excluded from residents' parking schemes, and a contribution will be sought towards the enhancement of facilities for public transport, cyclists and pedestrians. A contribution to a car club is deemed to comply equally with the objectives of paragraph 4.8.⁷³

11.1.2 Similar considerations may apply to justify a car free development in other locations well served by public transport. In addition, car clubs also have a role to play as part of the overall package of transport measures required for the larger development areas such as Newcourt, Monkerton/Hill Barton, and Alphington/Marsh Barton, even though these will not be car free developments.

11.1.3 A car club may also be an element of a workplace travel plan, with an employer making a financial contribution to set up or expand a car club, so that employees can take out corporate membership for work-related journeys. Well-placed car club vehicles may cater for work use during weekdays, and domestic use during evenings and at weekends.

11.2 Requirements

11.2.1 Larger car club schemes are likely to be more successful since they can offer a choice of vehicle types and better availability; therefore the preferred approach is as follows:-

⁷³ Consistent with NPPF paragraph 39 which says that if parking standards are set they should take into account, among other things, the accessibility of the development and the availability.

- A financial contribution enables extension of an existing car club.
- Parking for car club cars is provided on the highway, to raise their profile and so they are not seen as “exclusive” to a particular development. A key safe other suitable security arrangement will need to be put in place.

11.2.2 The financial contribution may be part of a larger, flexible contribution to sustainable transport measures. However, it should include:-

- a capital contribution to fund one or more vehicles;
- a year’s introductory membership for each household;
- the cost of the traffic order, signing and lining associated with the parking space.

11.2.3 The first two elements should be calculated in accordance with Table 5. All payments will be index linked to the RPI from April 2012 to the date of actual payment. Payments will be required before the occupation of 25% of the dwellings.

11.2.4 Details of the location will need to be submitted to and agreed in writing by the Council. In the case of off street parking, approval will also be required in respect of the dimensions, surfacing, lighting, signing, any CCTV and key safe or smart card arrangement. Spaces should be within five minutes (500 metres) walk of the property. Design of car parking facilities should take account of the needs of persons with disabilities. The ownership of off street spaces should pass to the Council to lease to the nominated car club provider.

Table 5 – Calculation of car club contributions

	Car free city centre site of up to 45 dwellings	Major development area, per 250 dwellings
Capital cost	7,590 ⁷⁴	
Purchase / installation of in-car telematics	1,570	
Contribution to the car club operator’s costs (assume £2,530 in first year decreasing by 25% a year as scheme becomes viable)	6,325	
Subtotal	15,485	
Cost per dwelling	/45 344	/250 62

⁷⁴ Figures increased by RPI factor of 1.265 from those in Car Clubs SPG, and rounded.

Add introductory subscription (£60 per person p.a.)	(household membership per dwelling, for one year) 60	(household membership per dwelling, for one year) 60
Total per dwelling	404	122
Plus:		
Cost of Traffic Regulation Order: from £1500 per order		
Cost of road markings and signage: from £1500 per vehicle		

11.2.5 The number of members per car is assumed at between 12 and 20 based upon national research.

11.2.6 1.75 potential members per dwelling is assumed based upon the 2001 Census population per dwelling aged 21 or more years (younger persons are unlikely to be eligible). Take up rates of 20-25% are normal. 30-45 dwellings might therefore support a car. For a car free development, a rate of one car per 45 dwellings is assumed for financial contributions.

11.2.7 A rate of one car per 250 dwellings is assumed for major development areas which are not car free.

11.3 Checklist for applications

- Include details in draft travel plan.

11.4 Planning obligations

11.4.1 See [Standard Clause 06](#) - "Reserved Car Scheme".

12 Significant transport proposals

Relevant policies:

Core Strategy policies CP9, CP18 and CP19.

Local Plan policy T6, T7, T14, KP3, KP6 and KP8.

Emerging Site Allocations and Development Management DPD policy DM20, DM26 and DM27.

12.1 Rail proposals

12.1.1 Devon County Council's "Devon Metro" proposals⁷⁵ include new stations at Newcourt and Marsh Barton, as well as longer trains, particularly in the peaks.

12.1.2 In the longer term a station is proposed at Hill Barton to serve the Monkerton area, and increased frequencies, although these will require additional investment in passing facilities and signalling.

12.2 Park and Ride

12.2.1 Exeter benefits from a successful park and ride network, although there is an imbalance in provision, with no sites on the western side, and the Matford site is operating at capacity.

12.2.2 To address this, a planning application has been made for a new site at the Alphington/Ide interchange on the A30. Possibilities for supplementing or replacing the Matford site, probably in Teignbridge District, are being considered as part of emerging strategic allocations to the south west of the city.

12.3 Buses

12.3.1 Proposals are being worked up for redevelopment of the area including the bus and coach station and bus depot. These proposals will need to include the provision on site of a replacement bus and coach station, of sufficient capacity to meet Exeter's current and future needs, and well located and accessible in relation to the city centre and other public transport services. A replacement bus depot site off site will also need to be provided as part of these proposals.

12.3.2 The emerging Exeter Growth Bus Strategy identifies additional and extended services and additional frequencies that will be required to serve new housing and employment growth. These include a high quality service (labelled "enhanced public transport") between Cranbrook, Monkerton, the city centre and Matford with priority measures to assist speed and timekeeping.

⁷⁵ See <http://www.devon.gov.uk/eldf-devonmetroappraisal.pdf>.

12.4 Roads

- 12.4.1 Three routes are proposed to be safeguarded for roads through the emerging Site Allocations and Development Management DPD⁷⁶.
- 12.4.2 The first is a link with an improved crossing of the M5 at Tithebarn Lane, westwards to Cumberland Way (with the potential for future provision of a bus lane on the approach to the junction), and onward to provide a bus-only link to Pinhoe Road. This will form part of the enhanced public transport route referred to in paragraph 12.3.2.
- 12.4.3 The second is a link northwards from Exhibition Way, Pinhoe, to provide an additional railway crossing and connection to the former Ibstock Brickworks site and beyond.
- 12.4.4 The third is a link road through the Water Lane area of Haven Banks/Marsh Barton, which may be required in the longer term, in particular to serve the Matford leg of the enhanced public transport route.

⁷⁶ See draft policy DM26.

Appendix A - Glossary of Acronyms

AQMA	Air Quality Management Area
CIL	Community Infrastructure Levy – a statutory levy on development, to provide for infrastructure
DCC	Devon County Council
DfT	Department for Transport
DPD	Development Plan Document – a component of the LDF
GI	Green Infrastructure
LDF	Local Development Framework – a suite of local planning policy documents, to replace the Local Plan
LTP3	Local Transport Plan adopted by DCC in 2011
NPPF	National Planning Policy Framework
RD SPD	Residential Design Supplementary Planning Document (produced by Exeter City Council)
RPZ	Residents' Parking Zone
SPD	Supplementary Planning Document – a component of the LDF
SPG	Supplementary Planning Guidance – amplifies policies in the Local Plan

EXETER CITY COUNCIL

SCRUTINY COMMITTEE - ECONOMY 6 SEPTEMBER 2012

TRANSPORT INITIATIVES AND ISSUES - UPDATE

1 PURPOSE OF REPORT

- 1.1 This report is to update Members in relation to transport initiatives and issues affecting Exeter. In doing so, it also acts as a progress report in relation to the paper presented to this Committee on 21 January 2010 and Executive on 9 February 2010, entitled "Transportation Strategy: Measures to reduce carbon emissions / proposed City Council input to DCC Local Transport Plan 2011-16", which formed part of a suite of papers in relation to reducing carbon emissions in Exeter. In this report, the annotation "**KM**" against a topic means that it was identified as a Key Measure in those papers.

2 BACKGROUND

- 2.1 Responsibility for transport rests with numerous organisations, including the Department for Transport (DfT), Devon County Council (DCC) as Local Transport Authority, and private operators like First Great Western and Stagecoach who run the trains and buses.
- 2.2 Exeter City Council is involved in transport issues in a number of ways:-
- (a) As local planning authority, we plan the location of development in relation to transport networks. The Council's spatial planning policies have informed DCC's latest Local Transport Plan, and conversely DCC produced a body of evidence to support our recently adopted Core Strategy. A product of this collaboration is the Devon Metro proposals (**KM**), discussed below at paragraph 3.2, whereby it is proposed to serve Exeter's new development areas by an improved rail system.
 - (b) Also as local planning authority, we endeavour to ensure that new development is designed to maximise use of sustainable travel modes. See section 6 of this report.
 - (c) We provide some transport infrastructure, notably facilities for cycling and walking, and off-street car parks.
 - (d) We respond to consultations from government and elsewhere (see for example paragraph 3.3).
 - (e) Other specific transport-related functions, outside the scope of this report, are the enforcement of on-street parking under an agency with DCC, and the licensing of taxis and private hire vehicles.
- 2.3 It will be seen from the content of this report that in many cases Exeter City Council's involvement in projects is as more than a mere consultee. Much of our input into transport issues is in influencing decisions made by DCC and others to ensure that Exeter's interests are promoted.

3 RAIL

- 3.1 This Committee has previously resolved to endorse DCC's Devon Metro proposals, and to support the principle of working with DCC and other stakeholders to lobby for rail improvements.
- 3.2 A summary of the Devon Metro proposals (**KM**) is included as Appendix 1. They include new stations at Newcourt and Marsh Barton and, in the longer term, Monkerton/Hill Barton. DCC has entered into a Memorandum of Understanding with First Great Western and Network Rail to develop these proposals, and is currently working through the rail industry's approval process for the new stations. The first planning application is likely to be submitted in 2013.
- 3.3 First Great Western's franchise ends next year and the Council engaged fully with the recent consultation process in a number of ways. Our own response to the consultation was submitted following its approval by this Committee on 8 March 2012. In addition, we contributed to a region-wide response submitted by TravelWatch South West, and liaised with Devon County Council, the Exeter Chamber, the Local Enterprise Partnership and the city's MPs to ensure that a consistent message was sent to the Government. This message focussed on delivery of the Devon Metro proposals for local services, and progressive improvement of intercity services to a clockface pattern, with two services each hour to Paddington, one fast and one serving more intermediate stations.
- 3.4 The Invitation to Tender (ITT) was issued in July, and specifies the existing level of service as the starting point for the new franchise, with the exception of some through services (not affecting trains between London, Exeter and Plymouth). It specifies the service for each route by number of trains per weekday and at weekends, first and last trains, and minimum number of calls at intermediate stations. It includes trains currently operating in excess of the existing specification, such as the early morning weekday train from Paddington. This is actually the only train whose arrival time is specified (it will be extended to Plymouth and arrive there by 10am). Elements of Devon Metro are included as priced options, but will nevertheless be given weight in assessing the competing proposals. The four shortlisted bidders now have until 25 October to submit their bids. A more detailed note on the ITT and related rail issues forms Appendix 2 to this report.
- 3.5 Meanwhile, we continue to press the case for improvements to Exeter's rail system at every opportunity. The Projects and Business Manager took part in a rail forum hosted by Hugo Swire MP, at which he was able to emphasise the need for more and better rolling stock on our local services. The recent announcement of rail industry funding¹ contains a number of proposals of potential benefit to Exeter:-
- Electrification in the Thames Valley additional to that already confirmed, which will make a larger number of more modern diesel trains available for cascade.
 - An encouraging reference to "gauge clearance" in the west of England which would be necessary to accommodate those trains; the Secretary of State for Transport had already indicated in correspondence following the rail forum that she foresaw the cascade of those vehicles to our area.
 - Birmingham-Bristol is suggested as a candidate for electrification for 2019-24, which would improve the business case for further extension of the wires. We will

¹ High Level Output Specification (HLOS) for 2014-2019

work with other stakeholders to press for Exeter to be added to the electric network.

- Additional improvements in the Bristol area would also improve capacity on our cross-country routes.

3.6 Also, a western rail link to Heathrow is now proposed, which would improve access to the airport from the south west of England.

3.7 The Council is currently working with DCC, Network Rail and First Great Western on plans to improve the forecourt at Exeter Central station (**KM**). The plans (included as Appendix 3) envisage removal of vehicles from the crescent, to enable improvement of the environment for pedestrians, since the majority of journeys to and from this station are made on foot. The Council is making a contribution of £185,000 to a scheme costing around £540,000 with the plans having been favourably received by Planning Member Working Group and the Exeter Highways and Traffic Orders Committee. These improvements are expected to be carried out in 2013, and will complement the significant improvements already carried out at this station by the rail industry under the National Stations Improvement Programme (**KM**).

4 OTHER PUBLIC TRANSPORT DEVELOPMENTS

4.1 Exeter continues to buck the national trend of declining bus patronage, with Stagecoach South West reporting a modest 0.14% increase in passenger numbers in the year to April 2012. Fortunately therefore we have not experienced the service cuts that have affected some parts of the country. Much of the local bus fleet was renewed last year, with vehicles meeting the latest emissions standards (**KM**).

4.2 Devon County Council has taken advantage of its successful bid to the Local Sustainable Transport Fund last year to invest in additional bus services to Exeter's employment areas. Sowton is now connected to Exmouth by route 58 throughout the day (to help part-time workers), and Marsh Barton has gained a peak time link (route 10) to Exminster, Dawlish and Teignmouth. Comprehensive plans are being developed to extend the bus network to serve future development areas, particularly to enable a frequent and reliable service to be able to operate between the city centre, Monkerton, the Science Park and Cranbrook (**KM**).

4.3 Stagecoach will be extending the evening Park and Ride service from October to coincide with the opening of the John Lewis store. DCC's proposals for a new site at Alphington interchange were supported by this Committee in 2008 as part of a package of measures to improve the Alphington Road corridor (**KM**), but have proved contentious during the planning process. The proposal nevertheless remains an important component of the city's transport strategy, being specifically promoted by policy CP9 in the recently adopted Core Strategy. It is anticipated that revised plans will be brought forward in 2013.

4.4 Three interactive versions of the crimson information "monoliths" are expected to be installed early in 2013. These will display real time train and park and ride information, to enable visitors and shoppers to see how their transport is running before setting off for the station or bus stop. Two monoliths in the city centre are principally being funded by developer contributions from Princesshay, with the City Council making a contribution to add interactive mapping. Separate developer contributions will enable provision of a third monolith in St Thomas.

- 4.5 Community transport is an important element of the transport system, and the Council supports the Ring and Ride and TaxiCard systems operated by Exeter Community Transport Association. These contributions have now been brought within the core grants process, considered by the Major Grants and New Homes Bonus Panel.

5 TRAFFIC MANAGEMENT AND ROAD IMPROVEMENTS

- 5.1 Improvements to junction 29 of the M5 and surrounding roads should be complete around the time of the committee meeting. This scheme is essential to delivery of the Science Park, Skypark and Cranbrook. **(KM)**
- 5.2 Likewise, the works to Sidwell Street and the surrounding area are on track for the opening of the John Lewis store in October. The strategy for managing traffic in the city centre **(KM)** had to be accelerated to prepare for the store's opening, and will in particular provide an improved environment for pedestrians in Sidwell Street and across London Inn Square into the High Street.

6 CYCLING AND WALKING (KM)

- 6.1 The formation of the Exeter Walking and Cycling Steering Group (comprising officers from ECC, DCC and a representative of Sustrans) was reported to the committee in September 2011. That group continues to promote incremental improvements to the walking and cycling network, such as the recently opened link across Pinhoe Playing Fields. A small team has also been created to examine major planning proposals from a sustainable transport perspective. The team makes recommendations on issues such as permeability for pedestrians and cyclists, and has recently been joined by an officer from DCC's Transport Co-ordination team to look at public transport issues such as how buses will be routed through developments and where stops should be located. Many of the group's recommendations have been reflected in design changes and planning conditions, and the group also intends to perform a monitoring role in ensuring that proposals are actually implemented in a way which encourages use of sustainable travel modes.
- 6.2 The work of the group will be aided by the preparation of a Sustainable Transport Supplementary Planning Document (SPD), which is the subject of a separate report.

7 CONCLUSION

- 7.1 It can be seen that despite the significant number of different agencies involved in providing transport, Exeter City Council has a significant role to play in keeping the city moving in a sustainable way.

8 RECOMMENDED

That the report be noted, and that Members offer their continued support for the Council's improvement in initiatives designed to enable and encourage more sustainable travel.

Ross Hussey
Projects and Business Manager

CITY DEVELOPMENT

Local Government Act 1972 (as amended)

Background papers used in compiling this report:-

“Transportation Strategy: Measures to reduce carbon emissions” – ECC 2010.

Devon Metro Appraisal Report – DCC 2011

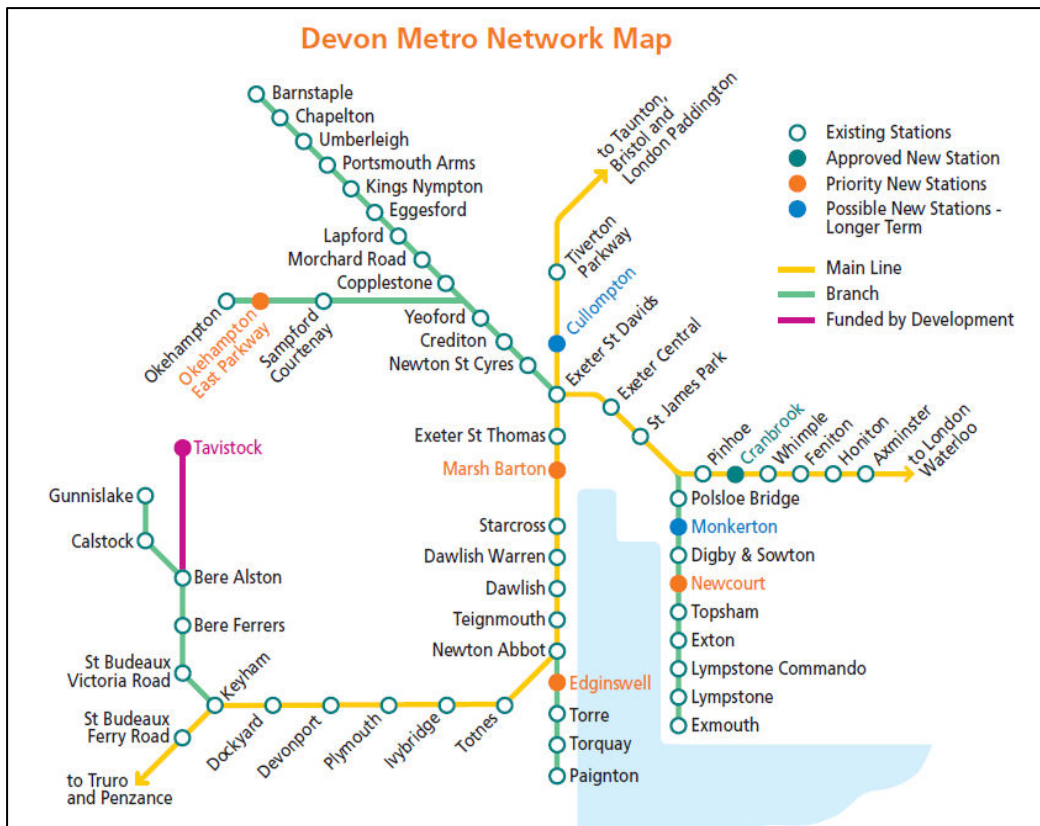
High Level Output Specification (HLOS) for rail, 2014-2019 – DfT 2012

Invitation to Tender for the Great Western Franchise – DfT 2012

Stagecoach South West Annual Report – May 2011 to April 2012

APPENDIX 1

Devon Metro proposals



Short term aims

- 4 car trains in the peaks
- New stations at Cranbrook, Newcourt and Marsh Barton
- 30 minute local service frequency on the Paignton line

Longer term aims

- 30 minute frequency to Cranbrook, Honiton and Axminster
- Further new station at Hill Barton
- 15 minute frequency on the Exmouth line
- 15 minute frequency on the Paignton line

APPENDIX 2

Great Western Rail Franchise – Invitation to Tender (and related issues)

Timescales

The start of the franchise has now been delayed until 21 July 2013 (previously April). Bids have to be submitted by 25 October, and the successful bidder will be announced early in 2013.

The franchise will run for 15 years.

Initial service specification

Although the Government wants to make franchises less prescriptive where possible, quite a lot of detail is set out in the ITT:-

- Minimum number of trains between Paddington and Exeter, Plymouth and Penzance (weekdays, weekends, summer and winter), first and last trains.
- Minimum number of trains on the branches.
- Minimum number of calls at all stations. On the branches these are grouped so the operator could vary the stopping pattern but not reduce the overall number of stops.

In Exeter's case the above requirements reflect the current level of service as opposed to the current franchise spec. So, for example, the early morning weekday train from Paddington is included (but will be extended to Plymouth rather than Torbay as at present).

As well as the much-heralded reduced requirement to run through trains to Cornwall, there appears to be no requirement to run through trains from Paddington to Paignton. While this is not a serious issue for Exeter, those in Torbay are unlikely to be pleased.

Growth

Until 2016, the requirement is to maintain current service levels with the current amount of rolling stock (and indeed additional stock is unlikely to be available nationally).

From 2016, the operator will need to plan to meet the prescribed "crowding limit", which reflects the capacity of different types of rolling stock, together with a requirement that passengers should not be expected to stand for more than 20 minutes. Some leeway is allowed, namely exceeding the requirement by 4.5% in either peak or 3% in both peaks, evenly distributed across routes.

From 2019, bidders have to forecast demand and set out to what extent they will be able to meet it, until that becomes impractical because it would require significant infrastructure enhancement. In other words, operators will be required to meet demand where it can be accommodated purely by procuring additional rolling stock, but not where the network itself would have to be upgraded significantly.

Rolling stock

Bidders have to set out their proposals for procuring new or cascaded rolling stock during the franchise. Based on the recent announcement regarding rail investment, the most likely scenario is that for our local services, more modern diesel trains will be cascaded following the electrification of Thames Valley lines in 2016. This is what we have been pressing for.

For intercity services the most likely scenario is that HSTs (High Speed Trains, alias InterCity 125s) will eventually be replaced by “Meridian” diesels cascaded from the Midland Main Line. We might also see the new bi-mode “IEPs” (InterCity Express Project) coming as far as Exeter. We have no experience of Meridians in this area, but they are supposed to be a better version of the Cross Country “Voyagers”; less comfortable than HSTs because of the underfloor engines, but more reliable and much newer. They could be a better bet than the untested bi-modes.

Criteria for assessing bids

There are various weighted criteria, those with the heaviest weighting being accommodating growth (17.5%), management and delivery of rolling stock (15%), and improving the customer experience (15%). Although value for money only has a weighting of 5%, bids will be subject to separate assessment in respect of value for money and affordability.

Devon Metro

The following additional services from are included as priced options; actually they are more than that because whatever the bidder offers will be taken into account in the overall assessment of bids. These are basically the elements of Devon Metro that can be achieved on existing infrastructure.

- Exmouth Sunday service increased from hourly to half-hourly.
- Half hourly Newton Abbot to Paignton.
- Two-hourly Exeter to Axminster, in addition to hourly Waterloo trains.
- Daily services to Okehampton (currently only summer Sundays).

As a separate development, a new funding scheme for new stations has recently been announced, which DCC are investigating for Marsh Barton (Newcourt being funded through developer contributions).

Electrification

The Midland Main Line was always going to be next, and Cardiff-Swansea makes perfect sense given that it is a continuation of the London-Cardiff run. The Government is looking at Birmingham-Bristol for electrification in the longer term and Birmingham-Plymouth is supposed to have a good benefit:cost ratio. Newbury-Exeter then becomes logical infill. Our best argument for getting electrification sooner is that London-Bristol trains will be entirely electric and will need a diversionary route, with the route via Westbury being the obvious candidate. If all of the above happens, Westbury-Taunton will look like obvious infill.

We can also be optimistic that the Waterloo line will be electrified at some point. The recent announcement of an “electric spine” reaching down to Southampton will extend overhead power into old Southern Region territory, and Network Rail are interested in replacing the old third rail system. Waterloo-Weymouth would be an obvious early candidate, as part of the route would already have been converted, and the power supply is acknowledged to be inadequate at the western end of the line. It would then make sense to concentrate on the long-distance routes south west of London, and electrifying the diesel route to Exeter would look like a priority over routes that already have the third rail electric system.

Our reaction?

Overall this is better than we dared hope a year ago (when all talk was of a very light touch), and roughly what we have come to expect more recently.

Inclusion of Devon Metro is good news, and although this doesn't cover the longer term aspirations which rely on additional passing loops, we weren't really expecting it to. It's looking increasingly likely that the better diesel stock from the Thames Valley will come this way following electrification, but this isn't certain so it's worth continuing to press for this at every opportunity.

The emphasis given to accommodating growth is also welcome, although it remains to be seen how this will work over a 15 year franchise. However, as long as the DfT sticks to the proposed spec, the franchise should at least get off to a better start than the current one did.

While we would like to see electrification from London to Exeter, the Midland Main Line was always going to be next. As indicated above, our best argument is based around the need for diversionary routes, rather than demanding that DfT should electrify our line, not someone else's.

APPENDIX 3

Central Station forecourt proposals



EXETER CITY COUNCIL

SCRUTINY COMMITTEE – ECONOMY 6 SEPTEMBER 2012

PLACE MARKETING STRATEGY – EXETER ECONOMY 2012 – 2016

1.0 PURPOSE OF REPORT

- 1.1 To brief Members on the outcome of consultation for the draft Place Marketing Strategy and to provide an opportunity to comment on the final proposed document.

2.0 BACKGROUND

- 2.1 Prior to external consultation the draft Place Marketing Strategy was presented to the May Scrutiny Committee. Members were informed that cities and their surroundings are competing to attract investment and business. Without proactive and collective effort by a range of partners that it will be difficult for Exeter to stand out.
- 2.2 A copy of the proposed final Strategy is attached to this report setting out its aims and objectives and the activities for a three year marketing programme. The following sections summarise the outcome of the consultation, the process of subsequent activities initiated to define a brand statement/strapline and also a summary of the proposed first year of actions of the marketing programme.

3.0 CONSULTATION

- 3.1 During June/July an extensive range of consultation has been conducted. Consultation involved:
- publishing the draft Strategy on the Council's website
 - electronically circulating the Strategy and a questionnaire to a range of stakeholders
 - presentations as requested from business and/or partnership groups.
- 3.2 The Strategy has been amended to reflect relevant comments received. Overall, consultation feedback supports the direction and approach of the Strategy. In summary, consultation responses recommend:
- that additional 'market' and sector strengths and service provision for businesses should be given sufficient recognition and feature in promotional activity
 - additional marketing opportunities not considered in the first draft
 - creating a 'soft landing' package that provides a seamless offer of support from the local public and private sector that could for example, assist a potential investor in site and familiarisation visits, accommodation and access to the area's professional, business and hospitality services
 - securing the growth & expansion and relocation of more companies that are involved in: quality manufacturing, IT, technology, data analysis, creative design and marketing

- improving infrastructure for broadband, the A303 and park and ride
 - targeting and attracting businesses into the area that complement the strengths of the supply chain within the Exeter economy
 - more emphasis on PR activity to raise awareness and get messages across
 - that training is required of all involved to achieve a 'one voice' approach
 - a streamlining of current groups is required to improve co-ordination and the securing of individuals to champion delivery of key activities of the marketing programme.
- 3.3 A number of consultation respondents indicated they would be prepared to offer 'resources' to assist in the implementation of the Strategy. Officers will need to explore how the offers of support can be used to best effect.

Brand Statement

- 3.4 Perhaps unsurprisingly, one aspect of the Strategy where widespread agreement has yet to be secured relates to the brand statement/strapline.
- 3.5 In an effort to identify a main strapline, the Exeter and Heart of Devon Growth Board, following consultation on the draft Strategy, established a Task and Finish Group. Membership of the Group includes Board members from Exeter, East Devon, Teignbridge, the Growth Point Team, and an officer from the Council's Economic Development Service.
- 3.6 The main goal of the Group is to use information gathered in an effort to distil an overarching brand statement/strapline that captures the essence of the distinctive offer arising from the Exeter economy and which, it is intended, will be used by many businesses and stakeholders.
- 3.7 The Task and Finish group have to date reviewed the:
- characteristics and attributes of the Exeter economy
 - specific 'wants' of the target group of people the Strategy aims to attract
 - straplines used by a diverse range of local employers or assets such as the Royal Albert Memorial Museum
- 3.8 The EHOD Growth Board will consider the work and findings of the Task and Finish Group at its October meeting.
- 3.9 Until and unless agreed otherwise, as no other suitable strapline has emerged in the process so far, the intention is to use an already adopted and accepted strapline, namely, placing the following words after Exeter or Exeter and the Heart of Devon:
- “ A better climate for business”**
- 3.10 This statement in essence reflects by and large the implicit views arising from consultation, the array of straplines used by many local employers and the economic track record of the Exeter economy. Where appropriate the words “regional capital” will also be included and others will be encouraged to use them.

3.11 Core Messages

A limited set of regularly used core messages are very important to underpin and reinforce the promotion of the key assets and strengths of the city's economy. The core messages to be used arising from the work undertaken in the preparation of the draft Strategy, consultation and the Task and Finish Group are that the Exeter economy:

- is resilient and has the appetite and ample space for growth – housing and employment land is available or in the pipeline for development
- is business and development friendly – evidenced by strong local business networks, the growth agenda and hub of professional services
- is well connected nationally and internationally through its business networks and road, rail and air infrastructure
- has a track record in delivering major developments and a workforce to make them a success
- is a place full of opportunities for businesses and employment
- is living the future with a successful growing economy amidst a renowned green natural environment
- is at the leading edge nationally in low carbon sustainable development and should be seen as a destination for sustainable low carbon businesses
- is innovative and successful – demonstrated by its economic track record, the presence of the University of Exeter and the location of leading existing and new science and technology based businesses

3.12 Each of these points will be underpinned by specific facts and examples to ensure they are clear, credible, and up to date.

4.0 YEAR 1 ACTIONS

4.1 Listed below is a summary of the first 12 months of actions. The Council's Economy Service will co-ordinate the implementation of the Place Marketing Strategy and work with partners to manage, respond and track the progress of enquiries.

Summary of Year 1 Actions

Promotional – raising awareness of the Exeter economy

- launch an effective promotional website
- produce an area investment prospectus
- produce 'Vodcasts' to promote core messages and give real live examples of success
- secure widespread adoption of key messages and facts
- reach London based audience via local radio networks
- PR and relationship building with journalists to encourage awareness and positive appreciation of the Exeter economy

Targeted Marketing

- generate 'warm leads' from the network of local industry groups
- establish local 'meet & greet' teams to support site visits made by interested developers and businesses
- hold an investment seminar in London or Birmingham to target and attract science & technology business
- work with local commercial agents and developers to update promotional information and assist them in bringing employers/investment to the area

Perception Altering – Challenging Misconceptions

- influence commercial agents primarily in London & Bristol to see Exeter as a prime location for investment
- secure high profile business ambassadors to 'soft promote' through their own networks
- establish an Exeter Economy You Tube Business Channel
- establish an Exeter Economy Facebook page to attract young skilled workers to move to the area
- promote skills and supply chain capability to provide comfort to employers considering a move to the area

5.0 FINANCIAL IMPLICATIONS

5.1 The proposed budget for the 3-year marketing programme is £204,000. This is profiled over the 3 years as follows:

- Year 1 - £79,000
- Year 2 - £45,000
- Year 3 - £80,000

5.2 For year 1, it is proposed that the Council contributes the Marketing budget of the Economy Service, £40,150. Partners within the Growth Board and Marketing Alliance will be invited to co-finance the remaining £39,000 and provide staff resources to support the implementation of the Strategy.

5.3 Commitments to Year 2 and 3 will be dependent on the success of activities in Year 1 of the Strategy, the active commitment from interested local parties, and sufficient co-financing being available from partners.

6.0 RECOMMENDATION that:

6.1 Members support the final proposed Place Marketing Strategy

6.2 Members support the commitment of the Marketing Budget to support the implementation of the Place Marketing Strategy

RICHARD BALL ASSISTANT DIRECTOR ECONOMY

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

Background papers used in compiling this report:

1. 'Place Marketing Strategy – Exeter Economy 2012 – 2016', Scrutiny Committee – Economy, 31 May 2012

APPENDIX 1

Copy of questionnaire used for consultation

**CONSULTATION: DRAFT PLACE MARKETING STRATEGY
EXETER ECONOMY 2012 – 2016**

Introduction

We would very much welcome your views on the draft Strategy.

The City Council is working with the private and public sector in the Exeter Marketing Alliance and with the Exeter and Heart of Devon Growth Board to produce and implement a marketing strategy for the Exeter economy.

The City Council is seeking views:

- on the content, proposed approach and action plan of the draft Strategy
- to help refine our understanding of how the wider Exeter economy can best be promoted
- on the specific strengths and characteristics of the local economy's knowledge based sectors, particularly those related to science & technology, legal & financial and also retail, where the potential for further growth is seen as worthy of particular attention
- whether there are other aspects of the economy that should be given a focus.

Background before questions

Exeter is the principal economy at the core of the Exeter and Heart of Devon Economic (EHOD) sub-region, which is broadly covered by the district councils of Exeter, East Devon, Teignbridge, and Mid Devon.

The aim of the Strategy in helping to underpin growth in the Exeter economy is "To establish and reinforce Exeter's reputation as the regional capital and principal economy south west of Bristol for attracting investment, successful businesses, and skilled workers".

We would appreciate it if you could spare some time to provide your answers to the questions posed. If you are short on time, you may wish to review the following sections within the draft Strategy before completing the questionnaire:

Section	Pages
Executive Summary	3-6
Section 6 – Place Marketing the Exeter Economy	11-13
Section 9 – What are the Exeter economy's selling points?	19-22
Section 10 – Marketing Programme)	22-24
Action Plan	26-31
Appendix 5	39-40

Please provide a contact name:	
Company Name	Business Sector
Tel Number	Email

1.	What characteristics or strengths <u>does the Exeter economy have</u> to attract and retain investment, businesses, graduates, and skilled workers?
2.	What characteristics or strengths <u>does the Exeter economy need to have generally</u> to attract and retain investment, businesses, graduates, and skilled workers?
3.	What characteristics or strengths <u>does your business and/or business sector have</u> to attract and retain investment, businesses, graduates, and skilled workers?
4.	Are there any particular industries, companies, or organisations that the Exeter economy needs to attract to help grow your business sector? If so, are you able to specify them?
4.a	How does the Exeter economy and/or your business/sector best meet their needs?
4.b	What do you think are the main barriers to them investing relocating/expanding or starting up in Exeter's economy?
4.c	What realistically can be done locally to overcome the barriers you have indicated?
5.	Thinking of the decision makers and influencers in these industries, companies, or organisations, what key messages or offer should be promoted that you think would persuade them to find out more and also spare the time to make a fact finding visit to our area or specific sites, such as Exeter Science Park or Skypark?
6.	What would you suggest are the best ways to reach/approach the decision makers and influencers in these industries, companies, or organisations?
7.	<p>The following brand statement is proposed in the Strategy as the main promise of value to promote the city's economy as attractive for investment, businesses, and skilled workers (Section 9).</p> <p>The promotional statement draws on for example, the local economy's success, its forward looking research activity from the University of Exeter and the work of the Met Office, the growth point developments, the green capital vision and the presence of innovative businesses.</p> <p style="text-align: center;">'Exeter – successful, forward thinking, innovative.'</p> <p>In addition, a range of strapline messages have been proposed in Appendix 5 of the Strategy. These underscore different aspects of Exeter economy's offer. They are set alongside existing imagery associated with 'Exeter it's a capital city' and also for 'Exeter and the Heart of Devon'.</p> <ul style="list-style-type: none"> • Do you consider the proposed brand statement captures the essence of Exeter to attract its target audience? If not, what alternative you suggest? • What alternative strap lines would you suggest from those in Appendix 5?
8.	In order to maximise the opportunities to influence and change perceptions of key decision makers and influencers, there is a need to promote and market the Exeter economy on the principle of 'all' seeking to 'speak with one voice.' What actions would you suggest would help to achieve a one voice approach?

9.	<p>May we have your overall views on the marketing programme? In addition, are there any specific actions that you consider are a priority? Conversely, do you think some actions should be adapted or not pursued? Please specify which and why?</p>
10.	<p>The Strategy proposes an approach towards the generation of leads for targeted marketing activity (section 10.6).</p> <p>Would your organisation be prepared to provide potential contacts that assists in the development of prospects you know or believe may consider the Exeter economy as a place for their investment, business, and employment needs?</p> <p>If yes or maybe, we will be in touch with you to discuss further.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> MAYBE <input type="checkbox"/> NO (Please delete as appropriate)</p>
11.	<p>Would your organisation be prepared to promote key messages about Exeter's economy and progress on economic development through your website and whatever means you use to communicate with your customers? If yes or maybe, we will be in touch with you to discuss further.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> MAYBE <input type="checkbox"/> NO (Please delete as appropriate)</p>
12.	<p>Exeter City Council is setting aside a contribution towards the marketing budget to help deliver the Strategy.</p> <p>If other public or private sector employers provided staff time and/or finances to assist in the implementation of the Strategy, the impact of activity could be more effective.</p> <p>Do you wish to contribute staff time and/or finances, please indicate here? If yes or maybe, we will be in touch with you to discuss further.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> MAYBE <input type="checkbox"/> NO (Please delete as appropriate)</p>
13.	<p>Please provide any further comments you may wish to make.</p>

APPENDIX 2**List of stakeholders consulted**

Assistant Directors within Exeter City Council
Commercial Agents and Developers
Department of Bis
Devon County Council
East Devon District Council
EHOD Employment and Skills Board
EHOD Growth Board and Growth Point Team
Exeter Chamber of Commerce and Industry
Exeter City Centre Partnership
Exeter Cultural Partnership
Exeter Federation of Small Businesses
Exeter Marketing Alliance
ExIST – science & technology arm of the Exeter Chamber
Heart of Devon Tourism Partnership
Low carbon Task Force
Main Legal and Finance Sector
Mid Devon District Council
Some major employers
Teignbridge District Council
Telecommunication companies
The Heart of the South West Local Enterprise Partnership
UKTI – responsible for foreign direct investment

Place Marketing Strategy

Exeter Economy

2012 – 2016

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1 Executive Summary

- 1.1 The purpose of the Place Marketing Strategy is to help underpin the continued growth of the Exeter economy, the development to the east of the M5 and developments in the pipeline within Teignbridge and Mid Devon. The city is central to the future economic health of the whole economy, broadly covered by Exeter, East Devon, Teignbridge, and Mid Devon, known locally as the Exeter and Heart of Devon Economic (EHOD) sub-region.
- 1.2 Cities act as the 'shop window' on the economic performance and attractiveness of a locality. A city projects impressions, images, and messages about itself and its hinterland that can have an important impact on the perceptions of influencers and investors. The promotion and marketing of the local economy – EHOD – will benefit from a direct association around a consistent powerful and effectively delivered set of messages portraying the area as part of the Exeter economy.
- 1.3 The strategic aim is:
- To establish and reinforce Exeter's reputation as the regional capital and principal economy south west of Bristol for attracting investment, successful businesses and skilled workers.*
- 1.4 To reinforce the strong market position of the Exeter economy, this Place Marketing Strategy has four objectives, to:
- *secure commercial and public sector investment to reinforce Exeter's position as one of the main "power houses" of the South West economy*
 - *attract new employers and particularly more knowledge-based businesses and entrepreneurs into the city's economy*
 - *reinforce the area's reputation for having a leading combination of retail, heritage and cultural experiences in an outstanding environment*
 - *attract and retain skilled workers and graduates*
- 1.5 Exeter is the principal economy west of Bristol and has in the last decade outperformed most locations across the UK for job creation, featuring in the top 2% for employment growth.
- 1.6 The city is a large magnet for employment. It has the 10th highest level of jobs density across all of the UK's local authority areas providing a large concentration of jobs for its hinterland. Between 2008 and 2010, Exeter was in the top 10 nationally for job creation; all achieved whilst 76% of all locations throughout Great Britain saw job losses.
- 1.7 The UK Competitiveness Index confirmed that Exeter has seen the greatest

improvement in competitiveness against all other UK locations. With further significant economic developments planned and the increased availability of employment land, the Exeter economy is in a strong position to grow further.

- 1.8 Research undertaken by Experian supports this belief. It 'looked at evidence for growth between 2010 and 2012 in every local authority area in England'. The research shows that 'Exeter in particular performs well in the region and is within the top 10 local authority districts in England' possessing businesses with high growth potential.
- 1.9 Exeter has a strong regional offer – its commercial, administrative, and retail strengths as a regional capital are complemented by the presence of the:
 - world class University of Exeter and its research strengths
 - Met Office's focus on climate change
 - major economic development underway in the Exeter and East Devon area providing high value employment opportunities and expanding provision of low carbon infrastructure.
- 1.10 This offer together with the area's reputation for outstanding quality of life, positions the Exeter economy as one of **the** locations for attracting knowledge based businesses.
- 1.11 Whatever is said and promoted about the Exeter economy should be credible and mark it out as **the** place to be. It will not be just about sharing and using as far as possible the same logo and a range of strap lines. It will involve as many key local players as possible working together in a common direction in developing and promoting the Exeter economy. By agreeing and sharing common messages the area will maximise the opportunity for visibility.
- 1.12 As the Strategy is implemented collaboration between the Exeter Marketing Alliance and local industry groups should bring the following dividends, securing:
 - new and additional investment in employment sites, accommodation and professional services
 - the occupation of Exeter Science Park and SkyPark and other key employment sites across Exeter and the Heart of Devon
 - investment in low carbon infrastructure which will assist businesses to reduce their operating costs
 - new entrepreneurs and business start-ups
 - relocation, expansion or consolidation of employers providing new employment, investment into the local economy and provide opportunities for local firms to supply products and services
 - the attraction of additional skilled workers and potentially increase the retention of graduates
 - additional retail provision and an increase in the volume and expenditure

of visitors and shoppers.

- 1.13 In terms of the city's characteristics, Exeter has an array of assets that mark out the city's distinctive offer. However, some appear to be largely 'hidden' beneath people's general perception. Misconceptions need to be countered. The qualities and strengths of the Exeter economy need to be promoted.
- 1.14 Of primary consideration for investors, businesses and skilled workers is their desire for certainty and confidence regarding the strength of the local economy, its credibility as a profitable location and its ability as a good place for attracting and retaining skilled workers and developing careers. It is the role of those implementing the Strategy to aim to engender that confidence and certainty.
- 1.15 The marketing programme straddles three broad categories of activity aimed at raising awareness of the offer through promotional activity, targeting sectors to help grow the economy and challenging misconceptions.
- 1.16 Implementation of the Strategy will establish a range of 'vehicles' to raise awareness of the Exeter economy. These include:
- establishing an effective promotion and marketing website
 - producing 'Vodcasts' to promote the knowledge base of local businesses
 - producing an investment prospectus
 - securing widespread adoption of key messages and facts
 - reaching London based audience via local radio networks
 - PR and relationship building with journalists
 - providing or attracting national and/or international conferences reflecting Exeter economy's strengths and/or aspirations.
- 1.17 The professional services, science and technology, retail and construction sectors offer the best opportunities to help local businesses prosper, create jobs and grow the Exeter economy.
- 1.18 Complementing these will be opportunities to promote the area's emerging UK lead in low carbon infrastructure provision and encourage the growth of, and enhance the region's recognition as a location for, low carbon businesses.
- 1.19 The implementation of the Strategy will draw upon the market intelligence and networks nationally and internationally available from the ongoing activities of local businesses. This should result in a steady flow of warm leads to follow up. It is the intention of this Strategy to:
- work much more closely with commercial agents on the promotion of property and sites
 - deliver bespoke seminars to invited sector audiences
 - work with local industry groups enabling them to promote investment,

expansions and relocations that benefit their sector.

- 1.20 To influence perceptions and challenge misconceptions about the Exeter economy, the Strategy will seek use and build upon the connections of existing business networks and develop new working and social media relationships.
- 1.21 Exeter City Council's Economic Development Service will co-ordinate the implementation of the Place Marketing Strategy in concert with local industry groups, support the activities of the Exeter Marketing Alliance, establish the proposed performance indicators to measure success and continue to handle enquiries through its established business relocation and investment handling service.

2 Introduction

- 2.1 Exeter is the principal economy west of Bristol (see Appendix 1 for more information). In the last decade Exeter has outperformed most locations across the UK for job creation, featuring in the top 2% for employment growth. Growth statistics show that Exeter's job creation outperformed all other cities in the South West and achieved comparable job growth on par with Cardiff, Edinburgh, and Belfast.
- 2.2 The Exeter economy has seen significant investment over the past decade and a pipeline of further investment, over £1bn, is underway. Exeter itself is a strong city, with GDP running at around £3.6bn per annum.
- 2.3 The UK Competitiveness Index 2010, the latest available, confirmed that Exeter has seen the greatest improvement in competitiveness against all other UK locations. The city's local economy continues to attract investment, create new businesses, support and grow existing businesses and draw in high calibre employees. With significant planned economic and retail developments and increased availability of employment and housing land, the Exeter economy is in a strong position to grow further.
- 2.4 Research undertaken by Experian entitled, 'BBC Local Growth Research' (February 2012) supports this premise. The research 'looked at evidence for growth between 2010 and 2012 in every local authority area in England', demonstrating that Exeter and the Heart of Devon saw above average business growth in these 2 years. 'Exeter in particular performs well in the region and is within the top 10 local authority districts in England' possessing businesses with high growth potential. Such businesses are defined as 'young, small but rapidly expanding growing firms with...entrepreneurial skills, [with an] appetite for business risk and [an] international outlook'.
- 2.5 The Exeter economy is made up of sub-regional and interdependent local economies broadly covered by Exeter, East Devon, Teignbridge, and Mid Devon, known locally as the Exeter and Heart of Devon Economic (EHOD) sub-region.
- 2.6 The Place Marketing Strategy's purpose is to help underpin the continued growth of the Exeter economy and attract and retain investment, new businesses, and skilled workers. All of which, much like the attraction of visitors to the area benefits local businesses across the city, coast, and rural hinterland of the sub-region. Income will be generated for local businesses through construction activity, trading and staff expenditure in the local economy.
- 2.7 Cities act as the 'shop window' on the economic performance and attractiveness of a locality. References to the Exeter economy in the Strategy should be taken as being synonymous with the area's characteristics and attributes that make up EHOD. Exeter as a place name

provides an identifiable location and a platform to recognise the collective offer of the local economy.

3 Strategic Aim

3.1 The aim of the Place Marketing Strategy is:

To establish and reinforce Exeter's reputation as the regional capital and principal economy south west of Bristol for attracting investment, successful businesses and skilled workers.

4 Strategic Objectives

4.1 The following four objectives, which also define the success criteria upon which the performance of the Strategy and that of the Exeter economy can be assessed are to:

- *secure commercial and public sector investment to reinforce Exeter's position as one of the main "power houses" of the South West economy*
- *attract new employers and particularly more knowledge-based businesses and entrepreneurs into the city's economy*
- *reinforce the area's reputation for having a leading combination of retail, heritage and cultural experiences in an outstanding environment*
- *attract and retain skilled workers and graduates.*

5 Strategic Collaboration

5.1 There is a need now more than ever for collaboration and commitment to joint approaches to promotion and marketing. A number of organisations and local authorities including the Heart of the South West Local Enterprise Partnership (LEP) have a vested interest in the Exeter economy having a high profile, and a strong and positive image.

5.2 In order to maximise the opportunities to influence and change perceptions of key decision makers and influencers, the Strategy will encourage the local industry groups and local employers to promote and market the area on a collective and individual basis 'speaking with 'one voice.'

5.3 The ideal position will be when the Exeter economy is effectively promoted and marketed and where both those here in the city and its hinterland and beyond the local economy share comparable positive perceptions of it.

5.4 The Exeter Marketing Alliance (collaborating private and public sector employers) was formed to help shape the Place Marketing Strategy, deliver activities, and influence change in internal (within the area) and external perceptions. It was the first step along a journey that is now securing strategic collaboration across a wider range of participants from across the

public and private sector.

5.5 Collaborative activity will require a range of participants representing sectors and interest groups to:

- sign up to the Place Marketing Strategy's aims and objectives
- actively pull in the same direction
- adopt and adapt key messages to suit their market sector and customer base
- contribute staff and financial resources to successfully implement the Strategy.

5.6 Collaboration on the implementation in this Strategy should bring the following dividends, securing:

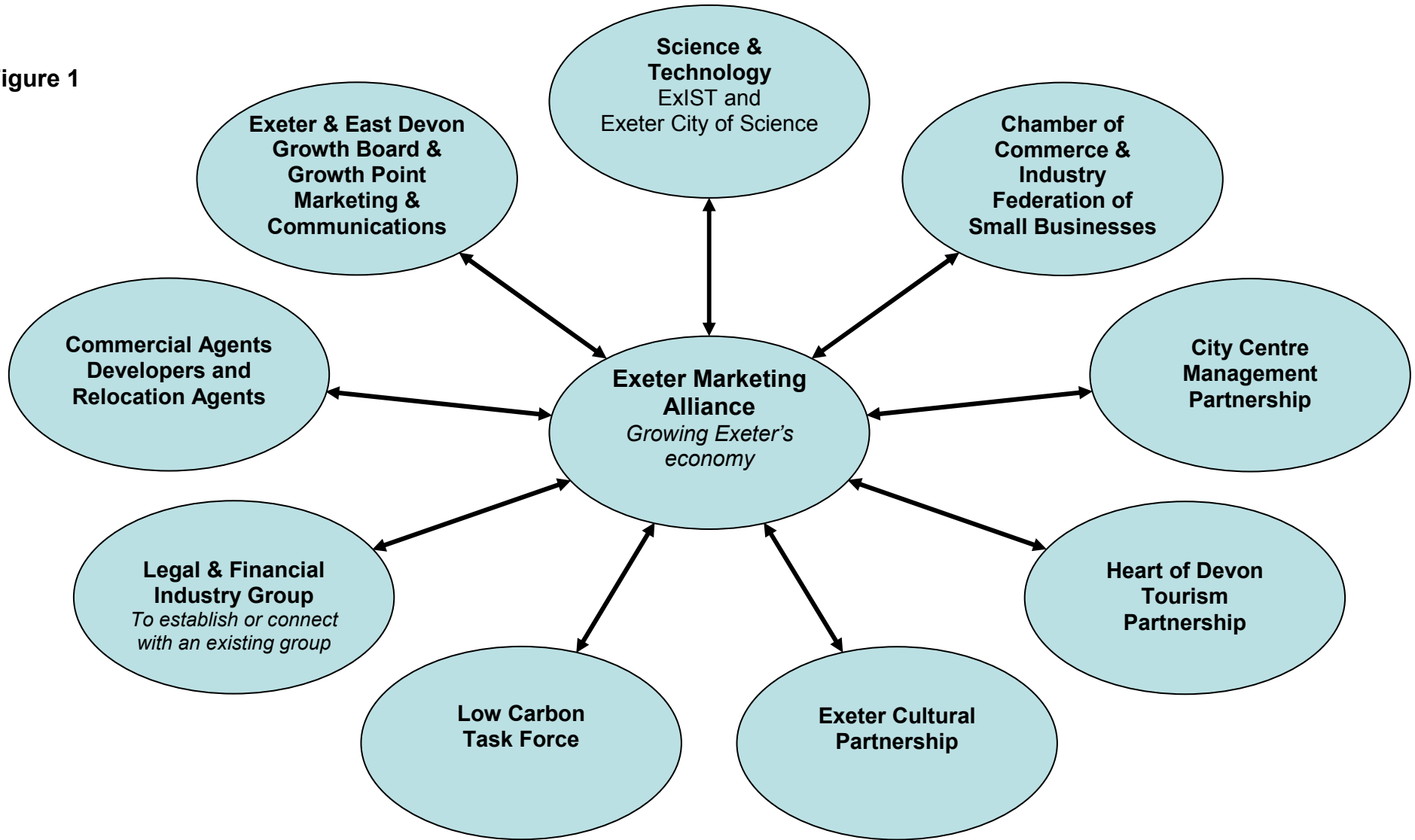
- new and additional investment in employment sites, accommodation and professional services
- the occupation of Exeter Science Park and SkyPark and other key employment sites across Exeter and the Heart of Devon
- investment in low carbon infrastructure which will assist businesses to reduce their operating costs
- new entrepreneurs and business start-ups
- relocation, expansion or consolidation of employers providing new employment, investment into the local economy and provide opportunities for local firms to supply products and services
- the attraction of additional skilled workers and potentially increase the retention of graduates
- additional retail provision and an increase in the volume and expenditure of visitors and shoppers.

5.7 Figure 1 provides an outline of the local 'industry' groups of participants that will help to build collaborative activity under the umbrella of the Exeter Marketing Alliance. Tourism development and promotion would remain with the successful Heart of Devon Tourism Partnership.

5.8 The role of each group is defined by their own 'industry sector'. However, each group will be expected to work autonomously to promote growth in their area of activity and where relevant work with others to target and attract businesses to relocate and or expand within the Exeter economy.

5.9 The Exeter and Heart of Devon Growth Board is the focal point to help secure and drive on-going commitment and collaboration to the Strategy at the highest level.

Figure 1



6 Place Marketing the Exeter Economy

The significance of a 'sense of place'

- 6.1 Cities project images and messages about the locality and the hinterland. A city's sense of place is engendered principally by – the nature and quality of the physical and natural environment, the layers of history that are its story, the diversity and character of its population, its interdependence with the towns and villages that surround it, and the presence of well-known people and renowned organisations, products or services.
- 6.2 The Exeter economy has a range of characteristics and assets that define how it is perceived and how it compares with other places by those that live, work, study and visit here.
- 6.3 However, in an increasingly complex and competitive world, many people, and businesses are digitally or otherwise connected and simultaneously overloaded with information. They have little time to pay attention to the array of information assailing them. It is difficult for a place to stand out without proactive effort across a range of media.
- 6.4 Increasingly cities and their surroundings use their quality of life assets when competing for investment, business, visitors, and students. The Exeter economy must continue to pay attention to those aspects that are the foundations of its character and continue to improve the use of space and its natural assets.
- 6.5 For example, the City Council report, 'A City Centre Vision for a Green Capital' (June 2011) defines a long-term strategic and physical vision for the centre of the city. The paper sets out a framework for taking forward the Exeter Vision, which has defined overarching themes and aspirations for the city. Visions generally precede development. The ingredients within the green capital vision may take some 10 – 20 years or more to achieve. And yet, by providing a clear physical definition for the use of Exeter's space and places, as with the Exeter and East Devon Growth Point, it will help investors, businesses, and skilled workers, to know the direction of future development and provide them with confidence if they choose to invest in the city.
- 6.6 Whatever is said and promoted about the city and its surroundings should be credible. Overall, the messages will form the picture, the basis of the Exeter economy's story and contain its character and the offer to be conveyed to prospective customers that the area wants and needs to attract.
- 6.7 Such characteristics help to provide the area with a 'sense of place'. The Exeter economy is a place where people and businesses want to be. Of fundamental importance is that people and businesses that may want to be here too, also talk positively about the area. It will be essential to secure proactive 'chatter' within and across social media networks such as Facebook and Twitter which people now increasingly use to communicate.

Market Position

- 6.8 In 2012 Exeter's retail offer was ranked 31st within Great Britain. John Lewis opens a new store in the city in 2012. Exeter aspires to be positioned as the 25th largest retail catchment following the completion of the mixed use redevelopment of the Exeter Bus and Coach Station.
- 6.9 Compared to other notable locations, Bristol, Plymouth, Swindon, Cambridge, Oxford, and Warwick, Exeter has the highest percentage of businesses with £1m+ turnover and also the highest percentage of businesses trading for 10+ years. Importantly, as a place for knowledge based businesses, Exeter has a particular concentration of employment across professional, legal, scientific, engineering, and technical activities and as a hub for professional services in the region offers comparable quality to London competitors but at greater value for money.
- 6.10 The University of Exeter, recognised as being in the top 1% across the world for international research is going from strength to strength. It is a member of the Russell Group of Universities. The University's investments since 2007 have positioned it in the top 100 fastest growing organisations in Europe and in the top 25 within the UK. In fact the University's trajectory anticipates that by 2013 they will be contributing over £480M of additional economic benefit to the economy.
- 6.11 The multi-million pound public and private sector investment partnership which is working well together within the Exeter and East Devon Growth Board, a 20 year major economic development programme, is indicative of the economic strength and the confidence in the area (see map of the development in Appendix 2).
- 6.12 In terms of sector led growth, research undertaken by Experian anticipates growth over the short and medium term within the financial and business service sector. This is particularly good news for the Exeter economy which has many strengths within these activities.
- 6.13 Experian define activities and services making up this sector as including:
- media activities
 - computing and information services
 - finance, insurance and pensions
 - real estate
 - professional services
 - administration and supportive service activities.
- 6.14 In pursuing a growth agenda it is important to assess the particular strengths of Exeter's economy as it will help local partners decide where they need to devote time and energy to make best use of finite resources.
- 6.15 In terms of the area's strengths and weakness, as portrayed by **examples in the table over leaf**, the Exeter economy has an array of brand and

cultural assets that potentially mark out the area's distinctive offer as a place to be.

6.16 However, a number of assets may well be beneath the radar of many beyond the local area. Making them more visible would reinforce Exeter economy's reputation. Developing a nationally recognised iconic symbol or project that grabs and holds national and international attention would place the Exeter economy at the forefront of people's minds.

Strengths		Weaknesses
<p>Visible Brand Assets</p> <ul style="list-style-type: none"> - University of Exeter - The Met Office and Hadley Centre for Climate Change - Pennon Group, EDF Energy, Flybe, Supercat, Goodridge, Graphic Plc, ATASS, Heathcoat Fabrics, Centrax, Thomson Reuters, Peninsula College of Medicine and Dentistry, Centek Industries, S.R.A. Developments, Fantasy Shopper, Harrier LLC, Amulet Hotkey, Kaba Ltd, Hepco Slide Systems, Princesshay and the City's expanding retail offer - Devon's quality of life image - Exeter International Airport - Exeter and East Devon Growth Point - Exeter's centrality within the South West and its connectivity to transport routes - Low carbon infrastructure 	<p>Visible Cultural Assets</p> <ul style="list-style-type: none"> - Exeter Cathedral, Exeter Quay, Exe Estuary, Exeter Underground Passages - Exeter Royal Albert Memorial Museum - City's heritage - Film location for German TV series - Proximity to – Dartmoor and Exmoor National Parks, Sea and Jurassic Coastline, RSPB Reserves, AONB's - Exeter Rugby and Football Clubs, Exeter Racecourse and other sporting facilities - Exeter Phoenix, Northcott Theatre, Corn Exchange, Barnfield Theatre & Spacex and other venues 	<p>Brand and Cultural Assets</p> <ul style="list-style-type: none"> - Other than the Brand Assets mentioned, there are no readily identifiable iconic or internationally known buildings, products or services
Opportunities		Threats
<p>Promote Hidden Brand Assets (beneath people's radar) e.g.</p> <ul style="list-style-type: none"> - University of Exeter's Science Strategy - Exeter City of Science initiative - Chamber EXIST initiative - Exeter's job creation track record & capability - Hub of professional and knowledge-based services - New high growth potential scientific and technology companies - Exeter College - Home to start ups and major employers that are leaders in internet based service delivery and use of social media 	<p>Promote Hidden Cultural Assets</p> <ul style="list-style-type: none"> - Develop Exeter as a hub for theatre or performing arts or live music in the region. <p>Iconic Projects</p> <ul style="list-style-type: none"> - identify and develop an iconic project located in the Exeter economy 	<ul style="list-style-type: none"> - Promotion by other agencies may overshadow or mask the real offer and strengths of Exeter and its surroundings by promoting a generic offer or messages covering the wider county or peninsular that fail to recognise Exeter as a strong place for investment, business growth and employment.

7 Sector Strengths

7.1 Exeter has relatively higher proportions of employment than other areas across England and Wales in the following broad industrial sectors:

- Construction
- Health
- Motor Trades
- Professional, Scientific and Technical Services
- Property
- Public Administration and Defence
- Utilities.

7.2 The majority of Britain's economic growth comes from knowledge based services (KBS)...ideas, knowledge and people's skills...and the businesses service sector has quietly driven the growth of the UK economy. This sector – which includes lawyers, engineering, science and technical activities, IT specialists, and consultants – has thrived because it creates value by providing the ideas and the knowledge that the British economy needs in order to grow¹.

7.3 Exeter has the second highest concentration of knowledge based services (KBS) within the South West, slightly behind and second only to Bristol. Within Devon, EHOD accounts for 55 per cent of employment in KBS; the city alone accounts for over 31 per cent of such employment in the county.

7.4 Exeter's particular concentration of KBS employment in comparison to Bristol, Plymouth, Swindon, Cambridge, Oxford and Warwick and England and Wales, is in:

- legal activities
- engineering activities and related technical consultancy
- other professional, scientific and technical activities.

7.5 Overall, net employment across EHOD grew by some 7,600 between 2008 and 2010, with Exeter accounting for 4,500, placing Exeter in the top 10 for employment growth across Great Britain. Whilst some sectors lost jobs, most notably the public sector, growth in the Exeter economy was largely down to the following sectors:

- Construction
- Accommodation and food services
- Wholesale and retail trade and repair of motor vehicles
- Professional, scientific and technical
- Education
- Transportation and storage.

¹ The Work Foundation (2011) 'Britain's Quiet Success Story - Business Services in the knowledge Economy'

7.6 Research undertaken on behalf of the EHOD Employment and Skills Board forecast net employment growth as a result of the developments in the Exeter and East Devon Growth Point to be over 26,000 jobs spanning a 20 year period primarily within the following sectors:

Sectors	Forecast employment growth
Business and Professional Services	11,000+
Retail and Hospitality	3,500+
Transportation and Logistics	3,000+
Food and Drink	1,000+
Construction and Building Services	900+
Advanced Engineering	1,000+
Bioscience and Health	1,000+
Low Carbon & Environmental Goods & Services	1,000+

8 Target Sector Opportunities

8.1 The intention is to focus on the following sectors for achievement of the Strategy's objectives:

Professional Services, Science and Technology

- Promotes the area's reputation as a regional hub for professional knowledge based services which supports local businesses, relocating employers and also provides services to investors seeking to procure services outside of London or from overseas
- Source of potential occupiers and new businesses within the local economy including on Exeter Science Park and SkyPark
- Contributes to an increase in knowledge based employment
- Source of knowledge based entrepreneurs
- An emerging leader in the UK's low carbon agenda

Retail

- Significant contributor to the area's regional reputation
- Draws in visitors and contributes to the development of additional hospitality employment and offers potential to generate trade with local suppliers

Government Departments and Quangos

- Continues to contribute to the area's regional reputation for public administration and supports an increase in knowledge based employment
- Potential source of opportunities for collaborative or commissioned research with the University of Exeter and as a source of business for local suppliers

8.2 Appendix 3 explores these sectors in more depth.

Attracting entrepreneurs and skilled workers

8.3 The University of Exeter and the local FE colleges reinforce the position of Exeter as a place to live, work, study in, and visit. Continuing to attract students and retain their knowledge and expertise also adds to the mix of cultural activities generated by them. Moreover, they are a source of potential graduates to recruit or start up their own businesses.

8.4 Often skilled, creative, and/or young people are crucial for helping to drive growth in a local economy. Such individuals are highly mobile and discerning in choosing their locations. It is critical they are attracted to the area to study, secure employment, or start up their own business to help spur growth.

8.5 Their decision making is shaped by the quality of place; they will have particular interest in the cultural landscape, the ambience, and buzz of life in the city and the diversity and distinctiveness of the surrounding locality.

8.6 To attract them to the Exeter economy, there is a need to:

- promote the range of career opportunities to create the perception of the area as a place where graduates/skilled employees can readily stay and progress their career
- promote the lifestyle of studying, living and working here including the breadth of the arts, culture, leisure, sporting, outdoor activities and adventure and easy access to natural environments.

8.7 *Entrance Points*

In addition, attention should be given to how entrance points into the area are developed, managed, maintained, and promoted. They play an important role in how the area is perceived and experienced. Examples of entrance points include websites, social media platforms, car parks (public and private), bus and railway stations, the airport, hotels, conference centres, business seminars and signage.

9 Core Messages

9.1 Until and unless agreed otherwise, as no other suitable strapline has emerged in the process so far, the intention is to use an already adopted and accepted strapline, namely, placing the following words after Exeter or Exeter and the Heart of Devon:

“ A better climate for business”

9.2 This statement in essence reflects by and large the implicit views arising from consultation, the array of straplines used by many local employers and the economic track record of the Exeter economy. Where appropriate the

words “regional capital” will also be included and others will be encouraged to use them.

- 9.3 A limited set of regularly used core messages will be very important in underpinning and reinforcing the promotion of the key assets and strengths of the city’s economy.

The Exeter economy can claim it:

- is resilient and has the appetite and ample space for growth – housing and employment land is available or in the pipeline for development
- is business and development friendly – evidenced by strong local business networks, the growth agenda and hub of professional services
- is well connected nationally and internationally through its business networks and road, rail and air infrastructure
- has a track record in delivering major developments and a workforce to make them a success
- is a place full of opportunities for businesses and employment
- is living the future with a successful growing economy amidst a renowned green natural environment
- is at the leading edge nationally in low carbon sustainable development and should be seen as a destination for sustainable low carbon businesses
- is innovative and successful – demonstrated by its economic track record, the presence of the University of Exeter and the location of leading existing and new science and technology based businesses.

- 9.4 Each of these points will be underpinned by specific facts and examples to ensure they are clear, credible, and up to date. Promotional material will need to convey and reinforce the core messages regularly and proactively. This section is expanded in Appendix 3 as a guide to how the area is promoted and marketed in conjunction with the Marketing Programme covered in Section 10 below.

10 Marketing Programme

- 10.1 Members of the Marketing Alliance and local businesses have offered to provide some staff time and other resources towards the implementation of the Strategy. Reaching agreement on the best use of their resources forms an integral part of the implementation process.

- 10.2 Activities to promote the Exeter economy are set out within the marketing programme. Three broad categories of activities are proposed as listed below.

Promotional – raising awareness of the Exeter economy

- 10.3 It is intended to establish a range of ‘vehicles’ to raise awareness of the Exeter economy as summarised below:
- establish a dedicated but extensively linked and regularly refreshed and updated promotion and marketing website incorporating the successful “fly-through” approach
 - prepare an investment prospectus to be available electronically and in hard copy
 - produce ‘Vodcasts’ to promote core messages and give real live examples of success
 - PR and relationship building with journalists to encourage awareness and a positive appreciation of the Exeter economy
 - seek to provide or attract national and/or international conferences that reflect the Exeter economy’s strengths and/or aspirations.

Targeted Marketing – to help grow the local economy

- 10.4 The intention is to use the market intelligence and networks nationally and internationally available from the diverse range of local businesses within the Exeter economy. The successful implementation of this Strategy is predicated on the active involvement and support of key players, local businesses, and industry sectors. Some are already members of the Exeter Marketing Alliance. The activities proposed are summarised below:
- generating warm leads from local businesses and key employers identifying potential firms/employers to approach
 - working with prominent local public sector employers to approach key government departments and contacts and generate opportunities to secure site visits for ministerial, VIP and senior civil servants
 - supporting property and site promotion by commercial agents
 - delivering dedicated seminars to invited sector audiences to invest, relocate or expand in the Exeter economy
 - working with local industry groups to promote investment, expansions and relocations and the securing of skilled workers into their sectors.

Perception Altering – challenging misconceptions

- 10.5 The intention is to use and build upon the connections in existing business relationships and also develop new working relationships to influence perceptions and challenge misconceptions about the Exeter economy. This will be achieved by:
- influence commercial agents primarily in London & Bristol to see Exeter

- as a prime location for investment
- secure high profile business ambassadors to ‘soft promote’ through their own networks
- use of social media – Exeter Economy You Tube Channel, Exeter Economy Facebook Page, Exeter Economy Twitter Page to secure proactive ‘chatter’ within and across the networks about the Exeter economy (all interlinked with the new promotion and marketing website)
- hosting city and site visits which are effective measures to change perceptions and persuade a business to invest, expand or move
- work with the University of Exeter to capitalise on opportunities to create positive impressions of the Exeter economy throughout the year with target audiences
- promoting the skills, supply chain and career opportunities in the wider Exeter economy
- parallel promotional activity by visitor and cultural marketing to demonstrate the quality of life and lifestyle on offer.

Generating leads for targeted marketing

10.6 In order to ensure a steady and increasing stream of prospects, the following sources need to be harnessed to generate potential leads:

- enquiries received by the City Council’s EHOD on-line commercial property register
- the management of key business parks and employment sites
- foreign direct enquiries arising through the UKTI and LEP
- the market intelligence of the Marketing Alliance
- local business groups
- local commercial agents and their syndicated network of offices across the UK and overseas
- relocation and commercial agents/consultants in Bristol, Birmingham and London.

Lead management

10.7 Exeter City Council’s Economic Development Service will act as the conduit for lead management. The Service has an established system to handle business relocation and investment enquiries for EHOD that supports the partnership with East Devon, Teignbridge, and Mid Devon district councils. In addition, the Development Service works with the Heart of the South West LEP and the UKTI in responding to and handling foreign direct investment enquiries.

10.8 The implementation of the Strategy should:

- establish an inward investment group of public and private representatives that have the capacity to work together on co-ordinated and proactive promotion of the area
- look to encourage small, mixed disciplined 'teams' within each of the local industry groups in Figure 1, based on the model of working coordinated by ExIST, to work together on how they can and will 'sell the area' to their contacts and others that may consider investing or moving into the area on the basis of their 'business and joint working activities'

10.9 It will be necessary from time to time to draw on the support of the Marketing Alliance to meet, greet, and also introduce new arrivals into the business community to make sure their setting up is as trouble free as possible. As and when appropriate it will be important to make aftercare visits to companies.

11 Performance indicators

11.1 The following indicators will be established to track progress, measure success and evaluate the effectiveness of the approaches.

Activity:

- type and number of employers targeted
- the number of investment and business relocation enquiries arising from collaborative activity

Outputs:

- the conversion rate from enquiry to: expansion, relocation, consolidation or start - up
- number and types of jobs created by local and inward investing firms (if available)
- change in Exeter's position in Great Britain's retail hierarchy
- the number of visitors to the Exeter economy encouraged by the activities implemented through the Heart of Devon Visitor Strategy activities

Outcomes:

- the amount of commercial and public sector investment secured
- the type and number of new employers, and particularly more knowledge-based businesses and entrepreneurs secured into the economy
- through the Chamber of Commerce and Industry, survey the trends in the number of skilled workers and recent graduates employed and the ease of attracting and retaining them
- value, amount and type of media coverage to assess perceptions of area's reputation for having a leading combination of retail, heritage and cultural experiences in an outstanding environment

Exeter Economy Marketing Programme Action Plan					
Activity	Timescale	Responsibility	Budget	Outcomes/Outputs	
Promotional – raising awareness of the Exeter economy					
1	Establish an effective website to promote the Exeter economy, its strengths, and opportunities for investment, start up, business relocations and skilled workers. Links with activities 2-4, 6, 8-11, 14-19	Year 1	Exeter City Council, partner local authorities in EHOD Exeter Marketing Alliance Growth Point Team	£15,000	<ul style="list-style-type: none"> • Is viewed as the central contact for information and support for investors, businesses and skilled workers and use by media • Links with other local websites, 3D Flythrough, Exeter Economy Facebook Page, Exeter Economy You Tube Channel and Exeter Economy Twitter account to provide added credibility to key messages • Provision of digital maps showing a range of assets and key companies in the area, the commercial & industrial parks and the land banks (both housing and employment land available/in the pipeline) • Demonstrates support available through site visits, planning stages and aftercare • Enables the tracking of enquiries resulting from promotional and targeted marketing activity • Enables the Exeter Marketing Alliance to secure easy access to key data, to share information with key contacts and also market intelligence with the City Council's Economic Development Service for follow up coordination of targeted marketing activity

Exeter Economy Marketing Programme Action Plan					
	Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
2	Produce 'Vodcasts' to promote core messages and give real live examples of success	Year 1	Exeter City Council	£8,000	Demonstrates the leading edge thinking and knowledge base available to potential investors into the Exeter economy
3	Establish an effective means of managing interaction and updating of social media activity generated by the Marketing Programme	Year 1	Exeter City Council	£6,000 p.a.	Up to date information and constant stream of effective messages are generated to stimulate interest from investors, businesses and skilled workers
4	Produce an area investment prospectus including setting out: - <ul style="list-style-type: none"> what is happening now, the planned activities for the next 5 years and the opportunities presented by the key strategic development and investment opportunities around the city details of support available and how it is coordinated locally to help 'businesses' move to the area 	Year 1	EHOD local authorities, Growth Point Team and local commercial agents and developers	£5,000	<ul style="list-style-type: none"> Integrated into website and provides investors and business with information to stimulate their interest in the Exeter economy; Encourages investment, start ups, expansions, and relocations into the Exeter economy Provides easily accessible information in one place of the local partnership and soft landing support available; promotes confidence in the area's ability to assist major moves into the Exeter economy Provides new business start ups with vision of emerging opportunities in the Exeter economy
5	Drawing on the PR support offered by members of the Exeter Marketing Alliance: <ul style="list-style-type: none"> prepare and produce joint editorial for professional and trade sector websites, magazines and national features in the 'broadsheets' use local radio with its London base to reach principally, skilled workers and develop and promote family friendly messages about the Exeter Economy 	Year 1	Exeter Marketing Alliance Growth Point Team	£20,000 p.a.	Promotes awareness of the strengths and attractions of the Exeter economy and raises profile to key decision makers and influencers; secures press coverage regionally and nationally

Exeter Economy Marketing Programme Action Plan					
	Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
6	Build relationships with journalists and facilitate annual briefing sessions, site visits and easy access to information via dedicated website	Year 1	EHOD LAs. Press Communication Teams; Exeter and East Devon Growth Point	£2,000 p.a.	An effective means of changing perceptions; secures press coverage regionally and nationally; promotes positive messages about the Exeter economy; encourages an increase in start up, business and relocation enquiries
7	Work towards establishing an international conference in Exeter for key sector businesses, multi-nationals and governments which addresses a significant global issue of which the city has world class strengths and advertise a call for papers and speakers	Year 3	Leading key employers, University of Exeter	£40,000	Potential to put the Exeter economy on the radar of investors and businesses and could be promoted as a proxy iconic project; encourages an increase in start up, business and relocation enquiries; secures press coverage nationally and potentially internationally.
Targeted Marketing – to help grow the local economy					
8	Generate regular flow of warm potential leads from range of business and commercial agent networks	Year 1	Exeter Marketing Alliance	£0.00	Increased opportunities to nurture direct interest in expanding, relocating and or consolidating in the Exeter economy; secures investment, expansion and relocations
9	Delivering investment and relocation Exeter seminars once a year to an invited sector audience in part identified by the business networks of the Exeter Marketing Alliance and hosted in Birmingham or London via Institute of Directors premises	Year 1	Exeter Marketing Alliance	£5,000 p.a.	Opportunities to secure investment, expansion and relocations and also secure investment and growth of local professional and business services
10	Establish and/or work with existing industry groups linked to the Exeter Marketing Alliance to promote the collective offer from each group for investors, expanding and relocating businesses and skilled workers	Year 1	Exeter City Council working with local industry sector groups	£0.00	Secure investment and business relocations and expansions that assist local industry sector growth and the creation of local jobs; encourages skilled workers to see the Exeter economy as a place to work (links to the Exeter Facebook page)

Exeter Economy Marketing Programme Action Plan					
	Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
11	Work with local commercial agents and developers to update promotional information on key sites and premises and assist them in bringing high profile investors and employers into the area	Year 1	Exeter City Council, EHOD Las, Exeter Marketing Alliance	£0.00	Ensures coherency of key messages about the Exeter economy; secures expansion and relocations.
12	Work with prominent local public sector employers to approach key government departments and contacts and generate opportunities to secure site visits for ministerial, VIP and senior civil servants	Year 2	EHOD local authorities, Exeter Marketing Alliance , EHOD Growth Board, Heart of the South West LEP	£5,000	Secures consolidation and/or relocations of public sector employers
Perception Altering – challenging misconceptions					
13	'Recruit' additional high profile business ambassadors prepared to champion and talk about the strengths of Exeter through their national and international range of business connections	Year 1	Private Sector Partners in the Exeter Marketing Alliance	£0.00	Increase in capability to reach key decision makers and influencers; added credibility of messages received from trusted businesses; encourages investment, expansion and relocations
14	Produce and update as necessary a concise one page information sheet including the overarching strapline that is easy for business leaders to digest, remember and repeat	Year 1	Exeter City Council	£0.00	Encourages key messages, facts and figures to be absorbed and promoted
15	Influence London and Bristol based and other agents representing major retailers to visit/revisit Exeter and provide them with information to put the city on the required location list for retailers	Year 1	Exeter City Centre Partnership supported by the Exeter Marketing Alliance	£0.00	An effective means of changing perceptions; persuading some to consider the Exeter economy as a place to commit their client's resources; secures new and additional retail investment

Exeter Economy Marketing Programme Action Plan					
	Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
16	Establish an Exeter Economy You Tube Channel containing an array of 90 second video case studies of local businesses and key stakeholders produced by local creative media students	Year 1	Exeter College supported by Teignbridge District Council's film unit	£5,000	Showcase for local businesses; promotes awareness of business benefits of operating in Exeter economy; encourages an increase in start up, business and relocation enquiries
17	Establish an Exeter Economy Facebook page targeted at attracting and influencing young skilled workers and entrepreneurs to study, stay and work or start a business in the Exeter economy and <ul style="list-style-type: none"> promote the range of career opportunities in the Exeter economy promote lifestyle through linking into information on the arts, culture, leisure, sporting, outdoor activities and adventure and the access to natural environments 	Year 1	University of Exeter, Exeter College, Innovation Centre, Young High Growth Companies, State and Private Schools Heart of Devon Tourism Partnership	£3,000	Encourages young people and graduates to stay and work/start a business here; encourages a source of skilled and knowledge based labour to work for local employers; encourages interest from entrepreneurs to start up/expand/relocate to the Exeter economy
18	Promote the wider economy's skills and supply chain capability and capacity to support the current and growth needs of new and expanding businesses, particularly those in the science and technology sectors	Year 1	Exeter City Council Local Industry Sector Groups Chamber of Commerce & Industry, ExIST, EHOD Employment and Skills Board, Innovation Centre	£0.00	Provides necessary comfort and confidence to invest resources here; encourages start ups, expansions and relocations into the Exeter economy; provides information to feed into the Exeter Economy Facebook page
19	Secure widespread adoption of key messages and capitalise on opportunities to promote them at a range of entrance points to generate positive perceptions of the Exeter economy: partner websites, social media platforms, car parks (public and private), bus and railway stations, the airport, hotels, conference centres and signage, business seminars	Year 1	Local and Highway Authorities and Local businesses, EHOD Growth Board; Exeter Marketing Alliance	£10,000	Provides additional outlets to promote information; encourages start ups, expansions and relocations into the Exeter economy

Exeter Economy Marketing Programme Action Plan					
	Activity	Timescale	Responsibility	Budget	Outcomes/Outputs
20	Work with leading local and influential representatives and leading business people to secure speaking opportunities for them at key regional, national and international conferences, events, tradeshows and at locally delivered business seminars	Year 2	Exeter Marketing Alliance High Level Exeter Marketing Alliance Business Ambassadors	£0.00	Likely to be attended by key decision makers and influencers in target industry sectors; added credibility of messages received from trusted people and businesses; persuading some to consider the Exeter economy as a place to commit resources, expand and relocate
21	Arrange site visits with key decision makers and influencers from target sectors showing an interest in investing, expanding and relocating to the Exeter Economy	Year 2	Exeter Marketing Alliance High Level Exeter Marketing Alliance Business Ambassadors	£5,000 p.a.	An effective means of changing perceptions and also of persuading an organisation to move; secures decision to invest, expand or relocate into the local economy
22	Work with the University of Exeter to capitalise on opportunities to create positive impressions of the Exeter economy at regular 'touch points' throughout the year with specific groups: students, post-graduates, alumni and also from key decision makers and influencers that may form a proportion of visiting families on graduation days	Year 2	University of Exeter, Exeter City Council,	£2,000 p.a.	Secures new and additional investment into the Exeter economy; encourages graduates to stay and work/start a business here; encourages a source of skilled and knowledge based labour to work for local employers; encourages expansion and relocation of businesses here

Appendices

APPENDIX 1

Key points about the Exeter Economy

Did you know the Exeter economy ...

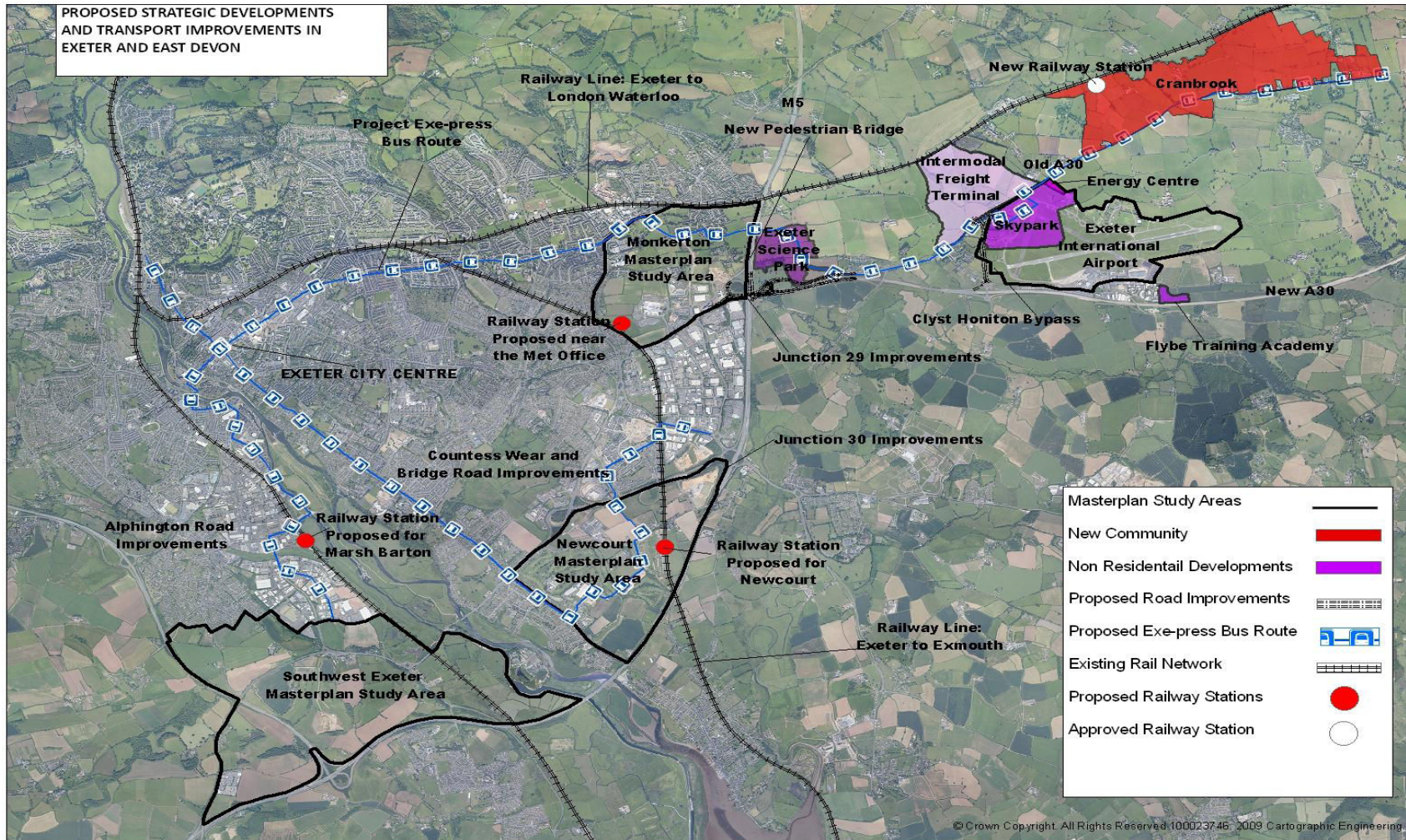
- is the principal economy west of Bristol
- attracts between 700 and 1,000 enquiries every year from businesses looking to expand or relocate into its economy
- has a retail offer ranked as 31st in Great Britain in 2011/12
- aspires to be ranked 25th largest retail catchments across Great Britain following the completion of the mixed use redevelopment of the Exeter Bus and Coach Station.
- has above England and Wales average concentrations of employment in:
 - construction
 - utilities
 - motor trades
 - property
 - professional, scientific and technical activities – legal services, other professional, scientific and technical activities, research and experimental development in social sciences, engineering activities and related technical consultancy and public administration and defence
- is a hub for professional services in the region offering comparable quality to London competitors but at greater value for money
- is home to a University which is ranked in the world's top 1% and is the only Russell Group University west of Bristol. The University has an annual research budget of c£70m and actively works with industry and innovative businesses. It supports

innovation in the City through its Innovation Centre and is developing a Science Park to the East of the City. The University turns over nearly £300m annually and was recently listed as the 25th fastest growing business in the UK.

- is an easy place to make business connections
- is a large magnet for employment, being ranked in 10th position overall across all of the local authority areas within the UK for providing a large concentration of jobs for its hinterland
- from 2000 to 2009 was the 7th fastest growing city in the UK for job creation, which together with its economic area created over 34,000 jobs, outperforming cities like Edinburgh, Cardiff, Belfast, Sheffield and Manchester
- continued to increase net employment by 7,600 between 2008 and 2010, placing it in the top 10 nationally; all achieved whilst 76% of all locations throughout Great Britain saw job losses
- research undertaken by Experian entitled, 'BBC Local Growth Research' (February 2012) shows that 'Exeter in particular performs well in the region and is within the top 10 local authority districts in England' possessing businesses with high growth potential
- will see a net increase of 26,000 jobs arising from the development of the Exeter and East Devon Growth Point. These are forecast to be in:
 - Business and Professional Services – 11,000+ new jobs
 - Retail and Hospitality – 3,500+ new jobs
 - Transportation and Logistics – 3,000+ new jobs
 - Food and Drink – 1,000+ new jobs
 - Construction and Building Services – 900+ new jobs
 - Advanced Engineering – 1,000+ new jobs
 - Bioscience and Health – 1,000+ new jobs
 - Low Carbon & Environmental Goods & Services – 1,000+ new jobs

- has over a billion pounds worth of private and public sector investment planned within the Growth Point to develop two regionally important employment sites, including Exeter Science Park and a new low-carbon energy supplied market town – Cranbrook
- is an accessible city at the centre of the South West, is eight miles across, 2 hours from London by train, has two main railway lines to London, the Midlands and the North, and is only 10 minutes drive time to Exeter’s International Airport
- is renowned for a high quality of life with easy access to an outstanding natural environment – the Exe Estuary, two moors – Dartmoor and Exmoor, rolling countryside, designated Areas of Outstanding National Beauty and internationally recognised coastlines
- has a clear vision to further enhance its credentials by transforming its offer to be the green capital of the South West
- has a ‘can do’ attitude and a workforce that is recognised as being loyal, hardworking, stable and versatile
- is `emerging as a UK leader in the low carbon agenda through the development of large scale combined heat and power (CHP) supplies to towns and business parks and generating opportunities for local businesses to retrofit low carbon technology to reduce their ‘bottom line costs’
- provides a base for start ups to major employers that are leaders in internet based service delivery and use of social media.

Exeter and East Devon Growth Point Map



Target sector opportunities

- 1 Professional Services, Science and Technology Sectors**
- 1.1 Businesses and investors in science and technology away from Exeter may well be unaware of the:
- acclaimed research strengths and the connections and support for industry available from the University of Exeter
 - range of support provided through the Innovation Centre under the umbrella of Exeter Business Support for start ups and young high growth businesses
 - breadth and depth of skills, knowledge, and technology available locally promoted by the recently founded Exeter Initiative for Science and Technology (ExIST)
 - area emerging as a UK Leader in the low carbon agenda.
- 1.2 Like Bristol, Exeter needs to be seen as a hub for professional services in the region offering comparable quality to London and South East competitors but at greater value for money.
- 1.3 It is essential to show clearly how well connected Exeter is through its communications and business networks and the realisable bottom line profit and loss benefits of operating here.
- 1.4 To secure growth the Exeter economy needs to attract:
- companies and start-ups with high proportion of investment in intellectual property
 - hi tech industries, research and development focused and precision manufacturing
 - information technology based companies with significant bias towards development and/or use of hardware, software including cloud-based computing for the provision of services for their clients, e.g. smartphone and wireless apps., for business and individual consumers
 - low carbon technology and green based businesses
 - regional offices/headquarters of large multi-national firms to enhance Exeter's regional capital profile and also to use their presence and connections to facilitate access to overseas markets and provide opportunities for local businesses to provide their goods and services

- the interest of sophisticated global investors such as Blackstone, New Enterprise Associates (NEA), Accel and Hansberger
- firms starting up or specialising in –
 - biosciences and food security
 - medicine and healthcare
 - climate change adaptation and the environment
 - data management and statistical predictive analysis
 - new functional materials and photonics
- marine-related employers (Exeter has above average regional levels of employment in this sector).

Retail Sector

- 1.5 The High Street retail offer across the UK is exposed to the vagaries of consumer shopping habits and the growth in on-line shopping. However, Exeter’s position in the national retail hierarchy is significant. It contributes to the city’s reputation as a regional capital, as a location for successful investment in retail related businesses and as a place offering a high quality of life. With a retail catchment of over 1 million people, Exeter’s potential to expand its offer is a genuine and realistic opportunity.
- 1.6 As a result of delivering planned developments in the city, more people will choose the city as a shopping destination. The physical size of the retail offer will increase over the next 5 years, widening employment opportunity, and creating more local career pathways for employees.
- 1.7 Other aspects of Exeter and the surrounding area provide real opportunities for the retail sector and attract visitors, residents, and businesses into the Exeter economy and helps create a sense of place. These are accommodation and food services and the range of art and culture available. The latter plays a particularly important role in helping to shape the distinctiveness of the area’s offer, offering opportunities for people to join in, to socialise, to create and engage in community life.
- 1.8 To secure growth and expansion in the retail sector, there is a need to:
- demonstrate long term sustainable planning for growth in the local, regional and visitor markets, with measurable targets against which progress can be assessed

- set out within the new City Centre Strategy what is happening now, the planned activities for the next 5 years including what will be done to help the sector grow and improve customer service and the opportunities that will bring
- influence London and Bristol based and other agents representing major retailers to visit/revisit Exeter and provide them with information to put the city on the required location list for retailers
- support the development and promotion of the tourism, arts and cultural sectors.

Public Sector

- 1.9 Government departments and quangos have hitherto been on the direct marketing activities of the local authorities co-ordinated by the City Council within EHOD. There have been some successes, most notably, the public and private sector partnership that secured the relocation of the Met Office.
- 1.10 With the forecast loss of some 750,000 jobs nationally across the public sector, it might not be considered that this is an appropriate target to pursue actively.
- 1.11 However, with the public sector's drive on cost control there may well be opportunities to secure those that seek to achieve consolidation of operating efficiencies by their deployment around the country. The question of further relocations of public sector organisations out of the South East to save on long term costs to the public purse have been raised more frequently in recent months.
- 1.12 Whilst relocation activity has been quiet of late, previous research undertaken on behalf of the then Labour Government, the Lyons Review suggested that Exeter is in a strong position to attract further and/or replacement public sector employment.
- 1.13 To be in a position to seize opportunities to secure growth, relocation and/or consolidations in the public sector, the Exeter economy needs to:
- demonstrate the quality and accessibility of specific sites and buildings and the tangible cost and low carbon benefits of being here and the range of career paths available across the sector within the Exeter economy
 - work with prominent local public sector employers to approach key government departments and contacts and seek to secure a steady flow of Government VIPs and Civil Servants for Exeter economy site visits.

2 Outline guidance on promotion

2.1 A limited set of regularly used core messages are very important to underpin and reinforce the promotion of the key assets and strengths of the city's economy.

The Exeter economy can claim it:

- is resilient and has the appetite and ample space for growth – housing and employment land is available or in the pipeline for development
- is business and development friendly – evidenced by strong local business networks, the growth agenda and hub of professional services
- is well connected nationally and internationally through its business networks and road, rail and air infrastructure
- has a track record in delivering major developments and a workforce to make them a success
- is a place full of opportunities for businesses and employment
- is living the future with a successful growing economy amidst a renowned green natural environment
- is at the leading edge nationally in low carbon sustainable development and should be seen as a destination for sustainable low carbon businesses
- is innovative and successful – demonstrated by its economic track record, the presence of the University of Exeter and the location of leading existing and new science and technology based businesses.

2.2 Each of these points will be underpinned by specific facts and examples to ensure they are clear, credible, and up to date.

Promotional material will need to reinforce the core messages regularly and proactively.

2.3 Promotional material will need to convey Exeter economy's:

- track record of success, creating employment
- prominent/outstanding organisations and achievements
- clarity of purpose – local policies and visions
- future growth and employment creation prospects
- commercial and low carbon sustainable outlook
- location and its connectivity to London and overseas

2.4 Detailed messages quoting facts and real examples need to convey:

- its strength and success as a commercial business location – open for business
 - possessing world class innovative 'know how' in science, technology and expert knowledge
 - is attractive to those businesses seeking to be part of the local cluster
 - is a place that provides rewarding careers for skilled workers
 - has a top flight retail offer attractive to new retail investment
- busy 'forward thinking' location that is
 - accessible and connected
 - delivering on its growth agenda – its commercial outlook is excellent providing confidence in the local economy
 - forward thinking green capital vision
 - emerging as a UK leader in the low carbon agenda through the development of large scale combined heat and power (CHP) supplies to towns and business parks and generating opportunities for local businesses to retrofit low carbon technology to reduce their 'bottom line costs'
- the size and quality of the workforce and the pool of labour
- quality of life and the extent of the area's lifestyle offer –
 - as a good place for graduates and entrepreneurs
 - making it easier to recruit and retain key staff;

- which provides employment opportunities for partners and members of the family.

Background information – supporting the offer

- 2.5 There will be a need to provide supporting information that promotes:
- the central and accessible location in the region including rail and road links to London, and the Midlands and hub international airports (door to door times)
 - the area's competitive operational costs: e.g. rents and rates for premium office accommodation and lower median workplace salaries
 - quality, availability and accessibility of sites and premises
 - Exeter's performance against other cities – employment and business growth, sector specialisms, presence of foreign owned companies
 - the area as a hub for professional services in the region offering comparable quality to e.g., London and South East competitors but at greater value for money
 - the area as a premier quality location for major and brand-led retailers
 - the capacity of local supply chains to meet the needs of the target sectors
 - quality of HE and FE sector, state and private schools
 - natural environment, culture and nightlife and 'things to do'
 - hotels, bars and restaurants
 - housing and eclectic mix of urban, rural and coastal settings
 - opportunities the area provides to –
 - implement management and organisational change
 - project new image and identity
 - enhance intra communication and that with external business networks
 - improve work environment and performance of staff.

Defining a Brand

2.6 In order to confirm or develop a brand for the Exeter economy, like any other branded product or service, it is necessary to consider how its brand characteristics and assets relate to hard commercial considerations or sometimes, human emotional needs that drive decision making and influence how people might perceive it as a place to be.

2.7 The most significant considerations of decision makers and influencers have been identified.

For investors and businesses, their:

- primary considerations are for a strong local economy, the competitiveness of the location in terms of cost (including access to low carbon energy and technology), site availability, accessibility and the pool of available skills
- secondary considerations are for a place with a reputation for local support, networking and friendliness, the quality of its environment and green credentials

For skilled workers and graduates their :

- primary considerations are for vitality and potential as a new place to work, employment and career opportunities and location in the country
- secondary considerations are strength of the local economy

2.8 The Exeter economy has a lot to offer. The area's best market position should see it focusing on promoting and marketing its brand on its track record as a regional capital, its assets and future growth plans as a city and sub-regional economy that offers certainty, confidence and credibility. The quality of life and lifestyle on offer within EHOD helps to round off the brand of Exeter's economy, confirming the area's sense of place, which is so important to raising and stimulating interest to locate and invest here.

2.9 Until and unless agreed otherwise, as no other suitable strapline has emerged in the process so far, the intention is to use an already adopted and accepted strapline, namely, placing the following words after Exeter or Exeter and the Heart of Devon:

“ A better climate for business”

This statement in essence reflects by and large the implicit views arising from consultation, the array of straplines used by many local employers and the economic track record of the Exeter economy. Where appropriate the words “regional capital” will also be included and others will be encouraged to use them.

- 2.10 It will be important to underpin each strapline and key messages with a series of narratives that tells part of a story about the Exeter economy to attract interest from the Strategy’s target audiences.

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – ECONOMY 6 SEPTEMBER 2012

PROGRESS REPORT: UNEMPLOYMENT IN EXETER

1.0 PURPOSE OF REPORT

- 1.1 To update Members on progress to reduce the level of unemployment within Exeter.

2.0 BACKGROUND

- 2.1 In May 2012 this Committee received a briefing report on trends in unemployment within Exeter as measured by those claiming Job Seekers Allowance (JSA) and also the nature of support available to help people into work.

- 2.2 In summary the report highlighted that:

- JSA claims increased significantly from the low levels seen in 2007, rising from 927 people in November of that year to 2,358 claimants by April 2012
- the JSA rate for men continued to remain higher than for women; in April 2012, these stood at 4.0% and 1.7% respectively
- the number of people claiming JSA for more than 6 or 12 months had continued to rise over this 5 year period
- young people aged 16-24 years had experienced the largest increase in numbers claiming JSA over 6 and 12 months respectively
- a range of support is available in the city to help people into work, including:
 - apprenticeships and/or work experience with local employers
 - voluntary work with local voluntary organisations
 - work clubs providing support in for example – CV writing, interview techniques and job applications
 - an enterprise club to help people start up a small business.

- 2.3 The report proposed a series of activities that officers could undertake with partners to encourage a reduction in unemployment in the city. The following sections highlight recent unemployment trends and progress made.

3.0 UNEMPLOYMENT

- 3.1 Figure 1 illustrates JSA claimant rates as a percentage of the working age population for the South West. In July 2012, Exeter's rate stood at 2.6%, this represents a decrease from that reported for April of 2.8%, a reduction of 242 people.

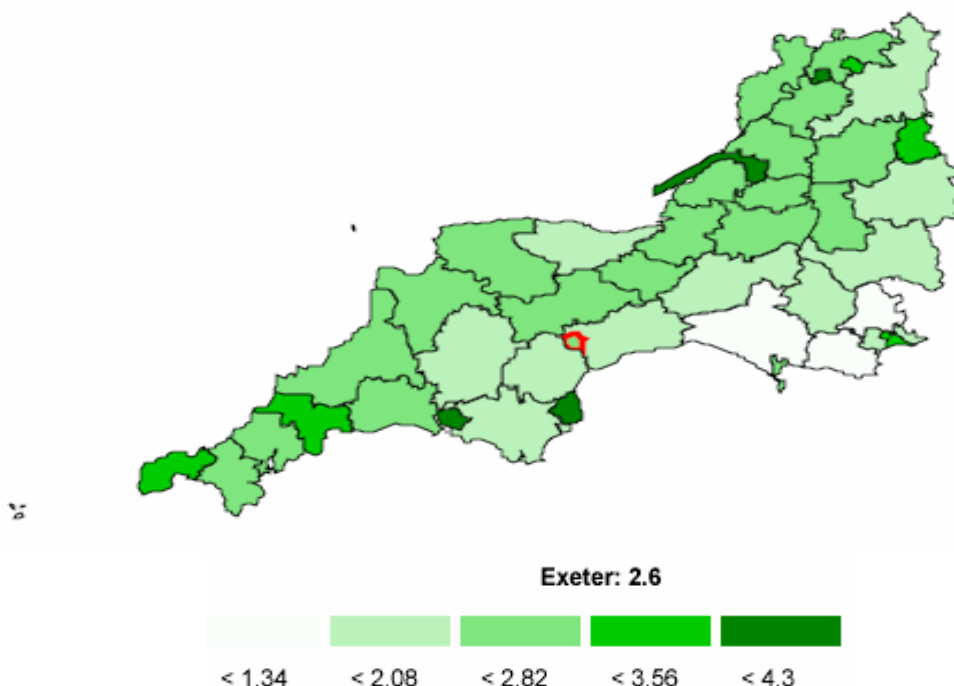


Figure 1 – JSA Claimant Rates for the South West – July 2012

3.2 Table 1 below highlights the change since April 2012 in JSA claims over the past 3 months of available data. The results illustrate the following:

- The total number of JSA claims has continued a downward trend
- Claim rates remain higher for men
- Fewer young people are claiming JSA for 6 to 12 months. However, the numbers claiming for 12 months plus has increased

Table 1: Exeter JSA Claimant Data for 16-64 year olds from May – July 2012 (including Plymouth, South West and England and Wales for July only)						
	May	June	July	Plymouth	SW	E & W
* ¹ Total no. of JSA Claimants	2,256 (2.7%)	2,136 (2.6%)	2,116 (2.6%)	6,514 (3.7%)	86,434 (2.6%)	1,362,885 (3.8%)
No. of Males	1,582 (3.8%)	1,467 (3.5%)	1,450 (3.5%)	4,416 (5.0%)	57,796 (3.5%)	896,051 (5.0%)
No. of Females	674 (1.6%)	669 (1.6%)	666 (1.6%)	2,098 (2.4%)	28,638 (1.7%)	466,834 (2.6%)
No. 16 – 24 years	715 (3.2%)	670 (3.0%)	640 (2.9%)	2,260 (5.1%)	25,335 (4.1%)	390,385 (5.9%)
No. 25 – 49 years	1,190 (2.8%)	1,115 (2.7%)	1,120 (2.7%)	3,350 (3.9%)	46,070 (2.8%)	752,305 (3.9%)
No. 50+ years	345 (1.9%)	345 (1.9%)	345 (1.9%)	890 (2.0%)	14,825 (1.4%)	217,545 (2.2%)
* ² Claiming 6 to 12 months	480 (165)	450 (150)	405 (120)	1,345 (525)	17,685 (5,595)	278,955 (85,960)
* ² Claiming 12 months +	480 (100)	505 (105)	520 (110)	1,715 (410)	19,105 (3,585)	362,935 (63,480)

*¹ Figures in brackets indicate the rate of JSA claimants as a percentage of the working age population; *² Figures in brackets represent the number of young people aged 16-24 years claiming JSA

4.0 PROGRESS

- 4.1 Progress on activities raised in the last report to this Committee is set out below under each of the recommendations made.

Apprenticeships

- 4.2 Recommendation – *develop a Council apprenticeship employment strategy, and explore the financial viability of employing up to 10 young people as apprentices within the Council.*

Progress made – The Council has launched its Apprenticeship Scheme this year and is currently looking to recruit 6 apprentices to work across Parks and Gardens, Museums, Civic Support and Environmental Health. The Human Resources team lead this work and are working with Exeter, Bicton and Plymouth colleges on this scheme, appointing young people who live in the Exeter area.

The aim is to start small and develop the scheme over the coming year. It may be possible to roll out other opportunities within the Council over the coming months. There is a need to ensure the Council offers a quality scheme which really offers scope for young people to develop work skills in the public sector environment and also provides them with support to study as part of their training.

- 4.3 Recommendation – *work to influence local major employers to establish a recruitment programme that employs collectively upto 100 new apprentices suited to business needs*

Progress made – the Council has built on the foundations of the existing, Employment and Skills Board led “Get Devon Working” campaign, dedicating officer time to generating new referrals.

Since 1 June 2012 the Council has contacted 30 local businesses to discuss skills and recruitment pathways, as a result, there are:

- 4 additional apprenticeship positions being created
- 5 additional referrals for Graduate/Student internships.

In October 2012, the Get Devon Working Campaign will draw to a close and the partnership will review outcomes and determine whether the Campaign, with the Council’s support, has resulted in a sufficient increase in apprenticeship take up.

- 4.4 Recommendation – *explore with the Employment & Skills Board and NAS how small local charities may be enabled to employ local people on apprenticeships*

Progress made – NAS have commissioned research across the South West to examine good practice in the support required to assist local employers within the voluntary and social enterprise sectors to take on apprentices.

Upon completion of the research, NAS have agreed to set up a small working group to progress this activity, which will look to include Exeter CVS, Exeter CAB, Age Concern and the Fruit Tree for Business (representing social enterprise interests).

Planning Process

4.5 Recommendations –

- *within the Council, develop an approach that aims to secure agreement and achieve agreed outputs (expected jobs, work experience, skills, and apprenticeships) through procurement and planning activity over which it has an influence*
- *develop a policy with NAS that secures increases in employment, skills development, and apprenticeships arising from the procurement of major projects through the Council's approval of planning developments*

Progress made – it has been agreed with officers in the City Development Unit:

- that pre-application discussions around proposals for development will involve a referral to the Project Co-ordinator of the Employment and Skills Board on discussions with developers about local employment and workforce skill development and, where possible, result in the development of proposals to be included in planning applications
- to propose an addition to planning application requirements specifying the need to submit an employment and skills strategy and secure commitments to local employment and workforce skill development; this proposal will be included by the City Development Service when they carry out consultation on an updated list of requirements (expected October)
- to seek to strengthen the Council's influence to secure employment and skills training for local people, officers will prepare information for inclusion in the Infrastructure Delivery Plan (Council's Core Strategy policies CP10 and CP18 refer), an update to the Planning Obligations Supplementary Planning Document and also in the Site Allocations & Development Management Plan, which should support policy DM6 aimed at improving "access to jobs".

Work Experience

4.6 Recommendation – *seek to establish a work placement strategy for up to 25 job seekers within the Council*

Progress made – work has concentrated on establishing the apprenticeship scheme and now officers will discuss the potential timing of this work with Human Resources and update Members on progress at the next Committee.

Recommendation – *work to influence local major employers to provide work placements for at least 300 Exeter resident job seekers*

Progress made – officer time committed to the "Get Devon Working" campaign, as mentioned earlier, has only just started and thus far, no additional work experience placements have been secured.

Supporting Volunteering

4.7 Recommendation – *work with the Employment and Skills Board and voluntary sector to explore ways of enabling local charities to recruit and support more volunteers of working age*

Progress made – work has yet to commence on this proposal, officers will update Members on progress at the next Committee.

Work Clubs

- 4.8 Recommendation – *explore with Forward 25 Careers and other providers of work clubs how unemployed people can be supported on 8 week projects enabling them to go onto further training, apprenticeships, employment or self-employment*

Progress made – agreement has been reached between 3 work clubs: Forward 25 Careers, Exeter YMCA, and Westward Pathfinders to adopt, enhance, and seek to expand the 8 week project model and also expand the bank of friendly employers who can provide work for their clients.

The agreement to work together enables Exeter YMCA to secure opportunities for their clients to find work placements and Westward Pathfinder, which has funding to provide NVQ training, to provide additional training that will improve the skills of unemployed people participating in the work placements.

Raising Awareness

- 4.9 Recommendation – *work with partners to facilitate support and stimulate awareness [of support available to recruit unemployed people] which addresses the gaps in provision identified by the Work Programme Providers (as mentioned in the previous report)*

Progress made – officers working together with Working Links (one of the Work Programme providers), Job Centre Plus, Devon County Council's Access to Employment Manager and Exeter CVS's 'Business for Exeter Communities Group' (BECG) co-ordinator have initiated the following activities:

- Working Links and the County Council will brief the private sector employers involved in Exeter CVS's business group on the provision of support available to help unemployed people (able and disabled) into work, and seek comments from business on what qualities and skills employers want/need, in particular, from young people as potential employees, with a view to reshaping their services to better meet employer expectations
- BECG employers will be holding an all day event for JSA claimants in October with Job Centre Plus, which aims to reduce local unemployment; it is anticipated the event will address how to read a job description, preparing a CV, preparing for an interview, practise interviews and feedback
- to help stimulate awareness of the support available to recruit unemployed people, a leaflet summarising the support available will be produced for distribution by email to local employers
- officers will explore with the County Council a proposal that arose, namely 'Project Search' – an American model for helping 8 to 12 young people per project with a learning disability get into work. Plymouth's Derriford Hospital took part in Project Search and 80% of participants found paid jobs as a consequence, not all within the hospital. The County Council have funding to establish 3 Project Search sites in Devon, one being within Exeter. There is a

need to secure an employer in the city able to offer a range of departments and internship situations.

5.0 NEXT STEPS

- 5.1 Officers will progress activity outlined in section 4.0 and report back to the January 2013 meeting of this Committee.

6.0 FINANCIAL IMPLICATIONS

- 6.1 There are no immediate financial implications arising from this report.

7.0 RECOMMENDATION that:

- 6.1 Members comment on progress made.

RICHARD BALL
ASSISTANT DIRECTOR ECONOMY

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

Background papers used in compiling this report:

'Unemployment in Exeter', 31 May 2012 Scrutiny Committee – Economy, Exeter City Council

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – ECONOMY 6th SEPTEMBER 2012

ANNUAL ARTS AND EVENTS REVIEW 2012

1.0 PURPOSE OF REPORT

1.1 To review and report back on the performance of the festivals and events portfolio which comprises Exeter Open Studios in 2011 and in 2012 Animated Exeter, Vibraphonic, Respect, and Exeter Torch Relay.

2.0 BACKGROUND

2.1 The City has and continues to support a number of arts related festivals and events as part of its year round programme. Exeter Open Studios, Animated Exeter, Vibraphonic and Exeter Respect are grant aided by the City Council and are run at arms length either by independent companies and voluntary management boards.

2.2. Each festival, while serving specific target audiences or genres, has key themes or characteristics that link back into the strategic priorities of the Exeter Vision and the Arts and Media Strategy 2009 – 2012 as follows:

- to develop and strengthen the arts and media infrastructure and support and encourage innovation and creative production in the City
- to develop further the City’s portfolio of Arts and Media Festivals and explore opportunities to create a festival of regional/national significance
- to support creative industries growth and development
- to develop access to arts programmes and opportunities within community settings to encourage greater participation and involvement with the arts and media by residents of Exeter
- to work in partnership with relevant agencies and partners to provide more opportunities for people from diverse backgrounds, and in particular young people, to engage in arts education and learning programmes.

2.3 The budget for delivering Festivals and Events was reduced in February 2011 as part of the City Council’s overall budgets savings for 2011/12. As a result both the Exeter Summer and the Exeter Autumn Festival have not happened since 2010. At its meeting on 9 June 2011 the Scrutiny Committee agreed to support the delivery of an interim programme of summer events called Summer in the City.

3.0 PROGRAMME AUTUMN 2011 – SUMMER 2012

3.1 The following section summarises the key characteristics of each of the festivals:

Exeter Open Studios 2011:

- an artist led event, with support from City Council officers, which opened studios and exhibitions of city based artists to the public on 4 – 6 November 2011.

Animated Exeter 2012:

- operated by an independent company with financial and City

- Council officer support
- promoted Exeter as a learning city – providing access and learning opportunities in new technologies especially for young people
- helped to develop creative industries – showcasing and supporting the work and training needs of local film and media artists and companies.

Vibrasonic 2012 :

- an annual festival, operated externally to the Council, attracting both audiences to a range of diverse urban and non mainstream music
- run with a wide variety of venues and spaces to encourage the development of promoters, artists, and new audiences

Exeter Welcoming the Olympic Torch Relay and Evening Community Celebration May 2012:

A one off event led by the Arts and Events Team

- working with the City's voluntary Sports and Arts and Business Sectors to produce a day of free inclusive activity on sites across the city
- with LOCOG (London Organising Committee of the Olympic Games) to
 - produce a major free ticketed event on Cathedral Green to welcome the Olympic Flame into the city
 - to create a media opportunity the following morning as the Olympic Flame left the city

Exeter Respect

- a community led two day outdoor, free festival with music, children's activities, and stalls targeted at Exeter's diverse communities with council officer and financial support.

Red Ball and Sacrilege

- two one-off public art installations visiting the city as part of the Cultural Olympiad programme.

Ignite Festival of Theatre

- working in partnership with the BikeShed Theatre and Exeter Northcott, Phoenix, Barnfield and Cygnet Theatres to produce a fringe theatre festival held between 25 June – 7 July.

Kaleider

- successful applicant for the three year Arts Council strategic funding for Theatre in Exeter.

Bandstand Marathon

- a one off event on 9 September, on Exeter Quay representing Exeter's contribution to the National Bandstand Marathon, a Cultural Olympiad event that brings live music to bandstands across the country on the closing day of the Olympics.

3.2 A more detailed review of work is presented in Appendix 1 and a specific report for Animated Exeter in Appendix 2.

4.0 WAY FORWARD

4.1 **Arts and Events Budget:** 2012 is the first year, in which there has not been a major Summer programme or festival produced by the City Council, following the Council's difficult decision to no longer deliver the Summer and Autumn Festivals. However, in 2012 the programme was

replaced by the City's massive contribution to the Olympic Torch Relay and other Cultural Olympiad events.

- 4.2 One of the strategic aims for the City Council is to promote Exeter as a regional centre of culture. Innovative arts events with high quality programmes provide excellent opportunities to project the cultural image of the city. The successful press and media campaign of the Olympic Torch Relay which helped bring 50,000 people in to the city for the event and garnered national and regional television and press coverage highlighted this. By employing an effective specialist arts PR company, the City gains national press and regional TV coverage which help to:
- develop Exeter's profile as an ambitious regional centre for the arts
 - highlight Exeter City Council's leadership role at producing accessible arts events and its continued support for the arts
 - portray the city as a thriving cultural centre to encourage business and key employee relocation
 - help to generate audiences and increase economic benefit to the city
- 4.3 The involvement with the Cultural Olympiad has opened up new partnerships across the city, the region and across cultural genres, particularly sports, heritage, higher education, communities and businesses, all of which have benefitted from this partnership. The ability to work successfully across sectors will have a tremendous impact on the work of the arts team in the future. This combined with the continuing development of relationships with venues and partnership initiatives such as Ignite Festival of Theatre, ExeTreme Imagination Children's Literature Festival and Kaleider (three year Theatre in Exeter, Arts Council funded project) open up possibilities for the strategic development of a new major event for 2013.
- 4.4 Officers are seeking to develop a new major festival for the city focussing on commissioned outdoor arts performance and arts in hidden or unusual spaces across the city, indoors or outdoors. It is proposed that the festival will develop in two phases in 2012/2013.
- 4.5 **Phase 1: February 2013**– to help link Extreme Imagination/Animated Exeter by developing a spectacular finale for Animated Exeter's commission (an interactive game across the city based on story by Philip Reeve, commissioned by Animated Exeter with support from ExeTreme Imagination). This would be a large scale, free outdoor spectacle, commissioned by the City Council, involving performance, music, lights, projections based on the story used by Animated Exeter on landmark buildings or site in the city over two nights. Such a project would involve local young people from local communities, Exeter College and students from the University working together as performers and on the technical aspects of the show under the direction of high quality artists to produce the show. It is proposed that no more than £20,000 is used from the current year's budget to support this project.
- 4.6 In order to be able to deliver exciting and innovative new work for the proposed 2013 festival it is important to be able to commission work from national and international companies in advance. It is proposed that

the balance of current years Arts and Event budget, £26,000, is put to this use with the direction and support of the Lead Member for Economy and Assistant Director of Economy. This will further enable and increase the likelihood of the success for obtaining the match funding for the bid to Grants for the Arts for the main festival in September 2013, Grants for the Arts currently requires match funding of a minimum of 50% of the overall budget.

- 4.7 **Phase 2: Festival September 2013** – a new festival featuring commissioned work by international, national and local artists and companies taking place in site specific or non traditional performance space across the city. At least one major production would engage local communities, schools or colleges in the development of the commission. As in previous events the City Council would seek to work in partnership with venues, across the cultural genres and across artforms. A balance of ticketed and free performance would seek to help develop new audiences for the event by encouraging participation and attendance by those who would not ordinarily attend performances.
- 4.8 Officers have had extensive conversations with both the Director of Arts Council South West and also the Combined Arts Relationship Manager who have given a positive indication that they would be willing to consider an application for each phase, to Grants for the Arts, to match fund (£20,000 and £40,000 respectively) the development of a new festival focussing on a high quality outdoor arts festival for Exeter. This funding is from the National Lottery and will have to be applied for in an open application process.

5.0 FINANCIAL IMPLICATIONS

- 5.1 City Council funding for the events covered in this report is as follows:

Overall Total Budgets	Event	Expenditure 2012/13	Recommended Budget 2013/14
Festival Support £26,350	Animated Exeter	20,000	20,000
	Vibraphonic	2,000	2,000
	Exeter Respect	3,000	3,000
	Open Studios	1,350	1,350
Sub-total		26,350	26,350
Olympic Torch £85,000	Olympic Torch Relay	83,479	
Subtotal		83,479	
Art/Events £65,000	Sacrilege (Olympiad)	1,000	
	Bandstand Marathon (Olympiad)	3,000	
	Ignite	5,000	5,000
	Kaleider	5,000	5,000
	Extreme	5,000	5,000
	Imagination/other Major project February 2013	20,000	

	Advance commission Festival 2013 Festival 2013	26,000	50,000
Sub-total		65,000	65,000
TOTAL		174,829	91,350

5.2 The full break-down for the Olympic Torch Relay budget is as follows:

Production	66,697
Marketing	6,907
Fees	17,875
Income	- 8,000
Net expenditure	83,479
Budget	85,000
Underspend	1,521

5.3 In light of the potential Arts Council funding both for the proposed spectacular in February 2013 and a new Festival in 2013/14 it is recommended that the current Arts and Events budget of £65,000, subject to Council approval for next year's budget is broken down as follows:

- It is proposed that, as in 2012/13, £15,000 should facilitate development work and be distributed via project grant support of up to £5,000 each for: Ignite and Kaleider, and other innovative new projects in the city yet to be determined.
- It is proposed that the remaining £50,000 should be allocated for the delivery of the proposed new festival for Exeter and serve as match funding for a further bid to Grants for the Arts for a minimum of £40,000.

5.4 **Other Festival Support:**
Subject also to budgets being approved for the same levels of funding as 2012/13 to support Vibraphonic, Exeter Respect and Animated Exeter .

5.5 Funding should be offered to Animated Exeter on condition that the Board produce a clear three year development and business plan that helps improve the festival's sustainability.

6.0 RECOMMENDATION THAT

6.1 Members note the report on the performance of the festivals and events portfolio in 2011/2012 and comment on the proposed approach to the festival programme of phases in 2012/2013.

Richard Ball
ASSISTANT DIRECTOR ECONOMY:
Originator: Val Wilson

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

Background papers used in compiling this report:-
Exeter Arts and Media Strategy 2009 – 2012
Exeter Arts and Media Strategy Action Plan 2009 – 2012
Animated Exeter – Directors Report 2012

APPENDIX 1 – REVIEW OF THE WORK OF THE ARTS & EVENTS TEAM IN 2012/13

1.0 REVIEW

- 1.1 The Arts and Events portfolio remains under review in the light of continued financial constraints and Members are asked to note and consider the issues on the current and potential future portfolio raised below.

2.0 EXETER OPEN STUDIOS

- 2.1 Exeter Open Studios remains a low risk, cost effective event managed by the artists themselves. The event is supported by a small grant as well as officer support. The former voluntary administrator has had to resign through ill health. The Arts & Events Team is helping the artists re-group and recent meetings have been well attended. The artists have decided in light of the timing to postpone the event until Spring, 19 – 21 April 2013 and to take on a short term, freelance administrator to help them deliver the event. Officers will continue to provide administrative support until the freelance co-ordinator is in place and will offer further support as is practicable. The event is popular and an excellent means of demonstrating that Exeter is a city that is supportive and nurtures its independent creative sector.
It is recommended that support for Exeter Open Studios continues if budgets allow.

3.0 ANIMATED EXETER

- 3.1 Animated Exeter 2012 was successful, (see Appendix 2 Animated Exeter report) with attendance increasing from 21,505 in 2011 to 24,592 in 2012, primarily attributable to the free exhibitions and high profile digital commission on Exeter Cathedral which once again attracted national press and regional television coverage. Numbers elsewhere in the festival were reduced specifically for the schools programmes, indicative of the current financial climate and general pressures schools are facing.
- 3.2 Fundraising for the festival is time consuming but vital for as in 2012 the festival generated income from workshops, screenings and events was significantly down. Applications to Devon County Council (£8,300) and South West Screen (£15,000) were unsuccessful. The major project was funded by National Lottery funding through Arts Council England (£38,165) and further support from the British Film Institute Transition fund of £6,300 helped fill the gap.
- 3.3 Staffing – The total funding allowed a Festival Director and Administrator to work part time, alongside a film programmer, publicity and education consultants. With the exception of the Festival Director, other staff are on short term contracts for the duration of the festival.
- 3.5 The Festival Director and the Board will proceed with funding applications to Arts Council, First Light and other trusts for 2013. A recent application to Creative England (formerly the Film Council) was

unsuccessful. In the longer term the Director is proposing that the festival should re-assess its status as a film festival and look into other models. The Arts and Events Officer will join the Animated Exeter Board in an advisory capacity and support the development of a further bid to the Arts Council for organisational development to produce a viable business plan that will help the festival achieve a more secure financial footing and sustainability over the next three years.

- 3.6 It is recommended the City Council continues to support the festival for February 2013 and helps the board as necessary with its re-assessment and development of a sustainable business plan, and that any funding beyond 2013 is contingent on the viability of the business plan. The £20,000 funding for the 2013 festival comes from the budget for this financial year.

4.0 VIBRAPHONIC

- 4.1 Vibraphonic 2012 was successful despite being on a significantly smaller scale as result of reduced funding. The core festival featured 10 events which included one educational event, down from 18 in 2011, and accordingly the festival produced a much smaller brochure. A further 50 events across 15 venues came under the festival's umbrella and were marketed mainly via the website.

- 4.2 Vibraphonic 2013 will be operating on a significantly reduced scale and serving more as an umbrella for other music events that coincide with its dates. This is also reflective of the current economic climate, as without additional support, the festival has to be risk averse. The directors will need to make concerted attempts to raise alternative funding either from Grants for the Arts or other sponsorship. It is recommended the City Council should continue to support Vibraphonic 2013 for the coming financial year if the budget allows but future funding support beyond 2013 should be on the condition that the festival is seen to be able to raise additional project funding from alternative sources in 2013.

5.0 OLYMPIC TORCH RELAY 2012

- 5.1 Olympic Torch Relay 20 May 2012 – as a one off event to Welcome the Olympic Flame into the city on the second day of the Torch Relay, the City Arts and Events team were responsible for devising and producing a wide range of free, action packed sporting and arts activity in partnership with some of the City's key sports, arts and business sectors on four sites across the city: Exeter Quayside, Princesshay, Southernhay and Exeter City Football Ground. A parade created by Devon artists Forkbeard Fantasy, commissioned by Exeter City Council, opened the Cathedral Green Evening Celebration and included 450 young people from Exeter and the wider region. This parade became part of the opening ceremony at the Olympic venue at Weymouth and Portland on 27 & 28 July.
- 5.2 8500 free tickets for the Evening Community Celebration on Cathedral Green were distributed and a family audience enjoyed the London 2012 stage show. The police estimate that some 50,000 people came into the city throughout the day, attending the daytime activity, the concert, lining the route along Topsham Road, Southernhay and watching the concert

live on a large screen in Princesshay. At the debrief the City Council were commended for running a safe family event and feedback has been extremely positive across the board.

- 5.3 At a minimal rate of economic spend per head of £10 this event would have generated economic benefit to the city of some £500,000. In terms of press and marketing coverage the event achieved the desired effect reaching wide national coverage on both Sunday and Monday on ITV, Channel 4, Sky News and BBC and regional radio and press gave wide coverage to the event before and across the two days. It is estimated that in the region of 10 million people around the UK were reached through the extensive media campaign.

6.0 EXETER RESPECT

- 6.1 Exeter Respect 2012 was a resounding success, marred slightly by the wet weather which accounts for the marginally lower attendance. In comparison to 2011, 18,000 compared to 20,000 people passing through the park over the weekend. The City Council supports the event with a small grant (£3,000) and officer time. It is recommended that budgets permitting the City Council continue to fund and offer support for 2013.

7.0 CULTURAL OLYMPIAD VISUAL ARTS

- 7.1 The City Council supported two one off visual art projects that further involved the City in the wider Cultural Olympiad programme. Both were free to the public.

Red Ball – a large scale international public art project using urban space as its canvas, toured to four cities in the South West and South Bank, London visiting Exeter 15 – 17 June. The Red Ball was located in three sites across the city, Exeter Guildhall, St Katherine's Almshouses and the Transit Shed on Exeter Quay. The project received in kind support from the City Council in the form of officer time and marketing support.

Sacrilege – a large scale national touring life size, interactive, inflatable version of Stonehenge visited Belmont Park on 26 June. The opportunity to bounce on Stonehenge attracted 1200 of all ages, including 300 children from local schools Newtown and St Sidwells, young people with Learning Difficulties from CEDA. Both BBC Spotlight and ITV South West gave the project coverage. A budget of £1,000 was allocated towards necessary production costs such as first aid, security and stewarding and marketing.

8.0 SUPPORT FOR THEATRE IN THE CITY

- 8.1 **Ignite Festival of Theatre** – the City Council are key partners together with Exeter Northcott, Phoenix, Barnfield and Cygnet Theatres in helping the Bike Shed Theatre produce and deliver Ignite, a festival of theatre that presented 62 shows across 7 venues. In addition to officer time the City Council contributed a grant £4,000 to the Bike Shed Theatre and a further £1,000 towards the free outdoor production, 'The Whale' in Princesshay Square and £500 towards the production of adshel posters for the event.

- 8.2 **Kaleider** – is a new organisation, working with partners across the city, Exeter Northcott, Exeter Phoenix, Theatre Alibi, DAISI and University of Exeter which will deliver an artistic and cultural programme for Exeter often in unconventional places for audiences who may not regularly attend theatres. Over the three years Kaleider will:
- hold residencies for Exeter based companies working with invited artists to challenge artistic practice
 - develop a new youth company together with Exeter Northcott, DAISI and the University of Exeter
 - deliver 5 commissions over the three years
 - develop a three year programme leading to the creation of a large scale project that will perform across the city in 2015

- 8.3 Kaleider is a successful recipient of three year funding from the Arts Council `s Theatre in Exeter fund. The City Council will provide match funding support of £5000 in year 1 towards the live performance commission.

9.0 CULTURAL OLYMPIAD MUSIC

- 9.1 **Bandstand Marathon** – a one off intergenerational event on Sunday 9 September, working in partnership with Devon Senior Voice, ExeCalibre Dragon Boats, Haven Banks Outdoor Educational Centre and Exeter College to produce a free family day out featuring dragon boat challenges on the river and music from across the generations in the Transit Shed. City Council Arts Officers are responsible for site management, marketing, health and safety and programming and management of the music on the Bandstand Marathon. A budget of £3,000 has been allocated for this event.

10.0 SUPPORT FOR LITERATURE

- 10.1 **Extreme Imagination** - led by the University of Exeter and building on the support from 2011, this biannual festival of Children's Literature will in February 2013 extend the partnership to include working with Animated Exeter, Cyprus Well (the South West region's literature development agency) and the Bike Shed Theatre alongside former partners RAMM, DAISI (Devon Artists in Schools), Exeter Phoenix, Exeter Northcott and Spacex and the City Council. A grant of £5,000 has been contributed by the City Council towards the match funding of a successful bid of £70,500 to Arts Council England, Grants for the Arts.
- 10.2 **Young City Laureate** – The City Council is joining forces with Cyprus Well in helping to support young people with a talent for creative writing by establishing a Young City Laureate. The Young City Laureate will be asked to create work to celebrate special events or occasions in the city, as well as perform at events in libraries, schools, festivals, and other community events. The Young City Laureate will gain real creative work experience and the chance to help programme and perform at festivals. The Laureateship runs for one year, and Exeter will be crowning theirs as part of the second ExeTreme Imagination Festival of Children's Literature in February 2013.

APPENDIX 2 – ANIMATED EXETER 2012 REPORT

1.0 PROGRAMME

- 1.1 Animated Exeter 2012 was concentrated around the Commission, a large scale outdoor animated projection on Exeter Cathedral funded by Arts Council England. Alongside this the festival developed a small programme of screenings and masterclasses and a host of public workshops.
- 1.2 The overall audience for Animated Exeter 2012 reached 24,592. The festival increased its partners to include the Royal Albert Memorial Museum, where it placed an Animator-in-Residence, VUE (Exeter) for the school's week film screenings; Exeter Picturehouse for screenings and events and The Bike Shed Theatre. Workshops and screenings at The Plough in Great Torrington, and the exhibition and workshops held at Thelma Hulbert gallery in Honiton, added over 3,500 to the number of participants.
- 1.3 Audience numbers specific to Animated Exeter events was 19,372. The largest crowds were attracted to the Cathedral to see the Arts Council funded projection created by Forkbeard Fantasy. This was boosted by the sell out screening of The Dark Crystal by local artists Brian and Wendy Froud, an exhibition of Brian Froud paintings and a sell out sculpting masterclass by Wendy Froud.
- 1.4 The number of schools activities nearly doubled in 2012; however audience figures show that this was only half the figures of previous years. This is a clear demonstration of the problems that schools are facing with budgets and also the difficulties of bringing children out of school.
- 1.5 **Comparative Analysis 2010 – 2012**

ANIMATED EXETER 2012	Number of	Total Audience	AE Audience	Total Income £	AE Income £
Events	9	747	477	7,541.00	2,107.00
Free event	5	3,910	3,910	0	0
Schools Activities*	50	318	318	2,013.00	2,013.00
Public workshops	27	701	323	3,237.00	2,091.00
Public screenings	17	815	296	3,538.00	1,043.00
Exhibitions	4	18,101	14,048	0	0
	112	24,592	19,372	£16,329.00	£7,254.00

ANIMATED EXETER 2011	Number of	Total Audience	AE Audience	Total Income £	AE Income £
Events	16	592	452	1,864.00	1,544.00
Free event	4	6,420	6,420	0	0
Schools Activities*	28	781	781	2,630.00	3,264.00
Public workshops	12	1,224	940	4,530.00	2,946.00
Public screenings	21	777	644	3,652.00	2,705.00
Exhibitions	3	11,711	6,000	0	0

84	21,505	15,237	£12,676.00	£10,459.00
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ANIMATED EXETER 2010	Number of	Total Audience	AE Audience	Total Income £	AE Income £
Events	16	968	968	3,367.00	3,367.00
Free event	6	830	806	0	0
Schools					
Activities*	13	397	397	2,630.00	2,630.00
Public					
workshops	12	1,252	1,098	2,587.00	745.00
Public					
screenings	21	1,142	873	3,715.00	2,804.00
Exhibitions	3	13,851	13,140	0	0
	62	18,440	17,282	£12,299.00	£9,546.00

2.0 FUNDING

2.1 For 2012 the festival had anticipated receiving additional funding from Devon County Council of £8,300 and South West Screen of £15,000, which were not forthcoming. However the British Film Institute - Transition Funding of £6,300 went some way to fill the gap.

2.2 The budget for Animated Exeter 2012 was as follows:

INCOME	
Grants:	
Arts Council	38,165
Exeter City Council	20,000
BFI Transition Fund	6,300
Sponsorship:	
University of Bournemouth	1,000
ToonBoom Animation	1,000
HiT Entertainment	1,000
Ticket Income:	
Ticket sales	7,255
TOTAL	74,720
EXPENDITURE	
Commission	26,760
Exhibition	3,100
Workshops	1,260
Screenings	1,700
Staffing	37,040
Marketing	4,600
Volunteers expenses	260
TOTAL	74,720

2.2 The funds allowed a Director and Administrator to work part-time, together with a film programmer, publicity and education consultant. With the exception of the Festival Director the team has disbanded as the festival is now project funded. The Festival Director works part time, to fund raise and make applications for the festival.

- 2.3 In kind sponsorship – increasingly the festival relies on in kind support, which in 2012 amounted to some £36,000 and related to greatly reduced venue hire costs, marketing support and waiving of fees of speakers.

3.0 ANIMATED EXETER 2013

- 3.1 Attendance figures have increased, but this is entirely due to large scale free events and free exhibitions. Reduced funding for screenings and film education, combined with the overall economic climate has forced the festival to reduce the offer of the core festival programme of workshops and screenings.
- 3.2 Concurrent with the development of the 2013 event, the Board needs to seek support via an Organisational Development Grant from the Arts Council to help them develop a sustainable business plan that will:
- evaluate the purpose of the festival
 - outline its benefits to the city as a regional capital in terms of engagement, enhancing the city's reputation regionally and nationally
 - look at other models of film festivals
 - facilitate discussions with other funders to discuss their priorities
 - develop a fundraising programme that puts the festival on a more secure financial footing
- 3.3 Any future funding from the City Council beyond 2013 should be contingent on the development of a sustainable business plan.

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - ECONOMY 6 SEPTEMBER 2012

BUDGET MONITORING REPORT TO 30 JUNE 2012

1. PURPOSE OF REPORT

1.1 This report advises Members of any material differences by management unit to the revised budget.

2. BUDGET MONITORING TO 30 JUNE 2012

2.1 The current forecast suggests that net expenditure for this committee will decrease from the revised budget by a total of £386,830 after transfers to and from reserves, which represents a variation of 13% from the revised budget. This includes supplementary budgets of £71,060. Capital charges have been deducted from this to provide the total budget for management accounting purposes.

2.2 Provision for a pay increase of 2.5% has been included in the 2012/13 budgets. The Council proposed a payment of £250 to staff earning a full time equivalent salary of under £21,000 per annum; the proposal was approved at the Executive on 19 June 2012. This has resulted in a saving on salary budgets; these savings have been included in the variance for each individual management unit.

2.3 The main variations by management unit are detailed below:

2012-13 REVISED ESTIMATE Less NOTIONAL CHARGES	£ (2,832,310)
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83A1 PROPERTY & ESTATES SERVICES	(2,850)
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The reduced pay award has resulted in a saving on pay budgets, see 2.2 above.

The budget in respect of Local Land Charges has been moved to the Planning management unit as part of the senior management restructure. Therefore any variances in respect of this budget will be report in 83B5.

Income from the property portfolio is broadly on profile as at 30 June.

83A2 TRANSPORTATION	0
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There are no material variances to report.

83A3 CAR PARKING	(39,600)
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The reduced pay award has resulted in a saving on pay budgets, see 2.2 above.

Income from parking charges is expected to exceed the estimate.

These savings are partially offset by increased National Non-Domestic Rates (NNDR) charges.

83A4 ECONOMIC DEVELOPMENT	(6,130)
<p>The reduced pay award has resulted a saving in this unit. A further saving will be made on salary costs due to a member of staff taking voluntary redundancy with effect from 31 December 2012.</p>	
83A5 ARTS & EVENTS	(12,550)
<p>Expenditure in respect of the Olympic Screen (£16,000) and the Royal Visit (£9,700) has been funded in this management unit.</p> <p>The budget for the year in respect of the Olympic Torch Event will not be fully spent, the budget for this is fully funded in 2012/13 however an element of the expenditure was incurred in the previous financial year and reported as an overspend.</p> <p>Due to the above mentioned events taking place the annual budget for summer events will not be spent in this financial year, a request will be made at year end to carry forward any unspent budget to the next financial year (£26,000).</p>	
83A6 TOURISM	(7,140)
<p>The reduced pay award has resulted in a saving on pay budgets, see 2.2 above.</p> <p>There are no other material variances to report this quarter.</p>	
83A8 DISTRICT HIGHWAYS & FOOTPATHS	(12,500)
<p>Maintenance and electricity costs are expected to be less than estimated.</p>	
83A9 BUILDING CONTROL	(3,230)
<p>The reduced pay award has resulted in a saving on pay budgets, see 2.2 above.</p> <p>The Building Control fee earning account is budgeted on a cost recovery basis. The income from building control fees was on profile as at 30 June 2012.</p> <p>The reduced pay award has resulted in savings on pay budgets, however as only 3 months of this financial year have passed and the volatile nature of fee income the salary saving on the fee earning element of this management unit has not been declared in this quarter.</p>	
83B2 ADMINISTRATION SERVICE	0
<p>The Administration team was transferred to the new Corporate Support Unit with effect from 1 April 2012. The cost of this service and any variance will be reported through the Scrutiny Resources budget monitoring report.</p>	

83B3 DIRECTOR ECONOMY & DEVELOPMENT 0

This management unit and the associated costs have been transferred to Chief Executive's Unit as part of the senior management restructure; any variances to the budget will be reported through the Scrutiny Resources budget monitoring report.

83B5 PLANNING SERVICES (246,430)

The reduced pay award has resulted a saving in this unit (see 2.2 above). A further saving will be made on salary costs due to a member of staff taking voluntary redundancy with effect from 30 June 2012.

Income from planning fees was 32% above the profiled budget as at 30 June. Income received in July indicates this trend is continuing and it is therefore anticipated that fee income will exceed the budgeted figure (£195,000).

Expenditure has been incurred in respect of the match funding contribution to Exeter and East Devon New Growth Point Delivery Team, this expenditure has been approved as an overspend and a budget will be funded in 2013/14.

83B6 CONSERVATION 0

There are no material variances to report in this quarter.

83B7 ARCHAEOLOGICAL FIELD UNIT (20,000)

The budget in this management unit is in respect of the running costs of the Customs House.

Part of the Custom House has been leased meaning additional income will be received in the year.

83B8 MAJOR PROJECTS 0

There are no material variances to report in this quarter.

83B9 MARKETS & HALLS (41,400)

The reduced pay award has resulted a saving in this unit (see 2.2 above).

Income figures as at 30 June were above the profiled budget with income at the Matford Centre and the Corn Exchange being above the profile. It is anticipated that this will continue meaning income received from each facility will be above the budgeted figure (£59,000).

Sources of income that are anticipated to be above the budgeted figure are Corn Exchange events income and income from concourse events, boardroom hire and car parks at the Matford Centre.

This additional income has been partially offset by unbudgeted expenditure in respect of markets. This expenditure related to the

2011/12 financial year but was not included in the accounts for that year.

The budget in respect of event promotion at the Corn Exchange will also be exceeded. This additional expenditure will be covered by the additional income received in respect of the events held at the venue.

83C1 WATERWAYS

5,000

The Topsham Ferry Operator and Quaymaster's contract was revised from 1 April 2012. Under the previous arrangements, the operator received all income from the ferry and a reduced salary. He now receives a full salary, and the Council retains all income from the ferry. It is anticipated that the new arrangements will increase costs.

2012-13 EXPECTED FINAL OUTTURN

EXPECTED TRANSFERS TO / (FROM) RESERVES

0

EXPECTED TOTAL NET EXPENDITURE

(3,219,140)

3. RECOMMENDED

That Scrutiny Committee – Economy note this report.

**KARIME HASSAN
STRATEGIC DIRECTOR**

**ANDY STARK
ASSISTANT DIRECTOR FINANCE**

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

Background papers used in compiling this report

None

**SCRUTINY COMMITTEE - ECONOMY
BUDGET MONITORING**

APRIL 2012 TO JUNE 2012

ANNUAL BUDGET	SUPPLEMENTARY BUDGET	CAPITAL CHARGES	REVISED BUDGET	CODE		CURRENT OUTTURN FORECAST	FORECAST VARIANCE
£	£		£			£	£
(2,648,000)	43,000	0	(2,605,000)	83A1	PROPERTY & ESTATES SERVICES	(2,607,850)	(2,850)
72,080	7,210		79,290	83A2	TRANSPORTATION/CONCESSIONARY FARES	79,290	0
(3,361,350)	0	129,510	(3,490,860)	83A3	CAR PARKING	(3,530,460)	(39,600)
648,060	0	0	648,060	83A4	ECONOMIC DEVELOPMENT	641,930	(6,130)
288,940	0	0	288,940	83A5	FESTIVALS & EVENTS	276,390	(12,550)
457,290	0	3,190	454,100	83A6	TOURIST INFORMATION	446,960	(7,140)
0	0		0	83A7	ARCHAEOLOGY IN EXETER	0	0
377,690	0	156,620	221,070	83A8	DISTRICT HIGHWAYS & FOOTPATHS	208,570	(12,500)
140,510	0	0	140,510	83A9	BUILDING CONTROL	137,280	(3,230)
146,430	0	6,070	140,360	83B1	LAND DRAINAGE	140,360	0
0	0	0	0	83B2	ADMINISTRATION SERVICE	0	0
0	0	0	0	83B3	DIRECTOR ECONOMY & DEVELOPMENT	0	0
0	0	150	(150)	83B4	ENGINEERING & CONSTRUCTION SERVICES	(150)	0
972,710	0	4,410	968,300	83B5	PLANNING SERVICES	721,870	(246,430)
57,300	16,000	5,850	67,450	83B6	CONSERVATION	67,450	0
62,640	0	4,870	57,770	83B7	ARCHAEOLOGICAL FIELD UNIT	37,770	(20,000)
75,000	0	0	75,000	83B8	MAJOR PROJECTS	75,000	0
(175,030)	4,850	17,030	(187,210)	83B9	MARKETS & HALLS	(228,610)	(41,400)
348,600	0	38,540	310,060	83C1	WATERWAYS	315,060	5,000
0							
<u>(2,537,130)</u>	<u>71,060</u>	<u>366,240</u>	<u>(2,832,310)</u>		NET EXPENDITURE	<u>(3,219,140)</u>	<u>(386,830)</u>

Reserve Transfers

OVERALL FORECAST EXPENDITURE FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES (3,219,140)

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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