

PLACE SCRUTINY COMMITTEE

Date: Thursday 12 September 2019

Time: 5.30 pm

Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Democratic Services Officer (Committees) on 01392 265115.

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

Membership -

Councillors Sills (Chair), Buswell (Deputy Chair), Atkinson, Henson, D, Lyons, Moore, D, Moore, J, Owen, Pattison and Williams

Agenda

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 approve and sign the minutes of the meetings held on 13 June, 18 June and 25 June 2019.

(Pages 5 -
26)

3 Declaration of Interests

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of 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

It is considered that the Committee would be unlikely to exclude the press and public during consideration of the items on this agenda, but if it should wish to do so, the following resolution should be passed:-

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

5 Questions from the Public under Standing Order 19

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 Democratic Services (Committees) (Tel: 01392 265115) and also on the Council web site - <https://exeter.gov.uk/councillorsfaq/>.

6 Questions from Members of the Council under Standing Order 20

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

PRESENTATION TO COMMITTEE

ITEMS FOR CONSIDERATION BY THE EXECUTIVE

7 Options for Investment in Exeter's Kerbside Recycling Service

To consider the report of the Service Manager Recycling, Waste and Fleet.

(Pages 27
- 40)

ITEMS FOR INFORMATION ONLY

8 InExeter Update

To consider the report of the Growth & Commercialisation Manager.

(Pages 41
- 54)

9 Building Greater Exeter Progress Report

To consider the report of the Skills Officer.

(Pages 55
- 62)

10 DCC Exeter Highways and Traffic Orders Committee Minutes 9 July 2019

To receive the minutes of the meeting of the Exeter Highways and Traffic Orders Committee held on 9 July 2019.

(Pages 63
- 98)

MATTERS FOR CONSIDERATION BY MEMBERS OF THE COMMITTEE UNDER STANDING ORDER 18

11 Under Standing Order 18 - Progress on the Use of Single Use Plastics

Councillor Diana Moore has requested that an item be placed on the agenda regarding progress on the use of Single Use Plastics, and to seek an update on the Motion adopted by Council on 24 April 2018 – see link <https://protect-eu.mimecast.com/s/18qfCr9EqcADILs7EBer?domain=committees.exeter.gov.uk>

and particularly to the following : -

1. The progress and actions taken to implement the Council's policy to end single use plastics,
2. Details of the barriers to implementation and the proposed steps to overcome these, and
3. Information about further steps planned to further implement the policy.

Date of Next Meeting

The next scheduled meeting of the Place Scrutiny Committee will be held on **Thursday** 7 November 2019 at 5.30 pm in the Civic Centre.

Find out more about Exeter City Council services by looking at our web site <http://www.exeter.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Democratic Services Officer (Committees) on (01392) 265107 for further information.

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PLACE SCRUTINY COMMITTEE

Thursday 13 June 2019

Present:

Councillor Sills (Chair)

Councillors Buswell, Atkinson, Henson, D, Lyons, Moore, D, Moore, J, Owen, Pattison and Williams

Also present:

Director (DB), Environmental Health and Licensing Manager, Interim Principal Accountant (AR) and Democratic Services Officer (SLS)

In Attendance:

Councillor Harvey

- Portfolio Holder for Environment & City Management

Councillor Pearson

- Portfolio Holder for Leisure & Physical Activity

Councillor Sutton

- Deputy Leader and Portfolio Holder for Climate & Culture

24

MINUTES

The minutes of the meetings of Place Scrutiny Committee held on 15 March and 26 April 2019 were taken as read, approved and signed by the Chair as correct.

25

DECLARATION OF INTERESTS

No declarations of disclosable pecuniary interest were made.

26

QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER 19

In accordance with Standing Order 19, a member of the public submitted a question on the Council's Air Quality Action Plan and a number of local residents submitted questions in relation to the Exeter Skate Park facility (Attached as an appendix to these minutes).

A copy of the questions had been previously circulated to Members, and these, together with the responses from Councillor Sutton, Deputy Leader and Portfolio Holder Climate & Culture and Councillor Harvey, the Portfolio Holder, for Environment and City Management are appended to the minutes.

27

REVIEW OF ENVIRONMENTAL HEALTH AND LICENSING STATUTORY SERVICE PLAN 2019/20

The Environmental Health and Licensing Manager presented a report which sought approval for the adoption of the Environmental Health and Licensing Statutory Service Plan 2019/20, which sets out the Council's regulatory function in respect of food safety, health and other licensing, environmental permitting and other statutory functions over the forthcoming year. He referred to the Statutory Service Plan which incorporated:-

- the service aims and objectives;
- information about all enforcement and related services provided by the Council's Environmental Health and Licensing Service;
- the Action Plan for 2019/20 detailing the actions and improvements for the service in an effective, risk based, proportionate and consistent way over the following year, and the
- financial arrangement for providing the service.

The Environmental Health and Licensing Manager also listed a number of notable achievements and the challenges his team had faced during 2018/19.

- the delivery of the Environmental Health and Licensing Service at a cost of £3.73 a head of the population.
- despite a difficult year in terms of the operational requirements, the Service had been ranked Number 1 in the Association of Public Service Excellence (APSE) whose aims were to promote excellence in the delivery of frontline services to local communities.
- 544 food businesses were inspected with a target inspection rate of 93% achieved during the year as at 31 March 2019. All premises had now been inspected.
- 428 inspections of Housing in Multiple Occupation (HMO's), were carried out.
- 3,695 requests had been received for investigation of complaints relating to a number of the service areas included food safety, health and safety, air quality and licensing.
- met the growing demands of their obligations to address anti-social behaviour and statutory nuisance.
- 15% of the 115 food samples taken, were found to be in a unsatisfactory to borderline classification.
- 565 delegates had attended education and awareness sessions run by the Service on a range of topics which included food hygiene.

The Chair also wished to highlight a number of areas of note, which included the replacement of air quality monitoring equipment, development of a new Air Quality Action Plan. The Service had undertaken two mystery shopping exercises to continue to drive up standards within the Hackney Carriage and Private Hire taxi trade, as well delivery of Disability and Dementia Awareness training for licenced taxi drivers to better understand the challenges faced by some of their passengers. He congratulated the Environmental Health and Licensing Manager and his team for delivering an array of important front line services despite the challenging financial situation external pressures placed upon them.

In response to Members' questions the Environmental Health and Licensing Manager stated the following:-

- new equipment at the air quality monitoring sites at the RAMM and in Alphington Street had been replaced during the course of last year. Data from the RAMM site was collated for the national monitoring network, overseen by DEFRA and provided high quality, reliable data on nitrogen dioxide, ozone, PM10 and PM2.5. Data on PM10 and PM2.5 was collected at Alphington Street. He would ensure that the location of the NO2 diffusion tubes network was sent to Members.
- the height of the monitoring stations were in line with national guidance. He would speak to the Senior Technical Officer to provide further information to the Member.

- monitoring of the city's air quality was the subject of a separate report and would be presented to the Place Scrutiny Committee later in the year. Although there was no legal requirement for District Authorities to have fixed air quality monitoring stations, the City Council should be commended for their decision to update the equipment to ensure that monitoring continued.
- there were elements in respect of the Air Quality Action Plan that the City Council did not have any direct control over as by its very nature, air quality did not have any borders. The City Council had declared an air quality management of the areas of the city with exceedance, but there were a multitude of partners with a wider programme of work taking place. Each of the local authorities and also individuals had a responsibility to enact some behaviour change in their mode of transport and that was something that had to be worked on as a society.
- it was not considered cost effective to provide trained staff for the two private water supplies, but there was trained support from neighbouring authorities with a greater number of such water supplies. A comment that the approach was taken for cost sensitive reasons was noted.

A Member commented on the Council's taxi operations and efforts made by officers to oversee the level of service provided to the public. The positive results of the recent mystery shopping exercise bore out the increasingly positive effect of the quality of the taxi service in the city. He also congratulated the team on the national APSE ranking. The Environmental Health and Licensing Manager stated that this included those authorities which participated and offered information on a whole range of services from all across the country, and Exeter City Council had been ranked number 1 for the lowest per head of population value for money.

The Environmental Health and Licensing Manager provided the following response to Members:-

- penalty enforcement related to offences to property used for multiple occupation. (HMO). There are no current plans to review the Council's enforcement policy to include those car users, found to be idling their vehicles.
- the air quality data for 2018 included in the Plan would be submitted to DEFRA to be audited at the end of June, and the detail which would include any comments would be reported back to Place Scrutiny Committee.
- the low Emissions Strategy was borne out of funding from DEFRA for work undertaken in 2014/15, but unfortunately as time passed the data was becoming outdated, but further reporting on particulate matter would be considered by the Committee when the Air Quality Action Plan was discussed later in the year.

Councillor D Moore suggested a reduction in the exceedance of air quality rather than just recording the data would present an opportunity for a change in the right direction. She proposed the following recommendation, that a reduction in the number of roadside locations that exceeded nitrogen dioxide (NO₂) should be a clear objective for review the coming year. Councillor J Moore seconded the proposal. Following a vote on the proposal, the proposal was lost.

Place Scrutiny Committee supported and requested Executive to recommend approval by Council of the Statutory Service Plan 2019/20, and the Environmental Health and Licensing Manager be authorised to change the Statutory Service Plan in the light of centrally issued guidance and/or to meet operational needs.

Members also wished to congratulate the Environmental Health team in recognition of the team's hard work and achievement and in particular the winning of the APSE award.

28

BUDGET MONITORING 2018/19 OUTTURN

The Interim Principal Accountant (AR) presented the report which advised Members of any material differences, by management unit, between the approved budget and the outturn for the financial year up to 31 March 2019 in respect of Place Scrutiny Committee. It was noted that the final outturn had been calculated and the report highlighted the major differences by management unit from the approved annual budget after adjusting for supplementary budgets approved by Members during the year. The total variance for the year was provided and a brief description of the results including a more detailed update on the Environmental Health Service was given. Attention was drawn to the Section 151 comments of the Chief Finance Officer and the significant underspend in the areas of attention of this Committee for 2018/19 that were specific to the year, and as a result a request would be made to Council for supplementary budgets totalling £856,000 to be taken from the underspend and carried forward into the new year 2019/20, leaving the working balance at £4.395 million, £1.708 million more than budgeted for.

An outturn update in respect of the Place Capital Programme was also incorporated into the report and detailed a total spend of £7.785 million in 2018/19 in respect of the Place Scrutiny Committee budgets. It was proposed to carry forward budgets totalling £3.185 million to be spent in future years.

The Interim Principal Accountant responded to a Member's question relating to the fee income of the Planning Service and stated that the carry forward of income requested could resource an increase in the legal staff to expand the service capacity. He also explained that such carry forward requests often arose because the requirement for a local authority to reflect a balanced budget meant that the books were closed at midnight on 31 March and re-opened on 1 April each year, which did not impact most services, but some activities (for instance longer term growth or commercialisation projects) did not neatly start and end on those dates.

Place Scrutiny Committee noted the report.

29

APPOINTMENT OF LEGACY LEISURE WORKING GROUP

The following Member appointments were made for the Legacy Leisure Working Group for the forthcoming Civic Year:-

Councillor Pearson
Councillor Buswell
Councillor D Henson
Councillor J Moore
Councillor Pattison

Place Scrutiny Committee noted the appointments for the Legacy Leisure Working Group.

To receive the minutes of the Exeter Highways and Traffic Orders meeting held on 9 April 2019.

(The meeting commenced at 5.30 pm and closed at 6.55 pm)

Chair

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PLACE SCRUTINY COMMITTEE

Tuesday 18 June 2019

Present:

Councillor Sills (Chair)

Councillors Buswell, Atkinson, Henson, D, Lyons, Moore, D, Moore, J, Owen, Pattison and Williams

Also present:

Chief Executive & Growth Director, Director (DB), Programme Director Exeter City Futures, Corporate Energy Manager, Principal Project Manager (Development) (HS) and Democratic Services Officer (SLS)

In Attendance:

Councillor Sutton Deputy Leader, Portfolio Holder Climate and Culture

Tony Norton Head of the Centre for Energy and the Environment, University of Exeter

34

DECLARATION OF INTERESTS

No declarations of disclosable interest were made.

35

QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER 19

In accordance with Standing Order 19, a member of the public submitted a question in relation to a date by which the Carbon-Neutral Mandate Group will report back.

A copy of the question had been previously circulated to Members, and this, together with the response from Councillor Sutton, Deputy Leader and Portfolio Holder Climate and Culture are appended to the minutes.

36

TOWARDS CARBON NEUTRAL EXETER

The Deputy Leader and Portfolio Holder for Climate & Culture introduced the report and referred to the declaration made by Exeter on the 15 March 2019 to make Exeter a Carbon-Neutral City by 2030. This ambition was aligned to the vision for the city and the report offered Members an update of what had already been achieved in the transition to a low carbon economy. The report also included a paper by Exeter City Futures Community Interest Company (ECF CIC) entitled "Towards a Carbon Neutral Exeter" which provided an overview of the approach to enable the city to become carbon neutral. The City Council had made a clear commitment borne out by the significant expansion of her Portfolio to include climate change. She introduced key speakers and colleagues from Exeter City Futures, Exeter University and Exeter City Council and referred to a number of recommendations in the report for the next steps that Exeter City Council should take in order to become carbon neutral. The City Council had already made a number of significant changes in the way they worked, as well as a commitment to work in concert with other partners and stakeholders.

The Programme Director Exeter City Futures provided some context to the report and the shared vision for the future of the city that would enable the population to thrive. The vision that has been captured through engagement activities and included vibrancy, quality of life, ability to access services, clean air, with open spaces for children to play in and protection of the biodiversity. Exeter City Council had now made a commitment to ensure that Exeter should extol best practice in respect of projects and structures with strong partnerships in place with individuals, communities and businesses. The local authority had made a clear commitment to the operational reduction of carbon, but whilst it was acknowledged that it had not progressed as quickly as it would have wished, she was pleased to see that many of the features of those leading cities had been replicated in Exeter. This all represented a massive challenge which would include the following for Members to consider:-

- the creation of a road map that was owned by the city, to show what we need to do, to achieve a carbon neutral status as well as reflect the needs and priorities of the people who live in the city and she referred to the Exeter City Futures '12 Goals'.
- the City Council which had made a clear commitment about their own carbon emissions reduction and had committed some resources, energy and skills to achieve that to develop the road map.
- the creation of the Carbon Neutral Mandate Group which would ensure that the voices of people were heard, and offer an objective body to hold the city to account in delivering the agreed roadmap. Exeter City Futures provided a shared governance structure and partnerships and this was now ready to move forward with action and coordination of demonstrable projects to make that happen.

The Corporate Energy Manager made a brief presentation and included the detail of over 20 major energy saving projects that had been delivered by the Council's Energy Team for the Council's corporate estate. Their initial aspiration was to stem the rising energy costs of the local authority, but more latterly the approach had also been to address the Council's carbon emission output. Members had previously agreed to support a number of commercially deliverable projects on the Council's own estate, on an invest to save basis. The projects included the installation of LED lighting, energy efficient handdryers, solar panel canopies on two of the city's car parks and other solar PV projects, including a large array at the Livestock Centre roof which was now energy self-supporting as well as holding a supply of renewable energy to share. There had been a 34% reduction in carbon emissions from a change to the Council's own electric fleet, and a 37% drop in energy consumption at the Civic Centre overall. She confirmed that the Council had also received notification of a grant support for a project that would involve a solar array near the Exton Road operational depot and the Materials Reclamation Facility. The work would also include an additional battery storage facility and the significance of the project would enable an EV charging facility for the Council's refuse fleet – thus saving carbon emissions of approximately 917 tonnes per annum, as well as helping to reduce air pollution in the City. A copy of the presentation is attached to these minutes.

The Principal Project Manager (Development) referred to the Core Strategy Development Plan Document which sets out the policies to guide future development and change in Exeter and included consideration of renewable and low carbon energy. It was important to take advantage of the changing technology

such as District Heating, but these were expensive long term projects that could be difficult to deliver and also required working with local partners and Central Government. He presented a map of Exeter's locally available heat sources and density of heat demand which were in the four locations of Cranbrook, the M5 corridor at Monkerton/ the north part of Pinhoe/ Science Park, the centre of the city and around the RDE, and then South West Exeter and Marsh Barton. A copy of the presentation is attached to these minutes.

Tony Norton, Head of the Centre for Energy and the Environment from the University of Exeter made a presentation to share his understanding of the energy market and the challenges to deliver a carbon neutral city with Members. He made a number of observations about the report from the Committee on Climate Change entitled Net Zero, which provided recommendations to the Government on the date for a net-zero emission target in the UK, as well as a detailed analysis for each sector of the economy, and how the country could achieve net zero emissions by 2050. He was able to offer an insight into the report's baseline data, the sectors within the city and a sense check on the national policy context that would shape the energy market and policy. He explained a number of scenarios for the net zero status by 2050 with a gradual rise to 80% by 2030 and the further more challenging ambition to reach 96% by 2050, and the more speculative option of the high cost and barriers to public acceptability to take the level to 100%. The Chair thanked Tony Norton for a very comprehensive presentation, which is attached to these minutes.

Questions put by Councillor J Moore and Councillor D Moore with responses by the Deputy Leader and Portfolio Holder for Climate & Culture, Councillor Sutton.

- **What advantages are there to having Exeter City Futures, a Community Interest Company, leading on carbon neutral Exeter as opposed to council staff?**

Exeter City Futures had been established at a time of significant cuts to funding by Central Government, and alternative ways of working in the area of carbon reduction were identified. Local authorities were encouraged to work with other partners and stakeholders to lever in innovative investment and funding. Members had agreed to commit the resources for the ECF delivery team and Liz O'Driscoll was appointed as the Programme Director Exeter City Futures and lead. Her appointment had provided the necessary level of scrutiny and the advantage of ECF's Community Interest Company status meant that the expertise of key partners such as the Royal Devon & Exeter (RD&E) Hospital, Devon County Council, the University of Exeter and Exeter College could be drawn upon. The Programme Director Exeter City Futures was based at Broadwalk House and the Civic Centre.

Councillor J Moore in responding was concerned that by using Exeter City Futures, the City Council was in effect outsourcing an important issue which could adversely impact the Council's ability to review its policies and plans associated with reaching the carbon neutral targets and she suggested Members have some training in this regard. The Programme Director Exeter City Futures advised that carbon reduction was a key Council goal and remained the responsibility of the Council and the formation of Exeter City Futures had been agreed through the Council's democratic process, but ECF did not have any decision making powers. Exeter City Futures was responsible for dealing with the carbon neutral commitment of the city as a whole and the peer alignment with Devon County Council, the RD&E Hospital, University of Exeter and Exeter College was very helpful. She invited any Member to contact her to arrange to meet to discuss any aspect of her work.

- **Certain priorities are set out in ECF's 12 goals. What priority is given to trees and green spaces in reaching the carbon neutral 2030 target?**

The 12 goals all related to delivering carbon neutrality and the initial focus of Exeter City Futures was to consider how to optimise transport and energy systems in the city. The goals that reflected the shared priorities had a wider remit than congestion and energy and included clean air, skills for the future, innovation and finance, the importance of road resilience and good reliability in the bus network. A further shift to a shared public transport system as well as increasing walking and cycling would be necessary as part of the roadmap to reach carbon neutrality. The goals were fluid and would be amended over time to help maximise input, and certainly biodiversity was something that should be included. Councillor J Moore welcomed that approach.

Questions from Councillor D Moore.

- **What are the baseline figures for carbon emissions in Exeter?**

The baseline figures related to 2016 with updated figures due imminently. Figures were published annually by the Department for Business Energy and Skills, two years in arrears. The data had been used to inform the work of the Greater Exeter Strategic Plan (GESP) and included industry; commercial electricity and commercial gas; other commercial fuels; domestic gas and other fuels, agriculture; major road transport and motorways, minor road transport; diesel railways and transport :-

- Exeter - 425 Kilotonnes (Co2 equiv) 3.342 tonnes per capita
- the GESP area is 2,305 Kilotonnes(Co2 equiv) 4.83 tonnes per capita
- Devon 4,158 Kilotonnes (Co2 equiv) 5.34 per capita

Councillor D Moore stated that the UK baseline of CO2 emissions were the figures used as part of the UK report to the Paris Climate Change Agreement and she queried whether they were a reasonable baseline for Exeter. Councillor Sutton anticipated they would become more refined over time.

- **What are the baseline figures for the Council's carbon emissions and by how much have emissions changed to date, as the Council has developed and worked towards its energy neutral plan?**

Councillor D Moore in putting her question thanked Tony Norton for his comprehensive presentation and information which she considered answered her question.

- **How will the Carbon Neutral 2030 policy impact on the Council's own Investment Portfolio?**

Examining the impact on the portfolio was part of the work going forward.

- **What would be the fastest way to update the Local Plan if the Council wished to raise Sustainable Construction standards across all developments?**

This issue could with the support of neighbouring authorities, be incorporated into the Greater Exeter Strategic Plan. The Principal Project Manager (Development) advised that Exeter had no need to update its Local Plan with regard to sustainable construction standards. It was helpful for the City Council to have policies above the controlled standards and the regulations and he included the Sustainable Homes

Code 4. The Chief Executive & Growth Director added that he was not aware of another local authority that had set a higher standard on the requirements for sustainable construction standards, with examples in the city of having built to passivehaus standards. If any changes were required it may be possible to review the local Plan through the Greater Exeter Strategic Plan (GESP). Councillor Moore D stated that the City Council's approach in this respect should be commended.

- **Should Devon County Council review its draft Exeter Transport Plan in light of Exeter's commitment to carbon neutrality by 2030 and what steps can you take to ensure this?**

A revision of the Transport Plan was laudable goal, but Devon County Council was the transport authority and therefore the City Council's scope was limited. Devon County Council was on the Board of Exeter City Futures and a meeting of the Transport Board was due to be convened. Any opportunity to encourage the County Council and neighbouring district authorities would have wider benefits for all. The Chief Executive & Growth Director thanked Tony Norton for his contribution and for the cautionary marker that whilst the 2050 agenda remained a serious challenge in the UK, the 2030 figure was also extraordinary. There was no city in the UK that had achieved the target of 50% of journeys originating and ending in the city by walking and cycling, and the challenge remained to change behaviour. He was excited by the prospect of the opportunity to look at this in the future and see what might be achieved.

- **Which plans are to be included in the 'full audit of the city'? It was important to recognise that a step change in activity, behaviour, finance and policy will be required to get to a carbon neutral city.**

A full audit of all planned and ongoing projects was necessary to understand the city's capacity to pursue carbon neutral status. Leicester City Council had already embarked on an audit of city projects and skills as part of their journey to carbon neutral status. Exeter would keep in contact with them, and other cities, to see if following a similar methodology would be useful to understand what is already happening within the city and also to learn from their wider experiences.

The Chair proposed a recommendation, which was seconded by Councillor Atkinson to agree the definitive term to be used of carbon neutral rather than other forms of wording which had been used, including zero carbon. Carbon Neutral would provide a consistent terminology. The Programme Director Exeter City Futures added that a number of terms were used on an interchangeable basis, with the most used definitions being either Net Zero Carbon or Carbon Neutral. Members supported the recommendation and considered that 'Carbon Neutral' would be a consistent term to use.

Members made the following comments –

- welcomed the opportunity for collaborative work but were disappointed that initiatives such as the Green Deal were no longer available to retrofit older homes in the city and help drive down levels of carbon emissions.
- welcomed the presentations and information which had been given in an accessible and understandable manner. Renewable energy had a carbon footprint and the figures were outdated being from 2016 and Exeter needed time to own the measurements and monitor accurately and carefully. The Chief Executive & Growth Director noted the comment on the former Green Deal Initiative and that inspections and a bespoke solution would be required and a definitive baseline figure was important to identify. The

Principal Project Manager (Development) added that it was also important to create a business model for the physical retrofit work, as already conducted by Exeter City Council. It would remain difficult to make energy efficiencies to older houses particularly those with lath and plaster. He confirmed that, although some older houses would be difficult to treat and required significant intervention, such density of development could in the future be advantageous when looking at the introduction of new forms of energy such as District Heating.

- need for recognition of equality and deprivation should any retrofit of older properties be pursued, and although the sustainable development goals were welcomed, it was important to ensure that all of the Council's work and policies took account of biodiversity issues and the link to climate change. The Chief Executive & Growth Director referred to the challenge for Exeter City Council as we could not fund the costs associated with retrofit. There was a need to show the city's ambition, but the City Council had to find a way of unlocking investment to tackle the problems associated with this move. He added that Exeter needed more opportunities to live in the city and not perpetuate car based developments, with residents able to walk and cycle to their destination, balance the demands of biodiversity, and protect the landscape and open spaces.
- Exeter's incinerator on Marsh Barton was the largest single emitter of emission and with the predominately plastic and food waste there should be other ways to treat such waste. The Director (DB) advised that a report on expanding the city's collection of kerbside recycling to include food and glass, as well as investment at the Materials Reclamation Facility (MRF) to put back their waste into new products as a closed loop, would be presented to the next meeting of Place Scrutiny Committee.
- whether Exeter City Futures came under the auspices of the Local Authority Act and if the Directors would be seek future funding from Exeter City Council to ensure they could carry forward the important work. The Chief Executive & Growth Director stated that Exeter City Futures was a Community Interest Company and the financial contribution made by the City Council was in relation to staff. He added there were six different organisations who contributed to Exeter City Futures.

The Chair asked Members to consider an additional recommendation in respect of a request for the City Council to support the work of the Devon Climate Emergency Response Group (CERG) and participate in a 'People's Assembly'. The Deputy Leader and Portfolio Holder for Climate & Culture stated that Devon County Council would establish the Group and take the lead and it was anticipated that the Leader and Chief Executive & Growth Director would attend the meetings. The Chief Executive & Growth Director confirmed that whilst the County Council was taking the lead, it was important to collaborate and broaden the participation to effect the many behavioural issues needed to remove cars from the city. A Member referred to her experience of a Citizens Assembly and sought further detail including the remit and governance arrangements of the Group, amidst some concern of raising expectations given the limited resources available. The Chief Executive & Growth Director advised that Devon County Council had put forward £250,000 towards this and he expected them to host the meetings. A Member also welcomed the opportunity of establishing a People's Assembly but suggested that if the City Council was not minded to approve participation in the People's Assembly that a request to Devon County Council be made to explore Exeter issues. The Chair asked the Chief Executive & Growth Director to write to Devon County Council to ask them to consider this approach if the proposed recommendation was not agreed.

The Chair also proposed an additional recommendation, seconded by Councillor Owen to convene a Special meeting of Place Scrutiny Committee, on a biannual basis, to discuss progress by the City Council in respect of Climate Change and also allow the opportunity for outside bodies to continue to update Members. The recommendation was put to the vote and carried.

A Member referred to the Action Plan and did not wish for a whole year to pass, and she asked that a report be made back in six months' time. The Chief Executive & Growth Director advised that one of the first actions was for the stakeholders to establish a roadmap, with the costs clearly identified, and a report being brought back to Committee in six months' time. The Action Plan would be brought forward for the city as a whole and certainly the City Council did not have the resourcing needed to deliver such a big challenge. There may well be a gap between the aspirations and necessary lobbying to the Government and also the Local Enterprise Partnership and private sector.

Councillor D Moore noted the proposed work, but she proposed a recommendation, seconded by Councillor J Moore, that in light of the roadmap, the City Council must go beyond consideration of its estates and review the statutory plans and policies associated with work with the GESP. The recommendation was put to the vote and lost. The Programme Director Exeter City Futures referred to the recommendation which stated that the carbon neutral target for Exeter would be framed in a way that linked to wider regional targets. The Deputy Leader, Portfolio Holder Climate & Culture added that Place Scrutiny Committee and Council would consider the progress of the journey and by meeting biannually, as well as any significant reporting, would ensure that best use was made of valuable Council resources.

Councillor D Moore proposed an additional recommendation, seconded by Councillor J Moore, that the Council reporting mechanism should include, an analysis of the progress and impact in working towards the Carbon Neutral goal, and that this be added to the decision making process in relation to equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults; economy, safety and the environment. The recommendation was nevertheless put to the vote and carried.

Councillor J Moore proposed, seconded by Councillor D Moore to ask that past and present employees should be allowed to comment on investment matters relating to any industries contributing to the climate emergency in the Council's Pension Fund. Members considered that this was a matter for the Investment Committee of Devon County Council. A Member was able to advise that the Devon County Council Pension Fund was proactive in consideration of their investment proposals. Although it was not considered within the remit of Exeter City Council, the recommendation was nevertheless put to the vote and was lost.

Place Scrutiny Committee supported the report and requested Executive to recommend approval by Council on the 23 July of the following:-

- (1) affirmation that the Council declare a 'Climate Emergency;
- (2) the definitive term to be used of Carbon Neutral rather than other forms of wording which had been used, including zero carbon. Carbon Neutral would provide a consistent terminology;
- (3) the carbon neutral target for Exeter be framed in a way that links to wider regional targets. This shows Exeter's intention to decrease its emissions without increasing emissions in the wider region;

- (4) Exeter City Council commit to their operations becoming carbon neutral ahead of the 2030 date and mobilise resource to develop internal plans to deliver the target;
- (5) Exeter City Council request a “Carbon Neutral Delivery Team” is convened by Exeter City Futures Community Interest Company (ECF CIC) to establish a city plan for delivery that builds on the Energy Independence Roadmap produced by ECF CIC and uses the 12 Goals as the basis of the approach (see Appendix 1 to this report for a list of the Goals). The Carbon Neutral delivery team will:
 - i) draw together existing evidence and data to establish baseline state of the city presented under each of the 12 Goals
 - ii) conduct a full audit of the city to highlight gaps between current plans and what is required to achieve zero carbon
 - iii) define a clear city plan showing outcomes that will need to be met to deliver carbon neutral, how existing activities support and where there are gaps
 - iv) identify immediate opportunities and crucial first steps
- (6) Exeter City Council commit resource to be part of the Carbon Neutral Delivery Team and, due to the urgency required, co-locate those resources with ECF CIC to ensure that the City Council is leading by example and sharing learning with other ECF CIC Member organisations and the wider ECF CIC Partner Network. (A list of current members of the ECF CIC Partner Network is provided in Appendix 2 to this report);
- (7) Exeter City Futures CIC be requested to convene a “Carbon Neutral Mandate Group” through a series of summits to validate, challenge and endorse the Roadmap produced by the Carbon Neutral working group;
- (8) Exeter City Council support the work of the Devon Climate Emergency Response Group (CERG) and note the outcomes and recommendations. Exeter City Council will participate in a "People's Assembly" with the governance arrangements to be confirmed by the CERG;
- (9) convene a Special meeting of Place Scrutiny Committee, on a biannual basis, to collate and discuss all of the work by Exeter City Council in respect of Climate Change and also allow the opportunity for outside bodies to continue to update Members; and
- (10) Council reports should include an analysis of the progress and impact in working towards a Carbon neutral city goal, as they currently do for the impact on any decision in relation to equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults; economy, safety and the environment.

(The meeting commenced at 5.30 pm and closed at 8.15 pm)

Chair

PLACE SCRUTINY COMMITTEE

Tuesday 25 June 2019

Present:

Councillor Sills (Chair)
Councillors Buswell, Atkinson, Henson, D, Lyons, Moore, D, Moore, J, Owen and Pattison

Apologies:

Councillor Williams

Also present:

Director (JY), Director (DB), Cleansing & Fleet Manager, MRF Manager and Democratic Services Officer (SLS)

In Attendance:

Councillor Bialyk	- Leader
Councillor Harvey	- Portfolio Holder for Environment & City Management
Councillor Pearson	- Portfolio Holder for Leisure & Physical Activity

39

DECLARATION OF INTERESTS

No declarations of disclosable interest were made.

40

EXETER LIVE BETTER MOVE MORE PHYSICAL ACTIVITY STRATEGY

The Portfolio Holder, Leisure & Physical Activity Leisure introduced the report which described the public consultation on the draft strategy and proposed minor changes to the original proposals, following feedback which included comments on accessibility, active and sustainable travel as well as prioritising the Canal and Quay assets for physical activity. The Portfolio Holder recommended that the revised Exeter Live Better and Move More Physical Activity Strategy be adopted.

It was acknowledged that Exeter had a relatively young and affluent population which tended to be more active, however some areas of Exeter were also amongst the most deprived in the country. This Strategy would help to drive forward the ambition for everyone to benefit from an active lifestyle. The feedback from the draft proposals were overwhelmingly positive with 94% respondents to the survey, in support of the overall vision approach. The consultation had attracted 1,650 responses from individuals and organisations and included online and face to face survey reports, written responses and face to face conversations with residents. It was noted that in paragraph 8.2 of the report, that the dates of the public consultation were undertaken between 25 March and 10 May 2019, and the consultation contact email address should be noted as active@exeter.gov.uk

The Strategy offered a once in a generation opportunity, and the involvement of the Sport England Pilot would make a sustained difference to ensure that physical activity was a part of everyone's daily lives. It would also provide the overall

direction for increasing physical activity in Exeter and covered three important areas:-

- Tackling congestion and accessibility
- Promoting active and health lifestyles and
- Building great neighbourhoods

The Portfolio Holder Leisure & Physical Activity responded to Members' queries:-

- the Strategy was informed by the work of Sport England, but was a Council Strategy to encourage people to become more active.
- the Strategy was part of a high level aspiration, which, although not exhaustive, included the Sport England pilot, consideration of the leisure facilities in the city, the open environment such as parks, pitches, the Canal and Quayside, and also ways to reduce congestion in the city.

The Director Communities, Health Wellbeing Sport and Leisure responded to Members' questions as follows:-

- building any physical activity into daily life to improve health and wellbeing was important and a Member's comment that working on an allotment or in the garden is a good example of this.
- although the Strategy did not explicitly reference disability, ensuring appropriate accessibility and promoting active participation applies to both able bodied and those with disabilities and does not discriminate on that basis. The intention was to focus on the areas of greatest need and address those who had the most challenges, which may include those with disabilities and other protected characteristics.

The Director confirmed that funding from the Sport England Delivery Pilot would expand the number of community builders and introduce new physical activity roles into Wellbeing Exeter. Wellbeing Exeter was currently funded by the City Council, Devon County Council and the Devon Clinical Commissioning Group and Sport England funding would enhance and expand the existing programme.

A Member was able to respond to another Member's enquiry who had sought an update on the progress of the Devon County Council's Cycling and Walking Strategy. It was noted that this matter would be considered by Devon County Council's Place Scrutiny Committee later in September.

Place Scrutiny Committee supported:-

- (1) the revised Exeter Live Better and Move More Physical Activity Strategy in the light of the overwhelming positive feedback from the comprehensive public consultation process and the minor amendments made to the original proposals; and
- (2) requested Executive to support and recommend that Council adopt the revised Exeter Live Better and Move More Physical Activity Strategy.

EXETER LIVE BETTER MOVE MORE BUILT FACILITIES, PLAYING FIELDS, PITCHES, PLAY AREAS, PARKS AND OPEN SPACES STRATEGY

The Portfolio Holder for Leisure & Physical Activity and Portfolio Holder Environment & City Management presented the report, which described the public consultation on the draft report, proposed changes to the original proposals following feedback and recommended the adoption of the revised Strategy, as well as setting out the next steps for delivery of the strategies proposed within the report.

The Portfolio Holder Leisure & Physical Activity referred to the Built Sports and Leisure Facilities Priority Actions in relation to the following:-

- St Sidwells Point Leisure facilities as a replacement for the Pyramids.
- the commitment for the upgrade and reopening of the swimming pool and spa at the Riverside Leisure Centre in 2020.
- closure of the pitch and putt provision at Northbrook Approach golf course.
- prioritisation of plans for a new and improved swimming pool to replace the Northbrook Pool.
- an outline business case for an enhanced facility mix at the Exeter Arena site to create a community sports village to benefit the whole city.
- a strategic cycling hub in partnership British Cycling, national stakeholders and local clubs
- working with local residents, community groups, Sport England and other stakeholders to co-design a blue print and outline business case for a flagship Community Health and Wellbeing Centre to replace the Wonford Sports and Community Centres.
- continuing to work with the Exeter ski club to identify potential alternative sites for their relocation from the Clifton Hill site.
- continuing to provide engagement opportunities for residents, communities and stakeholders to input into future built facility development plans.

The Portfolio Holder Environment & City Management stated that the Strategy had identified the need for certain kinds of pitches and particularly facilities that could be used year round. He referred to the five Priority Actions set out in the Strategy in relation to the following:-

- working with the local community.
- undertaking an audit of the city's green space.
- mapping and developing the linkage to parks and green space with the cycle and footpaths.
- improve the walking and cycling infrastructure.
- providing support for grass roots community groups wishing to take on more responsibility to manage and maintain parks and green spaces.

The Portfolio Holder Environment & City Management confirmed that the concept of destination play parks would be reconsidered along with the need for greater inclusivity and the reality of ongoing maintenance. A Task Group would be set up to design a strategic framework and high level priorities for the future development of play areas across the city

The Portfolio Holder Leisure & Physical Activity responded to Members' questions as follows: -

- the usage at Northbrook Approach Golf Course had halved since 2010, with only less than 1% of residents using the facilities during the three month open

season. There were no plans for the City Council to continue to offer golf as there was existing provision in the city.

- 94% of respondents to the survey had agreed with the strategic approach of a number of sustainable centres in strategic locations in the city with suitable public transport links as well as the desire to improve cycling links.
- the Riverside Leisure Centre would reopen in 2020. The fire damage to the roof had resulted in the discovery of a number of structural issues and every effort was being made to the commitment to reopen with a greatly enhanced facility to bolster the swimming offer in the city.
- St Sidwells Point Leisure Centre would open in the spring of 2021.

The Leader responded to a Member's comment on ownership of the Northbrook Approach Golf course and stated there had been a number of requests to use the site, but the Council would consult on any future use of the site with local residents.

The Director Communities, Health Wellbeing Sport and Leisure offered the following responses to Members' comments:-

- the consultation process had used a range of methodologies with both quantitative and qualitative approaches. This enabled officers to validate and triangulate data from different sources to identify cross cutting themes. It was noted that there was a significant cost to any consultation.
- the new leisure operator contract would allow for new or existing facilities to be added or removed from the contract.
- the emerging Playing Pitch Strategy presented an exciting opportunity to work with the Football Association and National Football Foundation and open up a national investment stream into local facilities. The Active & Healthy People Programme Lead confirmed that a meeting with the Football Association is taking place on 17 July.

The Leader and Portfolio Holder Leisure & Physical Activity responded to a Member's enquiry and confirmed that there were no plans to build housing on the site to be vacated by the Northbrook Approach Golf Course. The Council were committed to the preservation of the city's green open spaces including the valley parks, play parks and community parks. The Portfolio Holder Leisure & Physical Activity referred to the land around Clifton Hill which is not designated as a playing pitch/sports facility in planning policy terms, which is why in principle they could be freed up for development, but he appreciated that did not mean that people in the locality wished to lose those facilities. It was the intention to replace the sports centre facilities elsewhere in the city. He also advised that there was no intention to close the swimming facility at Northbrook Pool, but every intention to build a new pool as soon as they were able to, and no intention to have any gap in provision.

Councillor Buswell proposed the following, seconded by Councillor Atkinson and requested that a full consultation exercise be held with local residents and stakeholders take place on the future use of Northbrook Approach site. The recommendation was put to the vote and carried.

Place Scrutiny Committee supported the following:-

- (1) revised Exeter Live Better and Move More Built Facilities, Playing Fields, Pitches, Play Areas, Parks and Open Spaces Strategy in the light of the feedback from the comprehensive public consultation process and the subsequent changes made to the original proposals;
- (2) requested Executive to support and recommended that Council adopt the revised Exeter Live Better and Move More Built Facilities, Playing Fields, Pitches, Play Areas, Parks and Green Spaces Strategy; and
- (3) a full consultation exercise be held with local residents and stakeholders on the future use of the Northbrook Approach site.

42 **INEXETER BUSINESS IMPROVEMENT DISTRICT BUSINESS PLAN 2020- 2025**

The BID Manager presented a report which set out the process and proposals for a second term of the InExeter Business Improvement District (BID), and as the Council will be eligible as a rate payer on its own property, recommended that the City Council should cast a yes vote in October 2019 to show support for the setting up the BID for the next five years. A copy of the INExeter BID Business Plan was circulated with the report.

The Portfolio Holder Environment & City Management set out the proposals for a second term as well as a five year Business Plan. During the summer the City Council would work on a contingency plan should the BID vote not be successful in October 2019. He welcomed the focus to support business with the city centre to ensure a strong and vibrant economy and further develop making InExeter as the first point of contact and as a conduit for the operations of the city. He referred to the BID levy rules which had been amended from the next BID term as well as an extension of the BID area to include parts of Sidwell Street, Longbrook Street, New North Road, Fore Street, Bartholomew and West Street, Queen Street, Fairpark Road and Magdalen Road at the request of the businesses located there, which were detailed in an appendix to the report. He referred to the success of the BID which now had 700 businesses, which generated over £500,000 annually to deliver the Business Plan. It was also proposed that the BID levy would change from 1% to 1.25% with businesses being levied from the current rateable value list. He had been nominated to represent the City Council on the BID Board with the support from the Growth and Development Manager as a non-voting attendee.

The BID Manager made a short presentation and thanked the Portfolio Holder and the Council for their commitment to the BID Board over the last five years. She referred to the work of the volunteer Board of Directors and referred to her position as a Council member of the BID Foundation and was pleased that Exeter's BID had the opportunity to connect with other towns and cities to share best practice.

A full description of the projects completed by the current Business Plan was attached as an appendix to the report, but some of the key improvements and projects over the last five years included:-

- the provision of city centre management.
- better connected business community with regular meetings, communication and networking.
- an enhanced and reactive cleansing service,

- the Christmas campaign, lights and events and other seasonal city dressing as well as additional artwork in Queen Street, all to add colour and interest to the city.
- upgrade of the directional fingerposts.
- the launch of the Independent Gift Card with 73 businesses represented and
- the reinstatement of a large retailer group to link to the city's key campaigns.

The Bid Manager had coordinated an engagement process for the BID with all of the businesses through a variety of engagement mediums which had included group and individual meetings, newsletter and surveys to draw out the key priorities for the next five years to ensure a drive to continue the investment in the city centre. The key themes to be delivered over the next five years included:-

- experiences
- welcoming and attractive streets
- supporting and informing

Members were supportive of the work of the BID and hoped that it would be able to continue over the next five years. They made the following comments:-

- the BID levy was not an onerous commitment for the traders as they did receive a tangible extras and support from the BID.
- welcome the proposed staff discounts for public transport and she hoped there would be an opportunity for this to be progressed further, but some disappointment over the contradiction in the aims to meet carbon neutrality with the offer of staff parking discounts and customer parking redemptions. She hoped there would be greater emphasis placed on using public transport.

The Chair welcomed the opportunity to thank the BID Manager and team and he looked forward to an update on the progress of the BID vote.

Place Scrutiny Committee supported the proposals of the City Centre Business Improvement District Board and recommended to Executive and Council the following:-

- (1) that the City Council vote in favour of continuing the InExeter Improvement District (BID) for a second term, covering the period 2020-2025;
- (2) City Council cast its votes in favour of continuing the BID in the forthcoming ballot in October 2019;
- (3) Council approve a budget of £5,000 to undertake the ballot to be funded from General Fund reserves;
- (4) that the Portfolio Holder for Environment & City Management is appointed to sit on the InExeter Board, with the support of the Growth & Commercialisation Manager, to oversee the interests of the City Council and wider city centre through activity undertaken by InExeter;
- (5) the BID boundary is extended to include businesses located on Magdalen Road, at the request of the businesses association and businesses located on Magdalen Road;

- (6) that Exeter City Council charge a true cost of supporting InExeter in collecting the BID levy, calculated at £12,000 + VAT per annum, from £1,500 + VAT per year; and
- (7) the Growth & Commercialisation Manager draws up contingency plans, to be implemented as a result of a no vote in October 2019.

43 **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 the following items on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part 1, Schedule 12A of the Act.

44 **OPTIONS FOR INVESTMENT IN EXETER'S KERBSIDE RECYCLING SERVICE**

The Portfolio Holder Environment and City Management presented the report which asked Members to endorse investment in the City Council's Materials Reclamation Facility (MRF) with an enhancement of the current kerbside recycling service and introduction of the collection of glass and food waste. The business case outlined a number of options with the aim of improving the financial and environmental outcomes of the MRF, as well as meeting the expectations of residents and future Government requirements in respect of recycling. A number of options were presented with Option 4, identified as offering the best technical solution to address this.

The Service Manager – Recycling, Waste and Fleet referred to the opportunities to increase capacity, maintain the reliability of the service, as well as develop other marketing opportunities to increase revenue. He outlined the detail of what the service would look like to the public with a more immediate capture and sorting of the recycled waste at the kerbside. A further report would be presented to Members at the September meeting of Place Scrutiny Committee and include a detailed cost analysis of the proposal.

He provided the following responses to Members:-

- the lifespan of the various recycling and vehicles was advised.
- food waste would be sent to an anaerobic digestion facility in Devon and the by-products would be a compost-like materials and the gas produced in the digestion process generating electricity which could be stored and fed back national grid network.
- information on recycling would be largely pictorial to ensure the information was accessible to all.
- alternative arrangements would be made to ensure that those residents who required assisted waste collection and, on a trial basis, trolleys to move the boxes.

The Deputy Leader Portfolio Holder Climate & Culture also thanked the MRF Manager and his team for their efforts to effectively recycle the waste, and was reassured that in particular Exeter's plastic recycling was being properly dealt with.

Members of Place Scrutiny Committee supported the proposals and requested the Executive note and support the following:-

- (1) findings of the report (Appendix 1 – Update to the Business Case Investigation of Options for Collection of Household Food Waste);
- (2) support Option 4 (weekly kerbside-sort recycling collection, incorporating glass and food waste collection, with three weekly rubbish collection), and consider a detailed analysis of the cost, health & safety and organisational change implications in the next committee cycle; and
- (3) the investment in appropriate material sorting technology to implement Option 4 and maximise commercial recycling opportunities, and consider a detailed cost analysis in the next committee cycle.

(The meeting commenced at 5.30 pm and closed at 8.00 pm)

Chair

REPORT TO: Place Scrutiny Committee

Date of Meeting: Place Scrutiny Committee 12 September 2019; Executive Committee 8 October 2019; Council 15 October 2019

Report of: Service Manager – Recycling, Waste and Fleet

Title: Options for Investment in Exeter’s Kerbside Recycling Service

Is this a Key Decision?

Yes.

Is this an Executive or Council Function?

Council and Executive

1. What is the report about?

1.1 An update on options for investment in the Council’s Materials Reclamation Facility (MRF) and kerbside recycling service following the reports to Place Scrutiny Committee and Executive Committee on 25 June and 9 July respectively.

2. Recommendations:

2.1 That Place Scrutiny Committee and Executive Committee recommend to Council the adoption of Option 4 (weekly kerbside-sort recycling collection, incorporating glass and food waste collection, with three weekly rubbish collection) and associated investment in the Materials Reclamations Facility.

2.2 That, to implement the chosen service Option 4, Place Scrutiny Committee notes and Executive Committee recommend to Council that a budget of

- £200,000 is set aside from General Fund revenue reserves to provide the project management and assistance with roll out;
- A capital budget of £2,105,000 is provided for the improved recycling containers;
- A capital budget of £1,500,000 to enhance the MRF

3. Reasons for the recommendation:

3.1 Implementing these decisions will result in improved financial and environmental outcomes compared to our current service, increasing our recycling rate and reducing net carbon emissions. This will also meet the expectations from government and our residents that food waste and glass be included in our kerbside recycling service.

4. What are the equality and diversity impacts of this decision?

4.1 A completed Equalities Impact Assessment was included in the previous report on this matter.

5. What are the resource implications including non financial resources:

- 5.1 The report to Place Scrutiny Committee in September 2018 described the impact of the operational issues at the MRF on the financial performance of the MRF. This situation has continued and worsened in the draft budget outturn for 2018/19, which shows an overspend of £213,300. This is not expected to improve without significant investment.
- 5.2 The initial revenue costs and the costs of borrowing for the capital expenditure will be recovered in the first three years of the project. The ongoing annual costs are more than covered, resulting in a saving for the Council year on year.
- 5.3 The cost of financing the MRF investment will be covered by anticipated additional income of £511,000 per year.

6. Section 151 Officer comments:

- 6.1 The section 151 Officer is supportive of this proposal. When taken together the two projects will generate savings and an additional income that will offset the borrowing costs for both projects. This is an opportunity to extend the offer to residents and provide the ability to generate further funds for the Council.
- 6.2 Over the ten year period, there is a small net cost of around £30,000 to implementing option 4. However from 2022-23, it will be providing a small saving each year to the revenue budget. The additional income projected for the MRF will not only be able to fund the borrowing costs associated with the MRF (£87,000 a year), but can also cover the risk of having to return to a fortnightly collection if that becomes mandatory even taking into account additional staffing costs.

7. What are the legal aspects?

- 7.1 Exeter's recycling scheme is currently compliant with the requirement in the Waste (England and Wales) Regulations 2011 for separate recycling collections. There are currently no statutory recycling rate targets applicable to Exeter.
- 7.2 Our current recycling service is not compliant with the requirements expected to be in place from 2023. In November 2018 the Department for Environment, Food and Rural Affairs (DEFRA) launched its Resources and Waste Strategy for England, followed by its consultation on collection scheme consistency which ran from March-May 2019. This indicated that kerbside collection of food waste and glass will be mandatory from 2023. Therefore our current recycling service will not be legally compliant. The options modelled by Eunomia have been assessed for compliance with likely mandatory requirements (Appendix 1, Section 4 Strategic Context), which are expected to be confirmed through statutory regulations and guidance issued in early 2020.
- 7.3 The key new mandatory requirements under consideration by DEFRA are: all councils to collect a consistent range of materials at the kerbside (for Exeter this means adding food waste and glass); a minimum of collection frequency of fortnightly for non-recyclable waste; fortnightly garden waste collection to be free of charge. DEFRA has stated that any new mandatory burdens on councils will be fully funded

8. Monitoring Officer Comments:

- 8.1 The recommendations are forward thinking and timely aimed at ensuring the City Council's kerbside collection will be compliant to include food waste and glass in readiness for the new regulation in 2023.

9. Background:

- 9.1 The July 2019 report to this committee presented a range of options for investing in the Materials Reclamation (MRF), outsourcing the operation, and adding food waste and glass to the range of materials collected at the kerbside.
- 9.2 The six alternative options were compared to a baseline estimate of continuing the current situation, with no significant capital investment in the MRF or change to the recycling collection service. Additional costs or savings were expressed in terms of net annualised costs, with capital investment costs annualised over 10 years at a borrowing rate of 3.5%.
- 9.3 'Option 4' was approved by committee as the preferred option. This consists of switching to a kerbside-sort collection service, adding separate food waste and glass to the scheme, increasing recycling collection to every week and reducing rubbish collection to three-weekly. The modelling carried out by our consultant Eunomia indicated that this would reduce net annualised costs by £67,000 per year, increase our recycling rate and give the greatest net reduction in CO² emissions.
- 9.4 After further analysis of the Eunomia report, and engagement with key suppliers in the waste industry, a number of variances to the original estimates have been identified. The overall effect of these variances is to reduce the estimated cost of implementing Option 4 over the 10-year life of the capital assets that will be required. These variances are listed in Appendix 1 and discussed below.
- 9.5 Implementing Option 4 will be a substantial change to one of the Council's highest profile services and therefore a key area of corporate risk. The risks are listed in Appendix 2 and discussed below.
- 9.6 Early engagement with key suppliers of vehicles, recycling containers, MRF sorting equipment and food waste treatment technology indicates that spring or summer 2021 is the earliest practicable date for full implementation of the new service. The longest 'critical path' is selection and procurement of vehicles which is likely to exceed 12 months from approval for funding.

10 Key financial impacts (Appendix 1)

- 10.1 Eunomia's recycling collection modelling considered the requirements for frontline staff, vehicles, containers and depot investment. £2 per household was allocated for communications material. The additional staff costs in Appendix 1 show the requirement for project management support staff to help with education and to ensure residents participate in the new service.
- 10.2 The hook lift lorry is used to transport rejected material from the MRF for incineration at the energy Recovery Facility. With a kerbside sort recycling scheme, rejected material will be minimal so the vehicle will not be required and the driver can be redeployed.
- 10.3 The Triple Stack containers were recently identified through a review of best practice in kerbside sort recycling schemes elsewhere in the UK. Adoption of this system will be subject to further assessments after visiting other local authorities, but the system has great potential to increase residents' satisfaction with the service, improve material quality and reduce manual handling risks to residents and collection crews.
- 10.4 Eunomia's original modelling assumed that commingled recycling would continue to operate for communal bin stores, with the material sent to an external MRF at a gate fee.

Savings will be achieved by providing three separate recycling bins at these bin stores and processing the material in house.

- 10.5 The previous report included a proposal for a new sorting line in the MRF to separate plastics and cans and other mixed material from Exeter and other local authorities, with the investment offset by increased income from the sale of high quality sorted materials. Cost estimates have been investigated further and the original quotation has been revised to reflect the system requirements and a reduced number of sorting operatives.

11 Key risks (Appendix 2)

- 11.1 Appendix 2 identifies 21 risks, scored according to their impact and likelihood. The maximum risk score is 16 and four risks were given a very high score (12 or over).
- 11.2 Additional recycling drivers and loaders will be required, through a combination of external recruitment and redeployment of MRF team members. With Exeter's current high employment rate and industry-wide challenges in driver recruitment, this is an area of concern and the control measures are indicated in Appendix 2. These measures will need to be investigated well before the project launch.
- 11.3 The collection of food waste caddies and kerbside-sort recycling containers is associated with additional manual handling risks compared to wheeled bin collections. These risks are increased by poor design of collection vehicles and containers that may be overloaded or awkward to lift. The most recent major report, the Health and Safety Executive's *Comparative analysis of manual handling practices in kerbside collection of recyclable waste* (2019) assesses the risks and reviews a number of measures available to control these. The HSE's recommendations will be used to inform our procurement process for collection vehicles (particularly the loading arrangements) and recycling containers. The key recommendation is to "design a waste collection system as a whole, taking account of the range of relevant factors, including environmental targets, cost and local availability, as well as health and safety, to make a balanced decision".
- 11.4 In particular, the Triple Stack recycling trolley system (Appendix 3) appears to be an effective risk control measure. It reduces the manual handling risk (MAC) scores to a level comparable with twin-stream recycling collection using a wheeled bin, and significantly lower than for carrying individual kerbside boxes and sacks.
- 11.4 The switch to kerbside-sort recycling will reduce or eliminate some existing health and safety risks: the one-handed lifting of 45-litre kerbside commingled recycling caddies (a cause of shoulder and elbow injuries), reduced exposure to repetitive strain injury arising from manual sorting of materials in the MRF, and reduced levels of dust and vermin in the MRF.
- 11.5 Due to the large-scale changes to the service, successful implementation will be dependent on new vehicles, recycling containers and communications material being delivered on time. Effective project planning and regular engagement with suppliers will be essential to mitigate the risk of delays to the introduction of the service.
- 11.6 Defra is to work with local authorities to prepare statutory guidance on minimum service standards later this year or early 2020. This is to include a cost and benefit analysis on minimum frequency of residual collections and whether a minimum service standard of fortnightly collection should be included in the standard. The risk is that, if such a standard becomes mandatory, a fortnightly rubbish collection schedule would add to the cost of Option 4 and reduce recycling participation. Eunomia's modelling indicates this would have a net cost of £270,000 per year. It is expected, but not guaranteed, that under legislation related to Extended Producer Responsibility, additional funding from industry

would be directed to local authority collection services. This risk can be controlled by delaying a commitment to Option 4 until statutory guidance is issued. However, this delay would result in the current service continuing to fail to meet current budgets and increase the risk of a complete failure of the MRF leading to further net cost increases.

12 Human resources considerations

- 12.1 The implementation of the enhanced recycling service will result in a small net increase in operational FTE posts. This will require a substantial redeployment of up to 20 FTEs from MRF sorting to on-street recycling collection (loading and driving) duties. There will also be a need to increase the cohort of Large Goods Vehicle class 1 drivers. Under the Council's Management of Organisational Change Policy there will need to be appropriate consultation with employees, consideration of the impact on individuals and their capability to redeploy to new duties, and retraining opportunities.

13. How does the decision contribute to the Council's Corporate Plan?

- 13.1 A leading sustainable city – by 2040 “Exeter will be recognised as a leading sustainable city and a global leader in addressing the social, economic and environmental challenges of climate change and urbanisation. The Exeter of the future will have grasped the opportunities ahead of us today”. The decision will contribute to realising this vision by increasing our recycling rate, making better use of non-renewable resources and reducing carbon dioxide emissions.
- 13.2 Providing value-for-money services: the decision will enable us to provide a legally-compliant recycling service at lowest practicable cost.

14 What risks are there and how can they be reduced?

- 14.1 These are listed in Appendix 2 and discussed above.

15 What is the impact of the decision on health and wellbeing; safeguarding children, young people and adults with care and support needs, economy, safety and the environment?

- 15.1 Improving our recycling service will improve wellbeing by increasing the collection frequency of putrescible food waste to weekly, and easier access to glass recycling.
- 15.2 The improved recycling service will reduce the net CO² emissions associated with waste collection and recycling, and will maintain or increase employment of frontline Council waste operatives.
- 15.3 Three-weekly rubbish collections have been successfully introduced in other local authorities. Adverse impacts are most likely to be on households with babies and children in nappies and on adults who have hygiene waste (e.g. incontinence pads, self-administered kidney dialysis equipment) to dispose of, resulting in higher than average volumes of non-recyclable waste. These impacts will be mitigated through a review of current policies on the allocation of additional rubbish bin capacity to take account of the reduced collection frequency. The cost of reinstating a separate hygiene waste collection service will be considered as an option in the detailed cost analysis.

16 What other options are there, and why have they been dismissed?

- 16.1 The alternative service options were discussed in the July 2019 report. Option 4 was selected on the grounds of lowest cost, lowest net CO² emissions, improved recycling rate and meeting most residents' wishes to have food waste and glass collected for recycling at the kerbside.
- 16.2 The other alternative option is to delay a decision on implementing a service change pending publication of forthcoming statutory guidance on consistency in waste collection services and the likely impact of Extended Producer Responsibility and the impact on funding of local authority waste services. As noted in paragraph 11.6, further delay in investing on the service will mean continuing to overspend on the current revenue budget and increase the risk of major failure of the MRF resulting in even higher costs.

Simon Hill

Service Manager – Recycling, Waste and Fleet

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

Background papers used in compiling this report:

Health and Safety Executive: *Comparative analysis of manual handling practices in kerbside collection of recyclable waste (2019)*

Eunomia Research & Consulting: *Update to the Business Case Investigation of Options for Collection of Household Food Waste (2019)*

Contact for enquiries:

Democratic Services (Committees)

Room 2.3

01392 265115

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Appendix 2: assessment of key risks associated with enhanced recycling service

RISK IMPACT
 1 = minor
 2 = moderate
 3 = critical
 4 = catastrophic

RISK LIKELIHOOD
 2 = very unlikely
 3 = unlikely
 4 = possible
 5 = likely

Risk no	Risk category	Nature of risk	Impact	Impact	Likelihood	Risk score	Control measures
Page 35 2 3 4 5	HR	Failure to recruit or redeploy enough drivers and loaders; rounds not being completed on correct day	Unreliable collections; damage to reputation of new service;	4	4	16	Early engagement with employment agencies; workforce & Union engagement; market supplement for drivers already budgeted for; use of apprenticeship scheme to upskill existing team members; introduce improved welfare facilities at depot; review unpopular task and finish and bank holiday catch ups
	Health & safety	Increase in musculo skeletal injuries due to lifting of boxes and caddies: increased sickness absence. 70% of workers are aged >40	Increase in staff absenteeism & turnover; recruitment difficulties; financial claims; service reliability	3	4	12	Consider Triple Stack system; consider manual handling in procurement of vehicles and containers; reduce round sizes to ~700 households
	Organisational	Delays in delivery of new vehicles, recycling containers, promotional materials, new MRF kit	Delays to introducing new service	4	3	12	Regular engagement with suppliers; realistic timescales & contingency plans; effective project planning
	Legal	Government may mandate minimum service standards to include at least biweekly collection	We would have to introduce Eunomia's Option 2 (fortnightly refuse) at additional cost of £407,000 per year	4	3	12	Extended Producer Responsibility legislation is expected to provide new funding to mitigate for additional legislative burdens. Consider delay in committing to new service until new legislation is confirmed.
	Technical	Large vehicles may be difficult to drive down residential streets where parked cars are present	Unreliable collections; damage to reputation of new service;	3	3	9	Undertake thorough trials of new vehicles as part of procurement process; compare with similar local authorities

6	Legal	Increase in fleet, and possible joint authority working, leading to increase in LGVs based at Exton Rd	Makes us more vulnerable to sanctions from Traffic Commissioner	3	3	9	Ensure strict compliance with operator licence conditions; apply for variation in permitted number of vehicles in plenty of time; maintain CPC-qualified fleet mgt team with succession plan
7	Technical	Digital services and Strata support; failure to develop back office systems and update information	Incorrect round information for crews and public; poor service reliability; damage to reputation	3	3	9	Early engagement with transformation team and Strata to develop project plan
8	Reputation	Kerbside sort recycling will hold up traffic at busy times; may result in abuse of crews	Reputation;	4	2	8	Careful round planning; fit CCTV cameras; body cameras
9	Reputation	Householders struggling with reduction in grey bin capacity. Householders complaining about increased smells (nappies, pet litter, maggots, incontinence pads)	Extra resources needed to deal with complaints; bin thefts; fly tipping	2	4	8	Ensure project plan includes adequate number of customer support and assistant project managers; adopt clear policy on hygiene waste and additional capacity for larger families
10	Environmental	More severe weather (heatwaves/storms) is likely due to climate change. This risk is likely to increase in likelihood and severity over time.	Wetter, stormier weather increases littering and reduces quality of paper & card collected for recycling, reducing income and environmental benefit; welfare impact on outdoor workers.	2	4	8	Consider changing shift times to adapt to warmer weather; consider containers with secure lids (e.g. triple stack boxes); investigate more mechanised collection systems (e.g. underground bins) and design these into new developments
11	Health & safety	Fire risk from increase in material stored at Exton Rd depot	Fire risk especially from storage of fibres	4	2	8	Fire prevention measures are included in the modelled service costs and this will reduce the current risk.
12	Reputation	Additional litter resulting from materials spilled from boxes and collection vehicles; additional street cleaning resources required	Could make new service unpopular; additional or rerouted street cleaning resource	3	2	6	Procurement of suitable containers; consider Triple Stack system for great security of contents
13	Environmental	Disrupted or more expensive food supplies, and growing eco awareness, make residents more careful about wasting food	A significant reduction in food waste could make separate food collection less viable	2	3	6	Adapt recycling collection vehicles to use the capacity accommodate other materials for recycling
14	Communication	Residents object to accommodating extra containers and sorting their recycling into them.	Reputation; reduced engagement with and participation in the service	3	3	9	Project plan to include effective communication strategy including adequate staffing for rollout; adopt Triple Stack box system for tidiness
15	Health & safety	Increase in traffic movements and people at Exton Rd depot	More risk of injury collisions	3	2	6	Careful redesign of traffic management systems; reduced number of depot staff

16	Organisational	Ongoing container delivery: unable to keep up with demand for containers (replacements etc)	Unreliable collections; damage to reputation of new service;	2	3	6	Include suitable resources for this activity in project plan post-launch; learn from other local authorities
17	HR	Not all MRF team members will be suitable for redeployment to recycling collection duties.	Redundancy and/or management of capability with associated costs	1	4	4	Correct implementation of organisational change management policy. Opportunities to retain some depot posts - may need to ring fence these
§8	Organisational	Lack of space to fit required number of new operational vehicles, private cars, material storage at Exton Rd depot	Other services required to relocate; may limit ability to merge depots with PGS	4	1	4	New scheme has been incorporated into site amalgamation plan; continue to liaise with City Surveyor.
19	Legal	Deposit Return Scheme in its proposed form may divert valuable packaging material from kerbside recycling	The increased income required to offset the cost of the new service may not be achieved in full. However, this may be an opportunity to reduce collection costs.	2	2	4	The best mitigation measure is to maximise capture of materials not covered by DRS - food waste, paper, card and non-bottle plastic, and consider collection of additional materials such as cartons and textiles
Page 37	Communication	Unintended consequence of a food waste service could be that people feel ok about wasting food "because it gets recycled anyway": increase in food waste	Undermining ECC aim to be carbon neutral; loss of reputations	2	2	4	Communication material to emphasise how to reduce food waste before recycling it. Current WRAP guidance indicates no strong evidence on the impact of separate collections on food waste generation.
	21	Organisational	Underestimating time taken to complete rounds,	Unreliable collections; damage to reputation of new service;	2	1	2
22	Strategic	Might be missing the opportunity to consider 4-weekly rubbish collections	More expensive to introduce it later on	1	1	1	Examine case studies of other local authorities with reduced-frequency rubbish collections

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Appendix 3: Examples of kerbside sort containment systems



3-box stacking trolley for separation of dry recyclable materials



Kerbside food waste caddy (40 litres capacity; 40.5cm high)

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REPORT TO: Place Scrutiny Committee
Date of Meeting: 13 September 2019
Report of: Victoria Hatfield, Growth & Commercialisation Manager
Title: InExeter Update

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1. What is the report about?

1.1 To update members on the final year of the first InExeter term, 2015-2020.

2. Recommendations

2.1 That Place Scrutiny notes and comments on the report and progress made.

3. Reasons for the recommendation

3.1 To ensure Place Scrutiny is kept up to date with activity delivered of InExeter.

4. What are the resource implications including non-financial resources?

4.1 Exeter City Council pay an annual BID levy for the properties owned and leased by the City Council within the BID area. This varies each year dependant on how many properties the City Council own and are vacant at the time. For 2019-20 the City Council has paid £15,431.82 to InExeter for the properties we own within the BID levy area.

5. Section 151 Officer comments:

5.1 There are no additional financial implications contained in this report.

6. What are the legal aspects?

6.1 None identified

7. Monitoring officer Comments:

7.1 This report raises no issue for the Monitoring Officer.

8. Background

8.1 In March 2015, businesses within a defined area of the city centre, as shown in Appendix 1, and with a rateable value in excess of £7,500, voted to introduce a Business Improvement District (BID) for 5 years: 2015-20.

8.2 The BID - InExeter - is funded by a 1% levy on the rateable value of a business, which has generated £2.4million over the 5 year period of the BID.

8.3 The InExeter Board comprises of members elected from businesses within the BID levy area, plus one representative from Exeter City Council, Devon

County Council and the Exeter Chamber of Commerce. Cllr David Harvey is the current representative on the BID Board for ECC. The table below shows the board directors as of March 2019.

Board Director	Business	Represents
P Cunningham (Chair)	Exeter Phoenix	Hospitality, Tourism & Culture
D Goodchild	The Cavern	Hospitality, Tourism & Culture
W Pearce	Princesshay	Princesshay
M Richardson (resigning following appointment as Business Engagement Officer)	Bunyip Craft	Fore Street / John Street / Market Street
P Rutherford	Mantis	Gandy / Queen Street
R Frame (resigning)	Wilko	Guildhall / Lower High Street
A I McNeilly (Vice Chair)	Guildhall Shopping Centre	Exeter Chamber of Commerce
P Harrison R Vincent (joint)	Ebdons Refreshments Hutch	Paris Street, Sidwell Street, Bampfylde Street
D Otton	Wollens	Cathedral Yard / Cathedral Close / High Street South
Cllr D Harvey		Exeter City Council
Cllr R Gilbert		Devon County Council
K Hodder	Transport (Observer)	
P Parkinson	Café Espresso	Castle Street, Musgrave Row, High Street
	Media (Observer)	Vacant

9. Delivery of the InExeter Business Plan 2015-2020

- 9.1 For the financial year ending 31 March 2018 the total levies collected were £475,036 a circa 97% collection rate, with £12,708 gained in event sponsorship and other income of £15,396 making a total income of £503,140 invested back in to the business community and Exeter.
- 9.2 The report on activities for 2018-2019 and 2019-2020 are included within Appendix 2. This is circulated with the BID bills issues by the City Council as the appointed collection agent ensuring all BID levy paying members receive a full report and update on activities. These documents give a full breakdown of how the funds collected are spent.
- 9.3 InExeter will be going to ballot in October 2019 seeking a further 5-year term, covering 2020-2025. There will be a vote of all businesses with a Rateable Value over £7,500 in the proposed area (extended from term 1). If the majority of businesses by number and by rateable value (a dual key majority) vote yes, then the BID will continue for the next 5 years.

9.4 The ballot will run from Friday 11 October to 5pm on Thursday 7 November 2019, with the declaration on Friday 8 November 2019. The launch of the BID Business Plan will take place on Wednesday 11 September 2019.

9.5 InExeter has welcomed two new team members, a Business Engagement Officer who will engage with businesses within the BID area and an Events Manager who will be responsible for the delivery of a wide range of activities and events, as highlighted in Appendix 2.

10. How does the decision contribute to the Council's Corporate Plan?

10.1 InExeter works to represent and support businesses within Exeter city centre through projects and initiatives under the following themes, which were agreed 2015 by the business community:

- Business support
 - Free accredited training and development courses
 - Free food waste and electrical equipment collections
 - Benchmarking of utility costs
 - Independents Advisory Group which launched a gift card
 - Large/national retailers' group
- Promote business and activities
 - Unlimited social media profiling
 - www.inexeter.com
 - Publications such as the 'Eat & Drink Guide 2019' and 'Independent Exeter'
- Raise the profile of Exeter encouraging footfall and dwell time
- Improve the standards of the city landscape through cleansing and planting
 - Over 170 hanging baskets on a summer / winter maintenance programme
 - Enhanced cleansing and cleaning of the city
 - Installation of artwork around the city
 - Christmas lights, umbrellas, banners and bunting
 - Events and activities

10.2 During 2018-19 InExeter granted £16,000 in sponsorship to local community groups and event organisers, highlights include the RAMM 150th celebrations, Exeter Art Week and Big Screen in the Park.

11. What risks are there and how can they be reduced?

11.1 It is advised to continue with the InExeter Monitoring Group to address any issues regarding the collection of levy payments, which is made up of InExeter and representatives from Business Rates and Growth & Commercialisation.

11.2 To ensure the BID continues beyond its term period (5 years) it is imperative it delivers the business plan within Appendix 2 and is able to evaluate its performance on an annual basis.

12. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults; economy; safety and the environment?

12.1 Promotional activity undertaken by InExeter promotes the BID area to all and does not discriminate.

13. Are there any other options?

13.1 Due to the successful BID vote, there are no other options.

Victoria Hatfield, Growth & Commercialisation Manager

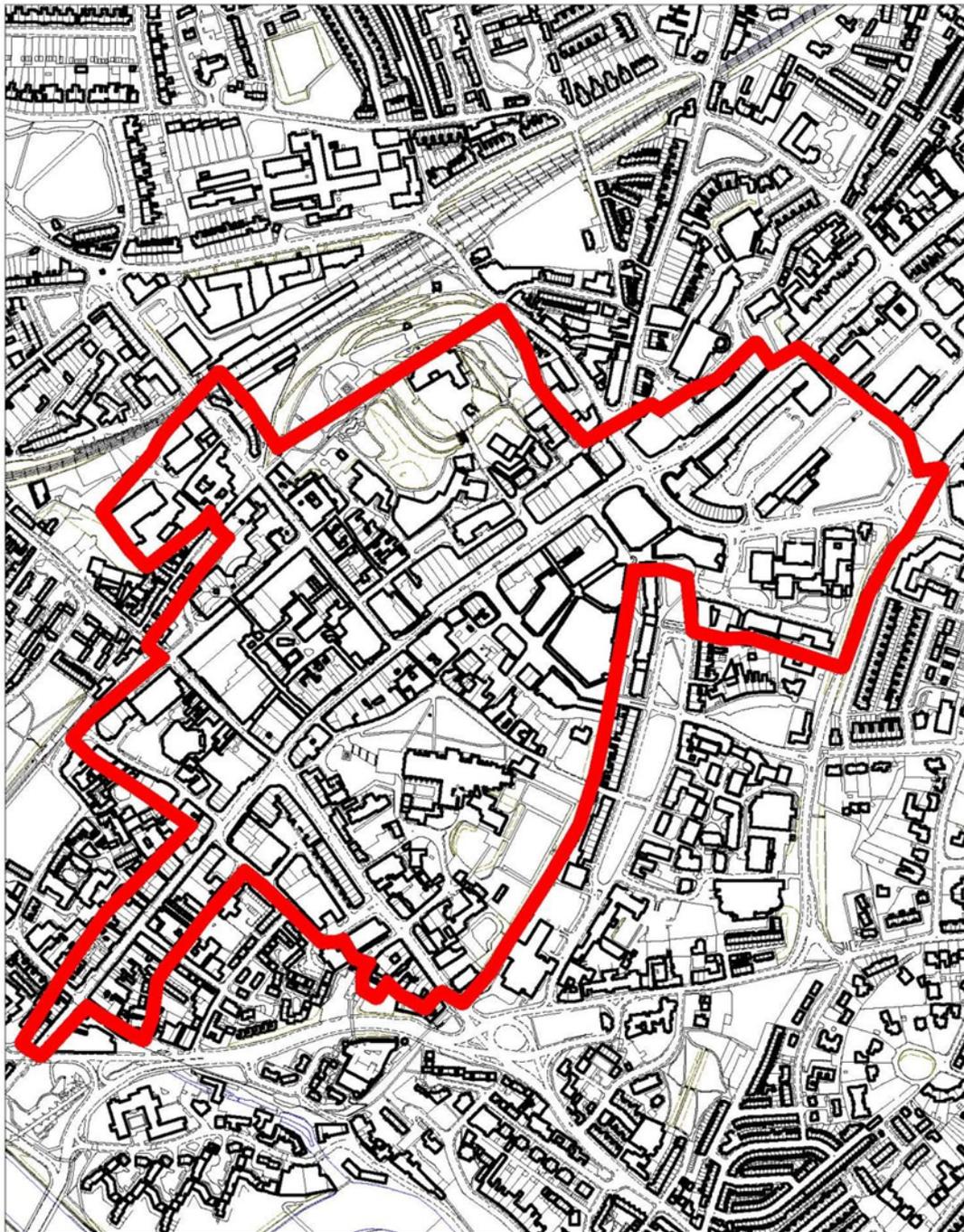
Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires Sharon Sissons, Democratic Services (Committees), Room 2.3,
01392 265275

APPENDIX 1



↑ Exeter Bid Area 2014

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Exeter City Council, Civic Centre, Paris Street, Exeter, EX1 1NN

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APPENDIX 2



inexeter

your Business Improvement District

start
here

Proposed Income and Expenditure 2018-2019 Report of Activities 2017-2018

In 2017 – 2018, the third year of the Business Improvement District term, Exeter BID / InExeter have cemented the core services which benefit our city centre businesses, implemented new programmes to support business and promoted Exeter as a vibrant place to do business, shop, live and visit.

Your business improvement district, is managed by a Board of Directors representing each quarter of the city centre area, meaning that local businesses control the BID and have a direct say in how the levy collected is spent for the benefit of business. Businesses with a rateable value (RV) of £7,500 or more in the 2010 Rateable Valuation list contribute 1% of RV towards the BID. The fund collected is ringfenced and invested back into business and Exeter.

In 2018-2019 the BID shall continue to roll out events, improvements and schemes to ensure your business and the city flourishes, making sure businesses have a direct say in what those projects are. Together, we shall ensure Exeter thrives.

This information leaflet will review last year's activities and achievements and outline how your levy shall be invested in the next year. We shall remain proactive in our outlook and committed to supporting business.

In March 2018 we changed our company name from Exeter BID to InExeter, amalgamating all our projects, events and programmes under one name.

For full information about InExeter, your business improvement district go to www.inexeter.com

Directors of Exeter BID Ltd as at March 2018 are:

Cllr Stuart Barker
Devon County Council

Cllr Stephen Brimble
Exeter City Council

Patrick Cunningham
Exeter Pheonix

Ray Frame
Wilko

Dave Goodchild
Exeter Cavern

Andrew McNeilly
Guildhall Shopping & Dining

Daisy Otton
Morgan and Pope

Wayne Pearce, Chair
Princesshay

Michelle Pugh
Trinity Mirror

Mattie Richardson
Bunyip Craft

Philippa Rutherford
Mantis

Helen Scholes
Stagecoach

Anthony Thomas
Dancsi Dance Studio

Review 2017 – 2018

Following the Business Plan 2015-2020 we work under four themes, Spread the Word, Exciting Exeter, Welcome and Safe and Looking after Business.

Exciting Exeter

Events and activities are a great way to showcase the city and to attract new and old customers to come to the city, stay longer and spend more. In 2017-2018 we:

- Installed bespoke Christmas lights across the city in over 18 separate locations which included 225 illuminated decorations with over 2,150m of low-energy LED lights;
- Hired 8 acts who provided 90-minutes of live entertainment every Thursday late night and Sunday afternoon from switch-on night through to 21 December, bringing festivity to the city centre;
- Organised and hosted in partnership with Radio Exe the city Christmas light switch-on event which included 3 hours of live music entertainment showcasing music acts from the Exeter area, including students from Exeter College's Performing Arts course, resulting in a 44.9% increase in footfall for the week of the switch-on compared to the previous week and a reach of 193,424 people with 7,997 responses on Facebook;
- Ran a 12 streets of Christmas historical and promotional campaign with Radio Exe in the run up to Christmas;
- Launched a 'Star in Exeter', competition to find a local music act to perform live at the event;
- Published and distributed 75,000 copies of a printed Christmas in Exeter leaflet promoting retail, events and information on everything visitors could find in Exeter during the festive period;
- Supported local Exeter community groups and events such as; Art Week Exeter, Lost Weekend, Exeter Santa Run, Gandy Street summer fete and countdown to Christmas;
- Launched a Summer of Independents campaign on 4th July to showcase the wide variety of independent businesses trading within the Exeter BID area, via Radio Exe, Exeter Living, distributing over 10,000 voting cards to eligible businesses and opening an online voting option, with 1658 votes received for a total of 117 businesses;
- Ran campaigns such as 10 reasons we love Exeter, Explore Exeter, Explore Gandy Street.
- Hosted a 'Style in Exeter' event and campaign featuring 34 retailers which recorded a 7% year on year increase in footfall;
- Supported the 4 Fore Street Flea events arranging road closures and supporting marketing;
- Sponsored 5 chalets at the Cathedral Christmas Market for independent traders;
- Dressed the city with bunting, Chinese lanterns and umbrellas to add colour to our high streets;
- Wrapped empty shop front with colourful vinyl's;
- Offered businesses free photography sessions to help promote and market the city.

Spread the word

Marketing and promoting the city and business.

In 2017-2018 we:

- Delivered a marketing and PR campaign for the city through One Voice Media;
- Updated and refreshed the www.inwexeter.com website;
- Grew social media channel followers for @tweetinExeter / inxeter;

	Facebook /inExeter	Instagram @in_Exeter	InExeter Twitter @tweetinExeter
2016/17	4636	1759	2821
2017/18	5580	2420	3779
% change YOY	+20.4%	+37.6%	+34%

- Distributed 15,000 copies of the 2nd edition of the inxeter map with 10,000 copies distributed to tourism and leisure sites across Devon and 5,000 distributed in the city;
- Generated print and digital PR coverage with a value of more than £100,000, with radio and TV coverage in addition.

Looking after business

Core business services including representation, consultation responses, support, information and saving businesses money.

In 2017 – 2018 we:

- Recorded, through our Welcome Team ambassadors, 133 Environmental reports, 25 Anti-Social reports, welcomed 26,811 visitors and made 3,532 visits to BID member businesses;
- Installed 5 footfall cameras to record city centre figures throughout the year;
- Offered contract renegotiation through a joint procurement arrangement with Meercat Associates across 9 areas including, Energy, Telecoms, Pest Control, Health & Safety, Stationery, Merchant Fees, Water and Utilities saving 37 businesses £51,157;
- Ran 3 free courses in First Aid, Customer Service and Level 2 Food Safety attended by 25 people across 9 businesses.

Welcome and safe

Projects such as wayfinding, signposting, travel discounts, cleaning, waste removal and reporting are key to the environment. In 2017-2018 we:

- Carried out 2,915 street cleaning visits and 3,179 cleaning tasks were completed of which 44 were graffiti removal;
- Extended our additional street cleaning service from 5 to 7 days a week;
- Supported ExeAccess towards the provision of mobility equipment to enable access to the city.

Plans 2018 – 2019

In addition to our existing services and projects the BID will be focusing its attention on promoting Exeter and identifying future business priorities as the BID enters its fourth year.

Exciting Exeter

Events and activities are a great way to showcase the city and to attract new and old customers to come to the city, stay longer and spend more. In 2018-2019 we will:

- Extend, improve and upgrade the city Christmas light illuminations;
- Hold a first class, free Christmas Lights switch on event offering opportunities for local schools and groups to showcase talent;
- Support a variety of community and cultural groups through an open application process and in 2018 sponsor, Exeter Street Arts Festival. RAMM's Carnival of the Animals, Big Screen in the Park and ExeAccess.
- Support the University of Exeter Chinese New Year celebrations and dress the city with red Chinese lanterns;
- Explore options for markets and fairs across the city centre.

Looking after business

Providing value for money is our key focus. Commitment and dedication from our members feeds into the projects we develop ensuring they are relevant to the needs of our local businesses. Our goal is to offer our members opportunities in which to collaborate and improve efficiencies of scale and consolidate buying power. In 2018-2019 we aim to:

- Offer free collections of waste electrical and electronic equipment through our partnership with BINNIT reducing the amount of materials ending up in general waste and saving businesses money;
- Continue to offer our additional cleansing and cleaning service with our cleansing team who work hard to keep our city graffiti free and clean;
- Extend our free training courses to benefit our businesses;

Spread the word

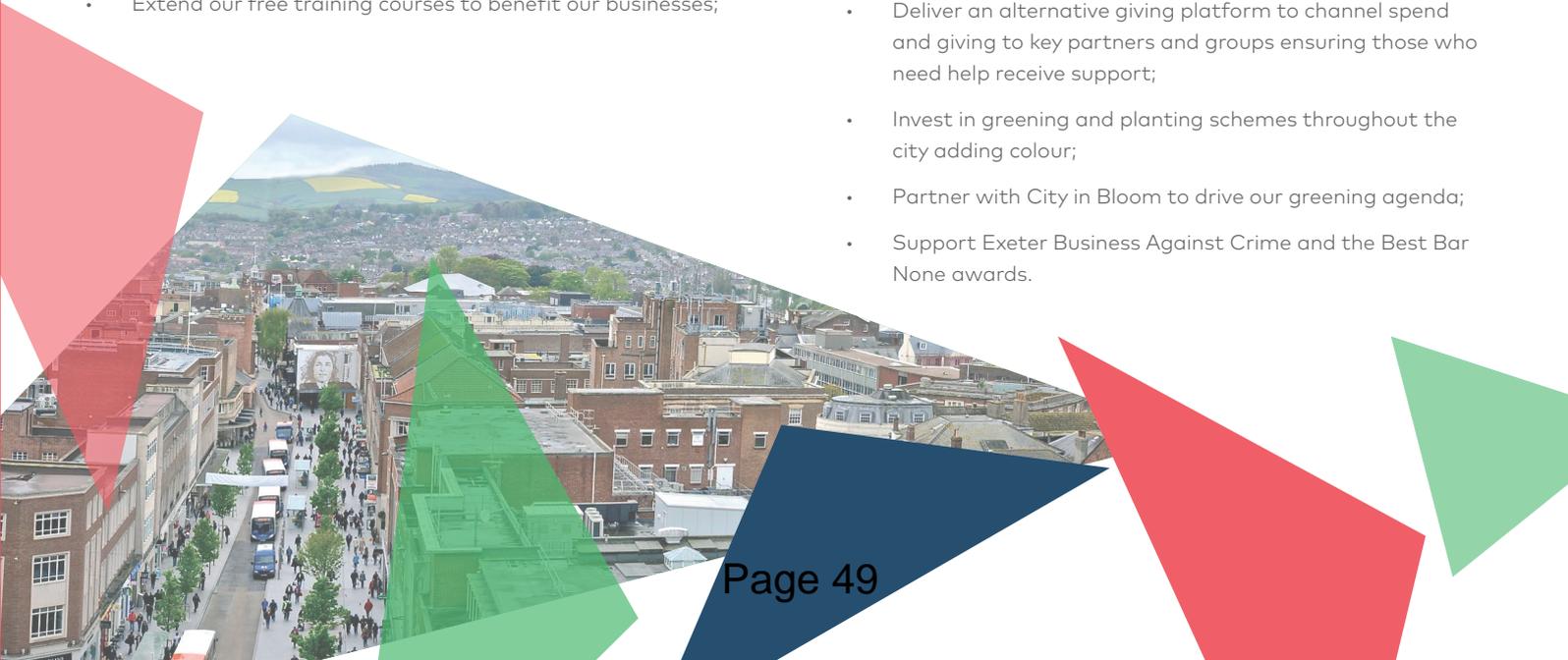
Our city offers a diverse mix of independent business, creative and cultural centres, branded names, restaurants, cafes and pubs and we'll celebrate all our city centre businesses across all channels. In 2018-2019 we aim to:

- Launch an Independents Advisory Group with a £30,000 fund to spend on projects and schemes to celebrate our city independents; here collaboration and partnership will ensure our city independents thrive;
- Run 4 targeted campaigns along the themes of: Food & Drink, Summer of Independents, Style in Exeter and Celebrate Christmas, offering businesses opportunities. These will put a spotlight on the city and drive footfall;
- Support the Exeter Festival of Food and Drink, sponsoring the bags that will include a guide to eating and drinking in Exeter. Offer free stands to our food retailers to showcase their businesses;
- Run a weekly #FinditinExeter social media campaign which will highlight one business across all our social media platforms;
- Promote our website www.inexeter.com as the go to place for all information about what is happening in Exeter;
- Manage social media profiles @tweetinExeter and /inexeter offering up to date information on all things Exeter.

Welcome and safe

Projects such as wayfinding, signposting, travel discounts, cleaning, waste removal and reporting are key to the environment. In 2018-2019 we will:

- Update our Welcome Team ambassador uniforms;
- Work in collaboration with Exeter Community Safety Partnership to ensure our city centre is a safe environment;
- Deliver an alternative giving platform to channel spend and giving to key partners and groups ensuring those who need help receive support;
- Invest in greening and planting schemes throughout the city adding colour;
- Partner with City in Bloom to drive our greening agenda;
- Support Exeter Business Against Crime and the Best Bar None awards.



Financial Table

Forecast Income & Expenditure*

Anticipated Income & Expenditure

2017 - 2018

2018 - 2019

Income	2017 - 2018	2018 - 2019
BID Levy**	456,000	460,750
Associate membership	225	1,000
Sponsorship & grants	7,000	20,000
	463,225	481,750
Expenditure		
Marketing and PR campaigns	£70,000	£70,000
Inexeter.com website	£2,500	£1,000
Social media and business photography	£2,000	£1,500
Marketing materials	£11,400	£1,500
InExeter promotional items	£3,150	£900
	£89,050	£74,900
Summer & Style InExeter events	£4,300	£30,000
Festive lights	£53,000	£63,000
Supported city wide Christmas events	£7,900	£0
Christmas Lights switch on event	£23,000	£25,000
Christmas Market	£12,900	£15,000
Exeter Festival of Food & Drink	£2,165	£4,000
Area identity schemes	£4,850	£4,500
Exeter trails	£100	£3,000
Supported Events (community applications)	£20,000	£12,000
Exeter In Bloom Support	£2,500	£1,000
Exeter Cultural Partnership Support	£7,000	£7,000
City Dressing	£20,000	£20,000
Independents Advisory Group	£0	£30,000
Area spend	£0	£12,000
	£157,715	£226,500
Welcome team ambassadors	£95,000	£98,000
Cleansing and cleaning team	£52,000	£52,000
Waste Electrical & Electronic Equipment collection	£0	£8,000
Exeter Business Against Crime & Purple Flag & Best Bar None	£4,000	£5,000
Improvements and Greening	£8,000	£15,000
	£159,000	£178,000
Communications, newsletters & networking	£1,900	£3,350
Meercat joint procurement scheme	£15,000	£15,000
Training and Development for business	£3,000	£10,000
Springboard footfall cameras	£12,720	£12,720
Place Dashboard membership	£6,000	£0
	£38,620	£41,070
Management team	£87,500	£87,500
Legal fees	£1,600	£1,600
Finance fees	£5,700	£5,700
General office	£6,000	£6,000
Insurance	£1,000	£1,000
Memberships & Subscriptions	£1,200	£1,200
Training & Development	£1,000	£2,000
	£104,000	£105,000
*Correct at 27 February 2018, forecast to 31 March 2018		
**Figure shown is actual amount collected as at 7 February 2018 from a billed £481,703		
	£548,385	£625,470
Surplus (Deficit)	(£85,160)	(£143,720)
Brought forward	£229,567	£144,407
Carried forward	£144,407	

For more information about InExeter business improvement district please contact the team on:

T: 01392 424975
E: info@inexeter.com
W: www.inexeter.com

Write to us:
St Stephens House
9 Catherine Street
Exeter, EX1 1EU

Page 50




EXETER BID
INVESTING IN OUR FUTURE

 business improvement district

Registered in England,
company number 7376128

INEXETER, YOUR BUSINESS IMPROVEMENT DISTRICT

Proposed Income and Expenditure 2018-2019
Report of Activities 2017-2018

In 2018 – 2019, the fourth year of the Business Improvement District term, InExeter has continued to deliver against the business plan 2015-2020, but in addition to these core services, rolled out new programmes and projects to support and benefit your business. 2018-2019 was a tremendously exciting year with a series of standout wins, including a sellout Slow Fashion event in Exeter Cathedral, the launch of a new independent gift card, a new food and drink publication, a new concept Christmas light illumination event which brought over 24,000 people to the city, new artwork installations and greater engagement with partners, stakeholders and businesses.



Your business improvement district, InExeter, is managed by a Board of Directors representing each quarter of the city centre area, meaning that local businesses control the BID and have a direct say in how the levy collected is spent for the benefit of business. Businesses with a rateable value (RV) of £7,500 or more in the 2010 Valuation list contribute 1% of RV towards the BID. The fund collected is ringfenced and invested back into business and Exeter. In January 2019 InExeter welcomed a new Chair of the company. Patrick Cunningham, Director, Exeter Phoenix now heads the Board with Andrew McNeilly, Centre Director, Guildhall Shopping and Dining in the Vice Chair position.

In 2019-2020, the last year of the current term, the BID shall continue to roll out events, improvements and schemes to ensure your business and the city flourishes, making sure businesses have a direct say in what those projects are. Together, we shall ensure Exeter thrives.

This information leaflet will review the last year's activities and achievements and outline how your levy shall be invested in the next year. As ever, we remain proactive in our outlook and committed to supporting business.

For full information about the work of InExeter go to www.inexeter.com

Our Board of Directors as at March 2019

Chair - Patrick Cunningham, Exeter Phoenix

Vice Chair - Andrew McNeilly, Guildhall Shopping and Dining

Martin Gibbon, Stagecoach

Cllr Rufus Gilbert Devon County Council

David Goodchild, Exeter Cavern

Cllr David Harvey, Exeter City Council

Ray Frame, Wilko

Daisy Otton, Wollen Michelmore

Philip Parkinson, Café Espresso

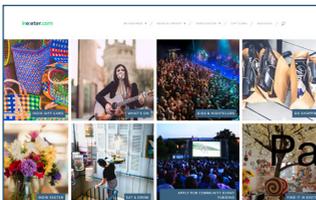
Wayne Pearce, Princesshay

Michelle Pugh, Reach Plc

Mattie Richardson, Bunyip Craft

Philippa Rutherford, Mantis

Anthony Thomas, Hunters



Spread the word

Marketing and promoting the city and business.

In 2018-2019 we:

- ▶ Delivered a comprehensive marketing and PR campaign for the city through One Voice Media focused on the 4 key themes of, food & drink, summer of independents, style in Exeter and Christmas;
- ▶ Launched a new series of social media campaigns including #finditinexeter and #letthemchoose. #FinditinExeter has seen over 45 independent businesses featured;
- ▶ Updated and refreshed the www.inexeter.com website;
- ▶ Launched an Independents Advisory Group with a £30,000 fund to spend on projects and scheme to celebrate our city independents.
 - ▶ New Independent Gift Card launched 1 November 2018 with card sales to March 2019 of £4,615 and redeemed sales across 37 stores of £1,656;
 - ▶ A new Facebook closed group to connect independents;
 - ▶ Video trails of each independent area in Exeter promoting stores and local streets;
- ▶ Grew social media channel followers for @tweet_inexeter /inexeter.

	Facebook	Instagram	InExeter Twitter
2016/17	4,636	1,759	2,821
2017/18	5,580	2,420	3,779
2018/2019	6,790	4,350	4,522

Exciting Exeter

Events and activities are a great way to showcase the city and to attract new and old customers to come to the city, stay longer and spend more. In 2018-2019 we:

- ▶ Installed more bespoke Christmas lights across the city in over 24 separate locations with new lights added in Castle Street, Fore Street, North Street and Cathedral Yard;
- ▶ Hosted a new concept Christmas light switch on event, closing the High Street to buses for an all-day celebration focused on families, which attracted over 24,000 for the main illumination;
- ▶ Launched a 'Star in Exeter' and 'Star under 16' competition to find a local music act to perform live at the event and switch on the lights;
- ▶ Worked with partners across the city to publish a new 'Guide to Christmas in Exeter';
- ▶ Supported local Exeter community groups and events such as; Exeter Santa Run, RAMM 150th celebration Parade of Animals, Exe Access, University of Exeter Chinese New Year festival and Big Screen in the Park;
- ▶ Commissioned artwork by local artist Aylwyn Bowen and installed his graphics of heritage buildings in Exeter on Queen Street bridge and on Castle Street;

- ▶ Worked with the Exeter Festival of Food & Drink to facilitate 6 of our independent traders to have a stand at the event in Northernhay Gardens;
- ▶ Sponsored 6 chalets at the Cathedral Christmas Markets for traders enabling 12 independents to attend;
- ▶ Published a new 'Guide to Food & Drink' in Exeter printing and distributing over 10,000;



- ▶ Installed lanterns to celebrate Chinese New Year in February 2018 and 120 coloured umbrellas in April to add vibrancy to the city. Social media competitions were launched to celebrate the campaign.

Welcome and safe

Projects such as wayfinding, signposting, travel discounts, cleaning, waste removal and reporting are key to the environment. In 2018-2019 we:

- ▶ Carried out 7,873 street cleaning visits and 9,486 cleaning tasks were completed of which 35 were graffiti removal;
- ▶ Distributed information about the cleansing service to our business members ensuring the scheme is fully utilised;
- ▶ Attended working group meetings with Exeter Cathedral to discuss issues of concern around anti-social behaviour, litter, waste and use of the green space;
- ▶ Invested in the Best Bar None scheme to fund licensed premises accreditations.

Looking after business

Core business services including representation, consultation responses, support, information and saving businesses money. In 2018 – 2019 we:

- ▶ Recorded, through our three Welcome Team ambassadors, 262 Environmental reports, welcomed 33,834 visitors and made 4,144 visits to InExeter member businesses;
- ▶ Tracked city footfall from 5 cameras and distributed the figures via monthly dashboards;
- ▶ Offered contract renegotiation through a joint procurement arrangement with Meercat Associates across 9 areas including, Energy, Telecoms, Pest Control, Health & Safety, Stationery, Merchant Fees, Water and utilities saving 15 businesses over £43,000;
- ▶ Launched free collections of food waste and waste electrical and electronic equipment through our partnership with BINIT reducing the amount of materials ending up in general waste and saving businesses money;
- ▶ Delivered 16 courses in topics ranging from First Aid at Work, Adult Mental Health Awareness, Customer Service, Level 2 Food Hygiene, Social Media, Intermediate Excel and GDPR with 46 individual businesses enrolling 111 members of staff.

Spread the word

Our city offers a diverse mix of independent business, creative and cultural centres, branded names, restaurants, cafes and pubs and we'll celebrate all our city centre business across all channels. In 2019-2020 we aim to:

- ▶ Continue the Independents Advisory Group with a £20,000 fund to spend on projects and scheme to celebrate our city independents; here collaboration and partnership will ensure our city independents thrive;
- ▶ Promote the Independent Gift Card and start selling cards in businesses;
- ▶ Run 4 targeted campaigns along the themes of: Food & Drink, Summer of Independents, Style in Exeter and Celebrate Christmas, offering businesses opportunities. These will put a spotlight on the city and drive footfall;
- ▶ Extend our celebrations of food and drink with the launch of an EatExeter week;
- ▶ Continue to run a weekly #FinditInExeter social media campaign which will highlight one business across all our social media platforms;
- ▶ Manage social media profiles, Instagram in_exeter, Facebook /inexeter and Twitter @tweetinexeter;
- ▶ Manage social media profiles @tweet_inexeter and /inexeter offering up to date information on all things Exeter.

Exciting Exeter

Our high streets need to offer more, and we aim to programme in year-round events, arts, culture and experiences to attract footfall and encourage people to spend in Exeter. In 2019-2020 we aim to:

- ▶ Dress the city with Christmas light illuminations to celebrate the season;
- ▶ Look for new ways to celebrate the start of the festive season to ensure all areas of Exeter benefit and see uplift;
- ▶ Support a variety of community and cultural groups through an open application process and launch of an £8,000 fund;
- ▶ Explore options for markets and fairs across the city centre;
- ▶ Roll out the second year of our city dressing programme to add colour and vibrancy to the city.

Welcome and safe

Our aim is to ensure Exeter is the primary destination for the South West. Accessible, healthy, multi-use city centres are attracting investment and attention. It is our aim to ensure our city is cleaner and more sustainable than ever before. In 2019-2020 we aim to:

- ▶ Work in closer collaboration with Exeter Community Safety Partnership, Best Bar None group and EVANTE partners to ensure our city centre evening economy flourishes;
- ▶ Support the delivery of an alternative giving platform to channel spend and giving ensuring those who need help receive support;
- ▶ Invest in greening and planting schemes throughout the city adding colour in addition to our hanging baskets;
- ▶ Partner with City in Bloom to drive our greening agenda.

Looking after business

Providing value for money and business support are key aims. We offer our members opportunities in which to collaborate and improve efficiencies of scale and consolidate buying power. In 2019-2020 we aim to:

- ▶ Continue to offer our additional cleansing and cleaning service with our cleansing team who work hard to keep our city graffiti free and clean;
- ▶ Deliver more accredited training courses for all our member businesses;
- ▶ Further extend our free food waste collections and continue the free collection of waste electrical and electronic equipment;
- ▶ Help facilitate free plastic audits for businesses, publishing and circulating on local suppliers offering substitute products.

HAVE
YOUR
SAY

YOUR PRIORITIES
FOR BUSINESS
in:exeter

2020-2025

In 2019, InExeter will be engaging with businesses, community groups, stakeholders and partners to discuss priorities for the next BID term 2020-2025. A draft proposal will be published for comment mid-May, with a final Business Plan ready mid-year. The ballot will take place in October 2019.



FINANCIAL TABLE

Forecast income
& expenditure *
2018-2019

Anticipated income
& expenditure
2019-2020

INCOME

BID Levy	£475,036	£480,000
Event Sponsorship	£12,708	£25,000
Other	£15,396	£6,500
Ballot	£0	£35,000

INCOME TOTAL	£503,140	£546,500
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EXPENDITURE

Marketing & PR	£70,000	£55,000
www.inexeter.com website	£1,500	£2,500
Social media and photography	£1,926	£1,500

£73,426	£59,000
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Events & activities	£128,800	£40,000
Christmas lights	£73,000	£60,000
Area identity & maps	£8,500	£4,000
Community Grant	£16,000	£8,000
Exeter In Bloom support	£500	£500
Exeter Cultural Partnership support	£7,000	£0
Independent retailers at Exeter Cathedral Christmas market	£13,890	£8,000
City Dressing	£46,000	£12,000
Independents Group	£29,000	£20,000
Area spend - each area (2k per area)	£3,986	£8,000

£326,676	£160,500
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Welcome team & business engagement	£91,000	£45,000
Additional hot wash and vehicle	£54,000	£54,000
Waste Electrical & Electronic equipment & food waste collections	£1,500	£3,000
Purple flag	£0	£0
Exeter Business Against Crime	£2,300	£1,500
Best Bar None	£1,400	£1,500
Improvements and Greening	£28,500	£15,000

£178,700	£120,000
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Better communication	£7,800	£0
Meercat procurement services	£7,500	£2,500
Training and development courses	£6,100	£4,000
Footfall count cameras	£12,720	£12,720

£34,120	£19,220
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Management team	£85,000	£85,000
Levy collection	£1,800	£1,800
Accountant fees	£6,000	£5,000
Auditor fees	£2,650	£2,500
General office	£6,191	£3,000
Ballot costs	£3,689	£21,000
Insurance	£1,000	£1,000
Memberships & Subscriptions	£3,570	£2,682
Office Rent	£8,700	£2,000
Staff Training & Development	£688	£0

£119,288	£127,982
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EXPENDITURE TOTAL

£732,211	£482,702
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Total surplus (deficit)	-£229,071	£63,798
Profit / loss reserve carried forward	£166,595	-£62,476
Carried forward	-£62,476	£1,322

*Correct as at 06 March 2019

** Figure shown is actual amount collected as at 06 March 2019

For more information about InExeter business improvement district please contact the team on
T: 01392 424 975 or E: info@inexeter.com

Page 54

InExeter, St. Stephens House, 9 Catherine Street, Exeter EX1 1EY
Registered in England, company number 7376128

REPORT TO PLACE SCRUTINY COMMITTEE

Date of Meeting: 12 September 2019

Report of: Skills Officer

Title: Building Greater Exeter Progress Report

Is this a Key Decision?

No

Is this an Executive or Council Function?

1. What is the report about?

1.1 The report will provide an update on the Building Greater Exeter initiative, detailing progress since launch, achievements and plans for the next stages of development.

2. Recommendations:

2.1 That the committee note the contents of the report, and provide any relevant feedback.

3. Reasons for the recommendation:

3.1 This report is for information only, providing a progress update.

4. What are the equality and diversity impacts of this decision

4.1 This report is for information only to update the committee on the progress of the Building Greater Exeter initiative, and no decision is required.

4.2 The committee is invited to note that through the delivery of the Building Greater Exeter initiative, consideration is being given to equality and diversity, and the nature of the work, and funding that has been secured (see below), are supporting a variety of groups in to employment.

5. What are the resource implications including non financial resources:

5.1 As indicated in the June 2018 report, the project would require a Project Officer to manage and deliver the activity. We were able to successfully appoint a Project Manager to this role in March 2019 following changes to the Growth and Enterprise team.

6. Section 151 Officer comments:

There are no additional financial implications for the Council to consider.

7. What are the legal aspects?

None identified

8. Monitoring Officer Comments:

The Monitoring Officer has no issues to raise with regards the content of this report.

9. Report details:

9.1 Background

9.1.1 In June 2018, Place Scrutiny Committee approved the development of the Building Greater Exeter initiative, in line with the proposal set out. The basis of the requirement for the initiative was, and still is, centred around the skills and labour shortages in the construction sector, locally, regionally and nationally. Working with public and private sector partners, the need for intervention to support the sector was recognised.

9.1.2 The programme has 3 key goals;

1. Inspire the future construction workforce through an effective engagement programme with schools and young people,
2. Support employers by facilitating recruitment to existing vacancies through up skilling and reskilling,
3. Support the adoption of the National Skills Academy for Construction model through the Client Based Approach (working with Planning and Procurement departments).

9.1.3 At the early stages of development key relationships were formed with; Exeter College, University of Exeter, and the Construction Industry Training Board (CITB) to provide suitable connections and support the initial strategic direction of the initiative.

9.1.4 Through the development of the partnership, and demand for the activity, sufficient funding has been secured to enable the initiative to run until at least 31 March 2021.

9.2 Geographical Coverage

9.2.1 During the set up and development phase, support and financial contributions were secured from both East Devon and Teignbridge District Councils. Therefore, the geography being covered by the programme now spans the 3 local authority areas.

9.2.2 Regular discussions continue with regard to Mid Devon District Council to support and contribute financially to the initiative, to enable Building Greater Exeter to cover Greater Exeter as a whole.

9.3 Partner and Stakeholder Engagement

9.3.1 As of August 2019, Building Greater Exeter has 28 partners supporting the initiative, as follows;

Private Sector		
AECOM	Apex Scaffolding (Exeter) Ltd*	Bam*
Chartered Institute of Building	Devon Construction Training	Galliford Try Partnerships*
Interserve	Kier*	LiveWest
McLaughlin and Harvey	Midas & mi-space*	Morgan Sindall
RGB Recruitment	Service Design Solution	TClarke
UPP	Vinci	Willmott Dixon*
YTKO Group		
Training Providers / Education		
Bicton College	Exeter College*	Focus Training Group*
Learn Devon	South Devon College	University of Exeter*
Public Sector		

East Devon District Council*	Exeter City Council*	Teignbridge District Council*
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- 9.3.2 All of those listed above are providing a financial contribution to support the delivery of activity to meet the objectives identified above. The annual budget of Building Greater Exeter is approximately £80,000, which can fluctuate each year depending on contributions from partners.
- 9.3.3 As per the original proposal, a steering group has been formed to ensure that the initiative maintains its original purpose, and to support the achievement of the objectives. This group meets every 2 months, with task and finish groups formed when a need is identified. Members of the steering group are drawn from the project partners, and are indicated above by an *, with the addition of a secondary school representative to provide the view from that stage of education. The group is chaired by a private sector representative on a 2 year basis, with a maximum of 2 electable terms. The role is currently fulfilled by Apex Scaffolding.
- 9.3.4 The governance of the initiative was updated early 219, this was due to the rapid growth of the initiative and the support we received from partners.
- 9.3.5 A wider networking group has been formed to support the communication of the achievements of the initiative, with a range of invitees from across the construction sector, and to provide updates from other relevant projects and programmes that can support the sector – such as funded training provision. This networking forum is convened twice a year.
- 9.3.6 Through the delivery of the programme, and associated activity, a number of additional partnerships and joint working arrangements have begun to emerge. These include the following;
- Construction Industry Training Board (CITB) – regular meetings with local and regional advisors and managers to maintain knowledge and understanding of the developments that have an impact on the delivery of Building Greater Exeter and its partners.
 - Building Plymouth – We have worked with Building Plymouth since the proposal to deliver the project in the Exeter region gained momentum. Additionally, we have now worked in partnership to deliver the construction zone at the Big Bang Fair in June 2019, and worked collaboratively on a bid the CITB’s Digital Fund in July 2019.
 - Heart of the South West LEP Construction Skills Group – We play an active role in this group, supporting the identification of the requirements for the sector.

9.4 Activity Update

- 9.4.1 Since the launch of Building Greater Exeter in September 2018, working with partners, we have been able to deliver the activity highlighted below under the 3 key objectives.
- 9.4.2 Inspire the future construction workforce through an effective engagement programme with schools and young people;
- a. Working with a sub group an ‘offer’ to schools has been produced, setting out the range of activities that Building Greater Exeter can co-ordinate to support young people, careers leaders and teachers to understand the opportunities available within the construction sector. This includes; talks – assemblies or class groups, attendance at careers fairs, support for lesson planning etc.
 - b. Attendance at events, including;
 - i. Schools Careers Fairs / STEM Events – St. Peter’s Exeter, Honiton, Exeter College
 - ii. National Apprenticeship Show, West Point – January 2019 – a 2 day event showcasing apprenticeships within the construction sector to young people and parents.

- iii. Exeter Apprenticeship Event, Exeter College – March 2019 – an afternoon / evening event during National Apprenticeship Week. Working with partners to deliver a construction zone with a range of activities.
- iv. Big Bang STEM Fair, West Point – June 2019 – a full day event, working in partnership with Building Plymouth and a range of private sector organisations to deliver the ‘Construction Zone’ and inspire young people about the sector.
- c. Supported Devon County Council’s ‘Step Forward’ programme for care leavers with sourcing work experience opportunities.
- d. Developed joint working with the Heart of the South West Careers Hub to ensure that the construction sector is well represented when careers strategies and activities are being developed by schools. This will include a construction focussed event for Careers Leaders, and providing an activity at a regional workshop in November.

9.4.3 Support employers by facilitating recruitment to existing vacancies through up skilling and reskilling:

- a. Co-ordinated a ‘construction zone’ at the Exeter City Council Jobs Fair in March.
- b. Supported a successful bid for funding that will encourage people from defined groups in to the industry. This will also support the ‘Job Shop’ concept as outlined in the original proposal.
- c. Made connections with and for the employer team at Job Centre Plus.
- d. Made connections with a variety of groups to support service leavers; The Royal Marines Charity, The Career Transition Partnership (CTP), Commando Training Centre Royal Marines, The Navy and Buildforce.

9.4.4 Support the adoption of the National Skills Academy for Construction model through the Client Based Approach:

- a. Discussions with CITB about the revised approach and application process.
- b. Presented to Exeter City Council Planning team in July to set out the opportunities and discuss the process for adopting the approach in Exeter.
- c. Support to be provided to East Devon with monitoring the Employment and Skills Plan with ISG at the Amazon depot build.

9.4.5 Project Management

- a. A significant proportion of time is being spent engaging with and generating the right networks to support the initiative and enable the activity to be developed. This is ensuring that the profile of Building Greater Exeter continues to be raised, and kept at the forefront of the construction sector within Exeter.
- b. Engagement and communication is key to the success of this programme, and delivering the networking and collaboration events, as well as communicating the activities, successes and raising the profile of our partners has been activity we have needed to invest time and resource in to during the first 12 months.

9.5 **Funding Opportunities**

9.5.1 Pathways to Employment Fund (CITB) – working with YTKO, one of our project partners, we have secured funding through the CITB’s ‘Pathways to Employment’ fund, and will be a key partner in delivering the ‘Building Growth SW’ project over the next 3 years. The total project value is £900,000, of which 70% is match funded. The Building Greater Exeter element of this is c. £80k, with some of our project partners also receiving funding and contributing match – in time and funding. This programme will support the delivery of objective 2, and will be focussed on encouraging people from the following 5 groups in to employment in the sector;

- Long term unemployed,
- Service leavers,
- Women,

- NEET young people,
- Those leaving a full time further education course in construction.

There will be a programme of communication and events to raise the profile of the sector, and to showcase the opportunities that are available. In addition, there will be pre-employment training – soft and site skills, and access to mentoring to support the transition in to employment in the industry.

Match funding is required, and through Building Greater Exeter, the intention is that the purchase of a 'mobile unit' to be used as a 'job shop' and engagement space will provide the match funding element.

- 9.5.2 Digital Leadership (CITB) – working in partnership with Building Plymouth and a range of private sector organisations, we collaborated with a specialist digital consultancy – Cosmic – to submit a bid to the CITB's Digital Leadership fund. Unfortunately, this was not successful, but the intention is to bring together a group that can drive this agenda forward across the region.
- 9.5.3 Onsite Training Hubs (CITB) – this is a live funding opportunity from CITB to provide onsite training activity to support people in to employment, linked to live project sites. We are currently working with Building Plymouth and the HotSW LEP to establish the viability of a bid to this fund for the Building Greater Exeter and wider region.
- 9.5.4 Skills Support for the Workforce – through the European Social Fund, there is the opportunity for businesses to access support for funded training, with the construction sector identified as a priority for this. The opportunity is being promoted to businesses across our network.

9.6 Future Plans

- 9.6.1 There is a huge amount of potential to develop the Building Greater Exeter initiative over the coming years. In conjunction with the steering group the priority projects – in line with the objectives will be determined and action plans agreed to deliver.
- 9.6.2 There is the need to further develop the metrics to monitor the outputs and impact of the project, in particular for objective 2 – supporting people in to employment – and a large element of this will come through the Building Growth SW project.
- 9.6.3 The future activity planned under the objectives for the project is as follows;
- 9.6.4 Inspire the future construction workforce through an effective engagement programme with schools and young people;
- Build a calendar of school activity to be supported by partners. Schools have been asked to respond to the 'offer', which will enable us to diarise and plan for a variety of events and support across the full academic year.
 - Attend key regional and local events, such as; National Apprenticeship Show SW (January 2020), Big Bang SW (June 2020), apprenticeship expos
 - Support Careers Leaders to gain a better understanding of the opportunities available in construction, and to incorporate suitable activities in to their careers strategies.
- 9.6.5 Support employers by facilitating recruitment to existing vacancies through up skilling and reskilling;
- Delivery of the Building Growth SW project (Pathways in to Construction), which will include the mobile 'job shop', and promotion of opportunities.
 - Develop a mechanism to link contractors, the supply chain and others offering opportunities with individuals, groups and organisations that are looking for; employment, work experience and apprenticeships.

- Develop relationships with key organisations and groups that support people in to employment, or facilitate transitions (such as those supporting service leavers).
- Support for people to access and the industry to provide Apprenticeships.

9.6.6 Support the adoption of the National Skills Academy for Construction model through the Client Based Approach;

- Develop the process and ways of working to build the relationship with the Exeter City Council Planning team, with the intention of achieving an Employment and Skills Plan on all major developments.
- Use this as a basis to develop the approach in East Devon and Teignbridge, working with Economic Development and Planning colleagues in both of those local authorities.
- Monitor the delivery of ESPs on those developments that already have them in place; St. Sidwell's Point, Amazon Depot.
- Apply to the CITB for National Skills Academy for Construction status to demonstrate the commitment to this approach across the Building Greater Exeter project.

9.6.7 Project Management

- Fully develop appropriate metrics to monitor and measure the impact of the project across the 3 key objectives.
- Ongoing partner engagement to ensure that the project is meeting expectations and requirements.
- Attend and support relevant events to promote the project and achieve the objectives.
- Develop and maintain a programme of marketing and communications to promote the project and enable efficient and effective communication with project partners.
- Continue to develop strategic working relationships where relevant, e.g. Building Plymouth
- Continue to explore and apply for funding opportunities to support the delivery of the project objectives.

10. How does the decision contribute to the Council's Corporate Plan?

10.1 The initiative supports the Exeter Vision, and in particular elements the 'Accessible World-Class Education' strand.

'Exeter will be agile and innovative, and economic growth will be clean, inclusive and resilient. Local supply chains will be stronger, supporting the city's businesses and social enterprises and keeping more money within the local economy. All residents will have access to world-class education and training, and meaningful, high-quality employment with fair wages. The life-changing benefits of access to and participation in arts, culture and physical activity will be realised. Employers will be able to recruit, nurture and retain a skilled local workforce as well as attracting the best global talent.'

10.2 The basis of the Building Greater Exeter initiative to support access to employment, opportunities for our young people, provide a pipeline of talent for employers within the construction sector. All of which is underpinned by supporting the local economy, and by the nature of the construction sector, the local supply chain.

10.3 The benefits of delivering the initiative also have wider ranging impact on other areas of the corporate plan – support for this sector will support the housing delivery plans for the city.

11. What risks are there and how can they be reduced?

- 11.1 There are potential risks around the sustainability of funding the initiative after 31 March 2021. The steering group are alert to these, and the budget and programme of activity is being managed in line with expectations.
- 11.2 As a project team we are very conscious of the need to demonstrate impact and value for money to all of our project partners to ensure their ongoing commitment and support. The project manager is ensuring that all the needs and expectations of our partners is well understood, and that there are opportunities for all to engage in the different elements of the programme.
- 12. What is the impact of the decision on health and wellbeing; safeguarding children, young people and adults with care and support needs, economy, safety and the environment?**
- 12.2 The initiative has no adverse impact on equality and diversity, young people and vulnerable adults. Building Greater Exeter will work with any person who has an interest of working within the construction sector. Working with young people and those looking to gain employment within the sector will continue to be a priority of the initiative.
- 13. What other options are there, and why have they been dismissed?**
- 13.1 The other options were presented to committee in June 2018, there are no further options to present as part of this progress report.

**Director
David Bartram**

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:
None

Contact for enquiries:
Democratic Services (Committees)
Room 2.3
01392 265115

EXETER HIGHWAYS AND TRAFFIC ORDERS COMMITTEE

9 July 2019

Present: -

Devon County Council: -

Councillors H Ackland, M Asvachin, S Aves, E Brennan, R Hannaford, A Leadbetter, P Prowse and C Whitton (Vice-Chair)

Exeter City Council

Apologies: -

Councillors O Foggin, D Harvey, R Newby and T WardleY Atkinson

* **103** **Election of Chair and Vice Chair**

RESOLVED that Councillor Atkinson be elected Chair and Councillor Whitton be elected Vice Chair for the ensuing year.

* **104** **Minutes**

RESOLVED that Minutes of the Meeting held on 9 April 2019 be signed as a correct record, subject to minute *99 (Rosebarn Lane – Residents Parking) bullet (e) the removal of “Collins Road” to be added to bullet (f) to read:

(f) that the decision on restrictions in *Collins Road*, Florida Drive and Stoke Valley Road (between California Close and Pennsylvania Road) be delegated to the Chief Officer for Highways, Infrastructure Development and Waste in consultation with the local County Councillor and Chair of the Committee.

* **105** **Items Requiring Urgent Attention**

(An item taken under Section 100B (4) of the Local Government Act 1972)

The Chair agreed that the Committee should consider as a matter of urgency the Co-Bikes Scheme in view of the need to apprise Members of the current position in relation to the lack of availability of bikes across the city.

The Senior Traffic Technician advised Members that all co-bikes had been removed across Exeter and were awaiting replacement of a new supply of bikes; however, there had been some delay in the delivery of these new bikes. It was noted that the Co-Bikes Scheme was extremely successful across the city and that formal communication was needed to update both Local Members and the public on the current situation and timescales for replacement.

It was **MOVED** by Councillor Hannaford, **SECONDED** Councillor Foggin and

RESOLVED that Members be updated on the current situation as soon as possible and a presentation on the Co-Bikes and Co-Car Scheme be given to Members at the next HATOC in November.

* **106** **Bus Services in Exeter**

Members' raised concerns and requested updates on the following areas:

- cars parking in bus lanes;
- the Red Park and Ride now stopping at every stop on the way to town, rather than a direct route, putting off use by members of the public;
- the D Bus on a Saturday evening not arriving, leaving elderly users to walk home – Stagecoach had advised that in this situation the public could take a taxi and be reimbursed for the trip by Stagecoach – how are the public informed of this service?
- an update on the L Bus service following petitions and campaigns over the discontinued service;
- an update on the 5A/B/C Service diversion via West Garth Road, was the trial introduced in May successful?
- an update on the B Service and whether the new route along Old Tiverton Road was successful; and
- an update on the experimental H service to The Quay and whether it was to be repeated.

RESOLVED that in the absence of Stagecoach South West, Members concerns be passed on and an update report be circulated to Members before the next meeting.

* 107

Clear Channel

(Representatives from Clear Channel attended the meeting and spoke at the invitation of the Committee and answered members' questions relating to bus shelters and any delays in delivery and implementation)

The Committee received an updated schedule list by Clear Channel, provider of bus shelters (and bus shelter advertising) on the delivery of bus shelters across Exeter. Members discussed those shelters still awaiting delivery after a significant time, including Mount Pleasant, St Leonards Church, Harrington Lane Pinhoe, Wonford Road and the replacement of seating outside The Chevalier on Fore Street. Members noted the importance of providing seating for elderly users of public transport, especially during busy periods. The local Member also questioned future provision related to development at Pinhoe Quarry.

Clear Channel explained that the license to implement some of the shelters had been refused by Highways due to conflict with other planned works on the Highway and were awaiting new dates to permit works, which were on a 4 week cycle. Members' and Officers discussed the use of electronic noticing systems which allowed for a more streamlined process. It was noted that this had previously been requested by Clear Channel but was not deemed appropriate by the Council at the time due to past technical issues with Clear Channel.

It was **MOVED** by Councillor Hannaford, **SECONDED** by Councillor Wardle and,

RESOLVED that Council Officers meet with Clear Channel to review the noticing / approval process to establish if a more streamlined process could be agreed, and report back to the next HATOC in November.

* 108

Highway Asset Management/Doing What Matters

The Chief Officer for Highways, Infrastructure Development and Waste gave a presentation (attached) covering: the Annual Programme for 2019-20 (Capital Works); Design/Delivery; Cyclical Works Programmes; and Doing What Matters.

Doing What Matters was a different approach from a largely data led process to a more stream-lined pragmatic system-thinking approach for highways maintenance. A Programme Lead and dedicated officers had been established with an external consultant and involving the Council's contractor covering the two divisions of Hatherleigh and Chagford; and Torrington to test the new approach working with local communities, and councils, local Neighbourhood Officers and Members using their combined knowledge in identifying local priorities and issues. This was an open process and an evidence base would be built to

establish efficacy and best use of limited resources. If successful, the pilot would be rolled out to other areas.

The Chief Officer informed Members of a useful document, "Highways – Maintaining a Vital Asset" (attached) which provided councillors with information on how asset management could support better highway maintenance.

The Members welcomed the approach with an emphasis on local member and neighbourhood highways officer input.

Updates on the pilot project would be made to future meetings of the Committee.

Members discussion points included:

- the need to ensure that the online road works map was accessible to all users, including those with little or no sight; and
- ensuring the Local Member is informed and kept up to date with works in their area.

* **109** **Annual Local Waiting Restriction Programme**

The Committee considered the Report of the Chief Officer for Highways, Infrastructure Development and Waste (HIW/19/64) on advertised proposed Waiting Restrictions (details of which had been agreed in consultation with the respective local members) detailed in Appendix I and the objections received with the Officers' responses shown in Appendix II to the Report.

A late submission regarding the proposals for Cotfield Street, was presented to the committee and discussed.

Proposals agreed at the last meeting which had not attracted objections would be implemented without the need to report back to this Committee.

It was **MOVED** by Councillor Aves, **SECONDED** by Councillor Asvachin and

RESOLVED

(a) that work on the annual waiting restrictions programme process for 2019/2020 be noted;

(b) that the recommendations contained in Appendix II of the Report be approved subject to Salmon Pool Lane agreed as proposed but revisited as part of the next Local Waiting Restriction Programme to look at options that would allow the introduction of week-day daytime parking at the bottom of the lane; and

(c) that the proposals for Cotfield Street be approved.

* **110** **Monks Road Residents Parking**

The Committee considered Report of the Chief Officer for Highways, Infrastructure Development and Waste (HIW/19/65) on details of the results of the statutory consultation (between 23 May and 14 June 2019) for a traffic regulation order to the introduction of residents parking (as shown in the table in Appendix I and on the map in Appendix II of the Report).

A summary of the comments submitted, and the County Council's response was outlined in Appendix III of the Report.

After consideration of the comments some of the restrictions are proposed to be modified as detailed in Section 3 of the Report, to allow additional parking options for residents at the named locations.

It was **MOVED** by Councillor Aves, **SECONDED** by Councillor Prowse, and

RESOLVED

(a) that the results of the consultation be noted;

(b) that the implementation of a residents parking scheme in the Monks Road area be approved, subject to the modifications detailed in section 3 of the Report;

(c) that the decision on any comments submitted on the proposed modifications detailed in section 3 of the Report be delegated to the Chief Officer in consultation with Local County Councillor and Chair.

* **111** **Proposed One Way Restriction - Bartholomew Street East and West, Exeter**

The Committee considered the Report of the Head of Planning, Transportation and Environment (PTE/19/27) on the proposed introduction of a southbound one-way traffic restriction on Bartholomew Street East and West between Mary Arches Street and Allhallows Court. To improve facilities for cyclists, a northbound contraflow cycle lane was also proposed as part of the scheme. The Report provided details of the preferred design and the results of the public consultation undertaken.

The scheme would align with the emerging Exeter Transport Strategy, contributing to the to its aims to reduce the impact of vehicles in the city centre, utilise trials and testing of new measures on the network; and provide a more attractive environment for pedestrians and cyclists.

It was **MOVED** by Councillor Whitton, **SECONDED** by Councillor Aves, and

RESOLVED

(a) that a traffic regulation order for the one way and contraflow cycle lane on Bartholomew Street East and Bartholomew Street West be advertised and, if no objections received, be made and sealed;

(b) that the scheme shown on plan B23006DU-1200-001, included in Appendix I, be approved for construction at an estimated cost of £53,000, subject to the outcome of the traffic order consultation; and

(c) that the Head of Planning, Transport and Environment be given delegated powers, in consultation with the Chair and the local member, to make minor amendments to the scheme details as necessary.

* **112** **Petitions/Parking Policy Reviews**

No petition for a parking review from a member of the public relating to Exeter had been received.

* **113** **Actions Taken Under Delegated Powers**

The Committee received the Report of the Chief Officer for Highways, Infrastructure and Waste (HIW/19/66) on action taken by her in consultation with the Chair and Local Members.

A Member raised concern over the reasoning a proposed traffic regulation order on Prince of Wales Road was not approved for advertising and asked for an explanation to be given by the Chair and Highways Officers.

* 114 **Dates of Meetings**

11 November 2019, 27 January and 27 April 2020

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

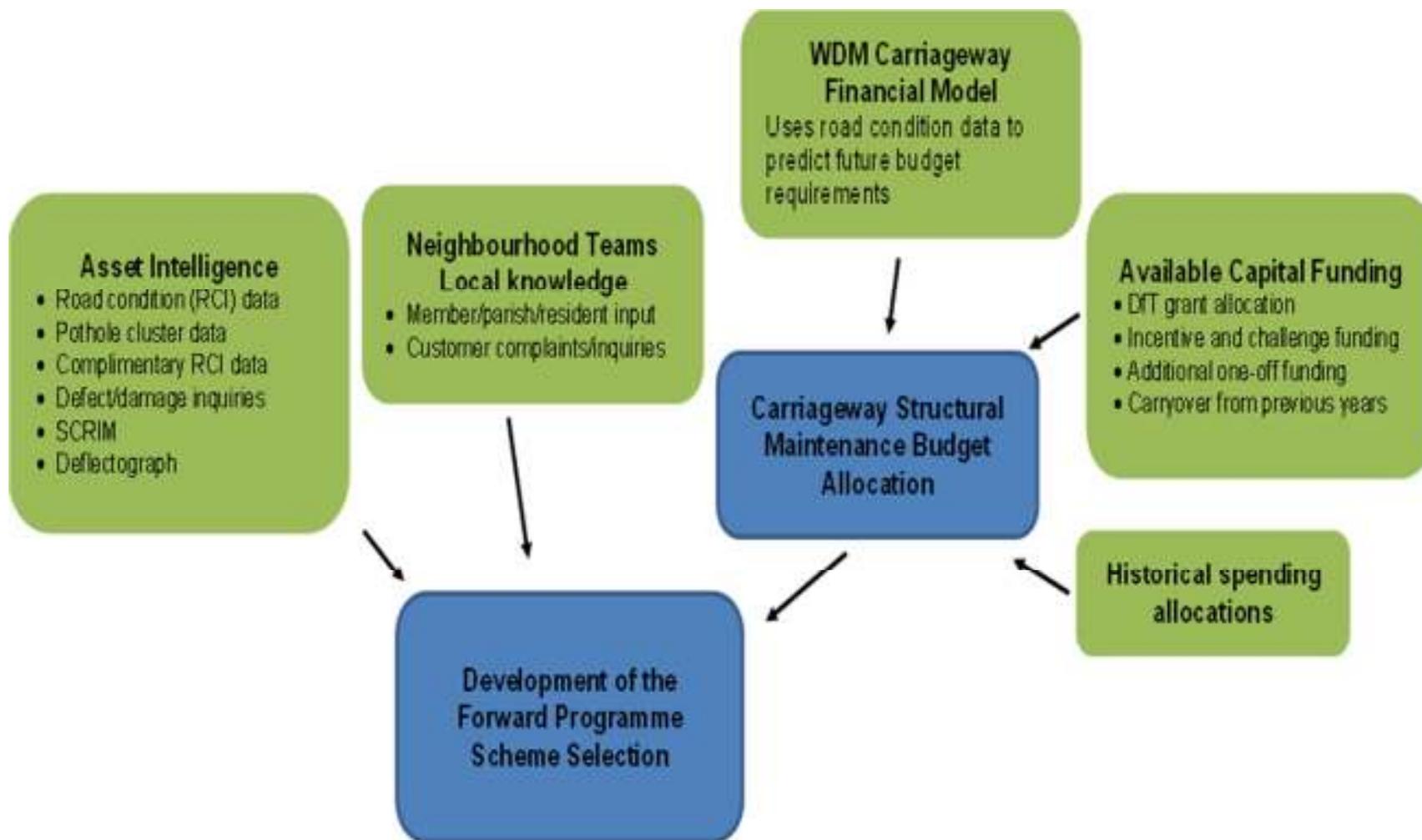
The Meeting started at 2.15 pm and finished at 4.45 pm

District No.	Site No.	Address	Postcode		Start	Completion
2102	0092	Topsham Road adj Leonards Road, Exeter	EX2 4NE	Nights start 7.30pm	15/07/2019	17/07/2019
2102	0093	Topsham Road, St Leonards Church	EX2 4NG	Nights start 7.30pm	16/07/2019	18/07/2019
2102	0083	High Street, opposite Bedford Street, Exeter	EX4 3NL	Repairs	22/07/2019	22/07/2019
2102	0101	South St, o/s 53 Nr Western Way Exeter (RTA)	EX2 4DA		22/07/2019	24/07/2019
2102	0356	Kinnerton Way Opp 101/103 Exeter	EX4 2NH	RTA removal	22/07/2019	22/07/2019
2102	0073	Barrack Rd o/s Hospital Nr Nr Wonford Rd Exeter	EX2 4NH		23/07/2019	25/07/2019
2102	0364	Main Road Adj. Lloyds Bank Pinhoe, Exeter	EX1 3SA		29/07/2019	31/07/2019
2102	0131	Topsham Rd o/s 472	EX2 7AQ	MANDY TO SEND S50!	30/07/2019	01/08/2019
2102	0192	Pynes Hill Opp Business Park Entrance Exeter	EX2 5SP		05/08/2019	07/08/2019
2102	0193	Pynes Hill Adj Business Park Entrance Exeter	EX2 5ST		06/08/2019	08/08/2019
2102	0043	Fore St, o/s Somerfield J/O North St, Heavitree, E	EX1 2RL		12/08/2019	14/08/2019
2102	0125	Topsham Road o/s Crematorium, Exeter	EX2 6EW		13/08/2019	15/08/2019
21002	0185	79 Fore Street, Exeter	EX1 1BZ	Replace perch only	16/08/2019	16/08/2019
2102	0040	Heavitree Rd J/O Summerlands Rd (TTRO required)	EX1 2LJ	TTRO	19/08/2019	21/08/2019
2102	0042	Cowick St J/O Buddle Lane Exeter (TTRO required)	EX4 1JF	TTRO	20/08/2019	22/08/2019
2102	0145	Burnthouse Lane opp Browning Close, Exeter	EX2 5AS	School holidays	27/08/2019	29/08/2019
2102	0154	Alphington Road o/s Priory News, Exeter	EX2 8HP	9.30-3.30	28/08/2019	30/08/2019
2102	0113	I/O Sea Orchards, Topsham Road, Exeter	EX2 7FY	Relo to Russell Way	02/09/2019	04/09/2019
2102	TBC	Russell Way, opp Russell Walk, Exeter (remove shelter from 113 to this location)	EX2 7HX	Relo from 113	03/09/2019	05/09/2019
2102	0111	Topsham Road, opp Crematorium, Exeter	EX2 6EN		09/09/2019	11/09/2019
2102	0208	Collins Road Adj. No. 6 Exeter	EX4 5DG		10/09/2019	12/09/2019
2102	0205	Cheeke Street J/O Bampfylde Street Exeter *** put on hold due to redevelopment works (hoarding in place)	EX1 2DD		ON HOLD	ON HOLD
2102	0045	Fore Street, o/s 32 Heavitree	EX1 2QN	Feeder pillar only		
2102	0094	Alphington Street opp Homeclyst House, Exeter	EX2 8AB	9.30-3.30		
2102	0095	Buddle Lane opp Saville Road, Exeter	EX4 1PR	Yes		
2102	0103	Heavitree Road j/o Barrack Road, Exeter	EX1 2LX	TTRO TM TBC		
2102	0126	New North Road j/o Queen Street, Exeter	EX4 4LJ	Yes		
2102	0130	Exeter Road, opp Anchor Road, Exeter	EX2 7DR			
2102	0132	Topsham Road o/s 457, Exeter	EX2 7AQ	School holidays Start		
2102	0142	Fore Street j/o Butts Road, Exeter	EX1 2RT	AV to check WPD dates		
2102	0148	Barrack Road opp R.D.E Hospital, Exeter	EX2 8HP	Nights		
2102	0158	Cowick Lane opp New Hayes Close, Exeter	EX2 9RA	School holidays		
2102	0184	Water Lane j/o Haven Close, Exeter	EX2 8BD			
2102	0199	Church Road adj Legion Way, Exeter	EX2 8SW	Yes & 9.30-3.30		
2102	0210	Ribston Ave nue opp 47, Exeter	EX1 3QE	School holidays		
2102	0218	College Road J/O Spicer Street Exeter	EX1 1TB			
2102	0219	Holloway Street o/s 25 Exeter (TTRO required)	EX2 4JR	TTRO		
2102	0366	Opp Exeter College Pinhoe Rd / Cumberland Way Exet	EX1 3RW			
2102	0370	Newcourt Way, Exeter - Tesco bound, Exeter - (NEW SHELTER)	EX2 7SA			
2102	0371	Admiral Way, Tesco Bound, Exeter - (NEW SHELTER)	EX2 7GT			
2102	0372	Admiral Way, City Bound Exeter (NEW SHELTER)	EX2 7GT			
2102	0373	Newcourt Way, City bound, Exeter - (NEW SHELTER)	EX2 7SA			
2102	TBC	Exeter Road, after Retreat junction	EX3 0LS			
2102	TBC	8 Grecian Way, opp Glave Saunders Avenue, Exeter	EX2 5PF			
2102	TBC	Opp Lidl, Wonford Road, Exeter	EX2 6NG			
2102	TBC	Mount Pleasant Road, Mount Pleasant Health Centre, Exeter	EX4 7BW			
2102	TBC	the Imperial, New North road, Exeter	EX4 4AJ			
2102	TBC	90 Cowick Lane, after Franklyn Drive junction, Exeter	EX2 9HD			
2102	TBC	Harrington Lane, Exeter (stemson Avenue junction)	EX4 8FX			
2102	TBC	Knowle Drive/Glos Road junction, Exeter	EX4 2EH			
2102	TBC	Fathings, Shillingford Road, opp Fairfield Rd, Exeter	EX2 8UB			

Asset Management Update

- Annual Programme for 19-20 – Capital Works
- Design/Delivery
- Cyclical Works
- Programmes
- Doing What Matters

Scheme Selection



Annual Plan 19-20 – Barnstaple North



Programme	Schemes	Procurement
Surfacing	A361 Braunton Road Barnstaple	TMC
Surface Dressing and Micro Asphalt	R3826 Victoria Road Upper Barnstaple	Tender
Patching	R3515 Littabourne Barnstaple	TMC
	Silver Street Resurfacing	TMC
	Summerland Street. Barnstaple Patching	TMC
	Crow View, Gorwell, Barnstaple resurfacing	Framework
Footways	R3619 Derby Road, Barnstaple CP	Framework
	Barnstaple Twon Centre Projects	TMC
	R3501 Windsor Road, Barnstaple CP	TMC
	R3502 Bellaire Drive, Barnstaple CP	TMC
	R3503 Crosspark Close, Barnstaple CP	TMC
	R3504 Broadgate Close, Barnstaple CP	TMC
	R3520 Wordsworth Avenue, Barnstaple CP	TMC
	R3520 Masefield Avenue, Barnstaple CP	TMC
R3520 Byron Close, Barnstaple CP	TMC	
Drainage	R3515 Westaway Plain Pilton West CP	TMC
	R3735 O/S Nos 1-2 Belmont Road Barnstaple CP	TMC
	A39 Alexandra Road, Barnstaple	TMC

Annual Plan 19-20 – Barnstaple South

Programme	Schemes	Procurement
Surfacing	A39 - EASTERN AVENUE - Barnstaple CP	Framework
Surface Dressing and Micro Asphalt	C628 Main Road Tawstock	Tender
	R3308 Old Sticklepath Hill Tawstock	Tender
Patching	Gloster Road Patching	TMC
	Victoria Street	TMC
	Old Torrington Road (Between Sticklepath Hill and Broadclose Road)	Framework
HFS	A3125 - BICKINGTON ROAD - Barnstaple CP	Framework
	R3480 - RAIL STATION BUSWAY - Barnstaple CP	Framework

Annual Plan 19-20 – Barnstaple South cont...

Programme	Schemes	Procurement
Footways	PARK LANE	Tender
	LANDKEY ROAD	Tender
	HOLLOWTREE ROAD	Tender
	R3309 Old Sticklepath Hill, Barnstaple, Tawstock CP	Tender
	R3807 Allen Bank Barnstaple CP	Tender
	LANDKEY ROAD	TMC
	R3320 Chestwood Avenue, Barnstaple CP	TMC
	R3321 Chestwood Close, Barnstaple CP	TMC
	R3323 Beechwood Avenue, Barnstaple CP	TMC
	R3326 Beechwood Close, Barnstaple CP	TMC
	R3323 Westfield Avenue, Barnstaple CP	TMC
	R3328 West Avenue, Barnstaple CP	TMC
	R3327 Wrey Avenue, Barnstaple CP	TMC
	R3329 Crescent Avenue, Barnstaple CP	TMC
	R337 Cleave Road, Barnstaple CP	TMC
	R3225 Ellerslie Road, Fremington CP	TMC
	R3225 Crosslands, Fremington CP	TMC
	R3313 Oakland Park South, Fremington CP	TMC
	R3315 Lynhurst Avenue, Fremington CP	TMC
	R3314 Park Avenue, Fremington CP	TMC
	R3319 Oakland Avenue, Fremington CP	TMC
	R3320 Dracaena Avenue, Fremington CP	TMC
	R3225 Woodville, Fremington CP	TMC
R3311 John Smale Road, Fremington CP	TMC	
R3227 Cedars Park, Fremington CP	TMC	

Annual Plan 19-20 – Braunton Rural

Programme	Schemes	Procurement
Surfacing	A361 Chivenor Cross	Framework
	A361 Chaloners Road Braunton	TMC
	B3231 The Cleave Braunton	TMC
	C681 South Street Braunton	TMC
	R2412 - Fullabrook - Braunton CP	TMC
Surface Dressing and Micro Asphalt	B3231 Hobbs Hill Georgeham	Tender
	C559 - Netherhams Hill - Georgeham CP (Merged)	Tender
	R3235 - CHIVENOR ROAD - Heanton Punchardon CP (Merged)	Tender
	R3927 ADDER LANE Ashford	Tender
Patching	R2232 - WILLOWAY LANE - Braunton CP	TMC
	C593 - LOWER PARK ROAD - Braunton CP	TMC
	R2234 - BARTON LANE - Braunton CP	TMC
	R2225 - DOWN LANE - Braunton CP	Framework

Annual Plan 19-20 – Braunton Rural cont...



Programme	Schemes	Procurement
Footways	A361 Chaloners Road Braunton CP	Tender
	R2334 Kingsacre, Braunton CP	TMC
	R2339 Goodgates Road, Braunton CP	TMC
	R2341 Goodgates Close, Braunton CP	TMC
	R2416 Goodgates Grove, Braunton CP	TMC
	R2430 Homer Road, Braunton CP	TMC
Drainage	R2246 Homer Crescent, Braunton CP	TMC
	A361 Stony Bridge to Steppingstone Cross Knowle CP	TMC
	A361 Stony Bridge to Steppingstone Cross Knowle CP	TMC

Annual Plan 19-20 – Chulmleigh & Landkey

Programme	Schemes	Procurement
Surfacing	A377 South Molton Road Elston Cross Kings Nympton	TMC
	B3227 Umberleigh Bridge to Blakewell Cross Umberleigh	Framework
Surface Dressing and Micro Asphalt	C469 Homedown Cross Chittlehampton	Tender
	C542 Main Road King's Nympton	Tender
	C627 Manor Road Landkey	Tender
	C628 - Tawstock - Tawstock CP (Merged)	Tender
	C628 Tawstock Tawstock	Tender
	C682 Holy Well Tawstock	Tender
	R3410 Venn Road Landkey	Tender
	R5404 - UNNAMED - Swimbridge CP (Merged)	Tender
	R7405 Chulmleigh	Tender
	R8200 Back Lane Chulmleigh	Tender
	A377 Braggamarsh to Abbotsmarsh Burrington	Tender
A377 Fortescue Chulmleigh	Tender	

Annual Plan 19-20 – Chulmleigh & Landkey cont...



Page 11
Page 79

Programme	Schemes	Procurement
Patching	A377 Fishleigh Tawstock	TMC
	B3227 Fisherton Cross to Pound Lane End Umberleigh	TMC
	C692 - UNNAMED - Swimbridge CP to C692 - LOWER COBBATON - Swimbridge CP	TMC
	R6310 - EASTACOTT - Chittlehampton CP	TMC
	road past smitha farm	TMC
	fair view to Higher week - Tawstock CP	TMC
	section of cat 9 from Ducks lake bridge to track to combe cross	TMC
	R4004 - STEEP LANE - Swimbridge CP	Framework
	R3410 - VENN ROAD - Landkey CP	Framework
	C562 - UNNAMED - Chittlehampton CP	Framework
C469 - West Pugsley Cross - Satterleigh and Warkleigh CP	Framework	
HFS	A377 Fortescue Chulmleigh	Framework

Minute Item 108

Annual Plan 19-20 – Combe Martin Rural

Programme	Schemes	Procurement
Surfacing	A3123 Long Lane Berrynarbor	TMC
	A399 Wistlandpound Challacombe	TMC
	A39 Parracombe Parracombe CP	TMC
	B3223 Southclose Wood Lynton	TMC
	C458 Main Road Parracombe	TMC
	C459 New Mill Bratton Fleming Road Snapper	TMC
	C460 Wheel Cross Combe Martin	TMC
	B3343 Beach Road Morteheo	TMC
Surface Dressing and Micro Asphalt	B3261 Turnpike Cross Morteheo	TMC
	A399 SEASIDE HILL Combe Martin CP	Tender
	R710 - BROADOAK HILL - Martinhoe CP	Tender
	C460 - Wheel Cross - Combe Martin CP	Tender
	R101 - NORTH MORTE ROAD - Morteheo CP	Tender

Annual Plan 19-20 – Combe Martin Rural cont...



Programme	Schemes	Procurement
Patching	A399 SEASIDE HILL Combe Martin CP	TMC
	R710 - BROADOAK HILL - Martinhoe CP	TMC
	C460 - Wheel Cross - Combe Martin CP	TMC
	R101 - NORTH MORTE ROAD - Morteheo CP	TMC
	Lower East Middleton	TMC
	Bradwell Mill	TMC
	Preston Patch	TMC
	R2600 - UNKNOWN - Goodleigh CP	Framework
HFS	A361 - Mullacott Cross - West Down CP	Framework
Footways	A399 Watermouth Road, Ilfracombe CP	TMC
	R3432 Coombe Close, Goodleigh CP	TMC
	A399 King Street, Combe Martin CP	TMC
Drainage	B3343 - Lee Cross - West Down CP	TMC
	C560 Ford Hill Kentisbury CP	TMC
	A39 Arlington Beccott	TMC
	A39 Port Cross - Kentisbury CP	TMC

Annual Plan 19-20 – Fremington Rural

Programme	Schemes	Procurement
Surfacing	B3233 Bickington Road Fremington	Framework
	B3233 Church Hill Fremington	Framework
	C478 Holmacott Cross to Lovacott Cross Barnstaple	Framework
Surface Dressing and Micro Asphalt	B3232 Stonyland Tawstock	Tender
Patching	C478 - OLD BIDEFORD ROAD - Horwood Lovacott and Newton Tracey CP	TMC
	R3211 - ELMLEA AVENUE - Fremington CP	Framework
HFS	A3125 - ROUNDSWELL - Fremington CP	Framework
Drainage	B3233 Nr Jct w C652 Westleigh CP	TMC
	B3233 Nr Jct w C652 Westleigh CP	TMC
	A39 - Rookabear - Horwood Lovacott and Newton Tracey CP	TMC

Annual Plan 19-20 – Fremington Rural cont...

Programme	Schemes	Procurement
Footways	R3240 Broady Strap, Fremington CP	TMC
	R3208 Home Farm Road, Fremington CP	TMC
	R3208 Two Trees Road, Fremington CP	TMC
	R3209 Barn Park Road, Fremington CP	TMC
	R3256 Griggs Garden, Fremington CP	TMC
	R3260 Merrythorn Road, Fremington CP	TMC
	R3257 Heal Park Crescent, Fremington CP	TMC
	R3259 Blakeland Road, Fremington CP	TMC
	R3258 Cross Close, Fremington CP	TMC
	R3207 Beechfield Road, Fremington CP	TMC
	R3212 Thornlea Avenue, Fremington CP	TMC
	R3210 Oaklea Crescent, Fremington CP	TMC
	R3211 Elmlea Avenue, Fremington CP	TMC
	R3213 Higher Road, Fremington CP	TMC
	B3233 Church Hill, Fremington CP	TMC
	R3029 West Yelland, Fremington CP	TMC
	R3209 Brake Wood Close, Fremington CP	TMC
	B3233 Anstey Way, Instow CP	TMC

Annual Plan 19-20 – Ilfracombe

Programme	Schemes	Procurement
Surfacing	A361 - ST BRANNOCKS ROAD - Ilfracombe CP	TMC
	C582 Marlborough Road Ilfracombe	TMC
	B3230 Francis Road Francis New Barnstaple Ilfracombe	TMC
Patching	Hillington	Framework
	Hillside road	Framework
Footways	PRINCESS AVENUE	TMC
	A361 High Street, Ilfracombe CP	TMC
	A361 High Street, Ilfracombe CP	TMC
	A399 Portland Strret, ilfracombe CP	TMC
	C745 Wilder Road, Ilfracombe	TMC
	C745 Wilder Road (Phase 2), Ilfracombe CP	TMC
	C745 St James Place, Ilfracombe CP	TMC
	R340 Northfield Road, Ilfracombe CP	TMC
	R3040 Windsor Court, Ilfracombe CP	TMC
R343 Market Street, Ilfracombe CP	TMC	

Annual Plan 19-20 – South Molton

Programme	Schemes	Procurement
Surfacing	A399 Newtown North Molton	TMC
	C466 - NORTH MOLTON ROAD - South Molton CP	Framework
	North Molton square	Framework
	S311 - UNNAMED - Molland CP	Framework
Surface Dressing and Micro Asphalt	B3137 Alswear New Road South Molton	Tender
	B3137 West Yeo Moor/Blagrove Hill Witheridge	Tender
	C525 - UNNAMED - Mariansleigh CP (Merged)	Tender
	S401 Barton Cross to Hawkwell Cross East Anstey	Tender
	A361 - Bremridge Viaduct - Filleigh CP	Tender
Patching	B3137 - Meshaw Rectory Cross - Meshaw CP	TMC
	C479 - UNNAMED - East and West Buckland CP	TMC
	C697 - UNNAMED - Rose Ash CP	TMC
	B3137 - ALSWEAR NEW ROAD - South Molton CP	TMC
	Whitefield lane Brayford	TMC
	Stone cross	TMC
	C697 - BROADCLOSE HILL - Rose Ash CP	TMC
	S1507 - DOWN HILL - Witheridge CP	Framework
	R8403 - UNNAMED - East Worlington CP	Framework

Annual Plan 19-20 – South Molton cont....

Programme	Schemes	Procurement
Footways	G1608 - UNKNOWN - Witheridge CP	Tender
	R2510 Brook Meadow, South Molton CP	TMC
Drainage	A399 Hunstone Wood Newtown North Molton CP	Framework
	B3227 Jct w Johnstone Ln Bishop's Nympton CP	TMC
	B3227 Jct w Johnstone Ln Bishop's Nympton CP	TMC
	B3226 North Road South Molton CP	TMC
	C783 Taw Vale Filleigh CP	TMC
	C783 Taw Vale Filleigh CP	TMC
	B3227 East Street Bishop's Nympton CP	TMC
	B3227 East Street Bishop's Nympton CP	TMC
	R5502 Whitehills Plantation Filleigh CP	TMC
	B3137 Main Road Mariansleigh CP	TMC
	B3137 Main Road Mariansleigh CP	TMC
Repair of broken gullies in the North	TMC	

Design / Delivery

- Design Options
 - Devon Design
 - TMC Design
 - Framework Design
- Delivery Options
 - TMC
 - Framework (Surfacing/HFS)
 - Tender (SD/MA and Footway Slurry)
- Value for Money
- Timing / Resource Availability

Delivery Update – Cyclic Works

- **Grass Cutting (Visibility Only)**

- Nine Gangs

Rural Grass Cutting

Mid May – Mid Oct delivery

Urban grass Cutting

Four Cuts (Apr, Jun, July, September)

Currently half way through second cut

- **Gullies and GEB**

- Seven Gangs

12 month rolling programme – Parish by Parish

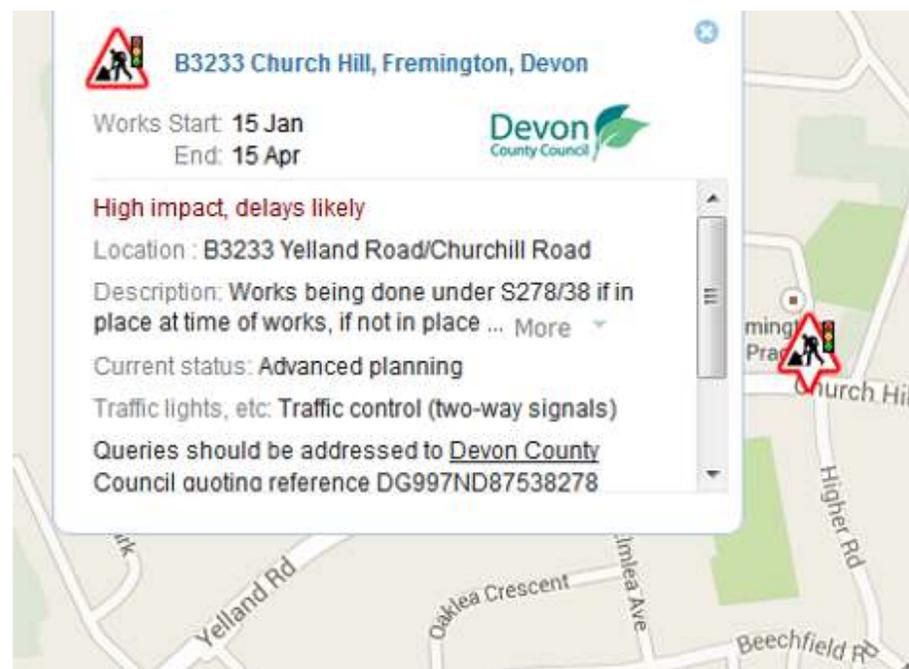
Sept – Nov: Salting Network Priority

Programme currently on schedule

Programmes

- <https://roadworks.org/>
- User Guide:
https://www.elgin.org.uk/sites/default/files/roadworks_organiser_user_guide.pdf

- WHO is undertaking the work.
- WHEN it's due to commence / end.
- The LOCATION of the works.
- A DESCRIPTION of the nature of the works.
- The proposed method of **TRAFFIC MANAGEMENT**.
- The current **STATUS** of the works notice – this could be advanced notification that they'll be taking place or if they're already happening.
- The streetworks **NOTICE NUMBER**.
- **CONTACT DETAILS** for those responsible for the works.



Doing What Matters

Key observations we have evidenced:

- We divide the funding into many different pots and allocate work to spend it
- We must set aside many pots of money to match local TMC resources
- We are not using all the data/local knowledge in the system
- We don't undertake an agreed process for checking work quality
- The work is split between functions and teams so its difficult to know the whole picture



What Matters?

Purpose

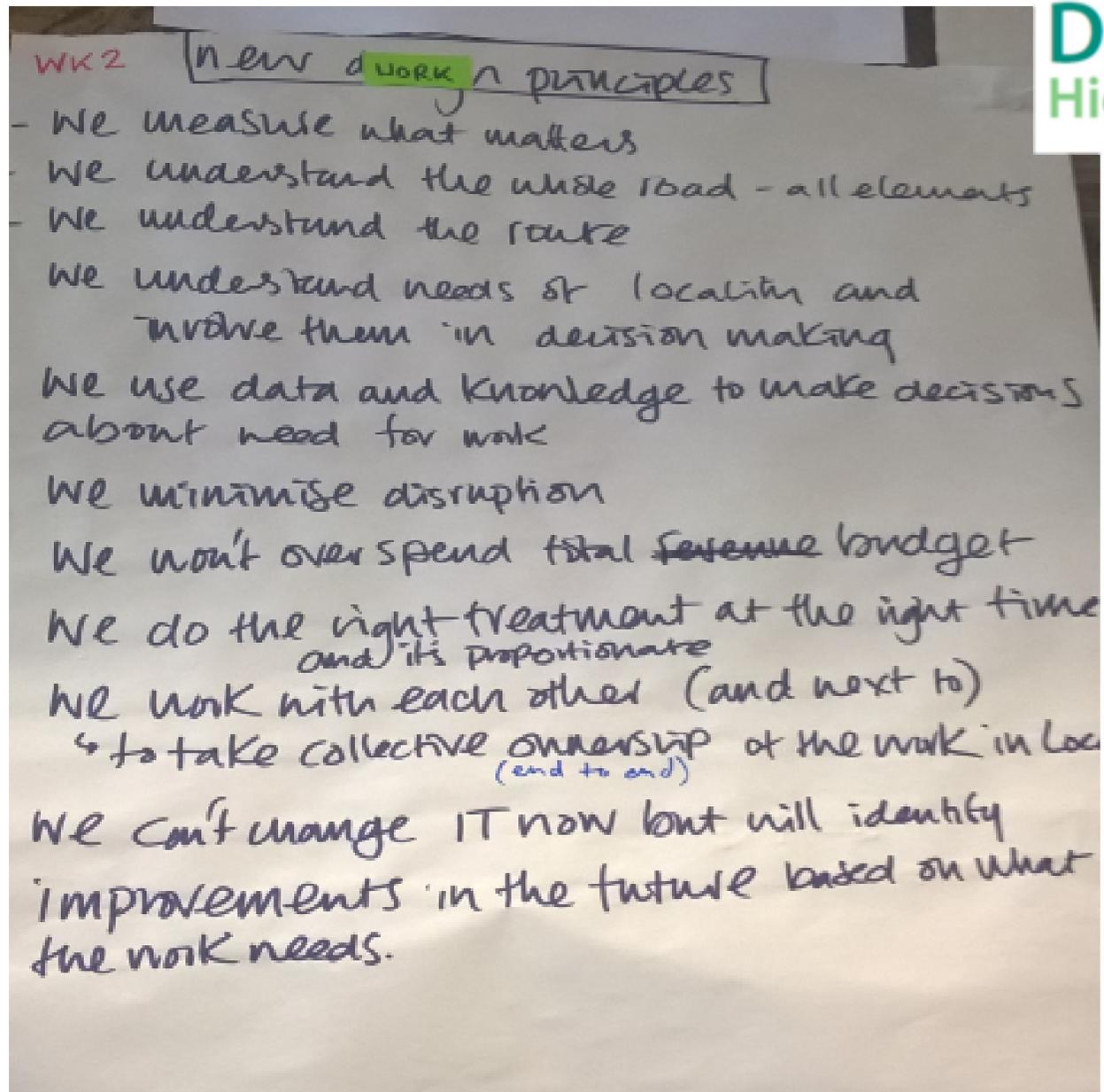
“Keep me well, keep me healthy”



- I can easily use it when I want to – goods, economy, tourism
- Get it done at the same time
- Less inconvenience to the members of public
- I am most interested in the roads I travel on

- Understand the road condition in order to prioritise
- Fix the asset properly – less visits, less repeat work with good workmanship
- Understand the whole asset
- Do right thing at the right time
- Prevent deterioration where possible
- Roads are safe

Testing new work principles



Learning by working differently



HIGHWAYS - MAINTAINING A VITAL ASSET

What Should Councillors Know
About Asset Management?



How asset management can support better highway maintenance

Strong leadership and commitment from elected councillors and their chief officers is vital in maintaining our highways. This leaflet explains how asset management can help councils to improve highway maintenance, by ensuring best use of available funds and demonstrating need for investment.

What is the challenge?

Managing our highways is now a **critical challenge** to local councils, who have to manage an ageing network with high public expectations for **safe, reliable and comfortable travel**. At the same time, resources are reducing, with less funding available, increased pressure for other local government services and skills shortages.



Highways are increasingly fragile and less resilient to damage from wear and tear, ageing, increasing traffic and severe weather. This regularly results in visible defects like potholes, damaged road signs, defective street lights and in extreme cases, damage to bridges. These defects are seen and felt by all, including your electorate, and often put you and your council in the media spotlight.

It is clear that something must be done if our highways are going to continue to provide the service for which they were built. The approach to highway maintenance must change to make the best possible use of available funding.

Why invest in highway maintenance?

Highways are your council's most valuable asset. They are vital to the economic, social and environmental well being of your area. They provide access for business and communities, as well as contribute to the area's local character and your electorate's quality of life. Highways really do matter to people. Public opinion surveys continually highlight dissatisfaction with the condition of local roads and the way they are managed.

The current tough economic climate poses big challenges to councils to make the best use of limited resources in providing an acceptable highway service to the public, yet critically to maintain the integrity of our highways for future generations.

Public pressure can result in just short-term fixes, to potholes for example, rather than properly planned and implemented longer-term solutions. Short-term repairs provide poor value for money and often undermine the structural integrity of the asset.

How can asset management help to improve highway maintenance?

Asset management promotes a business-like way to highway maintenance. It makes better use of limited resources and delivers efficient and effective highway maintenance. It takes a long term view of how highways may be managed, focusing on outcomes by ensuring that funds are spent on activities that prevent expensive short-term repairs. This makes the best use of public money whilst minimising the risk involved in investing in highway maintenance.



But good asset management is not just about making best use of existing funds. It also provides a clear evidence base to justify the need for investment in highway maintenance, for example through prudential borrowing.

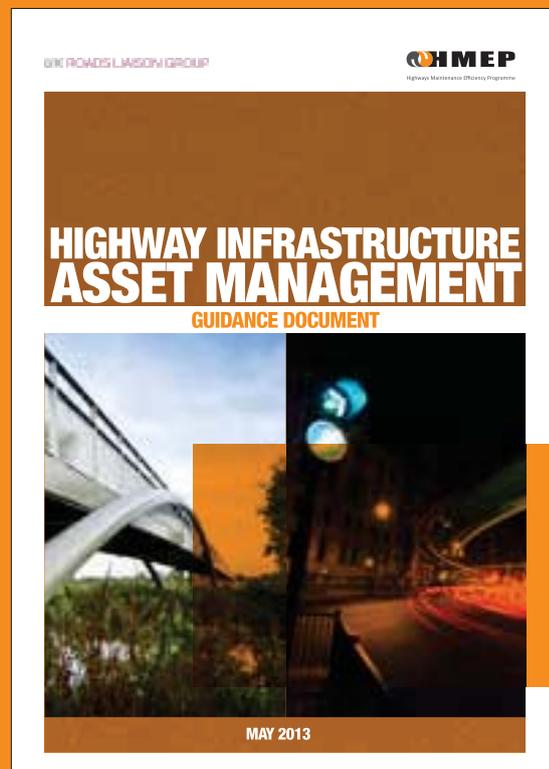
Many councils understand the potential benefits to them of good asset management, but often cite a lack of resource as the main reason for not adopting good practice, resulting in a short term, reactive approach being used. This is inefficient, allows more defects to develop and is more costly in the longer term. Research has shown that reactive repairs are four times more costly than preventative treatments.

Highway infrastructure asset management is an established and widely recommended approach both in the UK and internationally. Where it has been adopted for highways, **savings of at least 5% on budget** have been reported. It also supports decision-makers in reconciling short-term problems with long-term priorities. In other public services sectors such as the water industry, asset management has been well established for some years, and has produced **savings of up to 15%**.

What is good practice in asset management?

The Highway Infrastructure Asset Management Guidance, published in 2013 by the UK Roads Liaison Group (UKRLG), with the support of the Highways Maintenance Efficiency Programme (HMEP), provides comprehensive advice to enable the successful implementation of good asset management practices.

The Guidance includes 14 recommendations that should be adopted if councils are to achieve the full benefits of asset management and make better use of their scarce resources. It also introduces a flexible framework that is designed to support councils in developing an approach to highway maintenance that matches their strategic priorities and meets efficiency requirements and stakeholder expectations.



What next?

Strong leadership and commitment from councillors and chief officers is required now in order to implement the principles of asset management. You need to empower and support officers to implement a maintenance strategy that is based on the right principles. Those on the front line can then monitor highway maintenance in the context of asset management to ensure that value for money is achieved.

Further information

The Guidance and other information on maintaining highways is available from:
<http://www.dft.gov.uk/hmep/> and <http://www.ukroadsliaisongroup.org/>.