

## EXECUTIVE

Date: Tuesday 2 June 2020

Time: 5.30 pm

Venue: Legislation has been passed that allows Council's to conduct Committee meetings remotely.

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 John Street, Corporate Manager Democratic & Civic Support on 01392 265106.

During the Corona Virus outbreak, Executive Committee meetings will be held by virtual means. The [live stream can be viewed here](#) at the meeting start time.

### *Membership -*

Councillors Bialyk (Chair), Sutton (Deputy Chair), Foale, Ghusain, Harvey, Morse, Pearson, Williams, Wright and Wood

## 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 meeting held on 7 April 2020.

(Pages 5 -  
10)

#### **3 Declarations of Interest**

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 any of the items on the 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 for the consideration 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 1, Schedule 12A of the Act

## 5 **Questions from Members of the Public**

To receive questions relating to items on the Agenda from members of the public and responses thereto.

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 about speaking at a committee can be found here: [Speaking at a Committee](#)

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

## 6 **Collections Development Policy RAMM (2020–25)**

To consider the report of the RAMM Museum Manager.

(Pages 11  
- 78)

## 7 **Members' Allowances and Expenses Paid 2019/20**

To consider the report of the Corporate Manager Democratic & Civic Support.

(Pages 79  
- 82)

## 8 **Exeter's Recovery Plan**

To consider the report of the Chief Executive and Growth Director.

(Pages 83  
- 98)

## 9 **Net Zero Exeter 2030 Plan**

To consider the report of the Chief Executive and Growth Director.

(Pages 99  
- 184)

## 10 **Priority Asset Investment Programme**

To consider the report of the Director (DB).

(Pages  
185 - 222)

## 11 **Exeter City Group - request for funding for new Company business cases and additional financial support**

To consider the report of the Chief Finance Officer.

(Pages  
223 - 234)

## 12 **CityPoint – Update on Paris Street and Sidwell Street Regeneration**

To consider the report of the City Surveyor.

(Pages  
235 - 238)

### **Date of Next Meeting**

The next scheduled meeting of the Executive will be held on **Tuesday 7 July 2020** at 5.30 pm in the Civic Centre.

**A statement of the executive decisions taken at this meeting will be produced and published on the Council website as soon as reasonably practicable.**

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) 265115 for further information.

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**EXECUTIVE**  
**(HELD AS A VIRTUAL MEETING)**

Tuesday 7 April 2020

**Present:**

Councillor Bialyk (Chair)  
Councillors Sutton, Foale, Ghusain, Harvey, Morse, Pearson, Williams, Wright, Wood,  
Leadbetter, Mitchell, K and Moore, D

**Also in attendance:**

Councillors Leadbetter and K. Mitchell

**Councillor in attendance under Standing Order No. 44.**

Councillor D. Moore speaking on item 11 (minute 45 below)

**Also present:**

Chief Executive & Growth Director, Director (BA), Director (DB), Director (J-PH), City Solicitor, Chief Finance Officer, Museums Manager and Cultural Lead, Corporate Manager Democratic and Civic Support, Democratic Services Officer (MD) and Democratic Services Officer (HB)

37

**MINUTES**

The minutes of the meeting held on 10 March 2020, were taken as read, approved and signed by the Chair as a correct record.

38

**DECLARATIONS OF INTEREST**

No declarations of disclosable pecuniary interests were made.

39

**QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER NO. 19**

No questions had been received from the public.

40

**UPDATE ON COUNCIL'S RESPONSE TO THE CORONAVIRUS PANDEMIC**

The Chief Executive & Growth Director presented the report summarising how the Council was responding with its partners and stakeholders to the coronavirus outbreak. He highlighted the serious impact the crisis and the current lockdown was having on the Council's finances and the long term challenges now faced by all local authorities.

**RESOLVED** that the report be noted and the following thanked for playing their part in the collective response to COVID-19:-

- the organisations, staff and volunteers supporting the Exeter Community Wellbeing project;

- the Exeter Chiefs Foundation for the prompt and generous support;
- Strata for the outstanding support for the significant ICT and telephony requirements;
- the residents and businesses of the city;
- the NHS;
- Devon County Council;
- the Police, Fire and Rescue Services; and
- all the institutions of the city also playing their part in the collective response.

41 **OVERVIEW OF GENERAL FUND REVENUE BUDGET 2019/20 – QUARTER 3**

The Chief Finance Officer presented the report advising Members of the overall projected financial position of the General Fund Revenue Budgets for the 2019/20 financial year after nine months.

**RECOMMENDED** that Council notes and approves (where applicable) the:-

- (1) General Fund forecast financial position for the 2019/20 year;
- (2) the supplementary budgets of £1,440,390, as detailed in paragraph 8.13 of the report presented to the meeting;
- (3) the Outstanding Sundry Debt position as at December 2019; and
- (4) the creditors' payments performance.

42 **GENERAL FUND CAPITAL MONITORING STATEMENT 2019/20– QUARTER 3**

The Chief Finance Officer presented the report which set out the current position in respect of the Council's revised annual capital programme and advised Members of the anticipated level of deferred expenditure into future years. The report also sought Member approval to amend the annual capital programme in order to reflect the reported variations.

**RECOMMENDED** that Council notes and approves the revision of the annual capital programme to reflect the reported variations as detailed in 8.1 and Appendix 1 of the report presented to the meeting.

43 **HRA BUDGET MONITORING REPORT 2019/20– QUARTER 3**

The Chief Finance Officer presented the report advising Members of the overall financial position of the HRA Revenue and Capital Budgets for the 2019/20 financial year after the first six months.

In addition to the budgetary over/under-spends reported, Appendix 1 of the report highlighted further areas of risk, so that Members were aware that certain budgets had been identified as being vulnerable to factors beyond the control of the Council, which could result in potential deviations from budget, and were therefore subject to close monitoring, by officers.

**RECOMMENDED** that Council notes and approves (where applicable):-

- (1) the HRA forecast financial position for 2019/20 financial year; and

- (2) the revision of the HRA Capital Programme to reflect the reported variations detailed in Appendix 4 of the report presented to the meeting.

44 **EXETER CITY GROUP - REQUEST FOR FUNDING FOR NEW COMPANY BUSINESS CASES AND ADDITIONAL FINANCIAL SUPPORT**

**RESOLVED** that the item be deferred.

45 **URGENT CHANGE TO THE SCHEME OF DELEGATION TO OFFICERS**

The City Solicitor presented the report seeking to make various amendments to the Council's Constitution including the power to make urgent decisions as necessary. These changes were designed to allow the Council to continue to function if staff were absent as a result of the Corona Virus pandemic.

The recommendations would also enable the Council to make speedy decisions.

The City Solicitor also reported suggested changes to the recommendations following The Local Authorities and Police and Crime Panel (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, which came into force on 4 April 2020. These were the inclusion of the requirement to consult the Leader of the Council or, in his absence, the Deputy Leader of the Council in respect of the delegating of authority to officers in recommendations 1 and 2 and the removal of recommendations 6 and 7 relating to public speaking and petitions respectively. The City Solicitor also reported the inclusion of a sunset clause of May 2021 in the regulations relating to the conduct of local authority meetings.

Councillors Leadbetter and K. Mitchell, speaking as group leaders, welcomed the report with the amendments suggested by the City Solicitor.

Councillor D. Moore, having given notice under Standing Order No. 44, spoke on this item. She made the following points:-

- thanked all involved in the response to the crisis;
- welcomed the proposal to extend the deputising arrangements to senior Councillors and the removal of recommendations relating to public speaking and petitions; and
- expressed reservations relating to the suspension of certain Standing Orders as proposed in recommendation 4.

The Leader moved and the Deputy Leader seconded the recommendations with the suggested amendments and they were carried unanimously.

**RECOMMENDED** that Council approve:-

- (1) amending the Council's Scheme of Delegation and Financial Regulations, including those to be made in consultation with a Councillor, giving the Chief Executive & Growth Director together with the Strategic Management Board delegated authority to discharge any delegated authority already set out in the Council's Scheme of Delegation, including those set out in the Council's Financial Regulations, effective immediately. This shall include the power to make urgent decisions in consultation with the Leader of the Council or, in his absence, the Deputy Leader of the Council.

- (2) granting the City Solicitor delegated authority to amend the Constitution to give effect to any change in legislation brought by the Government in response to the Corona Virus pandemic in consultation with the Leader of the Council or, in his absence, the Deputy Leader. In the absence of the City Solicitor, the Corporate Manager, Democratic & Civic Support and the Litigation Solicitor may also exercise this delegated authority;
- (3) granting permission to any Councillor to be absent from Council meetings for a period over six months provided that such absence is as a result of either a requirement to self-isolate or sickness due to the corona virus;
- (4) suspending Articles 14 and 15 of the Constitution and Standing Orders 47 and 48 for the next six months, effective immediately, to allow for the Council's Constitution to be amended by a simple majority of Council; and
- (5) amending Standing Order 1(1) to allow all meetings of the Council (including the Annual General Meeting) and its committees to be held at any venue considered suitable by the Corporate Manager, Democratic & Civic Support in consultation with the Leader of the Council.

46

**PARKS & GREEN SPACES ANTI-INTRUSION MEASURES**

**RESOLVED** that the item be deferred.

47

**REPATRIATE CHIEF CROWFOOT'S REGALIA TO THE SIKSIKA NATION, CANADA**

The Museums Manager and Cultural Lead presented the report seeking the de-accessioning from RAMM's collections a group of ceremonial items that once belonged to Chief Crowfoot, a Chief of the Siksika Nation, and transferring ownership to the Siksika Tribal Council, Alberta, Canada.

The Siksika were one of the four Indigenous nations that make up the Blackfoot Confederacy. The Siksika Nation is governed by a Chief and 12 Councillors constituting the Siksika Tribal Council. Described as the "Crowfoot regalia", the items once belonged to Chief Crowfoot, an important late nineteenth-century Blackfoot leader and believed to have been acquired in Canada by a Cecil Denny about the time of a treaty signing (Treaty 7) and loaned to RAMM by his sister in 1878. They had been purchased by RAMM in 1904.

**RESOLVED** that legal title to the Crowfoot regalia be relinquished by Exeter City Council and transferred to the Siksika Tribal Council, the living descendants of Chief Crowfoot and legally recognised representatives of the Siksika Nation.

48

**MOVE MORE PHYSICAL ACTIVITY STRATEGY: BUILT FACILITIES STRATEGY CAPITAL REQUIREMENT**

**RESOLVED** that the item be deferred.

49

**CATHEDRAL AND QUAY MULTI-STOREY CAR PARK STRUCTURAL REPAIRS**

**RESOLVED** that the item be deferred.

50

**CORN EXCHANGE ROOF REPLACEMENT**

**RESOLVED** that the item be deferred.

51

**EXMOUTH BUOY STORE**

**RESOLVED** that the item be deferred.

(The meeting commenced at 5.30 pm and closed at 6.24 pm)

Chair

**The decisions indicated will normally come into force 5 working days after publication of the Statement of Decisions unless called in by a Scrutiny Committee. Where the matter in question is urgent, the decision will come into force immediately. Decisions regarding the policy framework or corporate objectives or otherwise outside the remit of the Executive will be considered by Council.**

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## REPORT TO EXECUTIVE

Date of Meeting: 2 June 2020

Report of: Camilla Hampshire, Museums Manager

Title: Collections Development Policy RAMM (2020–25)

### Is this a Key Decision?

No

### Is this an Executive or Council Function?

Executive

#### 1. What is the report about?

This report sets out the requirement to approve a new Collections Development Policy for the Royal Albert Memorial Museum & Art Gallery to cover the years 2020 to 2025. Due to the exceptional circumstances of the Covid-19 pandemic and lockdown this policy has not undergone the customary period of consultation with professional colleagues and may be subject to later amendment. It also includes an interim guidelines on dealing with repatriation requests, pending new guidance which will be issued by Arts Council England later in 2020.

#### 2. Recommendations:

That the new policy is formally adopted by Exeter City Council.

#### 3. Reasons for the recommendation:

A Collections Development Policy approved by a museum's governing body is a requirement of Museum Accreditation, which is the UK standard for museums and galleries. Only museums which hold Museum Accreditation may apply for major investment from Arts Council England and most other sector funding bodies.

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

The purpose of a Collections Development Policy is to determine the nature, extent and sustainability of a museum's collecting. Museums are defined as organisations that collect, and collections are at the heart of RAMM's activities, yet all new acquisitions must be made with an awareness of the long-term resource implications involved in their conservation, display, storage and management. The policy articulates in what circumstances it is appropriate to make acquisitions and when it is appropriate to dispose or transfer accessioned objects to other institutions. RAMM does not have a fund for acquisitions and therefore all purchases are dependent on raising external funds.

#### 5. Section 151 Officer comments:

There are no additional financial implications for Council to consider in this report. It must be noted, as set out above that the Museum does not have a budget for new acquisitions and therefore any new acquisitions should really be approved by full Council even when

externally funded to both set a budget for acquisition and to ensure that the whole life cost is considered and understood.

## **6. What are the legal aspects?**

As stated above, the new Collections Development Policy is essential in order to inform the process to be followed in relation to the museum's collections. In the event that the policy is not adopted there is a real risk that the museum could lose its Museum Accreditation status with Arts Council England which is likely to result in the museum being unable to access Arts Council investment and grants in the future.

It will be noted that there are a number of pieces of legislation that regulate acquisitions and disposals made by UK museums. These include the Human Tissue Act 2004, the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, Dealing in Cultural Objects (Offences) Act 2003 and the Treasure Act 1996. The museum maintains that it will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country. These statutory provisions are incorporated into the policy.

## **7. Monitoring Officer's comments:**

It will be noted that the report is likely to require further amendment following the publication of new restitution and repatriation guidance by the Arts Council England later in 2020. Changes to guidance may be significant. In addition, in line with normal sector process associated with the agreement of Collections Development Policies, RAMM will consult with professional colleagues about the scope and detail of our policy. However this is only likely to be possible once other museums are back in operation following lockdown. In the event that the policy is amended it should be brought back to Executive for approval.

## **8. Report details:**

- 8.1 The character and scope of a museum's collection is defined by its approach to acquisitions and the type and range of material it decides to collect, care for, and in certain limited circumstances, transfer or ethically dispose of. This is set out in a museum's Collections Development Policy (formerly known as an Acquisitions and Disposals Policy).
- 8.2 An approved Collections Development Policy is a requirement of Museum Accreditation, which is the UK standard for museums and galleries. Only museums which hold Museum Accreditation may apply for major investment from Arts Council England and other bodies.
- 8.3 An agreed policy allows RAMM to decline inappropriate gifts while focusing on making key acquisitions to improve the quality of collections and visitors' experience.
- 8.4 The policy includes general principles on strategic, ethical collecting and disposal, and subject statements for each of the collections: Antiquities (Archaeology), Contemporary Art, Costume and Textiles, Decorative Art, Ethnography (World Cultures), Fine Art, Natural Sciences, Numismatics (Coins), Photography and Social History.

- 8.5 There are a number of new elements and areas of development in the Collections Development Policy that build on work carried out since the last policy in 2014. These include:

Re-naming the Natural History collection Natural Sciences to better reflect its diversity and relationship with current global concerns, such as climate change (3.8)

Allowing for selective acquisitions of works by contemporary artists that specifically relate to RAMM's collections (4.3)

Photography, previously distributed among other collection areas, has been treated as a discreet entity following a collections review carried out by a V&A/Art Fund photography curator (3.10). Acquisitions will be sought that reflect clear priorities (4.9).

Social History, reflecting the history of Exeter and region from the 17th century, has been separated out from Antiquities (3.11). RAMM does not have the capacity to undertake large scale contemporary collecting; however, selective acquisitions can be made that reflect contemporary Exeter life (4.10). This allows for some collecting around, for instance, recent climate change protests or Covid-19 and the lockdown period.

In the Fine Art section, work by women artists will be prioritised as it has been identified as severely underrepresented in the current collection (4.7).

- 8.6 In addition to the policy there are three appendices. Appendix A and B are revised versions of documents that accompanied the last Collections Development Policy on the deposition of archaeological material from developer-funded excavations and on dealing with human remains. Appendix C provides interim guidance on dealing with requests for repatriation and restitution, as the museum sector is currently waiting for Arts Council England to substantially revise their current guidelines. (This has been in part driven by recent experience over the repatriation of Chief Crowfoot's regalia from RAMM.) Once the new guidance is received it will be incorporated into RAMM's Collections Development Policy.

## **9. How does the decision contribute to the Council's Corporate Plan?**

The decision to adopt the policy shows the council is well-run with effective governance and management of its valuable assets, both in a cultural and financial sense. RAMM's collections play a key role in the cultural life of Exeter, through displays and temporary exhibitions in the museum they attract visitors to the city centre. By developing collections that relate to Exeter and its citizens the museum helps promote community cohesion and establishing a sense of local identity.

## **10. What risks are there and how can they be reduced?**

If the proposed policy is not formally adopted by ECC there is a risk that RAMM could lose its Museum Accreditation status with Arts Council England. This would have dramatic consequences for future funding of the museum and its reputation.

If after consultation within the sector changes are required of the policy it will need to be returned for ECC scrutiny; however, as this policy has been written using Arts Council

England's current template and guidance and there are unlikely to be significant changes required.

## **11. Equality Act 2010 (The Act)**

11.1 Under the Act's Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding.

11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.

11.4 In recommending this proposal potential impact has been identified on people with protected characteristics as determined by the Act and an Equalities Impact Assessment has been included in the background papers for Member's attention.

## **12. Carbon Footprint (Environmental) Implications:**

There are no direct carbon/environmental impacts arising from the recommendations.

## **13. Are there any other options?**

No. To achieve Museum Accreditation status museums must have a Collections Development Policy agreed by their governing body.

Jon-Paul Hedge, Director  
Author: Camilla Hampshire, Museums Manager

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

Background papers used in compiling this report:-

- RAMM's Collections Development Policy 2020–25
- Appendix A: Archaeological Archives Deposition 2020
- Appendix B: Human Remains Policy 2020–25
- Appendix C: Guidelines on the procedure for dealing with repatriation and restitution of objects

Contact for enquires:  
Democratic Services (Committees)  
Room 4.36  
01392 265275

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# Collections Development Policy 2020-2025

**Name of museum:** Royal Albert Memorial Museum and Art Gallery (RAMM)

**Name of governing body:** Exeter City Council

**Date on which this policy was approved by governing body:** 2 June 2020

**Date at which this policy is due for review:** June 2025. The collections development policy will be published and reviewed from time to time, at least once every five years.

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

## Contents

Relationship to other relevant policies and plans of the organisation:.....	2
History of the collections .....	3
An overview of current collections .....	4
Themes and priorities for future collecting .....	13
Themes and priorities for rationalisation and disposal .....	20
Legal and ethical framework for acquisition and disposal of items .....	22
Collecting policies of other museums.....	22
Archival holdings.....	24
Acquisition .....	24
Human remains.....	25
Biological and geological material .....	25
Archaeological material .....	25
Exceptions .....	26
Spoliation .....	26
The Repatriation and Restitution of objects and human remains.....	26
Disposal procedures.....	27

## Relationship to other relevant policies and plans of the organisation:

### 1.1 The museum's statement of purpose is:

The Royal Albert Memorial Museum & Art Gallery (RAMM) is a service of Exeter City Council. It exists to enrich the lives of people living, working in and visiting Exeter by providing them with opportunities to be inspired, informed and entertained. The City's world-class collections are placed at the heart of everything the museum does. RAMM will acquire collections that document the natural and cultural history of Exeter set within its regional and national context as well as those that represent the City and region's connections across the world. The museum holds collections in trust for present and future generations, managing and caring for them for the public benefit.

Its Manifesto states RAMM is:

Guardian of the past and collector of the future - Our world-class collections are at the heart of everything we do. We have been collecting since the 1860s – and will continue to do so – to record the natural and cultural history of Exeter, its region, and its place in the world. We collect specimens and artefacts in a thoughtful way, recognising our environmental and ethical responsibilities. We manage and care for collections for present and future generations.

- 1.2 RAMM's governing body, Exeter City Council (ECC) will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3 By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. ECC therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items from the museum's collection.
- 1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5 The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6 The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- 1.7 The museum will not undertake disposal motivated principally by financial reasons.

## History of the collections

- 2.1** RAMM owes the wealth of its extraordinary collections to its origins in the 1860s. Its predecessor, the Devon & Exeter Albert Memorial, was created through public subscription in the wake of Prince Albert's death. Civic leaders had been toying with the idea of a museum for several decades as there were important collections of artefacts and specimens in the city, such as those held by the Devon & Exeter Institution, gathered by people who had lived or worked abroad and retired to Devon.

These early donations helped to establish RAMM's collection priorities when it opened in 1868 around four subject areas: Antiquities (Archaeology and Local History), Art, Ethnography (World Cultures) and Natural History. Since 1870 RAMM has been a service of Exeter City Council and increasingly collecting in these four areas has been refined and formalised through a policy periodically ratified by elected members.

Between 2011 and 2013 RAMM undertook a root-and-branch review of its collections by assessing information on provenance, significance and usage. The award-winning review identified collections strengths and weaknesses and informed the themes and priorities for future research, collecting and rationalisation. Full details of RAMM's collections review methodology are available in a separate document.

While the core themes established at RAMM's foundation remain the cornerstone of collecting, the museum's acquisition policies have evolved in the subsequent years. For example the 2020-25 Collections Development Policy includes the selective acquisition of contemporary art and photographs. It also acknowledges the thorny issue of preserving and accessioning born-digital material, even though at the current time the museum sector does not have an agreed solution.

## An overview of current collections

### 3.1 Overview

RAMM houses a varied collection well in excess of a million items. The principal subject areas are classified under the headings of Antiquities, Costume and Textiles, Decorative Art, Ethnography, Fine Art, Natural Sciences and Social History.

Alongside (and sometimes within) the principal subject areas, RAMM's holdings also incorporate inter-disciplinary material, such as Numismatics, Contemporary Art and Photography.

### 3.2 Antiquities

Approximately 58,000 accession records refer to the archaeology of Devon and Exeter, Britain, Egypt, the Mediterranean and Western Asia as well as fragments from local buildings. Many of these records refer to group accessions (one accession number may cover a box of many pot sherds for example) so the actual number of objects within the Antiquities collection is significantly higher – estimated at 1,065,000 (Jan 2020).

RAMM's local archaeology and history collections represent the heritage of almost every community in Exeter, East Devon, Mid-Devon, Teignbridge and parts of the South Hams and Dartmoor. The collections cover most aspects of domestic, social, cultural, religious, economic and political life over the past 300,000 years.

For a small city, Exeter has been the subject of a huge amount of archaeological attention. The results of this work are deposited at RAMM. The archaeological holdings reflect the history of Exeter: from Roman military origins; a Roman civilian phase; post-Roman decline; Anglo-Saxon renewal; medieval growth; a Tudor and Stuart period of prosperity from trade and colonialism; to a less prominent but affluent Georgian and Victorian period.

Archaeological projects on the outskirts of Exeter have increased our knowledge of the prehistoric, Roman and medieval occupation of the area. For example, during excavations preceding the building of Cranbrook a late Neolithic/early Bronze Age beaker cremation burial was found with a remarkable archer's bracer made of stone from Great Langdale and a series of clay weights (probably for tensioning the threads of a loom) were found in a middle Neolithic pit near Exeter airport.

The collection includes a significant number of prehistoric, Roman, medieval and later coins found by archaeological activity as well as hoards found by metal detectorists (e.g. the Roman hoard from Seaton Down). There are significant antiquarian coin find collections, particularly those of W.T.F. Shortt and the Norton collection. These two are of particular note as they contain eastern Mediterranean coins which may be genuine archaeological finds or more recently lost or planted. Coin finds from controlled excavations are of great importance in site dating and interpretation.

Historically, RAMM has collected archaeological material from the whole of Devon; however, since the 1990s, the Museum has only collected

archaeological archives from the local authority areas of Exeter, East Devon, Mid Devon, Teignbridge, plus the eastern half of Dartmoor and the South Hams (see Appendix A). RAMM holds the archives of field records, site plans, photographs, etc., relating to sites from both Exeter and Devon. RAMM does not collect digital archives from archaeological projects, these are archived with specialised digital repositories such as the Archaeology Data Service (ADS). RAMM levies a fee for the deposition of archaeological archives.

RAMM works actively with the Portable Antiquities Scheme (PAS) and metal-detecting communities to encourage detectorists to record their finds. The Museum has acquired finds through the Treasure Act 1996 as well as non-treasure items directly from landowners and detectorists.

Additionally, the antiquities collection includes important architectural fragments from buildings in Exeter and around Devon dating from around AD 950 to 1800. The best examples have regional and national importance as a record of building styles and methods, many of which have been lost during recent development. As with the archaeology collections, they form an important element in establishing a sense of place. Of particular note is a nationally important collection of late medieval ecclesiastical woodwork fragments from churches of the South West collected by Exeter-based Harry Hems.

RAMM has small holdings of foreign archaeology. The majority of the European, Mesopotamian, Egyptian, Greek, Cypriot, Etruscan and Roman material was collected in the 19th and very early 20th centuries. The core of the collection is formed by the Cobham collection of Cypriot antiquities, the Corkill collection of Mesopotamian cylinder seals and the L.A.D. Montague collection. The latter is a good example of a 'gentleman's' antiquities collection, mostly purchased from dealers and including a Greek hoplite helmet said to be from the Battle of Marathon. Individual objects of interest include: the mummy of Shep en-Mut, a late 18th-dynasty stone sculpture head, possibly Tutankhamun or Horemheb, and examples of Coptic textiles.

### **3.3 Contemporary art**

Contemporary art and craft in RAMM's collection has been acquired by purchase (with grant support) and donation in recent years and works are found across the collection areas. Sculpture has been a particular focus for collecting including works by Steffen Dam, Polly Morgan, Geoffrey Preston and Michael Shaw. The ethnographic collection includes artwork commissioned to celebrate the museum's international links, such as by Rosanna Raymond and Suzuki Mutsumi.

### **3.4 Costume and Textiles**

RAMM's collections management database includes approximately 15,000 verified records relating to the costume and textiles collection. However, many of these refer to a group of items, so it is estimated that the actual number of objects in the collection is nearer 22,000.

The Costume and Textiles collection illustrates the types of clothes worn by local men, women and children from 1750 to the present day, with some much earlier examples of underwear, accessories and textiles. The collection is strongest in middle/upper class female clothing but is better balanced for more recent periods, including every day and occupational clothes worn by people of all classes in Exeter.

The collection of lace, some 2000 items including documentation and equipment, is particularly strong. It covers European and British laces (and allied techniques) from the 16th century to the present day. The Bury Palliser and Treadwin collections - both important 19th-century collections of English and continental lace samples - were among the first collections to be given to the museum in the 1860s. They are unique to RAMM.

The strength of the Costume and Textiles collection is the quantity of material with strong local connections, whilst the quality and quantity of items ranks it among the top ten costume collections in Britain. Many objects have been published.

### **3.5 Decorative Art**

The Decorative Art collection covers a broad field. It comprises approximately 500 items of silver, 1300 ceramics and 400 glass objects, as well as smaller collections of civic regalia, furniture, horology, pewter and other metalwork.

RAMM's collection of Devon silver is of international importance and dates from the medieval period to the present day. Most was acquired in the post-war years through the Veitch bequest and through the Reynolds Chard bequest. The Victoria & Albert Museum Purchase Grant in 1995 allowed the acquisition of the Corfield Spoon Collection. The museum also has some important early church silver on loan from churches within the diocese. The collections at the Guildhall are mostly of a later date and with Civic associations. The most recent acquisition was two Elizabethan silver mounted tigerware jugs from Exeter, c.1580-90, purchased in 2012 through the Reynolds Chard bequest and the V&A PG Fund and the Art Fund.

The ceramics collection is made up of English and continental material from the 17th century to the present day. Some is of a high quality and the collections of studio and local Devon potteries are of national importance. A recent acquisition was a piece of studio pottery made by the local ceramicist Bruce Chivers who donated a raku ware vessel in 2017.

The museum has a large and representative collection of glass dating from the early 18th century, based on the Clarke bequest of 1928. There are several pieces of special note such as the Joanna Southcott beakers and Charles II flute glass.

RAMM's collection of horology embraces clocks, watches and clock and watch-making tools from the 17th to the 20th centuries. Most of the watch collection was bequeathed by C.R. Venn in 1928 and is one of the most important collections outside London, including several very rare time-pieces. Later acquisitions, including an 18th-century watch by Henry Gard of Exeter, acquired in 2011, have filled some of the gaps in RAMM's collection.

### 3.6 Ethnography

RAMM's ethnographic collection consists of some 12,000 items. In 1998 the whole collection was awarded Designated status in recognition of its significance and national importance. The collection includes items from many parts of the world and reflects acquisitions made during the time of British colonialism in the late 18th century through to the early 20th century.

The collection represents Africa, particularly Nigeria, Democratic Republic of Congo, Kenya and South Africa; the Americas, with strengths in Arctic, N.W. Coast and Plains region of the USA, and Amazonia; the Arab world, particularly Oman; Asia – India, Myanmar; and the Pacific, notably Papua New Guinea, Solomon Islands, Australia, Polynesia.

Many of the items were collected by local residents. The majority being brought back as gifts, souvenirs and occasionally as trophies of conflict. They represent connections made between local people and source communities in other parts of the world over the past 250 years.

After the Museum opened in 1868, a number of significant donations followed:

- The Devon and Exeter Institution transferred items to RAMM, including rare items from Tahiti collected by Francis Godolphin Bond (HMS Providence) on the 2nd breadfruit voyage under Bligh in 1792. There are also Inuit items acquired by Captain Sabine who served under Captain Sir Edward Parry on the 1819-23 voyage to Lancaster Sound.
- The Rev Henry Townsend was an Exeter-born missionary based in Nigeria who set up a mission in the new Egba city of Abeokuta in 1846. Some of the prestigious items he received went on display in the Great Exhibition of 1851 and were later donated to RAMM.
- In 1868 art collector Henry Vaughan donated a collection of items from Captain Cook's second and third voyages. These items had been purchased by Vaughan's father and uncle at the 1806 Leverian auction.
- Crew members acquired artefacts on the voyages of the HMS Discovery (Vancouver 1790-95) and HMS Blossom (Beechey 1825-28) to the Pacific, Arctic and North West coast of America. In 1865 botanist John Gould Veitch participated in a collecting voyage on the HMS Curaçoa. Artefacts from all of these voyages are found in RAMM's collections.
- F.W.L. Ross, whose journal records a visit to the Marquesas Islands whilst serving on the HMS Tagus in 1813, built his own museum in Topsham. With the help of his naval contacts, he received some rare American and Polynesian items which are now in RAMM's collection.
- Ivory and rubber trader Richard E Dennett, acquired a collection of artefacts from the Congo in the 1870s which came to the Museum. These iconic items were possibly acquired by him as a member of the Lemba trading guild.
- Items relating to James Bandinel of the anti-slave department at the Foreign Office (1824-49) were presented to the Museum by his son Rev. James Bandinel in 1889. The artefacts are evidence that Royal Navy ships had lawfully seized slaving vessels.

Acquisitions to enhance RAMM's ethnography collection have continued to the present. Priority has been given to items which improve the quality and range of existing collections. Donations, which include Jevan Berrangé's donation of items from the Amazon region of Guyana and Brazil and Leslie Read's 1980s Chhau masks from India, have filled gaps in terms of style and quality.

Similarly, Jenny Balfour-Paul's donation of barkcloth, the Elizabeth Norris donation of Asian embroidery and the Stephanie Odam donation of clothing from Oaxaca, Mexico, have considerably enhanced existing material. Conall Macfarlane's gift (via the Acceptance in Lieu scheme) enabled the Museum to acquire a Maori *mere pounamu* (greenstone weapon) to replace a badly fragmented example.

Consideration is also given to selective acquisition of items for use in developing understanding between users of the museum and communities represented by the ethnographic collections. The commissioning of new artwork, such as Rosanna Raymond's *Genealogy* in 2007 which reflects the significance of bark cloth to Polynesian identity in the modern world. Sheila Unwin's significant donation of East African beadwork illustrates adornment as currency, social indicator and fashion, in contrast to existing examples from the 19th century. RAMM's acquisition of Suzuki Mutsumi's *Golden Field of Rice* (2009) through the Art Fund Collect scheme in 2010 reflects ancient technique with modern aesthetics.

Recent policy has enabled RAMM to acquire well-documented items by donation, bequest and exceptionally by purchase, where these items were originally made and used by peoples in the indigenous communities of Africa, the Americas, the Pacific Islands and Asia, and have been collected by people residing or having a significant connection to Devon and Exeter.

### **3.7 Fine Art**

The collection includes material from the 16th century to the present. It comprises approximately 500 paintings, 3000 drawings and watercolours, 3500 prints and a small collection of sculpture.

The Fine Art collections are strong in 18th and 19th-century local artists - in particular Francis Towne, John White Abbott and John Gendall, representing Exeter and Devon topographical scenes. Since 2005, significant Devon artists of this period (pre-dating the 20th century), such as Francis Hayman, Benjamin Robert Haydon and Richard Cosway have been acquired via grant aid in order to extend and consolidate this already significant collection. These artists are either native to or have a tradition of working in Devon. Artists (of excellence and significance) beyond the above remit, including a John Opie portrait of Micaiah Towgood, have been acquired only via donation or bequest.

The representative collection of 20th-century paintings, prints and drawings has been developed, with the addition of works linking to artists already featured in the collections (e.g. Duncan Grant, Walter Sickert) and the groups and schools with which they were associated (e.g. Bloomsbury, Camden Town, Euston Road). Recent acquisitions here included a David Bomberg

landscape. Works by war artists have lately been consolidated by the acquisition of Leighton Hall Woollatt's Blitz scenes, among others.

The acquisition of local works, for example landscapes and portraits, can be of more importance for their topographical or historical significance than their artistic merit. RAMM has continued to acquire selected additions of work related to the region, such as Exeter and Devon landscapes; work with a connection to the region through ownership or provenance; and work by established professional artists born, trained or resident in the region, including artists-in-residence. Important recent acquisitions to this part of the collection include works by John White Abbot and Leighton Hall Woollatt.

Works in RAMM's sculpture collection range from the medieval period onwards. The acquisition of sculpture is limited by size, storage and conservation factors. However important 20th century small-scale works include Zennor by Barbara Hepworth, Carapace by Michael Ayrton and Triple Loop by Bill Pye.

### **3.8 Natural Sciences**

RAMM's Natural Sciences collections are wide in scope covering zoology, botany and geology. They contain British and foreign material of high quality and scientific importance. Approximately 121,000 accession records relate to Natural Sciences objects. Many of these records refer to group accessions (for example, one accession number may cover an entire cabinet of entomology specimens) so the actual number of objects within Natural Sciences is estimated in excess of 500,000.

The molluscs number approximately 70,000 individual specimens with good global and taxonomic coverage. In January 2020 George Montagu's collection of shells received Designated status from Arts Council England. It includes 120 lots with type status and attracts international research interest. It is the most intact and taxonomically important collection of British shells of the early 19th century to be found anywhere in the UK. Juliana Linter's collection of approximately 14,000 exotic land snail shells is also noteworthy for it includes many rare or extinct species as well as some type material.

Percy Sladen's echinoderm collection comprises several thousand microscope slides and fossils from the collection of W.B. and P.H. Carpenter and over 2,500 dry and wet-preserved echinoderms. Some of these echinoderms were collected on the expeditions of HMS Challenger (1872-76) and HMS Lightning (1868). This is one of the best echinoderm collections in the UK outside of national museums.

RAMM has excellent British and exotic butterfly collections numbering in the region of 100,000 specimens, many of which have been consolidated (organised taxonomically rather than by collector). RAMM also has excellent holdings of British beetles and spiders.

Birds are a particular area of strength within the vertebrate collection with more than 12,500 study skins, eggs, bones and mounts. The specimens are of native and exotic species with good global coverage and include those now extinct or exceedingly rare such as the kakapo, huia, moa, ivory-billed woodpecker and passenger pigeon. Some of RAMM's most iconic objects are

mammals. Of the 1,400 mammal specimens around 60 were collected by big game hunter Charles Victor Alexander Peel including the giraffe as well as a polar bear and an African elephant. Reptiles, fish and amphibians are less well represented.

The botany collection is a good reflection of the activities of collectors from Victorian times up to the mid-20th century. Specimens from early collectors such as D'Urban and Heirn are particularly data-rich. Both collections include local and national material. Some of Heirn's specimens have been published in *Flora of Devon* (1939) by Keble Martin and Fraser. Also of note are approximately 2,000 seaweed specimens, many collected by female collectors including Amelia Griffiths, Mary Wyatt, Catherine Cutler, Fanny Hindon and Ellen Hutchins.

The geology collections are strong in specimens from Devon and the South West of England, together with intermittent worldwide coverage. The palaeontology collections are particularly extensive, with important material from the local Cretaceous, Pleistocene and Triassic systems including the holotype of *Fodonyx spenceri*.

### **3.9 Numismatics**

The numismatics collection comprises coins, tokens, medals and bank notes issued in Devon. Archaeological coins and coin hoards are held within the Antiquities collection (see 3.2). The most important elements here are the very fine systematic collection of the silver pennies struck at Devon's four Saxon and Norman mints (Exeter, Barnstaple, Totnes and Lydford), which includes some great rarities, and the sequence of Exeter's Civil War coinage. There are also good collections of Devon tradesmen's tokens of the 17th and 18th centuries, local medals, pub checks and badges, and a small collection of local banknotes. The museum also holds a representative selection of typical British coins of Saxon to modern date and a small collection of Classical coins.

### **3.10 Photography**

An assessment of RAMM's photographic holdings undertaken by a V&A Museum curatorial post identified photographic material in all of RAMM's principle collection areas, as well as in the archive. It includes early daguerreotype and ambrotype material from the 1850s to present day prints. It is estimated that there are 600 photographic prints (including unique photographs, original and reproductive prints); 250 negatives and transparencies; 4,700 lantern slides; a small collection of photographic albums and books containing photographs; and a collection related to photographic technology, including photographic equipment and raw materials.

The collection is strong in late 19th and early 20th century material by local, professional photographers with a particular focus on studio portraiture (cartes de visite, cabinet cards, loose and in photographic albums), such as by Owen Angel, James Frederick Long and Heath & Bradnee Ltd.

Highlights of the collection include:

- Four photographic portraits of the Royal family (reproductive prints) by Baron (Stirling Henry Nahum), Alice Hughes, and W. & D. Downey
- A tri-colour carbro print, *A Domestic Affair*, c. 1925, an outstanding example of early colour photography by Exeter-based photographer Frederick Gordon Tutton (1888-1930)
- Book with albumen prints of fungi (c. 1870s-80s), some hand-coloured, by early female photographer Miss M.M. Clarke
- Book *Hortus Veitchii*, 1906 with approx. 50 photogravure illustrations possibly by E.J. Wallis
- Group of 44 photographs of tree specimens collected by JR Jackson (including albumen prints by Samuel Bourne, Bourne & Shepherd, Charles Thomas Scowen, Nicholas & Curth and GR Lambert and Co.)
- A unique photographic album (platinum prints) of *Reminiscences of Mysore* by Barton & Son, Bangalore from c. 1906.
- Three crystoleum photographs by Exeter-based photographer Owen Angel, c. 1870s-80s
- Daguerreotype of an unknown girl by Charles Henry Williamson (1826 - 1874), c. mid-1850s
- Photographic portraits (originals and reproductive prints in the form of cartes de visite, cabinet cards, gelatin silver prints, as part of photographic albums) by local and national photographers and photographic studios, such as Bertram Park, Houston Rogers, Joseph Parkin Mayall, Maull and Fox, J Russell & Sons
- Two boxes of microphotographs, some made by the pioneer of microphotography John Benjamin Dancer

Recent acquisitions include:

Photomontages by Joanna Brown (2014-15)

A photobook, *Seeing believing* (2017), by Garry Fabian Miller including a small limited edition print *The White Cloud*, looking towards Ravens Tor, Winter 2014.

### 3.11 Social History

The Social history collection at RAMM is currently estimated at 9,955 records and 16,945 objects. Social history has recently been identified as a discreet group within RAMM's collections and we are currently assessing our holdings for significance.

These objects reflect the history of Exeter and its region from the 17th century onwards. They include artefacts relating to the city's institutions (the defences, religious institutions, the Guildhall, public health and the water supply for example), its foreign and regional trade (with highly important material from the operation of the custom port of Exeter), its industries, domestic life and topography (the last including a series of city models ranging in date from c.1820 to the 1970s). There has been little organised collecting in the past, and this is an area the museum is looking to develop in the future.

RAMM holds a small collection of musical instruments including important keyboard instruments as well as some woodwind and string instruments dating from the late 18th century. The 17th-century virginals by Charles Rewalyn of Exeter and the Italian harpsichord 1782 are outstanding pieces.

The small collection of armour and swords is based on local 17th and 18th-century material. A medium sized collection of firearms has as its core the high quality products of the local firm of W.J. Harvey and other innovative 19th-century firearms collected by W.J. Harvey.

The small technology collection numbering some 296 objects was mainly collected between the 1970s and 1980s, with a few existing older acquisitions being included. A number of objects in this collection were identified as potential candidates for disposal following a rationalisation exercise.

RAMM has a significant collection of objects relating to fire insurance and firefighting, with some of the earliest examples dating from the 18th century. These objects include fire buckets, fire insurance marks, uniform and equipment, and a fire engine used by Exeter Cathedral.

## Themes and priorities for future collecting

### 4.1 Overview

RAMM's approach to collecting is shaped by its organisational purpose and values and responsibility to manage collections ethically, legally and effectively within the resources available and in line with the distinctive character of the museum, and always for the public benefit.

RAMM will collect in accordance with the following general principles:

- 1 RAMM will collect strategically and ethically, in order to further our organisational purpose.
- 2 Acquisitions should contribute to the exploration of themes, issues, events or people important to the natural and cultural history of Exeter, set within its regional and national context, or the city and the region's connections across the world.
- 3 As part of the process of considering an item for the collection, we take into account the potential of the item to stimulate discussion and new perspectives and to help personalise the making of meaning.
- 4 We take a focused, responsive approach to collecting, within the resources available to us.
- 5 Whilst we emphasise the interconnectivity and diversity of our content, we do not aspire to build a comprehensive collection covering all areas of material culture.
- 6 We balance further collecting with the imperative to better understand and make use of existing collections.
- 7 In considering an item for our collection, we take into account the need for collections information, collections care and collections access.
- 8 We seek to fill gaps in our collection only where this will strengthen existing collections themes, enrich visitor experience, or contribute to opportunities for discussion and debate.
- 9 We will acquire an object only if it has clear potential for display, interpretation, research, learning, access or outreach.
- 10 We will not acquire material whose care and conservation needs are out of proportion to its potential for display, interpretation, research, learning or outreach.
- 11 The museum will take account of the collecting policies of other museums and other organisations and work with them to ensure Devon's unique history is reflected in museum collections without significant duplications.

## 4.2 Antiquities

Selective acquisitions may be made on the basis of the established Antiquities collection areas as set out in 3.2. A particular focus for the next five years will be:

- Archaeological finds (whether they are found by professional bodies or members of the public) that significantly add to RAMM's collections or to the heritage of local communities.
- Archaeological archives from planning and development projects in line with the museum's Guidelines for the Deposition of Archaeological Archives. (Please see Appendix A for full details.)
- Selected items of treasure (as defined in the 1996 Treasure Act). RAMM will follow the procedures as set out in the Treasure Act Code of Practice (see Treasure Act Code of Practice, paragraph 60).
- The Museum strongly discourages the removal of historic architectural fittings from their original buildings. However, in circumstances where such pieces will certainly be removed, or already have been removed, ecclesiastical or secular woodwork with Devon provenances will be acquired by purchase, gift or bequest, subject to their historic importance and with consultation with relevant local museums outside Exeter. Items relating to Harry Hems or Herbert Read and their workshops are of particular interest.
- Coin hoards are particularly strong sources of information and are a priority for collection.

RAMM will not collect the following:

- British archaeological material from outside Devon.
- Digital documentation from archaeological projects or paperwork generated by such projects. Contracting units will be asked to deposit a digital archive with a suitable repository, such as the Archaeology Data Service.
- Examples of UK coinage or coinage from other countries (unless it is part of an archaeological find).
- Large architectural items owing to storage constraints. If the museum becomes aware of endangered architectural items, the Local Authority Archaeologist and Historic Environment Record will be contacted. Where practicable, attempts will be made to find alternative homes for significant items.
- Significant new collections of foreign archaeological material. New acquisitions, however, will be considered if artefacts are known to have come from the major donors of material already held in the collection e.g. Claude Delaval Cobham, Lt. Col. L.A.D. Montague, Dr. N.L. Corkill.

## 4.3 Contemporary Art

In recent years, RAMM has been developing a reputation for exhibiting and commissioning contemporary artists. Since 2018 this work has been guided by the new role of Contemporary Art Curator and Programmer through an agreed selection procedure.

RAMM will acquire and, if appropriate accession, contemporary art. Collecting will be informed by RAMM's Manifesto (2018), Business Plans (2018-22 and 2023-5) and programming themes. Contemporary art acquisitions will contribute to the exploration of issues, events or people important to RAMM's wide-ranging collections through contemporary commissioning. And be informed by the natural and cultural history of Exeter, set within its regional and national context, or the city and the region's connections across the world. Contemporary art acquisitions may also expose museum history and processes and engage in the dynamic between disciplines.

Funding will inform the rationale for collecting contemporary art, as investment will be required for ambitious projects to be realised.

Methods for acquiring contemporary art may include:

- purchase, bequest or donation (including donation in lieu of tax) in particular where it is linked to programmes and themes across RAMM
- Commissioning work for exhibition and public programmes
- Acts of repatriation
- National collecting or commissioning schemes – e.g. Art Fund Collect.

In particular, RAMM needs to address the long-term storage of digital works already commissioned and to futureproof future programming and commissions for collecting. (see 4.11)

#### **4.4 Costume and Textiles**

Selective acquisitions may be made on the basis of the established Costume and Textiles collection areas as set out in 3.4. A particular focus for the next five years will be:

- Costume items with strong local provenance and which fill gaps in existing collection (Exeter and Devon); early Devon-made pieces; designers/makers with a local connection (all periods).
- RAMM seeks to build on existing collections of occupational and working-class dress particularly 18th and 19th century
- European lace items which fill gaps in existing collection: early pieces, particularly Devon-made; 16th and 17th-century continental laces.

#### **4.5 Decorative Art**

Selective acquisitions may be made on the basis of the established Decorative Art collection areas as set out in 3.5. A particular focus for the next five years will be:

- Filling gaps in British ceramics collection, including 20th-century and contemporary potters.
- Silver with an Exeter or Devon association
- Filling gaps in horology collection
- Contemporary craft work that relates to RAMM's collection strengths

#### **4.6 Ethnography**

In addition to the considerations set out in 4.1, items considered sacred, or having significant agency by the nations of origin, will only be acquired if the

provenance can be proven, and if the role of the Museum acting as a carer does not cause offence to the originating peoples and holders of specialist knowledge.

Attention will be given to acquisitions that enhance collection strengths or provide the Museum with examples where there are existing gaps in the collection. New acquisitions should also reflect contemporary issues and have meaning for collections-connected communities.

Suggestions for new acquisitions include

- Historic photographic archive relating to the collection to aid interpretation.
- Central American textiles to fill gaps identified by a specialist assessment in 2012. Items of particular interest include a contemporary blouse from Mexico or Guatemala, woven hair cords from Guatemala and a quechquemiti (closed shoulder cape) a contemporary spindle, samples of work incorporating brown cotton and pieces using the techniques of gauze-woven cloth, ikat (tie-dyed) thread and embroidery.
- Contemporary works relating to RAMM's collection strengths.

There are exceptional circumstances in which RAMM may act as an externally approved repository for ethnographic items with no Devon or Exeter connection.

RAMM will not acquire the following:

- Unmodified human remains
- Artefacts carved from ivory and rhino horn since 1900
- Items illicitly acquired as a result of human conflict
- Artefacts of a sensitive nature and provenance that dictate they should not be accepted by RAMM. The current owner will be advised that they should be returned to the nation of origin or agreed holding institution.

#### **4.7 Fine Art**

Selective acquisitions may be made on the basis of the established Fine Art collection areas as set out in 3.7. A particular focus for the next five years will be:

- Portrait miniatures by Devon artists. Four of the most important artists in the history of the portrait miniature were Devonian: Nicholas Hilliard, Richard Cosway, Richard Crosse and Ozias Humphry. Though their careers were based in the capital, each maintained strong connections to the South West and secured numerous commissions in the region.
- RAMM's collections do not adequately represent their achievements: there are no works by Hilliard or Humphry and just a single miniature by Crosse and Cosway. Surprisingly, Cosway and Crosse are both represented by oil portraits – a self-portrait of each and a full length by Cosway of the young Sir Henry Carew of Tiverton in Van Dyck costume.
- Works by Hilliard command prices far beyond the normal resources of the museum and special efforts would have to be made to acquire a work if the opportunity arose.
- Women artists. RAMM's collection, like many founded in the Victorian period, presents a traditional patriarchal art historical view. While there are some

notable Victorian women artists represented, the collection is heavily male-weighted. RAMM seeks to redress the balance by collecting works by female artists from all periods with strong links to the South West e.g. Exeter artist Ethel Larcombe (fl.1900-1920).

- Portraiture. The portrait collection is significant with examples from the 16th to the 20th century. The majority of these works depict white, wealthy and powerful sitters, that do not adequately reflect the diversity of contemporary British society. There are no depictions of disability or portraiture that reflects the discourse of gender identity. RAMM is actively seeking acquisitions to address this.

#### **4.8 Natural Sciences**

In addition to the considerations set out in 4.1 RAMM has the following standards and criteria for Natural Sciences collecting:

- Specimens should be well provenanced - known collector, collection location and date
- They should be locally relevant – this is considered in geographical terms – Devon, Exeter - or from a historical perspective (local collector, collector relevant to RAMM and its history, or local historical event). Foreign material will only be considered if of very good quality and if it complements RAMM's existing collections. Objects with a particular UK geographical association beyond Exeter but within Devon will only be acquired following consultation with relevant museums.
- Specimens should be identified to species level
- Herbarium specimens should be mounted where appropriate.
- Vertebrate specimens will be accepted if already prepared as mounts, skins, skeletons or preserved wet. Carcasses will only be accepted in exceptional circumstances
- Insects should be set and mounted or preserved in fluid. Papered, un-set or un-mounted specimens will be considered only in exceptional circumstances.

Selective acquisitions may be made on the basis of the established Natural Sciences collection areas as set out in 3.8. A particular focus for the next five years will be to:

- Ensure both sexes of a species are represented.
- Collect wild species new to Devon, including spreading UK natives and 'alien' introductions.
- Seek historic and modern specimens to provide voucher coverage (reference specimens) for Devon.
- Seek local examples of native and introduced reptile and amphibian species that occur in Devon to develop a reference collection of well-preserved specimens.
- Fill gaps in existing British freshwater, terrestrial and marine mollusc collections with Devon specimens (where possible), as well as collecting examples of new species to the county.
- Fill gaps in the British spider collection ideally with specimens from Devon.

- Collect palaeontological specimens from the World Heritage coast particularly Triassic reptiles from the Otter Sandstone near Sidmouth and material from other Permian / Triassic sources in the South West.
- Collect Devon petrological and mineralogical material to fill existing gaps. Material related to industrial use is also sought.

#### **4.9 Photography**

Selective acquisitions may be made according to the criteria of any of the principal collection areas. RAMM seeks to develop its photographic holdings by acquiring high quality works by significant artists.

A particular focus for the next five years will be:

- Works by photographers who have made a significant contribution to the story of photography in the South West. Their work should provide insights into Exeter's and the region's culture and society and/or natural landscape.
- Photography made in and depicting the South West (specifically Dartmoor) produced during the late 20th and 21st centuries. The primacy of photography's documenting capacity in relation to landscape and the natural world will be of significance, but collecting will not be limited to traditional concepts of 'landscape photography'. Photographs on wider Dartmoor themes and topics related to culture and society of the area such as environment and nature, freedom and living with the land will be considered.
- Supporting young, local and emerging photographers through the acquisition of photobooks.
- Representing the diversity of contemporary Devon.

RAMM is not seeking to acquire the following material.

- Photographer's archives
- Topographical and documentary photographs of Exeter and Devon will be referred to Devon Heritage Services

#### **4.10 Social History**

Selective acquisitions may be made on the basis of the established Social History collection areas as set out in 3.8. A particular focus for the next five years will be to:

- Acquire items with clear and unique connections to Exeter and Devon in terms of design, production or use by people living or working in Exeter, past or present.
- Collect social history items to enrich visitor experience (physical or virtual), introduce additional voices and stimulate discussion and new perspectives and to help personalise the making of meaning.
- Acquire items that contribute to the exploration of themes, issues, events or people important to the natural and cultural history of Exeter, set within its regional and national context, or the city and the region's connections across the world.
- In the case of oral history, material will be acquired with due regard to the codes of practice and ethical guidelines established by the Oral History Society and comparable professional bodies.

RAMM will not collect the following:

- Mass-produced items unless they strongly meet one or more criteria laid out in 5.1
- Large scale industrial history items
- Due to restrictions of space and resources RAMM cannot undertake large-scale contemporary collecting. However, it will seek to make selective acquisitions that reflect contemporary Exeter life.

#### **4.11 Digital media**

RAMM is keenly aware of the growth in digital work in contemporary art and other creative areas. This includes artist commissions and exhibition content. Because the museum is not resourced for the long-term storage and preservation of born digital, or archived as digital, creations such works are not accessioned at present. Longer term we seek to find a means of accessioning, storing and preserving digital objects and are currently exploring partnerships that can deliver this aspiration.

## Themes and priorities for rationalisation and disposal

### 5.1 Overview

The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

The following areas have been identified as priorities for rationalisation or disposal for the period 2020-2025 following further research and review.

### 5.2 Antiquities

- Recent Devon or Exeter archaeological archives with small collections of finds that form typical assemblages. These assemblages duplicate many others in RAMM and have little research value or community interest.
- Archaeological archives found on properties managed by heritage organisations, such as English Heritage, will be transferred to join existing collections with those organisations.
- Sampling/retention strategies will be applied to types of archaeological material where industry best practice has been built up. In several instances this best practice has been influenced by RAMM projects. Examples include archaeometallurgy, faunal remains, Roman pottery building materials, and clay pipes.

### 5.3 Costume and Textiles

- Duplicate examples of 20th-century gloves and stockings where condition or provenance is poor.
- Post-1970 periodicals in mass circulation that do not reflect the content of the collection.
- 20th-century hairdressing items and cosmetics.

### 5.4 Decorative Art

- Furniture (excluding pieces connected to key RAMM donor Kent Kingdon)
- European ceramics that do not relate to key donors in the museum's history

### 5.5 Ethnography

Contemporary souvenirs that contain little cultural value

- Various items from European countries that may sit better under other collections areas (e.g. Costume and Textiles) within RAMM or be a better fit with the collecting remit of other Accredited museums

- Duplicate historic items that might be best cared for in another museum collection or community of origin if wanted.
- Items (particularly weapons) that are in bad repair and are not good examples of their kind.
- Items which are identified as being sacred by source communities and those which were acquired unethically during the time of British colonialism. Such items will be considered for repatriation to support the needs of the originating community where a return offers significant healing and reconciliation. The significance of need is dealt with on a case by case basis in line with RAMM's repatriation process (see section 15 and Appendix C).

## **5.6 Fine Art**

- Duplicate prints
- Documents (theatre programmes, letters, election posters)
- Publications which are available at other institutions and libraries

## **5.7 Natural Sciences**

- Spirit collection - Poorly preserved material - often in phenoxytol which has been shown to be ineffective as a preservative – with negligible or insignificant provenance will be disposed of by destruction.
- Birds' eggs with poor data and little research potential.
- Recent, mass produced publications

## **5.8 Photography**

- Duplicate prints and copies
- Film negatives (hazardous materials) after digitisation
- Cameras, technical equipment and photographic raw material without direct relation to the collections and the Museum's history or particular significance
- Material showing signs of extreme physical deterioration without any possibilities for restoration

## **5.9 Social History**

- Firearms: mass-produced firearms not from Devon makers

## 6

## Legal and ethical framework for acquisition and disposal of items

- 6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

## 7

## Collecting policies of other museums

- 7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

- 7.2 Specific reference is made to the following museum(s)/organisation(s):

Devon

- A la Ronde, Exmouth
- Allhallows Museum, Honiton
- Arlington Carriage Museum, Barnstaple
- Arlington Court, Barnstaple
- Ashburton Museum, Ashburton
- Axe Valley Heritage Museum, Seaton
- Axminster Museum, Axminster
- Branscombe Old Bakery, Seaton
- Braunton & District Museum, Braunton
- Brixham Heritage Museum, Brixham
- Buckfastleigh Museum and the Valient Soldier Heritage Project, Buckfastleigh,
- Buckland Abbey, Yelverton,
- Burton Art Gallery & Museum, Bideford
- Castle Drogo, Exeter
- Coldharbour Mill Working Wool Museum, Cullompton,
- Coleton Fishacre House & Garden, Dartmouth
- Combe Martin Museum, Combe Martin
- Cookworthy Museum of Rural Life, Kingsbridge
- Crediton Museum & Heritage Centre, Crediton
- Dartmoor Prison Museum, Princetown
- Dartmouth Museum, Dartmouth
- Dawlish Museum, Dawlish
- Devonshire Collection of Period Costume, Totnes
- Elizabethan House, Plymouth
- Exmouth Museum, Exmouth
- Fairlynch Arts Centre & Museum, Budleigh Salterton

- Finch Foundry, Okehampton
- Flete, Ivybridge
- Holsworthy Museum, Holsworthy
- Ilfracombe Museum, Ilfracombe
- Killerton House, Exeter
- Knightshayes Court, Tiverton,
- Lyn & Exmoor Museum, Lynton
- Markers Cottage, Exeter,
- Morwellham Quay Open Air Museum, Tavistock
- Museum of Barnstaple & North Devon, Barnstaple
- Museum of British Surfing, Braunton
- Museum of Dartmoor Life, Okehampton
- Newton Abbot Town & GWR Museum, Newton Abbot
- North Devon District Council Museum Service, Barnstaple
- North Devon Maritime Museum, Appledore
- Overbecks Museum, Salcombe
- Salcombe Maritime Museum, Salcombe
- Saltram House, Plymouth
- Sidmouth Museum, Sidmouth
- South Devon Railway Museum Trust, Buckfastleigh
- South Molton & District Museum, South Molton
- Tavistock Museum, Tavistock
- Teignmouth and Shaldon Museum & Historical Society, Teignmouth
- The Box, Plymouth
- Thelma Hulbert Gallery, Honiton
- Tiverton Museum of Mid Devon Life, Tiverton
- Topsham Museum, Exeter
- Torquay Museum, Torquay
- Torre Abbey (Torbay Council), Torquay
- Totnes Elizabethan House Museum, Totnes
- Totnes Fashion and Textile Museum, Totnes
- University of Exeter, Bill Douglas Centre, Exeter

Other counties

- Bristol Museums, Bristol
- Falmouth Art Gallery, Falmouth, Cornwall
- Lyme Regis Museum, Lyme Regis, Dorset
- Penlee House Gallery & Museum, Penzance, Cornwall
- Royal Cornwall Museum, Truro, Cornwall

**7.3** Specific reference is made to the following records offices and archives:

- Beaford Arts, South Molton
- Cornwall Record Office
- Devon Heritage Services (South West Heritage Trust)
- The Box, Plymouth

## Archival holdings

### 8.1 Overview

As the museum holds archives, including photographs and printed ephemera, it will be guided by the 'Code of Practice on Archives for Museums and Galleries in the United Kingdom' (third edition, 2002).

Archival material offered to RAMM that does not relate to RAMM's collections will be referred to Devon Heritage Services or other relevant record office.

## Acquisition

### 9.1 Overview

All new acquisitions (whether offered to the museum by external persons or bodies, or sought for purchase by the museum) will be considered by a committee of museum staff. In the case of small acquisitions this committee will be made up of curators and conservators from the Collections Team. For large acquisitions and those that require significant finance the decision will be authorised by the museum's Management Team.

When a new acquisition is offered to museum's collections, staff must demonstrate that a proposed acquisition has significance and value to RAMM because it is consistent with the general principles above. Decisions to accept or decline are agreed through the monthly Collections Team meetings.

The museum recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

- 9.2** The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- 9.3** In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from 1 November 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The museum will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10

## Human remains

- 10.1** To the best of our knowledge RAMM does not hold any human remains under 100 years old. RAMM will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.
- 10.2** If existing holdings are found to be younger than 100 years, or the museum seeks to acquire such material, it will obtain the necessary licence under the Human Tissue Act 2004 and any subordinate legislation from time to time in force. (see Appendix B)

11

## Biological and geological material

- 11.1** So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

12

## Archaeological material

- 12.1** The museum will not acquire archaeological material in any case where the responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2** In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## Exceptions

**13.2** Any exceptions to the above clauses will only be because the museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin
- In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

## Spoliation

**14.1** The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## The Repatriation and Restitution of objects and human remains

**15.1** The museum's governing body, ECC, acting on the advice of the museum's professional staff, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

**15.2** The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

**15.3** For a guide to RAMM's procedures regarding repatriation and restitution of objects and human remains please see Appendix C.

## Disposal procedures

- 16.1** All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.
- 16.2** The governing body, ECC, will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 16.3** When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4** When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.
- 16.5** The decision to dispose of material from the collections will be taken by a representative (relevant Portfolio Holder) of ECC only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- 16.6** A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, and not of the curator or manager of the collection acting alone. Exeter City Council's Portfolio Holder for Climate and Culture has delegated decision-making power with regard to disposals. In the event that the Head of Service and Portfolio Holder for Economy have concerns about a proposal to dispose, the decision will be made by Exeter City Council Executive Committee.
- 16.7** Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8** If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

- 16.9** The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10** Any monies received by the museum from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.
- 16.11** The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12** Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.
- 16.13** The museum will not dispose of items by exchange.
- 16.14** If it is not possible to dispose of an object through transfer or sale, the governing body may sanction its destruction.
- 16.15** It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.16** Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.17** Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.18** The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

# ARCHAEOLOGICAL ARCHIVES DEPOSITION 2020

Royal Albert Memorial Museum & Art Gallery, Exeter

## CONTENTS

▪ 1. Introduction	4
▪ 2. Mandatory conditions of deposition	5
▪ 3. RAMM's collecting boundaries	5
▪ 4. Process chart	6
▪ 5. Contacting RAMM prior to fieldwork	7
▪ 6. Consultation process	7
▪ 7. Allocation of RAMM accession number	7
▪ 8. Digital data	8
▪ 9. Transferring title	8
▪ 10. Assignment of copyright	8
▪ 11. Essential conservation work	8
▪ 12. Standards of presentation of finds and documentary archives	9
▪ 12.1. Finds archives	9
▪ 12.1.1. Sampling and disposal	9
▪ 12.1.2. Bulk finds	9
▪ 12.1.2.1. Cleaning	9
▪ 12.1.2.2. Marking	9
▪ 12.1.2.3. Bagging up	9
▪ 12.1.2.4. Boxing up	10
▪ 12.1.2.5. Labelling boxes	10
▪ 12.1.3. Small finds	10
▪ 12.1.3.1. cleaning and conservation	10
▪ 12.1.3.2. Marking	10
▪ 12.1.3.3. Packaging (also fragile bulk finds)	10
▪ 12.1.3.4. Boxing up	11
▪ 12.1.3.5. Labelling boxes	11
▪ 12.1.4. Outsize objects	12
▪ 12.2. Documentary archives	13
▪ 12.2.1. Paper archives	13
▪ 12.2.1.1. Papers	13
▪ 12.2.1.2. Plans	14
▪ 12.2.1.3. Photographic archives	14
▪ 12.2.1.3.1. Marking	14
▪ 12.2.1.3.2. Packaging	14
▪ 13. Materials and suppliers	15
▪ 13.1. Low acid boxes for finds	15

▪ 13.2. Polythene 'Stewart' boxes	15
▪ 13.3. Foil backed box labels	15
▪ 13.4. Table of suppliers	16
▪ 14. Documents for reference	17
▪ Appendices	
▪ Appendix 1 – Details of collecting boundaries	18
▪ Appendix 2 – Notification of fieldwork form	19
▪ Appendix 3 – Transfer of title form	20
▪ Appendix 4 – Archive deposition form	21
▪ Appendix 5 – Copyright licence form	22
▪ Appendix 6 – Accession number sub-numbering scheme	23

## 1. INTRODUCTION

The Royal Albert Memorial Museum and Art Gallery (RAMM) is a service of Exeter City Council. It has a significant collection of archaeological finds and records (archaeological archives) built up since the 1970s through so-called 'rescue archaeology' and developer-funded archaeology. These archives represent a major part of our communal cultural heritage, and – for the periods of Exeter and Devon's rich history for which there are no documents or many buildings surviving – is the only evidence for what happened in the past, for illustrating how people lived and died, and for how the urban and rural landscape have developed over the centuries. By its nature, archaeological material, and the knowledge it contains cannot be replaced.

This document sets out how RAMM will work with archaeological contractors and planning archaeologists to ensure that archaeology generated as part of the planning and development process is archived and preserved in a public repository.

The volume of archives from developer-funded archaeology means that RAMM has to be selective in what it takes as publicly accessible archaeological archives. It is not sustainable to take all finds from archaeological projects, many of which duplicate each other and RAMM's extensive existing archaeological collection.

RAMM will only accept finds of an exceptional nature and ones that significantly add to its holdings of a community's heritage. The archive deposited with RAMM will have been subject to agreed sampling and disposal strategies which will have taken into account RAMM's existing archaeology collection. There may be archaeological material that is not suitable for deposition with RAMM, but may have long-term research interest to the wider archaeological community. RAMM will act as the consulting museum to work with archaeological contractors and planning archaeologists to find another repository for this archive.

The document element, whether 'born-digital' or retrospectively digitised, will be deposited with a trusted and respected digital repository, such as the Archaeology Data Service (ADS).

RAMM will charge a box fee for items it accepts. (Price on application, see Appendix 4 for a selection of current box sizes and charges.) Deposition with other repositories, such as ADS, will be at the archaeology contractor's expense.

RAMM reserves the right to refuse to accept archaeological material that does not meet the conditions outlined in this document. When RAMM receives archaeological material, it accepts responsibility for it in perpetuity. It accepts archaeological material on the basis of making it publicly accessible through exhibition, education and research.

## **2. MANDATORY CONDITIONS OF DEPOSITION**

- 2.1 That the site lies within Royal Albert Memorial Museum and Art Gallery's (RAMM) collecting boundaries (see Section 3 and Appendix 1).
- 2.2 That RAMM has been contacted prior to commencement of the archaeological project and it has been agreed that RAMM is to be the consulting museum.
- 2.3 That the archive is complete and fieldwork is not ongoing. Any sampling strategies need to have been carried out in consultation with RAMM prior to deposition.
- 2.4 That any reference numbers issued by RAMM prior to commencement of the excavation are referred to in HER records, OASIS records, site reports, publications and in documentary and digital archives as specified.
- 2.5 That the accession number/s issued by RAMM is used to number all items in the finds, documentary and digital archives as specified. Wherever possible this number is also referred to in HER records, OASIS records, site reports and publications
- 2.6 That if any items are accessioned by RAMM, signed title to them will have been obtained by the excavator and this is transferred to RAMM.
- 2.7 That a copyright licence has been assigned to RAMM.
- 2.8 That where human remains are included in the archive, there is an accompanying copy of the associated paperwork, required according to current law, from the documentary archive.
- 2.9 That any conservation work essential for the long term preservation and intelligibility of finds within the archive has been completed by the excavator and is fully documented.
- 2.10 That the documentary and finds archives have been prepared to the standard specified in this document.
- 2.11 That the contractor has submitted a 'Statement of Potential' about the site archive. This only needs to be a brief synopsis or paragraph outlining the importance, or not, of the site and its finds. This will serve as a good starting point for use of the archive and will be included on a future museum web entry for the site. A digital image (of the site or a significant find) should also be submitted, again this will be used to illustrate the site on RAMM's website. The image should be a .jpg at 300dpi and 1000 pixels on the longest side.
- 2.12 That an Online Access to the Index of Archaeological Investigations (OASIS) form has been completed for the site
- 2.13 That charges relating to the deposition of the archive have been paid.

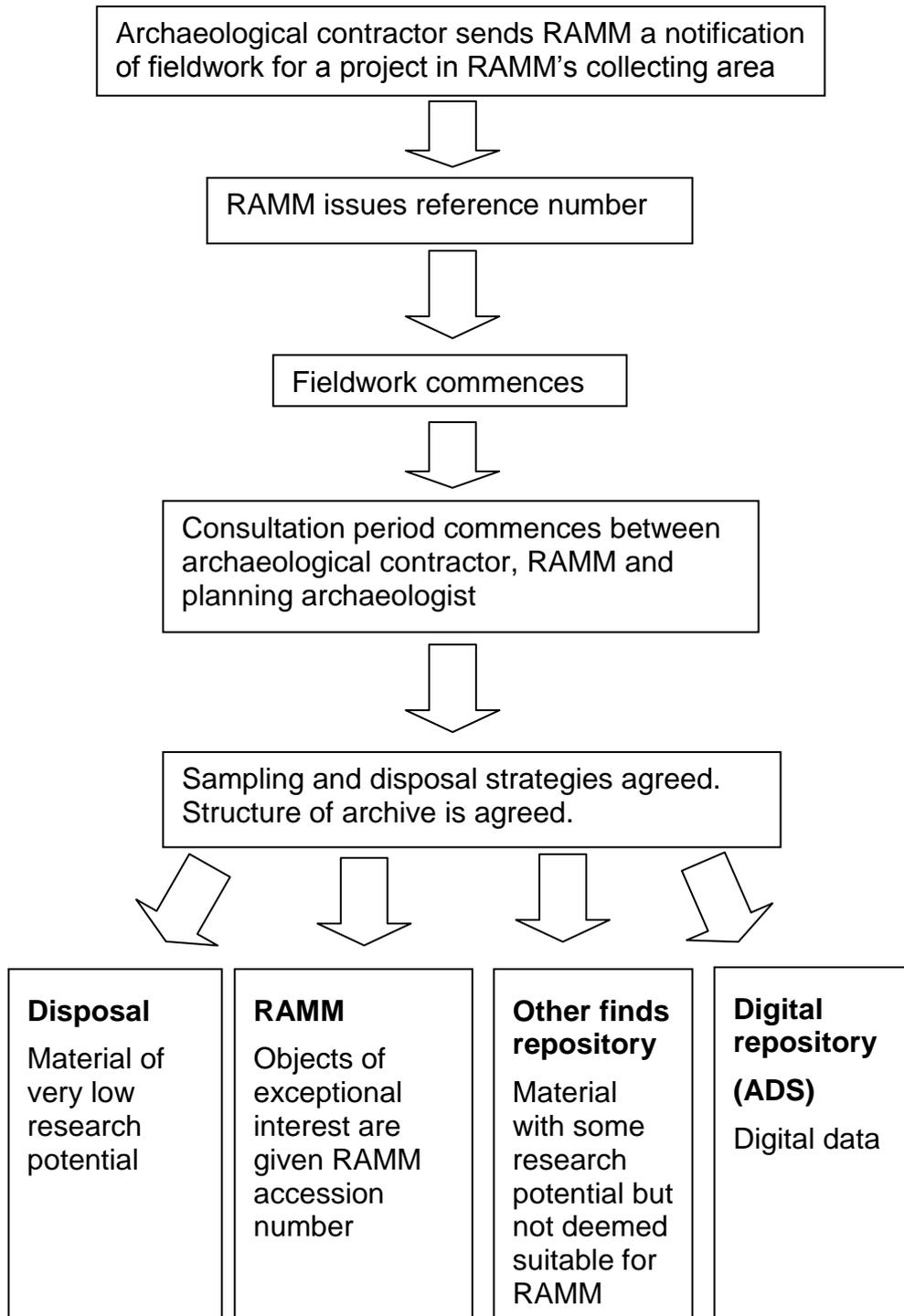
### **3. RAMM'S COLLECTING BOUNDARIES**

RAMM collects archaeological material from the following district council areas: Exeter, East Devon, Mid Devon, Teignbridge; South Hams (only the parishes of Staverton, Littlehempston, Dartington, Totnes, Berry Pomeroy, Marldon, Stoke Gabriel and Kingswear) and West Devon (only the parishes of Bondleigh, North Tawton, South Tawton, Spreyton, Drewsteignton, Throwleigh, Gidleigh and Chagford).

For a map showing the collecting boundary see Appendix 1. RAMM cooperates with Plymouth City Museum & Art Gallery, Torquay Museum and Barnstaple & North Devon Museum to cover archaeological collecting across the county.

#### 4. PROCESS CHART

This chart outlines the process for depositing archaeological archives with RAMM.



## 5. CONTACTING RAMM PRIOR TO FIELDWORK

As soon as the archaeological contractor has been commissioned to undertake an archaeological project within the RAMM collecting area they should complete a Notification of Fieldwork form (see Appendix 2) and email or send it to the address below. RAMM will agree, in principle, to be the consulting museum, providing the excavator fulfils the standard as set out in this document. At this point RAMM will issue a reference number which can be quoted in the WSI, correspondence with RAMM and quoted in data submitted to OASIS and ADS. This number is used to track archaeological activity and does not commit RAMM to accepting material from the site into its collection. It acts as the start of a period of consultation between the archaeological contractor, the planning archaeologist and RAMM.

RAMM will charge £40 to cover the administrative work involved in registering an archaeological project and issuing a reference number.

Contact details are:

Thomas Cadbury  
Assistant Curator  
Royal Albert Memorial Museum and Art  
Gallery  
Queen Street  
Exeter EX4 3RX

Telephone: 01392 265356  
Email: [Thomas.Cadbury@exeter.gov.uk](mailto:Thomas.Cadbury@exeter.gov.uk)

## 6. CONSULTATION PROCESS

During consultation, sampling and disposal strategies can be formulated, these will take account of the sizeable collection already held by RAMM. Finds to be accessioned by RAMM will be selected, and those that should be deposited elsewhere will be noted.

## 7. ALLOCATION OF RAMM ACCESSION NUMBER

Should the project find objects of an exceptional nature or of high significance to a community's heritage then RAMM may decide to acquire them for its collection. In this case RAMM will assign a unique accession number to the site. Items given accession numbers should also be quoted in data submitted to OASIS and ADS and in final published reports as an aid to researchers and museum staff.

Appendix 6 lays out how the accession number is used in relation to different classes of finds (sub-numbered by material, period etc).

### Important

Where individual artefacts have been identified within specialist reports it is essential that they are individually identifiable within the archive. Similarly, where specialists have sorted artefacts into different types within a context, these groups should be bagged accordingly and labelled with their identification. This aids future research and use of the collections.

## **8. DIGITAL DATA**

RAMM expects that the documentary element of an archive is deposited as digital data with a trusted and respected digital repository, such as the Archaeology Data Service (ADS).

When depositing with ADS the current options are:

OASIS images – small sites (limited range of file formats)

ADS Easy – small/medium sites (limited range of file formats)

ADS traditional – archives of all sizes and formats.

## **9. TRANSFERRING TITLE**

Any parts of the archive being accessioned by RAMM should have signed title transferred to RAMM prior to deposition of the archive (see Appendix 3). The excavator is the signatory for the documentary archive and the freehold landowner is the signatory for the finds archive.

## **10. ASSIGNMENT OF COPYRIGHT**

Copyright to the archive must be made available to RAMM via the Copyright Licence form for unrestricted internal use of the archive. (see Appendix 5).

## **11. ESSENTIAL CONSERVATION WORK**

All essential conservation of archaeological objects must be completed prior to deposition. Where appropriate, conservation issues should be discussed with RAMM in advance of work being carried out. Full records of any conservation work and treatment carried out need to be included in the archive. All conservation work must be carried out by a professional conservator. If in doubt, contact the museum for advice.

## **12. STANDARDS FOR PRESENTATION OF FINDS AND DOCUMENTARY ARCHIVES**

Both the finds and documentary archives must be prepared to the required standard of RAMM. This is set out below. Archives must be presented in clean packaging.

### **12.1 FINDS ARCHIVES**

#### **12.1.1 Sampling and Disposal**

Sampling is increasingly used to discard bulk material where it is thought to be surplus to future research needs. This should be discussed with the museum in advance of any sampling process being carried out. All sampling strategies need to be fully documented in the final archive. The existing holdings of RAMM's archaeology collection will be an important factor that informs the sampling and disposal strategy.

#### **12.1.2 Bulk finds**

##### **12.1.2.1 Cleaning**

All bulk finds must be cleaned. The only exceptions are where it is thought cleaning will destroy important evidence regarding the function of an object. Finds such as washed pottery and bone must be allowed to fully dry before being bagged up. If finds are packaged damp, mould growth will occur.

##### **12.1.2.2 Marking**

Where possible all bulk finds must be marked with the reference number or accession number followed by the context number in brackets (see 7 and appendix 6). On finds where the application of paraloid B72 diluted with acetone will not damage the object, a layer of paraloid should be applied and the number written onto the paraloid when it has dried. This should be done using a mapping pen and black 'Indian' ink. White ink should only be used on very dark finds as it gives a more untidy result and tends to be less permanent. 'Windsor & Newton' or equivalent quality inks must be used; that is water resistant drawing ink made from a lightfast pigment in a shellac solution (can be thinned with distilled water if required). A top coat of paraloid should be added to ensure the longevity of the number.

The writing should be small, neat and legible. Pottery sherds should be marked on the inside towards the middle. This is preferable in case the pot is ever reconstructed and the edges consequently obscured. It also means that the number is more likely to survive if the sherd is chipped or further sampled.

It is not possible to mark some bulk finds such as: slag; samples; artefacts with very rough surfaces, or those which are very small.

For a full guide to marking see <http://www.collectionslink.org.uk/programmes/museum-accreditation/926-labelling-and-marking-museum-objects>

##### **12.1.2.3 Bagging up**

All bulk pottery, bone, slag and glass must be bagged up, according to material and context number, using at least 200 gauge self-seal polythene bags with three white write on panels. Bags should not mix materials or contexts. Bags should hold an appropriate

amount of material for their size. Bags containing metal finds should be perforated to prevent the build-up of harmful micro-environments. A quick method of doing this is to use a pricking wheel of the type available from needlework shops.

The listed contents should be clearly visible from the outside of the bag. Information should be written onto the bag using a Kaiser-Schreiber film marking pen or a permanent black marker pen.

#### **12.1.2.4 Boxing up**

Only boxes of the correct dimensions and acid-free properties should be used (see 132.1). Bagged up bulk finds should be placed in AAZ1046 sized low acid boxes or where there are a small number of finds AAZ1045 boxes. If the size of individual objects cannot be accommodated in these sizes of box then box AAZ1047 can be used but this should be the exception. Occasionally, boxes might be needed to house finds which have larger dimensions (see 13.1).

Out of necessity, boxes of finds are often stored on high level shelves and, as such, become dangerous to lift if they are too bulky or heavy. Apart from small sites, where all the finds will fit into one box, materials should not be mixed. For such smaller sites, ideally boxes should be partitioned using acid-free boxboard. Boxes should not mix finds of significantly different robustness.

#### **12.1.2.5 Labelling boxes**

Boxes must be labelled using foil backed box labels. The labels should preferably be printed but, if handwritten, need to be legibly filled out using an archival permanent black marker pen. Labels must be stuck to the left side of both a short and long side of the box.

### **12.1.3 Small finds**

#### **12.1.3.1 Cleaning and conservation**

All small finds must be cleaned and, where necessary, treated by a professional conservator to ensure their long-term preservation and intelligibility.

Ensure that X-radiography of all metal objects (iron and copper alloy) has been carried out. This provides information about the objects and their condition but also identifies anything bound up in the corrosion deposits.

#### **12.1.3.2 Marking**

Where possible, all small finds should be marked using their unique identifying number (see 7 and appendix 6).

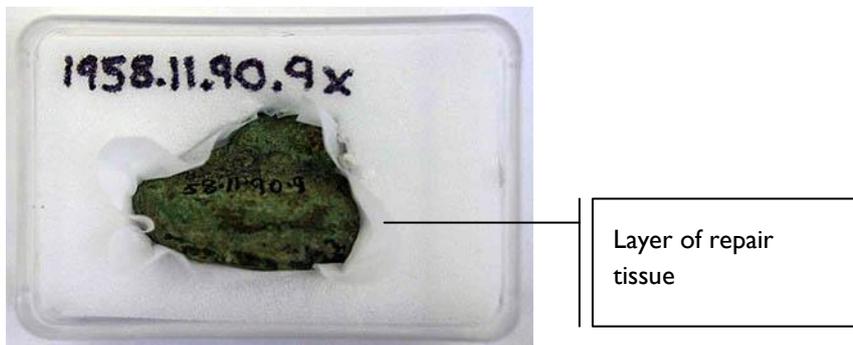
Objects should be marked discreetly but not obscurely. The marking should not detract from the potential display of the object.

#### **12.1.3.3 Packaging (also fragile bulk finds)**

In general, small finds need to be housed in more protective storage than bulk finds, as they are usually more delicate in nature.

Very robust small finds may be bagged in the same manner as bulk finds. Moderately robust small finds can be cushioned on a layer of polyethelene 'jiffy' foam in a polythene bag. They should not be wrapped but should be visible through the clear side of the bag.

Bags should be perforated. More delicate small finds should be housed in clear, non-hinged, polystyrene 'crystal' boxes in plastazote inserts. These should consist of a layer of plastazote, which fits into the bottom of the box, and a top layer, which has a cut-out in the shape of the object, into which the object is placed. Ideally, a layer of PEL wet strength repair tissue should be placed between the object and the cut-out to facilitate easy removal. The small find should be visible through the lid of the box. Where necessary plastazote 'braces' should be put over the object to prevent it moving and banging against the lid.



Packaged metal small finds and other small finds, which need to be kept in regulated micro-environments, should subsequently be packed with humidity absorbing crystals into a polythene 'Stewart' box (see 13.2).

Silica gel stored with ferrous objects should be pre-conditioned at below 15% relative humidity. With non-ferrous metals the silica gel should be pre-conditioned to below 35% relative humidity.

Polythene 'Stewart' boxes must also have a humidity indicator strip placed inside. Please position this so that it is visible from the outside.

Larger metal or composite objects may need to be housed in their own Stewart boxes. Again, these finds should be supported by plastazote, have a regulated micro-environment and a humidity indicator strip.

#### 12.1.3.4 Boxing up

Packaged non-metal small finds should be boxed up in low acid boxes (AAZ1045 or AAZ1046). Care must be taken to ensure that the objects do not crush each other and that there is minimal movement in the box. Acid free tissue paper and polyethelene 'jiffy' foam should be used as a buffer within the box or where possible, internal partitions created using acid-free box-board.

Packaged metal objects should be boxed in polythene Stewart boxes. Again, acid-free paper or polyethelene 'jiffy' foam should be used as a buffer to ensure minimal movement within the box.

#### 12.1.3.5 Labelling boxes

All 'Stewart' boxes must be labelled using foil backed box labels. Stewart box labels should be stuck to the left side of a short and long side of the box. Crystal box labels should have a paper label cut to size and placed in the bottom of the box beneath the plastazote layer. The unique accession number should be written with a Kaiser-Schreiber film marking pen or a permanent marker pen onto the plastazote beside the object, and

also onto the lid of the box at the top right hand corner and where possible should not obscure the view of the contents.



Where crystal boxes are too small to be labelled using a pre-printed label, they should be put inside a perforated labelled polythene bag with the find showing through the clear side of the bag.

#### 12.1.4 Outsize objects

Some objects, whether bulk finds or small finds, are too large for standard packaging. Items such as large timbers or stone carvings may not require packaging for storage but may sit directly on a shelf. Other items may require bespoke packaging. All materials must be of a conservation standard. All items should have a tyvek label marked with the object number in archival 'pigma' pen and be attached using soft unbleached cotton tape.

## 12.2 DOCUMENTARY ARCHIVES

Documentary archives should be presented as digital files to ADS. The following guidelines should only be used in exceptional circumstances.

### 12.2.1 Paper archive

Documentary archives should be organised to a recognised standard, in accordance with the requirements of the Institute for Archaeologists Standard and Guidance for the creation, compilation, transfer and deposition of archaeological archives and the Standard and Guidance for the collection, documentation, conservation and research of archaeological materials (2008).

[http://www.archaeologists.net/sites/default/files/node-files/ifa\\_standards\\_materials.pdf](http://www.archaeologists.net/sites/default/files/node-files/ifa_standards_materials.pdf)

<http://www.archaeologists.net/sites/default/files/node-files/Archives2009.pdf>

It is essential that the documentary archive makes explicit the system by which it is organised so that the different elements can be quickly and easily accessed by researchers and museum staff.

It must have:

- A contents list which inventories how many boxes the documentary archive consists of and references where information can be found within it.
- An inventory of the numbers of boxes of bulk finds, including the type of material they contain.
- An inventory of the numbers of boxes of small finds.
- An inventory of the numbers of loose bulk finds and small finds.
- Detailed indexes of the small finds, clearly listing their unique accession numbers as well as their context numbers.
- Detailed indexes of plans clearly listing their unique accession numbers.
- Detailed indexes of photographic images and their media clearly listing their unique accession numbers.

Elements of the paper archive must not include staples, metal paper clips, rubber bands, tape, items held together using glues or other adhesive fixatives. These are destructive over time and most adhesives fail leading to the disassociation and/or loss of information.

#### 12.2.1.1 Papers

- Each section must have its own acid-free archival manuscript folder/s. The folders should be marked on the outside in archival pencil in the top right hand corner with the site accession number and the archive section number/description. Each folder should be numbered referencing its documentary archive box number and its location within the box e.g. Box 1, Folder 1. These numbers should also be marked on the folder as previously described.
- Every separate paper must be marked with the site accession number and the archive section number in archival pencil in the top right hand corner. If the papers are computer generated these numbers should be printed.
- The folders must be placed in acid free archival flat document cases of the correct dimensions.

- Document cases must be labelled with foil backed box labels.
- If and when the excavation is published the museum must be sent two copies of the publication.

### **12.2.1.2 Plans**

All plans must be marked with their reference number. Ideally, this should be done at the top right hand corner of the plan using archival pencil.

### **12.2.1.3 Photographic archive**

#### **12.2.1.3.1 Marking**

All digital images, photographs, negatives, slides and x-rays need to be given a unique identifying number.

Photographs should be marked on the back using an archival pencil. If the surface will not take pencil then a permanent black marker pen should be used. Try to avoid light areas of the image as the number can show through.

Where possible, negatives and x-rays should be marked using an extra fine white marker pen.

Slides should be marked using a permanent black marker pen or Kaiser-Schreiber film marking pen on the casing.

#### **12.2.1.3.2 Packaging**

Photographs, negatives, slides and x-rays are stored by hanging vertically in metal filing cabinets. Photographs, negatives and slides must be housed in polypropylene wallets of the appropriate configuration according to their size. Wallets must not mix photographs, negatives, slides and x-rays. Each image must have its own pocket. Do not double up photographs etc. The wallets must also be labelled at the top with the range of accession numbers of the items housed in the wallet. This needs to be done using foil backed labels (see 10.3) and permanent archival 'pigma' marker pen. The wallet also needs to be provided with a file hanger.

### 13. MATERIALS AND SUPPLIERS

If an excavator already uses materials which they feel correspond to those listed and would like to use these instead, please get in touch to discuss this **before** going ahead and using alternatives to those items listed.

For full details of suppliers see 13.4

#### 13.1 Low acid boxes for finds

Use: To store bulk finds and small finds where appropriate.

Supplier: G. Ryder & Co. Ltd

Details:

Internal dimensions in mm's

G. Ryder box code	Length	Width	Depth	Lid depth
Finds box AAZ1045	394	241	76	70
Finds box AAZ1046	394	241	152	70
Finds box AAZ1047	394	241	304	70

#### 13.2 Polythene 'Stewart' boxes

Box name	Azpack Product Code	Dimensions in mm
Giant storer	1781 008	150 x 305 x 305
Pizza storer	1225 008	60 x 240 x 240

#### 13.3 Foil backed box labels

Preservation Equipment Ltd	Supplier code	Dimensions in mm	Use to label
Single sheet	387-3025	280mm x 216mm	Documentary archive boxes
10 label sheet	387-5352	102mm x 51mm each label	Stewart boxes which are too small to accommodate the 6 label sheet size label
84 label sheet	387-2520	47mm x 11mm	Photographic wallets, slides

### 13.4 Table of Suppliers

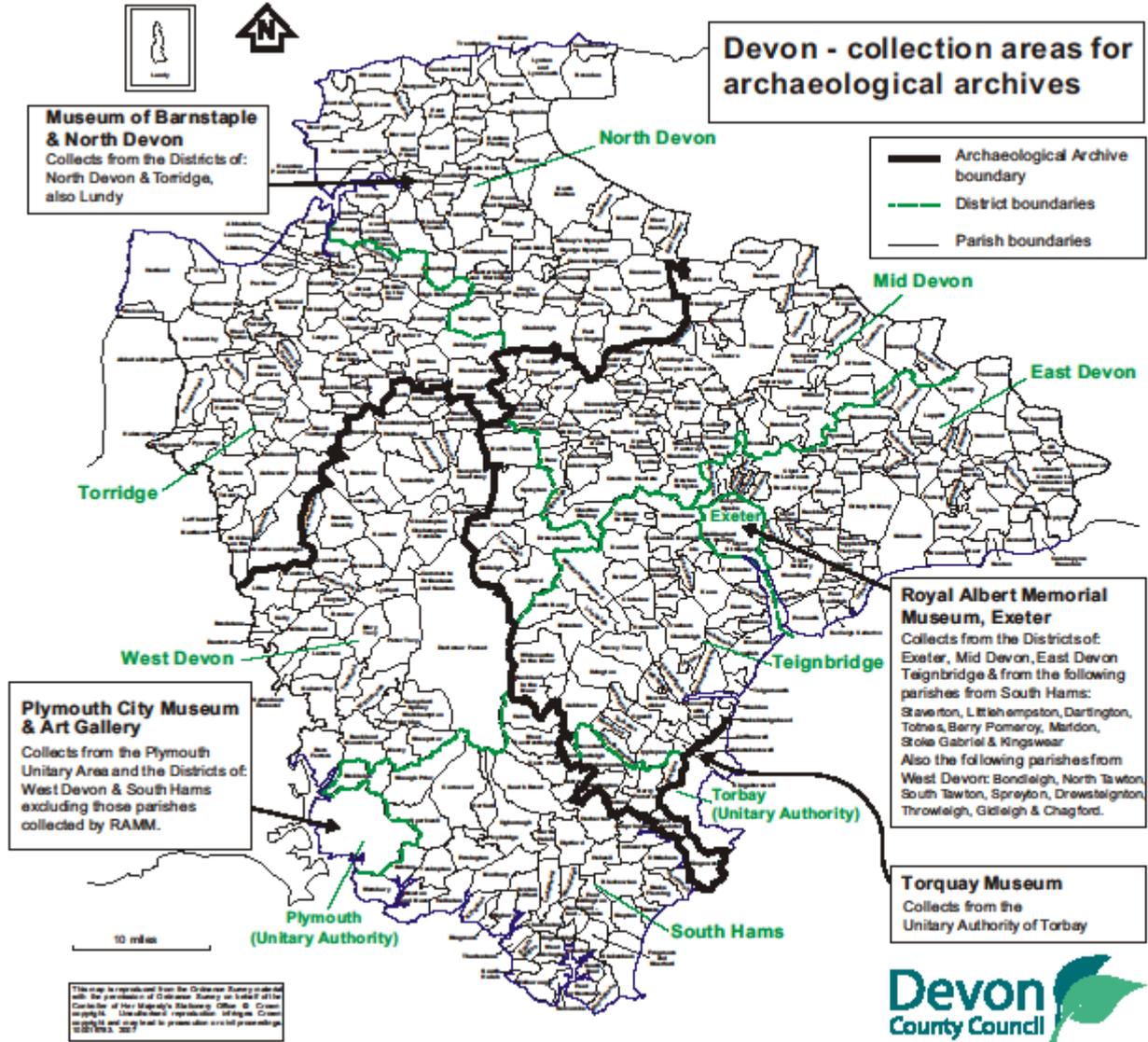
Name of supplier	Contact details	Supplies (and product codes)
Allpack Packing Supplies Ltd	H8 Station Road Industrial Estate, Elmswell, Bury St Edmunds Suffolk IP30 9HR Tel: 01359 242116 Fax: 01359 240175 Email: <a href="mailto:sales@allpack.co.uk">sales@allpack.co.uk</a> Web: <a href="http://www.allpack.co.uk/bubble.htm">www.allpack.co.uk/bubble.htm</a>	Polyethelene 'jiffy' foam
Azpack Limited	11 Kernan Drive, Swingbridge Trading Estate, Loughborough, Leicestershire, LE11 5JF Tel: 01509 261256 Fax: 01509 610650 Email: <a href="mailto:sales@azpack.ltd.uk">sales@azpack.ltd.uk</a> Web: <a href="http://www.storeanddisplay.co.uk">www.storeanddisplay.co.uk</a>	Stewart Boxes (see 10.2), Crystal boxes
Conservation Resources (U.K.) Ltd	Units 1,2 & 4 Pony Road, Horspath Industrial Estate, Cowley, Oxford, OX4 2RD Tel: 01865 218277 Fax: 01865 747755 Email: <a href="mailto:info@conservation-resources.co.uk">info@conservation-resources.co.uk</a> Web: <a href="http://www.conservation-resources.co.uk">www.conservation-resources.co.uk</a>	Flat document cases (15101), black polyester marker pens (PMP), 'pigma' archival pens, white marker pens (EF780), soft pencils (4HB), paraloid B72 (SY7 & SY7F), Perma-Saf™ photographic wallets & suspension rods (PSH-F)
G. Ryder & Co. Ltd	Denbigh Road, Bletchley, Milton Keynes, MK1 1DO Tel: 01908 375524 Fax: 01908 373658 Email: <a href="mailto:sales@ryderbox.co.uk">sales@ryderbox.co.uk</a> Web: <a href="http://www.ryderbox.co.uk">www.ryderbox.co.uk</a>	Boxes (various see 10.
Polybags Ltd	Lyon Way, Greenford, Middlesex, UB6 0AQ Tel: 020 8575 8200 Fax: 020 8578 2247 Email: <a href="mailto:sales@polybags.co.uk">sales@polybags.co.uk</a> Web: <a href="http://www.polybags.co.uk">www.polybags.co.uk</a>	Polythene bags (self-seal gauge with three white write-on panels. Must be at least 200 gauge)
Polyformes Limited	Cherrycourt Way, Stanbridge, Leighton Buzzard, Bedfordshire, LU7 4UH Tel: 01525 852444 Fax: 01525 850484 Email: <a href="mailto:info@polyformes.co.uk">info@polyformes.co.uk</a> Web: <a href="http://www.polyformes.co.uk">www.polyformes.co.uk</a>	Plastazote
Preservation Equipment Ltd	Vinces Road, Diss, Norfolk, IP22 2DG Tel: 01379 647400, Fax: 01379 650582 Email: <a href="mailto:info@preservationequipment.com">info@preservationequipment.com</a> Web: <a href="http://www.preservationequipment.com">www.preservationequipment.com</a>	Art-sorb beads (857-0016) and sheets (857-1919 & 857-0016/20), humidity indicator strips (931-3100), manuscript folders (701-1915), plan boxes (see 9.2.1.2), plan hangers (502-6225), foil-backed labels (see 10.3) tyvek labels (613-7500), soft unbleached cotton tape (586-0016), box board (345-1620), kaiser-schreiber film marking pen (871-2040), PEL wet strength repair tissue (682-3614)

## 14. DOCUMENTS FOR REFERENCE

- AHDS Digital Archives from Excavation and Field Work: Guide to Good Practices. ISSN 1463-5194 (<http://ads.ahds.ac.uk/project/goodguides/excavation>)
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- Watkinson, David & Neal, Virginia. 1998. First Aid for Finds. Rescue/UKIC Archaeology Section. 3<sup>rd</sup> Edition.

# APPENDICES

## Appendix 1: DETAILS OF COLLECTING BOUNDARIES



## Appendix 2: NOTIFICATION OF FIELDWORK FORM

ARCHAEOLOGICAL CONTRACTOR:

Commencement date:

Type of fieldwork: evaluation/watching brief/field walking/excavation/survey/building recording

Name and address of landowner (or whoever is able to transfer title of objects to RAMM):

Site manager:

Site name: Parish:

Site code: NGR:

EH code (if applicable):

Planning Authority:

Application/Permission/Consent number:

Quantity of material expected (boxes): <10 / <20 / <30 / <40 / <50 / >50

Conservation problems anticipated (eg. waterlogged material, organics):

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### TO BE COMPLETED BY MUSEUM ON NOTIFICATION

Reference number: Date issued:

### TO BE COMPLETED BY MUSEUM AFTER CONSULTATION PROCESS

Accession number: Date issued:

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### Appendix 3: TRANSFER OF TITLE FORM

This form should be printed and will be used in conjunction with RAMM's standard entry form. The entry form is a paper form that will be signed by owner of the objects or the depositing archaeological contractor at the time of deposition.

<p><b>Museum accession number:</b></p> <p><b>Site name and site code:</b></p> <p><b>Name of Archaeological Contractor :</b></p>
---

<p><b>Name and address of owner:</b></p>          <p><b>Telephone Number:</b></p>
---

I hereby confirm my donation of the archaeological discoveries (any objects, materials or remains of archaeological interest, other than those articles declared by Coroner's Inquest to be Treasure) recovered from the site named as an absolute and perpetual gift. I wish all material to be unconditionally transferred to the Royal Albert Memorial Museum, a service of Exeter City Council.

**Signed** .....

**Date** .....

**Print name** .....

#### Data Protection

The Museum retains the names and addresses of persons donating, bequeathing, selling or loaning objects because this information forms part of the object's history. This information is for the Museum's records and is not made available to any other organisation.

**Appendix 4 ARCHIVE DEPOSITION FORM (from April 2018)**

Accession number:.....

Name of archaeological contractor:.....

Site name:.....

Site address:.....

Item to be deposited	Size in mm	Number of items	Deposited (internal use)	Charge per item (excl VAT @ 20%)	Total
Finds box AAZ1045	394 x 241 x 76			£74.25	
Finds box AAZ1046	394 x 241 x 152			£106.00	
Finds box AAZ1047	394 x 241 x 304			£159.00	
Stewart Plastics 'Giant' storer	150 x 305 x 305			£74.25	
Stewart Plastics 'Pizza' storer	60 x 240 x 240			£74.25	
Document case	387 x 260 x 76			£106.00	
Outsize/other items (price on application)					

Total charge for deposition

Date of deposition

Signature of archaeological contractor

Signature of RAMM staff

## Appendix 5: COPYRIGHT LICENCE FORM

Museum accession number:
Site name and site code:
Name of Archaeological Contractor :

Name and address of copyright holder:
Telephone Number:

The above hereby grants to the Royal Albert Memorial Museum a perpetual royalty-free licence to:

1. reproduce all or part of the Archive for the purposes of research, study and conservation
2. display copies of all or part of the Archive in any medium
3. publish all or part of the Archive in any form or medium and in any publication
4. permit third parties to do any of the above.

I undertake and warrant that:

1. I represent the sole, unencumbered owner of the copyright in the Archive and are free to grant the licence set out above
2. no use by the Royal Albert Memorial Museum in accordance with the above licence will infringe any rights of a third party
3. this licence is binding on the heirs, assigns and successors of the above organisation.

When all or any part of this Archive is used as part of this licence the following should be credited:

.....  
.....

Signed -----Date -----

Print name -----

### Data Protection

The Museum retains the names and addresses of persons donating, bequeathing, selling or loaning objects because this information forms part of the object's history. This information is for the Museum's records and is not made available to any other organisation.

## Appendix 6: ACCESSION NUMBERS - SUB-NUMBERING SYSTEM

A flexible system: additional sub-numbers can be created according to the finds per site – periods, materials, typologies can be added as sub-number groups. Individual numbers can be allocated to individual objects.

.1	Paper archive		
		1.1	Primary archive paper records (context sheets etc)
		1.2	Photographic records
		1.3	Secondary archive paper records (post-excavation)
		1.4	Reports
		1.5	Digital records
.2	Lithics		
		2.1	Tools
		2.2	Debitage/waste
.3	Pottery		
		3.1	Prehistoric
		3.2	Roman
		3.3	Medieval
		3.4	Post-medieval
		3.5	Modern (post-1750)
.4	Clay pipe		
.5	Faunal bone		
		5.1	Prehistoric
		5.2	Roman
		5.3	Medieval
		5.4	Post-medieval
		5.5	Modern (post-1750)
		5.6	Unstratified
.6	Human remains		

.7	Glass		
		7.1	Prehistoric (Iron Age)
		7.2	Roman
		7.3	Medieval
		7.4	Post-medieval
		7.5	Modern (post-1750)
.8	Coins	8.1	Prehistoric
		8.2	Roman
		8.3	Medieval
		8.4	Post-medieval
		8.5	Modern (post-1750)
.9	Metals		
		9.1	Iron
		9.2	Copper alloy
		9.3	Lead
		9.4	Other
.10	Small finds [non-metal]		
		10.1	Worked bone
		10.2	Worked stone
		10.3	Leather
		10.4	Wood
		10.5	Other
.11	Building materials		
		11.1	Stone
		11.2	Ceramic tile
		11.3	Plaster and mortar
		11.4	Tesserae
		11.5	Brick
		11.6	Wood
		11.7	Daub/Fired clay

.12	Industrial material [slag, cauldron mould etc]		
.13	Ecofacts and environmental material		
		13.1	Environmental samples
		13.2	Environmental residues (charcoal, charred seeds etc)

▪

## Appendix B

### Human Remains Policy 2020-25

#### 1. Introduction

The Royal Albert Memorial Museum and Art Gallery (RAMM, 'the museum') acts within the legal framework of the Human Tissue Act 2004. As the museum holds no human remains under 100 years old, it does not need licence under the Human Tissue Act 2004.

In our treatment and use of human remains we will be guided by:

- *Code of Ethics for Museums* (MA, 2008), plus any subsequent revisions
- *Guidance for the Care of Human Remains in Museums* (DCMS, June 2006)
- *Science and the Dead: a guideline for the destructive sampling of archaeological human remains for scientific analysis* (Advisory Panel on the Archaeology of Burials in England, 2013)
- *Guidance for Best Practice for Treatment of Human Remains Excavated from Christian Burial Grounds in England, second edition* (Advisory Panel on the Archaeology of Burials in England, 2017)
- *Standards in Museum Care of Archaeological Collections* (MGC, 1992)
- The role of the Human Osteologist in an Archaeological Fieldwork Project (Historic England 2018)
- Statement on burial law and archaeology (Ministry of Justice, April 2008)

#### 2. Definition of human remains

We will use the definition of human remains as outlined in DCMS guidelines:

"...bodies, and parts of bodies, of once living people from the species *Homo sapiens*...This includes osteological material (whole or part skeletons, individual bones or fragments of bone or teeth), soft tissue including organs and skin, embryos and slide preparations of human tissue."

We will extend the definition to include hair, nails and funerary ashes.

#### 3. Inventory of holdings

We have identified human remains within the collecting areas of Antiquities, Natural Sciences and Ethnography.

#### 4. Acquisition

The museum will retain its current holdings of human remains. If human remains are discovered in local archaeological contexts RAMM may acquire this material for its collection. The finds must be of exceptional importance or shed significant light on a community's heritage. RAMM will only acquire this material if there is an accompanying copy of the associated paperwork, required according to current UK law.

#### 5. Use and storage of human remains

RAMM conveys intellectual access through display and interpretation. We will follow DCMS guidelines when considering acceptable and ethical use for human remains.

Human remains are appropriately cared for and discreetly kept in the museum store. Remains are stored separately from other materials and access to the material is restricted.

#### 6. Research and access

RAMM will consider applications for access to archaeological human remains by researchers and community groups. We will also consider applications for sampling and analysis of archaeological human remains in order to answer research questions.

Requests for access to human remains will be considered by the museum's Human Remains Working Group.

### **7. Exhibition and display**

Where human remains form part of an exhibition, we will display them in a culturally sensitive, appropriate and informative manner which will be accompanied by explanatory and contextual information.

### **8. Images**

All images of human remains in the museum and on the museum's website will be in context with appropriate interpretation.

All requests for use of images or filming of human remains should be made to the responsible curator.

### **9. Deaccession, repatriation and reburial**

The museum's governing body, acting on the advice of the museum's professional staff, may take a decision to return human remains to a country or people of origin.

Claims for repatriation and reburial will be considered on a case by case basis, within the museum's legal position and taking into account all ethical implications. We will follow DCMS guidelines for the procedure in considering a claim for repatriation and those of Historic England and Advisory Panel on the Archaeology of Burials in England when considering reburial (see section 1 for publish guidelines). All requests for deaccession, repatriation and reburial must be made in writing to the responsible curator, who will consult with the Senior Collections Officer in the first instance.

We will work with the claimant to clarify the nature and scope of the request and to gather as much information as possible relating to the claim. A full written report will be presented to Exeter City Council Scrutiny Committee, advising Members of the factors involved in making a decision. The final decision will be made by Exeter City Council as the governing body and minuted. Claimants will be given a full explanation of the decision and will be given time to respond.

### **10. Note on human remains in the Ethnography collection at RAMM**

In recent years, RAMM has worked with legitimate source community representatives and government officials in trying to ascertain provenance for the remains in the department's care. Good documentation has allowed RAMM to return remains to Australia, New Zealand and Canada.

Detailed documentation is not available for all remains held and, notwithstanding the provisions in section 8 (above), at the time of preparing the current policy there are no plans to return remains in the period 2020-25.

A list of human remains in RAMM's ethnography collection can be found on the museum's World Cultures website: <http://rammworldcultures.org.uk/about/human-remains/>

Legitimate source community representatives are welcome to contact RAMM with their enquiries.

## **Appendix C – Guidelines on the procedure for dealing with repatriation and restitution of objects and human remains from the collection of the Royal Albert Memorial Museum & Art Gallery (RAMM), Exeter, May 2020.**

### **Background**

This document should be read in conjunction with RAMM's Collections Development Policy (2020-25), particularly section 15 'The Repatriation and Restitution of objects and human remains'.

*The museum's governing body, ECC, acting on the advice of the museum's professional staff, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance.*

RAMM is mindful of existing UK museum sector guidance on repatriation, namely:

- Museums Association Code of Ethics, Additional Guidance (2015):

*Deal sensitively and promptly with requests for repatriation of items in the museum's collection, both within the UK and from abroad. Take into account: the law; current thinking on the subject; the interests of actual and cultural descendants; the strength of claimants' relationship to the items; their scientific, educational, cultural and historical importance; and the consequences of retention and repatriation for a range of stakeholders.*

- Museum Accreditation Scheme Guidance issued by Arts Council England (ACE) in March 2019
- Collections Trust template and checklist for recording and researching restitution and repatriation claims (2015)
- 'Restitution and Repatriation: Guidelines for Good Practice' published by the Museums & Galleries Commission (2000).

Arts Council England (ACE) is due to produce further guidance on the topic of repatriation later this year (2020). RAMM reserves the right to update this document on the basis of changes to ACE guidance.

### **The process of dealing with repatriation requests at RAMM**

1. Individuals, cultural groups, museums (or similar organisations) and government departments wishing to make a request for repatriation of artefacts or human remains from RAMM's collection should:

- make their request in writing to the Museum Manager
- clearly identify the artefacts they are requesting
- provide a background to their claim
- provide an assessment of the significance of the object/s to their community
- describe the proposed future use of artefacts

2. In dealing with repatriation and restitution claims, RAMM is committed to:

- act promptly
- treat requests with sensitivity and confidentiality
- record and document any claims
- investigate any potential competing claims for the same material
- form a recommendation by undertaking a multi-faceted review of factors, including, but not limited to, the scientific or cultural importance of the artefacts, the strength of claimants' relationship to items and the consequences of either retention or repatriation

3. RAMM is a service of Exeter City Council (the governing body) and all decisions on repatriation of artefacts and human remains rest with them. A full report on requests for repatriation will be presented with an officers' recommendation at a meeting of the Executive Committee of ECC where councillors will make a decision.

4. The process of evidence gathering and report writing can take several months before presentation at committee. Claimants should expect complex cases to take on average a year to process.

5. Claimants will be immediately notified of the outcome of the committee's decision. A positive outcome will require further discussions with relevant museum staff on the logistics of transferring ownership.

6. Formal requests for repatriation of artefacts and human remains from RAMM's collections should be sent to:

Camilla Hampshire  
Museum Manager & Cultural Lead  
Royal Albert Memorial Museum  
Queen Street  
Exeter  
EX4 3RX  
[camilla.hampshire@exeter.gov.uk](mailto:camilla.hampshire@exeter.gov.uk)

## **Equality Impact Assessment: *Collections Development Policy RAMM (2020–25)***

### **Background**

In common with many museums, a significant number of RAMM's acquisitions made in the 19th and early 20th centuries represented the interests of the most powerful elements in society – often wealthy, white men from colonial or military backgrounds. Their collecting occurred at a time of unequal power between Britain and the people who lived in its colonies. The recent media coverage of the repatriation of Chief Crowfoot's regalia from RAMM suggests a shift in public opinion on the merits of museums holding sacred artefacts that remain powerful symbols for indigenous communities; it is likely that over the coming years there will be more requests for the return of such material. In these circumstances a Collections Development Policy (CDP) is key in ensuring that due process is followed. Appended to the CDP is a new interim statement on repatriation that will be revised when Arts Council England change the guidance given to museums on this issue.

The nature of RAMM's rich and diverse collection means that it can be used to tell stories that are of relevance to people who fall within the protected characteristic groups. For instance, recent research carried out by a community group and members of an advisory panel predominantly from BAME backgrounds, has shown that RAMM's collections can shed light on Devon and Exeter's role in the transatlantic trade in enslaved people, and this will form the content for an exhibition in 2021. An exhibition of RAMM's lace collection in 2020 focused on the disparity between the fashionable elite who wore lace and the poverty and appalling working conditions of those who made it. And over the course of 2020 RAMM's collections are being used for a series of 'Untold Stories' tweets and a new tour of RAMM's galleries that showcase the contributions of, among others, deaf and disabled people and pioneering women artists, scientists and collectors. A collaboration with the University of Exeter is also allowing for a reconsideration of RAMM's collections from the perspective of members of LGBTQ+ communities.

While the new CDP cannot address wholesale historical inequality, it can begin to redress the imbalances inherent in past collecting practices. For example, new acquisitions for the Ethnographic collection will aid understanding between museum visitors and the communities represented in the collections; Contemporary Art acquisitions can bring new and often critical perspectives on past behaviour; new acquisitions in Fine Art will favour women artists, currently underrepresented in the collection, and better reflect the diversity of contemporary British society. RAMM will make selective acquisitions of contemporary objects relevant to Exeter and its people for the Social History collection.

The Equality Act 2010 includes a general duty which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- **Eliminate discrimination**, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- **Advance equality of opportunity** between people who share a relevant protected characteristic and people who do not share it.
- **Foster good relations** between people who share a relevant protected characteristic and those who do not

In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

Authorities which fail to carry out equality impact assessments risk making poor and unfair decisions which may discriminate against particular groups and worsen inequality.

Committee name and date:	Report Title	Decisions being recommended:	People with protected characteristics potentially impacted by the decisions to be made:
Executive Committee 2 June 2020	Collections Development Policy	The policy is adopted by ECC.	

**Factors to consider in the assessment:** For each of the groups below, an assessment has been made on whether the proposed decision will have a **positive, negative or neutral impact**. This is must be noted in the table below alongside brief details of why this conclusion has been reached and notes of any mitigation proposed. Where the impact is negative, a **high, medium or low assessment** is given. The assessment rates the impact of the policy based on the current situation (i.e. disregarding any actions planned to be carried out in future).

**High impact** – a significant potential impact, risk of exposure, history of complaints, no mitigating measures in place etc.

**Medium impact** –some potential impact exists, some mitigating measures are in place, poor evidence

**Low impact** – almost no relevancy to the process, e.g. an area that is very much legislation led and where the Council has very little discretion

Protected characteristic/ area of interest	Positive or Negative Impact	High, Medium or Low Impact	Reason
<b>Race and ethnicity</b> (including Gypsies and Travellers; migrant workers; asylum seekers).	Positive		New acquisitions better reflecting the diversity of contemporary Exeter
<b>Disability:</b> as defined by the Equality Act – a person has a disability if they have a physical or mental impairment that has a substantial and long-term adverse impact on their ability to carry out normal day-to-day activities.			
<b>Sex/Gender</b>	Positive		New acquisitions to redress historical imbalance in collecting women artists
<b>Gender reassignment</b>			
<b>Religion and belief</b> (includes no belief, some philosophical beliefs such as Buddhism and sects within religions).	Positive		New acquisitions reflecting a multi-faith society
<b>Sexual orientation</b> (including heterosexual, lesbian, gay, bisexual).			
<b>Age</b> (children and young people aged 0-24; adults aged 25-50; younger older people aged 51-75/80; older people 81+; frail older people; people living with age related conditions. The age categories are for illustration only as overriding consideration should be given to needs).			
<b>Pregnancy and maternity</b> including new and breast feeding mothers			
<b>Marriage and civil partnership status</b>			

**Actions identified that will mitigate any negative impacts and/or promote inclusion**

- **New acquisitions can be a source of local pride and can help to promote community identity and cohesion**

**Officer:**

**Date:**

## REPORT TO EXECUTIVE

Date of Meeting: 2 June 2020

Report of: Corporate Manager Democratic and Civic Support

Title: Members' Allowances and Expenses Paid 2019/20

### Is this a Key Decision?

No

### Is this an Executive or Council Function?

Executive

#### 1. What is the report about?

To report the allowances paid to Elected Members in 2019/20.

#### 2. Recommendations:

The Members of the Executive note the allowances paid and the expenses claimed by Members in 2019/20.

#### 3. Reasons for the recommendation:

The Council has a statutory obligation to publish all allowances paid, and expenses claimed by Members each financial year.

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

There is an existing budget allocation to meet the amount paid in Members' Allowances

#### 5. Section 151 Officer comments:

The amounts contained within the report were within budget, when taking into account the additional, approved expenditure during the year.

#### 6. What are the legal aspects?

The Members Allowances Scheme is governed by the Local Government and Housing Act 1989, and in particular the details are set out in the Local Authorities (Members' Allowances) (England) Regulations 2003. Publication of the details contained in this report meet these requirements.

#### 7. Monitoring Officer comments:

The publication of the details concerned in this report meet the statutory requirements imposed upon local authorities.

#### 8. Report details:

The Local Authorities (Members' Allowances) (England) Regulations 2003 require the Council to publish the total sum of each of the following allowances paid to each recipient in the previous financial year:

- (a) Basic allowance,

- (b) Special responsibility allowance,
- (c) Dependants' carers' allowance,
- (d) Travelling and subsistence allowance,
- (e) Co-optees' allowance, and
- (f) The Lord Mayor and Deputy Lord Mayor's expenses allowance.

A schedule of allowances made and expenses claimed for 2019/20 is attached to this report in Appendix A.

The amounts paid are in accordance with the Scheme of Member's Allowance as agreed by Council on 19 December 2017, which accepted the recommendations of the Independent Remuneration Panel on Members' Allowances, which included approval of a three year allowances scheme.

## **9. How does the decision contribute to the Council's Corporate Plan?**

- Ensuring a well-run Council.
- To invoke public confidence that the Council's operation in relation to Members are transparent.

## **10. What risks are there and how can they be reduced?**

The risks are reduced by the publication of this annual report.

## **11. Equality Act 2010 (The Act)**

In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act because the report is for information.

## **12. Carbon Footprint (Environmental) Implications:**

There are no direct carbon/environmental impacts arising from the recommendations.

## **13. Are there any other options?**

None

John Street, Corporate Manager, Democratic Services and Civic Support

Author: Sharon Sissons

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

None

Contact for enquires:  
Democratic Services (Committees)  
Room 4.36  
01392 265275

As required by the Local Authorities (Members) 2003 Regulations 2003 the total amount of Basic, Special Responsibility and Travel & Subsistence Allowances paid to each Member (including part payment to those Members who ceased to be Councillors during the year) for the year ending 31 March 2020 are given below. For details of the Special Responsibility Allowances please refer to the Council's website - [www.exeter.gov.uk](http://www.exeter.gov.uk)

Initial	Councillor Surname	Basic Allowance £	Special Responsibility Allowances £	Comments	Conference/ Travel / Subsistence Expense Claims £	Carers £	Sub Total £
Y	Atkinson	5147.21					5147.21
J	Begley	5750.04					5750.04
P	Bialyk	5750.04	17667.8	Leader	136.4		23554.24
R	Branston	5750.04					5750.04
C	Buswell	5178.13			216		5394.13
R	Denham	587.37	1027.94	former Portfolio Holder			1615.31
P	Edwards	587.37	1908.99	former Leader			2496.36
B	Foale	5750.04	8872.72	Portfolio Holder			14622.76
O	Foggin	5750.04					5750.04
A	Ghusain	5178.13	8872.72	Portfolio Holder	35.59		14086.44
R	Hannaford	5750.04	695.57	Part Year Lord Mayor			6445.61
D	Harvey	5750.04	10062.96	Portfolio Holder	306.4		16119.4
D	Henson	5750.04					5750.04
Y	Henson	5750.04	1267.88	Deputy Lord Mayor			7017.92
P	Holland	5750.04	4868.99	Lord Mayor	22		10641.03
R	Lamb	5750.04					5750.04
A	Leadbetter	5750.04	3065.11	Leader Conservative Group	120.7		8935.85
R	Lyons	5750.04	5243.88	Part Year Deputy Lord Mayor and Chair Planning Committee			10993.92
A	Martin (Quance)	5178.13					5178.13
K	Mitchell	5750.04	2774.5	Leader Liberal Democrats & Progressive Group			8524.54
M	Mitchell	5178.13	1321.55	Deputy Chair Customer Focus Scrutiny			6499.68
D	Moore	5178.13					5178.13
J	Moore	5178.13					5178.13
E	Morse	5750.04	10062.96	Portfolio Holder			15813
C	Musgrave	587.37					587.37
R	Newby	5672.75	1321.55	Deputy Chair Strategic Scrutiny Committee			6994.3
T	Oliver	5147.21	2636.26	Member Champion	35		7818.47
K	Owen	5750.04	4313.04	Chair Licensing Committee			10063.08
H	Packham	5750.04					5750.04
J	Pattison	5750.04					5750.04
O	Pearson	5750.04	10062.96	Portfolio Holder	124.6		15937.6
C	Pierce	3338.73					3338.73
I	Quance	5178.13					5178.13
P	Prowse	510.08					510.08

Initial	Councillor Surname	Basic Allowance £	Special Responsibility Allowances £	Comments	Conference/ Travel / Subsistence Expense Claims £	Carers £	Sub Total £
L	Robson	510.08					510.08
G	Sheldon	5750.04	3767.88	former Chair Corporate Scrutiny Committee and Member Champion	10.5		9528.42
L	Sills	5750.04	5750.04	Chair Strategic Scrutiny Committee			11500.08
K	Sparkes	1684.82					1684.82
R	Sutton	5750.04	10062.96	Portfolio Holder	1180.01		16993.01
C	Thompson	510.08					510.08
M	Vizard	5750.04	5069.93	Chair Customer Focus Scrutiny Committee			10819.97
N	Vizard	587.37	293.68	former Chair Audit & Governance Committee			881.05
T	Wardle	5750.04	3230.48	Chair Audit & Governance Committee and former Deputy Chair People Scrutiny			8980.52
S	Warwick	5750.04					5750.04
R	Williams	5147.21	1321.55	Deputy Chair Planning Committee/ Executive Member without Portfolio			£6,468.76
D	Wood	5750.04	5402.68	Portfolio Holder and former Member Champion			11152.72
L	Wright	5750.04	10062.96	Portfolio Holder	1144.5		16957.5
<b>TOTAL</b>		<b>£221,515.64</b>	<b>£141,009.54</b>		<b>£3,331.70</b>		<b>£365,856.88</b>

## REPORT TO EXECUTIVE

Date of Meeting: 2 June 2020

Report of: Chief Executive & Growth Director

Title: Exeter's Recovery Plan

### Is this a Key Decision?

No

### Is this an Executive or Council Function?

Executive

#### 1. What is the report about?

This report outlines the work that is being progressed to produce a recovery plan as the city emerges from the crisis stage of Covid-19.

#### 2. Recommendations:

- 2.1 That the Executive approve the draft recovery plan and support the work of council officers providing leadership and support to the recovery initiative.
- 2.2 That progress be reported back to Executive, in particular the role the city council could play in the recovery programme through direct interventions in support of the Liveable Exeter housing programme and the council's own development company Exeter City Living.
- 2.3 That Executive note the Liveable Exeter Place Board will be requested to adopt the Plan on behalf of the city as a whole.
- 2.4 That Executive note that officers of Exeter City Council are leading the work on the recovery plan and will continue to provide support to progress the individual work streams.

#### 3. Reasons for the recommendation:

- 3.1 Faced with the prospect of the worst recession in living memory the city council should take steps to support a co-ordinated response to the challenges the local economy will face. Businesses will require a range of responses to cope with the immediate challenge of social distancing.
- 3.2 The Liveable Exeter Place Board brings together all the major organisations in the city as well as private and voluntary sector figures. It allows for frank and candid confrontation of the issues they face in a manner that supports collaboration through a common purpose. The issues involved with a recovery plan for the city are broader than the city council and will benefit from being adopted by the Place Board.
- 3.3 Other recovery plans will be produced at a strategic level but these will not be place-based and sufficiently fine-grained as to be effective at city level. From past

experience the city will need to respond at pace and at the local level. There will be issues that are best progressed at a strategic level and alignment with other recovery plans will be desirable. The City Council will also be working on its own internal recovery arrangements.

- 3.4 The council's finances will limit the work that can be done in support of the recovery programme. During the previous recession the council was able to fund interventions in the public realm and invest in events and city centre activities. The income loss we are experiencing will be a severe challenge but Exeter City Living and the Liveable Exeter Housing programme may present opportunities for direct interventions that support the housing market. It would be good to understand the extent of this potential.

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

- 4.1 The council's financial position has considerably worsened in the short term owing to both the restrictions in place and the impact this is having on our income and also the additional expenditure required to provide both new and existing services at this time.

- 4.2 As a consequence, therefore, the report does not request Councillors to commit additional funding at this stage.

#### **5. Section 151 Officer comments:**

- 5.1 There are no financial implications for the council to consider in this report. Members must bear in mind the council's financial position when considering the council's own response.
- 5.2 The latest return to Government highlights a projected £10.4 million shortfall against which the Government has provided £1.37m in grant. This sets out the scale of the challenges facing the Council over the next few months.

#### **6. What are the legal aspects?**

This report is for information and outlines the work that it is taking place in order to produce a recovery plan. Legal issues will be addressed in the context of the recovery plan as it moves forward.

#### **7. Monitoring Officer's comments:**

This report raises no issues for the Monitoring Officer

#### **8. Report details:**

- 8.1 The country is in the midst of a profound economic shock, potentially the deepest in 100 years. The short-term impacts of the Covid-19 crisis are severe and will be felt in different ways across geographies, sectors and demographic groups. Numerous reports have been prepared to try and understand the likely impact on the country, region and county. Headlines range from this could be the worst recession in over three hundred years for the country, to potentially over 120,000 jobs could be lost in Devon.

- 8.2 Devon County Council is working on its recovery plan, as is the Heart of the South West Local Enterprise Partnership (LEP). Indeed there is likely to be a Russian doll approach to recovery plans. The characteristics of these recovery plans are that they are strategic, and because they cover a large geography with a particular rural character it can be challenging to identify at the level of the city how precisely they fit with the needs of the city. However, the advantage of those recovery plans is their geographical scale and the prospect that national government may pay attention to some of the messages they convey and the scale of investment that is required for the South West. Frankly speaking the challenge for our LEP is that Government is fixated on city regional mayors.
- 8.3 It starts from the basic premise that the character of the city's economy is different from the rest of the region, although there are clearly many urban and place-based issues in common with Plymouth. The recovery plan is rooted in the locality and seeks to assemble the key people and organisations in the city that are capable of providing a supportive framework around a body of work designed to make sure the important connections are made. We also know that a massive and coordinated effort, informed by local knowledge, will be key to minimising the economic damage and shaping the recovery. A successful recovery will require attention on a whole raft of measures.
- 8.4 We start from the basis that we have to help ourselves and not assume that government will solve our problems, although we should be mindful that there will be a number of asks that will need to be presented either directly through national bodies or indirectly through the LEP and its recovery plan.
- 8.5 We start from a position where we have recently agreed an Exeter Vision 2040, we have declared a climate emergency and a blueprint for a net zero Exeter 2030 has been published. We have published a transformational housing programme to build 12,000 homes in the city under the Garden Communities programme. We have been declared a UNESCO City of Literature, and we are pioneering whole system change through the Sport England Local Delivery Pilot. This is focused on resolving urban issues of congestion and health inequalities by promoting active lifestyles through behaviour change and active environmental design principles that promote walking and cycling in everyday life. The city's ambition and culture of collaboration is personified in the establishment of the Liveable Exeter Place Board.
- 8.6 Exeter has a role to perform on behalf of the region. Exeter is a key driver of the wider economy and has the opportunity to realise the ambition for the region to improve productivity and deliver great economic outputs. There is a danger that it will be seen as not needing the support others will require.
- 8.7 In a recent report by the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) looking at the total proportion of jobs at risk from the impact of Covid-19 by local authority areas concluded that six out of the 20 hardest hit areas in England and Wales (out of 370 local authorities in total) are in Devon & Cornwall. Exeter by contrast appears in the top 20 local authority areas least at risk. This reflects the fact that it has a larger than average proportion of (workplace based) employment in Information & Communication, Human Health & Social Work, Education & Professional, Scientific & Technical Activities – the sectors with the lowest proportions of staff on furlough leave.
- 8.8 As the city of Exeter is home to the Royal Devon and Exeter NHS Foundation Trust, two local authority offices, the University of Exeter and Exeter College and

other public services, it is likely to fare better, in the short term at least, than other areas of the region with very low levels of public sector employment.

- 8.9 However, maintaining the city's recent economic performance can't be assumed, On the contrary there are significant challenges facing the city and the recovery programme has been designed to prioritise these areas.
- 8.10 Officers have been working with other leaders across the city to identify areas to prioritise for a recovery plan. This work has been led by the Exeter Place Board under the Chairmanship of the Vice Chancellor of the University, Sir Steve Smith. Members will be aware that the council approved the establishment of the board in July 2019 and that the board reports back to the Executive.
- 8.11 The city's recovery plan necessarily is place based and will be aligned with the work that is being done at county and regional level. Dave Bartram, Director, will be the lead officer for the recovery programme. Dave sits on the LRF recovery group and will align the city's work with colleagues at Devon County. The City Council officers also support the work of the Liveable Exeter Place Board. Richard Marsh is the lead officer supporting the Board and Chairman of the Board, Sir Steve Smith. Richard will convene the network of people that feed into the work streams. Dave Bartram and Richard Marsh therefore will be working closely to ensure there is one single recovery plan for the city and that it is aligned to the regional work. Exeter City Futures team will be working closely with the themes to provide support. Each theme will have a principal senior council officer supporting the work. Some work streams will be led by non-council members of the Place Board.
- 8.12 A number of themes have emerged as the areas of focus for the recovery plan, they are:
- Construction and development
  - City Centre
  - Visitor economy
  - Transport
  - Education
  - Business Support
  - Community wellbeing

### **Construction and development**

- 8.13 House building and the real estate and construction sectors, which have been important contributors to regional growth in the recent years, are also badly affected. In the short-term, the difficulty of continuing to work with safe social distancing has closed many projects. The longer-term prospects are also uncertain as the sector, which is always vulnerable during downturns, may have to adapt lasting consequences of crisis caused, for example, by the near total collapse in the residential property market during lockdown.
- 8.14 House building is often the backbone of local economies, when house builders stop building, it impacts throughout the supply chain and confidence in the local economy. A large number of construction sites closed during the lock down. Many will now reopen but at reduced capacity in terms of construction rates. Many strategic sites may now look very different from a viability point of view as uncertainty begins to hit valuations. In simple terms the cost of opening up large sites with high infrastructure costs may create cause sites to stall. In previous

recessions large sites have required national or regional funding to help address the upfront costs of opening up large sites. It is common in such situations for the development industry to ask for greater flexibility with planning permissions and payments on CIL and section 106 agreements. It is also common to see an immediate race to the bottom with developers seeking to reduce costs and reduce standards to improve margins.

- 8.15 Government pressure on local authorities to deliver housing numbers can work against local authorities trying to deliver quality. This is particularly the case with carbon goals. Design quality and all the principles set out in the Liveable Exeter vision can come under pressure when developer margins are under threat because of the economic backdrop.
- 8.16 The city will need to support the development sector. We need to develop a relationship with the sector that is supportive but also clear in our expectation of what good development looks like.
- 8.17 What is required is a long term vision (Exeter Vision 2040, Greater Exeter Strategic Plan, Liveable Exeter Transformational Housing programme, and Net Zero Exeter 2030) backed by organisations (Liveable Exeter Place Board) that are willing to work together to support the sector through these difficult times.
- 8.18 The City Council has a role in terms of the plan-led process, through its regulatory role, ie planning, environmental health etc, its asset base and willingness to work with developers, such as bringing forward land at Paris Street through joint ventures. It also has a direct interventionist role such as developing schemes directly through Exeter City Living. This is a role that could be increased. The Paris St/Sidwell Street development has the benefit of being on site, and a number of years working with partners, the City Council's new bus station and leisure complex has significantly de-risked this wider development opportunity.
- 8.19 The city is fortunate in hosting a number of construction companies and regional offices that allows for continual dialogue with companies to address what is required to keep momentum going.
- 8.20 Development finance may become an issue and the work that has been done on the city development fund with the One Public Estate is timely and warrants evaluation and feeding into the work on the development working group.

## **City Centre**

- 8.21 Access to finance may become an issue, as may the tensions between the city council generating income to support its general fund and doing what is best for the city. The city development fund proposal is now being modelled with funding from the One Public Estate. We will continue to explore the means to supporting our plans for investing in the centre and providing confidence for the longer term.
- 8.22 At the end of the last recession we successfully secured John Lewis and embarked on a leisure-led development of the Bus and Coach Station site. Throughout the decade the retail sector has struggled to address the challenges from the internet and new formats have emerged with a clear trend of smaller footprint stores (such as the Exeter's John Lewis store), a flight from secondary centres and a concentration at regional centres. Secondary frontages have become home to services that cannot be bought on line. Cafes and restaurants

became part of the leisure offering and the city centre became an experience, blending culture with opportunities to dwell longer. Over the last decade the city centre has successfully managed to diversify away from retail to more mixed uses: residential, restaurants and cafes, gyms, and educational institutions. The market catchment of the centre grew and became the dominant centre south of Bristol.

- 8.23 High streets like Exeter that have responded to the online shopping revolution by reshaping themselves as 'destinations' could struggle until the public is fully confident that social distancing is no longer required. It will be important for the city to make the connections between our institutions and the city centre. The role of our educational institutions in underpinning footfall and to give reasons for people to visit the centre is one such example. Likewise emerging opportunities to connect environmentally-aware independents and local food produce to the centre may provide a longer-term opportunity to diversify the model of the high street. Importantly the City Council has a long term interest in the city centre with considerable commercial assets in the centre and ambitions for improving the city centre with greater pedestrian-dominated spaces and redevelopment of some of our car parks.

### **Visitor economy**

- 8.24 Data from BICS, collected between 23rd March and 5th April 2020, shows that 24% of businesses had temporarily closed or paused trading and around 0.3% permanently ceased trading. 75% were "continuing to trade". The two sectors that reported the largest percentages of businesses as temporarily closing or pausing trading were in arts, entertainment and recreation (82% closed or paused) and accommodation and food services (81% closed or paused). In short, these sectors have pretty much shut down in response to the pandemic.
- 8.25 The culture and entertainment sector is particularly vulnerable to the impact of Covid-19. The city has developed a strong visitor brand in recent years, and visitor numbers to the city were rising. The ascendancy of Exeter Chiefs, and provision of new hotels has added more layers to the city's offer. The Cathedral has always been a significant draw to the city and the city centre, as has the RAMM, the canal and Quayside and the many aspects of this historic coastal city.
- 8.26 From the Northcott Theatre, to the Phoenix, and the national portfolio organisations that deliver nationally significant cultural offerings, all the visitor attractors are under severe pressure because of the impact of Covid-19. There has been timely support from Arts Council England and the government's response. The relationship between the city centre and the cultural sector is vital, as is the sense of place and our very sense of what we require of a city.
- 8.27 The businesses will need support and will require the cultural partnership to chart a longer term view of how we get out of this crisis and build on our opportunities from the UNESCO City of Literature to embracing our rural and urban relationships, and growing environmental ambitions.

### **Transport**

- 8.28 The Exeter local economy was hit hard by the collapse of Flybe. Exeter has a significant transport presence with GWR, Stagecoach and Exeter Airport being notable employers, it is also home to a significant logistical and car sales/service

sector. Social distancing is a massive challenge to the airline industry, public transport and the ability to deliver commercial services where social distancing requirements may limit passenger numbers to 10% of capacity. This is an issue for the south west economy. Exeter has the largest employment travel to work catchment population in the peninsula with 470,000 people. It also has particular dimensions for institutions such as Exeter College which has a remarkable catchment draw that relies on train services from locations such as Axminster and Barnstaple bringing in students on a daily basis.

- 8.29 The immediate concern has been to support key workers getting to work, but as the lockdown is relaxed and more businesses open the demands on public transport will grow.
- 8.30 Transport will have short term impacts and potentially longer term lifestyle challenges for the city. In recent years we have been prioritising active travel, encouraging walking and cycling in the city. The Government is keen to make rapid progress in expanding active travel in support of opening up businesses. Social distancing will require changes to the footways, in some places they are too narrow to support social distancing in the city centre. Whilst this meets the objectives we have set for the city council, there are tensions with the messaging on public transport. The city has the second largest travel to work area in the country, the message the public is hearing is use the car. This will lock in behaviour that we have been trying to shift. But not everyone has a car, car sharing is ruled out because of social distancing, and therefore we need to come up with other solutions. DCC have proposed a number of immediate measures to assist with supporting greater numbers of people walking and cycling as we come out of this crisis. The measures require support and they point to what will be required to achieve our Net Zero carbon goal. Out of this crisis we have a unique opportunity to get on with the measures that assist our place shaping agenda and support the centre. However, business will be feeling vulnerable and it is imperative that monitoring and evaluation be built into the work that is being done. This will not be an easy balancing act.
- 8.31 It may be useful for us to consider the recovery plan in three distinct phases: there is the immediate response to the crisis to allow businesses to trade, and people to get on with their lives, this is period we are in, then there is the medium term as we move out of the crisis and a normality is returned, probably 12-24 months, and the long term. The needs of the city require us not to do anything that locks in behaviour that will be at odds with the longer term plans for the city.

## **Education**

- 8.32 The impact on the university sector could be significant with the prospect of large numbers of overseas students no longer returning to study in the short term. The University of Exeter has lost over 15% of its population, due to students returning home. The University contributes massively to the economy of the city. The University was instrumental in playing a major part in getting the city out of the last recession with an extensive capital investment programme and increase in employment and student numbers. The large growth in its research funding also saw the emergence of local impact work supporting the growth of the innovation and science agenda for the city. The university underpins the service sector and hotels in the city. The University and College will continue to be massively important to the economy of the city and key anchors in constructing a recovery.

## **Business Support**

There is work done through the Heart of the South West LEP and the local growth hub that provides advice to businesses across the region. This work is important in responding to local businesses, and the level of the city the business networks from the chamber of commerce to FSB and various professional groupings and sector focused activity such as digital, science and technology, all provide a supportive environment for our businesses to connect and develop links and gain some comfort from the issues that emerge. The city council has been a traditional anchor for co-ordinating and supporting such networks. The convening power of the city council and the institutions of the city is a key strength that must not be overlooked and it is fitting that this theme weaves through the focus on the other themes. In particular, the skills agenda as seen from the employer will continue to be both a short term and longer term consideration, especially given the challenges faced by our pupils and schools and the backdrop of the national economic picture. The city council has focused in recent years on inclusive growth and the development of the skills agenda. Inclusive growth has to be a guideline objective of everything we do.

## **Community Wellbeing**

Exeter is a great place to live, but despite overall outcomes being good, there are hidden, and widening inequalities with some areas in Exeter amongst the 20% most deprived areas in England. There is a 15 year life expectancy gap between the most and least affluent areas in the city.

From the insights gathered through our analytical city approach we have identified 20 neighbourhoods (Lower Supra Output areas: populations of @ 1500) where residents face the greatest challenges. We can expect the negative economic and health impacts of COVID 19 to be felt more keenly in these communities in the short and the longer term. These are the communities who have the highest number of young people not in education or training; higher rates of families living on low incomes and people living with life limiting mental and physical health conditions. Our relatively small, but important Black, Asian and Minority Ethnic communities are over represented in these areas and all these groups face particular barriers to accessing information, services and resources. Therefore particular emphasis will have to be given to recovery in these neighbourhoods/population segments to mitigate the likelihood that they could fall beneath the radar if solutions are viewed at city population level.

The success of Exeter Community Wellbeing, established in partnership with Wellbeing Exeter<sup>1</sup>, as our community response to the Covid outbreak, speaks for itself with thousands of individuals being successfully connected to assist and support each other during this challenging time. The co-ordination across the city has been possible due to the reach of the networks created and nurtured by the Wellbeing Exeter Community Builders and partner agencies over the last few years. We are well placed to build on the good we already have identified through the amazing network of community support right across the city. Vital to this is the development funding available from Sport England through the Local Delivery Pilot as well as new funding routes opening up. In order for this additional funded to be levered into the city it is critical that existing funding partners protect Wellbeing Exeter's core funding.

Prior to COVID, as in cities around the country there was a growing concern that anti-social behaviour in the Exeter city centre was on the increase. There are obvious signs of begging on streets in and near to the city centre and a growing perception of an increase in illegal substance misuse ranging from illegal drug dealing and taking to street drinking,

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<sup>1</sup> Wellbeing Exeter is a city wide Asset Based Community Development social prescribing and community building system funded jointly by Exeter City Council; Devon County Council; Devon CCG; Exeter's Primary Care Networks and Sport England: delivered in partnership with a network of VCSE organisations co-ordinated by Devon Community Foundation.

unauthorised “busking–type” activity as well as rough sleeping in shop doorways, car parks, subways and in tents.

Concerns about this situation were being raised on a regular basis from multiple sources ranging from concerns for vulnerable individuals to fear of crime and antisocial behaviour. Many directly link street attached behaviour to homelessness but the reality is much more complex than this. It is vital that COVID recovery plans for the City Centre and its surrounds ensure that all areas are safe and social spaces for everyone and that services for people with complex needs are accessible, joined up and consistently and collaboratively engage with people in a supportive and assertive way.

We will bring forward plans to a leadership summit to develop a shared understanding of the complex underlying issues faced by Exeter’s street attached and generate a common purpose to collaborate across the whole system to co-design and implement sustainable solutions to entrenched problems.

## **9. The Council’s own priorities for recovery**

9.1 In addition to the overarching, place-based recovery plan for the city, the council will also be focusing on a number of internal priorities to ensure support for communities and the effective recovery of its operations. The key areas are:

- Individual financial support
- Homelessness
- Council financial strategy
- Council reinstatement
- Organisational change

9.2 Updates on progress with these work streams will be reported to Executive.

## **10. How does the decision contribute to the Council’s Corporate Plan?**

10.1 The Recovery Plan is critical for the delivery of the Exeter Vision 2040 and contributes to all priorities in the corporate plan.

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

11.1 There are no specific risks to report. Risks will be assessed and monitored by the various recovery work streams.

## **12. Equality Act 2010 (The Act)**

12.1 An Equality Impact Assessment will be undertaken to identify potential impacts and mitigation actions.

## **13. Carbon Footprint (Environmental) Implications:**

13.1 All opportunities to advance and contribute to the blueprint for a net zero Exeter 2030 will be explored and this is a fundamental principle of the recovery plan, which will be addressed by all work streams. Exeter City Futures will be inputting into the various work streams as we aim to building back better, meeting our expectations for clean growth, ie., decarbonising the economy whilst continuing to grow the economy.

**14. Are there any other options?**

The City Council does not have to produce a plan. The LRF is working on a plan for the county. The Heart of the South West LEP is also producing a recovery plan.

Karime Hassan  
Chief Executive & Growth Director

Author: Karime Hassan  
Chief Executive & Growth Director

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

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## Outline Recovery Plan

### 1. Introduction

This plan sets out our approach to recovery planning in the immediate aftermath of the coronavirus pandemic. Regional, strategic recovery arrangements will be put in place by, and overseen by, the Devon Cornwall and Isles of Scilly Local Resilience Forum. This plan focuses on a place-based 'Exeter' response as we oversee the transition from crisis management to turnaround and recovery planning.

'Will our cities, businesses and communities ever be the same again?' is a question that will come increasingly to the fore as we begin to emerge from the peak crisis phase of the Covid-19 pandemic.

The scale and breadth of disruption – affecting all aspects of life in all communities – and its rapid onset will make post-crisis turnaround and recovery uniquely demanding. The national response to recovery will not be designed and determined with specific places in mind. The reality is that consequences and impacts of the pandemic and its aftermath will play out very differently across regions, cities and communities.

Recovery planning needs to consider whether there will be 'new-normals' post-Covid-19 – i.e. economic, societal and environmental changes that require different types of intervention to the place-shaping strategies pre-crisis.

A concerted effort will be required to pull together local evidence and a place-based recovery plan. Having key players willing to share ownership of the plan is crucial - principles and priorities should be aligned across agencies and funding streams.

This plan sets out how the city and sub region have firm foundations in place to underpin recovery plans. It proposes an initial set of principles that underpin the strategy. It sets out proposals for a series of recovery groups, the purpose of those groups and some of the key players that are critical for their success. Finally it identifies a number of operational arrangements that will be critical for practical implementation of the plan.

## **2. Firm foundations for recovery**

Prior to the emergence of the Covid-19 pandemic it is important to highlight that Exeter has a strong place-making record and ambitious plans and programmes are in place to support the city and its communities. The scale and range of initiatives should provide a backdrop of confidence for all those working on the recovery. Importantly, they offer existing and new investors positive prospects for a successful future. Examples of some of those firm foundations are:

- A strong track record of productivity and growth
- Strong strategic and multi-sector collaboration
- An outstanding educational sector
- A Garden City designation with an agreed 12,000 homes transformational housing strategy – Liveable Exeter
- Future development plans in place and current projects underway e.g. St Sidwell's Point and new bus station
- Publication of the roadmap to a carbon neutral city by 2030
- One of twelve Sport England Local Delivery Pilots
- An established Analytical City approach
- Alignment with the Heart of the South West Industrial Strategy
- The emergence of the Greater Exeter Strategic Plan
- UNESCO City of Literature designation
- Emergence of Exeter Chiefs and Sandy Park as major Premiership stadium and conferencing facility

## **3. Our principles of recovery**

We will:

1. Work on the basis of a 'build back better' strategy, avoiding sub-optimal quick fixes or 'replacement recovery' that recreate the pre-Covid-19 status quo
2. Aim for innovation and transformation, seeking progress on key priorities for the city, for instance: the climate emergency, clean inclusive growth, health and wellbeing, community cohesion, inequalities and cultural growth
3. Plan with robust evidence of damage and needs assessment, setting 'build back better' development or transformational goals and outcomes
4. Increase resilience for future pandemics (and other societal crises)
5. Collaborate with regional and sub-regional arrangements and our neighbours and showcase success in innovating and collaborating for shared outcomes

6. Work with our communities to understand local issues and ensure co-delivery of this plan

## **4. Our recovery areas**

The following is an initial list of the key areas to focus on in recovery.

Business support

Construction and development

City centre

Transport

Visitor economy

Community wellbeing

Education

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<b>Group</b>	<b>ECC lead</b>	<b>SMB Lead</b>	<b>Chair</b>	<b>Update</b>
1. Business Support	Rosie Bates	David Bartram	Matthew Roach	Targeting meeting w/c 25 <sup>th</sup> May
2. City Centre	Victoria Hatfield	David Bartram	John Laramy	Meeting w/c 25 <sup>th</sup> May
3. Visitor Economy	Cath Hill	Jon-Paul Hedge	Charles Courtenay	Targeting meeting w/c 1 <sup>st</sup> June
4. Transport	Richard Marsh (tbc)	Karime Hassan	Mike Watson	Met once – meeting again w/c 1 <sup>st</sup> June
5. Construction and Development	Richard Marsh	Bindu Arjoon	Sir Steve Smith	Met twice – meeting again w/c 1 <sup>st</sup> June
6. Community Wellbeing	Cath Hill	Jo Yelland	Dinah Cox	Wellbeing Exeter / Exeter Community Wellbeing fortnightly meetings underway
7. Education	Bindu Arjoon (with Rosie Bates)	Bindu Arjoon	N/A	Meeting arranged w/c 1 <sup>st</sup> June

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## REPORT TO EXECUTIVE

Date of Meeting: 2 June 2020

## REPORT TO COUNCIL

Date of Meeting: 21 July 2020

Report of: Chief Executive & Growth Director

Title: Net Zero Exeter 2030 Plan

### Is this a Key Decision?

No

### Is this an Executive or Council Function?

Council

#### 1. What is the report about?

- 1.1 This Plan presents a blue print for how the city of Exeter can achieve its ambition to be net-zero carbon by 2030. The Plan sets out ways in which each of us can play our part in achieving the net zero ambition, and to enable everyone across the city to engage in a meaningful way. It is built on an understanding that the city can only achieve its net-zero carbon targets if organisations, individuals and institutions take responsibility and accept they have a role and play their part. It is an attempt to focus the city on a sequence of key actions that take us to 2030 and enable these actions to be reflected in city and organisational plans.

#### 2. Recommendations:

- 2.1 That Executive recommends and Council adopts the Net-Zero Exeter 2030 Plan as Council policy to inform all policy documents, plans and corporate decision making in response to the Climate Emergency and in pursuance of the goal to make Exeter a carbon neutral city by 2030.
- 2.2 That the Plan be presented to the Liveable Exeter Place Board for consideration with a recommendation that the Liveable Exeter Place Board be the appropriate body to adopt the plan on behalf of the city of Exeter.
- 2.3 That the Chief Executive & Growth Director, in consultation with the leader of the council, be authorised to explore opportunities to secure investment and to create mechanisms for funding the programmes set out in the plan.
- 2.4 That when clarity has emerged on the financial position of the City Council, specifically whether or not the Government intends to further financially support local authorities as a consequence of this Covid-19 crisis, the Chief Executive & Growth Director bring back a report to Executive on how the City Council will deliver the actions set out in the section “what Exeter City Council can do”.

#### 3. Reasons for the recommendation:

- 3.1 Members declared a climate emergency and made a commitment to make Exeter carbon neutral by 2030 before knowing how to achieve the goal; members have therefore defined what matters but not the how. The Net Zero Exeter 2030 Plan is the answer to the question of how. We now know the ingredients of the plan, and have a better idea of the costs and scale of the task. Given the Council commitment to achieving a carbon neutral Exeter by 2030, the assumption is that Members will want to endorse the plan. However, given the immediate financial challenge caused by Covid-19 Members, may wish to take a staged approach to responding to the Plan, and this is what is being recommended.
- 3.2 The first step would be to endorse the plan, commend the plan to other stakeholders in the city, and invite all organisations to consider the role they can play in realising this goal. Exeter City Futures would use the network it has built up across the city to encourage businesses to also sign up to the Plan. The Liveable Exeter Place Board would be the appropriate body to adopt the plan on behalf of the city of Exeter as a whole. It is the one body that already convenes many of the largest organisations in the city. The Place Board could be requested to consider the Plan with a view to adopting the Plan as the blueprint to achieving the Exeter Vision 2040 with its commitment to a carbon neutral Exeter by 2030.
- 3.3 The second step would follow shortly after adoption, this would be to consider the implications for the Council's finances, resourcing, structures and reporting mechanisms within the Council to deliver the actions set out in the plan. The scale of the financial pressures facing the Council in coming months is such that members will need to be clear about the choices that will need to be made. The advantage in adopting the Plan is that it will send a very clear message for the recovery plan and policy development. Already a number of council officers work on aspects of the plan in their day to day duties, these include officers working on: the council's energy needs, requirements through the planning system, retrofit programmes, skills, building energy networks, recycling and waste initiatives, encouraging active life styles, cycling provision, air pollution and community infrastructure. There is a need to look at whether the current structure is sufficient for the next step on our journey.
- 3.4 Covid-19 is a crisis that threatens not only our health but significant damage to our economy, with major job losses at risk particularly in Devon. There are strong threats to sectors and places. One can feel this is a crisis, and the need for urgency in dealing with the crisis and the recovery. It could be a reason to put off considering the Net-Zero Carbon Exeter 2030 Plan. In my opinion that would be a mistake. Council declared a climate emergency and now we know what a response to an emergency feels like. Indeed, the response to the current crisis will have had a positive impact on carbon emissions and this is an opportunity to build our recovery plan on the basis of this Net Zero Plan. We have spent a couple of years working with the Heart of the South West Local Enterprise Partnership on the local productivity plan and the Local Industrial Strategy. We have put Clean and Inclusive Growth at the heart of our economic agenda and there are opportunities with this plan to plan for growth based on removing carbon. Clarity on our carbon agenda is required to inform the policy and investment response to the recovery. The Plan demonstrates the importance of holding onto the big picture, and recognising the opportunities that present themselves.
- 3.5 The Plan could require close to a £1bn to achieve a Net Zero Exeter. Such a programme is unlikely to be funded through conventional approaches, certainly not at the pace that is required. The City will need to explore options to secure investment to deliver at scale. We have shown a willingness to innovate and pilot projects, the key task for us is to also deliver at scale, and thus make main stream. The recommendation seeks authority to begin exploring opportunities to bring investment to support the city in this ambitious programme. In simple terms, if we are committed to the goal, and we don't have the finances to achieve this goal within the modest

means of a district council we need to explore other ways to make things happen at city scale. In a similar way the transport authority has never had the financial means to fund its ambitious transport plans such as the Devon Metro, but it has used the plan to secure funding from Government, the LEP, the planning system and district councils towards the projects.

#### **4. What are the resource implications including non financial resources.**

4.1 Resourcing the plan is clearly problematic. Even before the Covid-19 crisis a decade of local government austerity has removed capacity in the organisation to pursue new initiatives unless other things are stopped. Whilst in my opinion the Council has done remarkably well to maintain services and pursue, when required, new policy initiatives, such as taking a whole system approach to helping residents with housing and financial problems; supporting integrated care, active and healthy life styles, and asset based community development; development of a skills programme, finding new routes to building homes, establishing a housing regeneration programme, and developing Exeter City Futures. Each initiative has been supported against a backdrop of budget reductions. Over the decade management capacity has been reduced by 50%, head count has been reduced, and we have had to work collaboratively with others in pursuit of the desired outcomes. This discipline of stripping out capacity to reduce costs, whilst pursuing new, often transformational change, has placed demands on the leadership of the organisation and required support made possible by changing at the outset of the austerity era the regime of target driven performance monitoring. This has given the organisation the ability to pursue whole system change and use appropriate measures to evaluate performance.

4.2 The Covid-19 crisis and the lockdown that has been imposed has had a massive impact on the council's finances. We are losing at least £1.2m per month, and currently we are forecasting a loss of £10m for the year. This is against a £13m net budget. The Council has one of the lowest council tax in the country and is disproportionately dependent on income that is vulnerable to the lockdown. Government support has been welcome and has covered the loss from the first month. Even with £4.5m reserves the Council may need deliver in year savings of the order of £6 million -£7 million, this is going to be extremely challenging. The scale of reduction would be unprecedented. The point is a simple one, the leadership will need to be focused on reducing spend in a dramatic way, at the same time as we are considering a blueprint to achieving a carbon neutral city within a decade.

#### **5. Section 151 Officer comments:**

5.1 As noted above, there is no approved budget to support the delivery of the plan. The Council's current financial position is set out in section 4.2 above and leaves no room at present to support the programme financially.

5.2 However, adopting the plan in itself does not commit the Council to providing financial resources and the section 151 Officer notes recommendation 2.4. The section 151 Officer will work with the Chief Executive and Leadership to ensure that any proposals coming forward in the future are costed and affordable to the Council.

#### **6. What are the legal aspects?**

This report sets out a blue print as to how the city can achieve its ambition to be net-zero carbon by 2030. Legal issues will be addressed as they arise in the implementation of the policy.

## **7. Monitoring Officer's comments:**

This report raises no issues for the Monitoring Officer.

## **8. Report details:**

- 8.1 In July last year members declared a climate emergency and resolved Exeter should play its part in meeting the global challenge of reducing CO2 emissions. It is generally accepted by climate science that global emissions need to be reduced by at least 50% by 2030 and reduced to net-zero by 2050. We are in a critical decade. The Climate emergency declaration was an important statement designed to signal that we are in a crisis and action must be taken. Decisions we take today as a council, and as a city, on energy, transportation, and planning can lock in emission levels for decades to come. The 2030 milestone is ahead of the national goal of achieving net-zero by 2050. It reflects the statement in the Exeter Vision 2040 for Exeter to be carbon neutral by 2030 and recognised as a leading sustainable city and a global leader in addressing the social, economic and environmental challenges of climate change and urbanisation. The 2030 commitment is therefore a bold statement of leadership that reflects an ambition to be a thought leader, innovative and committed to building a stronger city.
- 8.2 In September 2019, Exeter City Council asked Exeter City Futures CIC to work with the city to curate a shared plan for Exeter to be net-zero carbon by 2030. Dr Liz O'Driscoll and the Exeter City Futures team has been the driving force, trying to involve everyone across the city through a series of formal and informal events. The majority of events were face-to-face, but after the government placed the UK in lockdown in March 2020 the final workshops with community leaders and campaign groups were held online using open collaboration tools. The Plan describes the engagement process that was undertaken to arrive at the plan, and a number of members will have been involved in workshops.
- 8.3 The current Covid-19 crisis has shown us that it is possible to make profound shifts in how we live, work and relate to each other. The task in hand, to achieve net-zero Exeter, is not simply about making minor changes to lifestyle, it is about transforming our priorities, and it requires individual and collective responsibility. The Plan is well written and uses effective illustrations to show opportunities for carbon savings and the resources required to achieve the goal. The Plan deserves to be read in detail, it brings together an impressive body of work from a wide range of individuals and organisations. There is little point in reproducing the content of the Plan but simply to state that Pages 66-68 of the Plan contains a useful section on what Exeter City Council can do. This is broken down into 55 actions under four themes: Energy, Mobility, Sustainability, and Capability. The document as a whole relates to the Council's place shaping role and uses the four themes and 12 goals (Reduced Energy Consumption, Access to Renewable Energy, Affordable Healthy Homes, Reliable Journeys & Resilient Roads, Reduced Dominance of Cars, Green Spaces and Local Produce, Clean Air, Efficient Resource, Management, Regenerative Design, Collective Action, An Analytical Approach, and Locally Controlled Finance) to structure the action plan.
- 8.4 The Net Zero Plan has helpfully identified priority actions by time and by carbon impact. Those actions that have the biggest carbon impact invariably require a concerted effort across a number of organisations and require the consent of public and private sector bodies working together. Transport is one such area that has a big carbon impact and requires leadership and support from the transport authority as well as buy-in from the likes of Stagecoach, employers and the community at large. Some actions require regional co-operation, such as generating renewable energy.

The delivery plan will need to address resourcing and prioritisation, and decisions will have to be taken about where resources are focused.

- 8.6 Whole system change to deliver a net-zero Exeter is beyond any single organisation in the city. It needs a different approach at city level, and this was clear from the outset of the work. Exeter City Futures was set up recognising we needed a fundamentally different approach to tackle the challenges we face. The Board of Exeter City Futures includes directors from the University, Exeter College, the RD&E, Devon County Council, Oxygen House and the City Council. We have built a culture of collaboration across the city for the place shaping agenda with clarity of vision, to make Exeter a world leading city for meeting the challenges that we face. This desire to work collaboratively in pursuit of shared goals is now embodied in the Liveable Exeter Place Board chaired by Sir Steve Smith.
- 8.7 Exeter City Futures brings together private and public sectors focused on the city with a spirit of innovation and challenge. As a disruptor and thought leader Exeter City Futures has pioneered an accelerator programme, engaged in a non-public sector manner businesses and groups across the city for a number of years. It has produced a number of important reports to support our goal, including this blueprint for a Net-Zero Exeter 2030 Plan. Exeter City Futures can continue to play an important part in pursuit of this goal, but now there is an important job for the City Council to do. Both Devon County Council and Exeter City Council have declared climate emergencies with the same 2030 date for net zero. This Plan sets out what both the city council and county council could do to support this goal for the city of Exeter. There been a great deal of work across the city and sub-region to build the transition to a low carbon economy. The low-carbon task force has been disciplined and ambitious in pursuing projects with buy in from across public and private sectors. There is a proud track record of delivery and both councils have played an important part in progress that has been made to date.
- 8.8 I believe it is important to take stock of what has happened since the declaration of the Climate Emergency. The Coronavirus pandemic has had a profound impact on the economy, our way of life, assumptions about international connectivity and supply chain dependency. We need time to process what is happening and the consequences for all manner of things. There has been a paradigm shift, take for example the City Council where 84% of staff have been working from home. Overnight employers have seen their staff function from their homes and this will cause firms to question their office accommodation needs. The pace and scale of this change has been dramatic, and may have profound implications for our city centre and established office parks. There will be consequences for public transport use, certainly in the short term. We may need to respond in an agile manner to the issues and opportunities that present themselves. This unprecedented situation will test us in ways we don't fully understand today.

## **9. How does the decision contribute to the Council's Corporate Plan?**

- 9.1 The Exeter Vision 2040 is to be carbon neutral by 2030.
- 9.2 Exeter City Council has declared a climate emergency and set a goal to be carbon neutral by 2030.
- 9.3 The Net-Zero Exeter 2030 Plan contains actions that support the corporate priorities of:
- Tackling congestion and accessibility
  - Promoting active and healthy lifestyles

- Building great neighbourhoods

## **10. What risks are there and how can they be reduced?**

- 10.1 The financial context for the council has changed dramatically with Covid-19. The risk is that a lack of finance and capacity will postpone decisions that need to be taken to achieve the goal. A deep recession could fundamentally shift the appetite to disrupt business and our lifestyles. In other words we may come under pressure to support growth and climate change could be pushed down the agenda, this is what happened with the 2008 recession. Resourcing the plan will be challenging and there are reputational risks associated with a bold and ambitious goal. From the outset we have worked hard to build collaboration across the city and across sectors. This was a deliberate approach to broaden the agenda to city scale rather than just the City Council. Some organisations will focus exclusively on their organisations carbon footprint, it is the natural place to start. However, the council has a unique leadership role for the city, and this has required deploying resources to developing the agenda on behalf of the city at the same time as addressing our own carbon footprint. There is the risk that the work on behalf of the city takes away some of the resource needed to focus on the Council's carbon footprint. This is a balancing act and requires managing.

## **11. Equality Act 2010 (The Act)**

- 11.1 In delivering the commitment for a carbon neutral Exeter there will be a positive impact on the health and wellbeing of the residents of Exeter, community safety, the environment and the economy. Achieving the target will offer benefits including reduced air pollution, congestion and road fatalities, and improved health outcomes from more active travel and cleaner air. However, individual initiatives and programmes will need to take into account the impact of the Equality Act.

## **12. Carbon Footprint (Environmental) Implications:**

- 12.1 The Net-Zero Exeter 2030 Plan is the single most important document Council will consider to translate their declaration of a Climate Emergency into action. It sets out the actions the city council should take to achieve carbon neutral by 2030.

## **13. Are there any other options?**

The Council could postpone any decision on the Net Zero Plan until the City Council's financial position looks more favourable.

Karime Hassan  
Chief Executive & Growth Director

Author: Karime Hassan

Chief Executive & Growth Director

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

Background papers used in compiling this report:-  
Council resolution 23<sup>rd</sup> July 2019  
Executive report 9<sup>th</sup> July 2019  
Exeter City Futures CIC Net Zero Exeter 2030 Plan

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EXETER  
CityFutures

Page 107



# NET ZERO EXETER 2030 PLAN



# WHAT IS THIS DOCUMENT?

This Plan presents Exeter's view of how the city can achieve its ambition to be net-zero carbon by 2030. In its creation, we engaged with a diverse range of individuals and organisations from across the city to feed in different values, perspectives and backgrounds.

This marks the start of an exciting 10-year journey for our city. The formal launch of the Net Zero Exeter 2030 Plan which was planned to take place at the Mobilisation Summit on 26 March 2020, had to be postponed as a result of the COVID-19. However, the city's determination to be carbon-neutral by 2030 remains undiminished. Success will only be achieved through a genuinely collective effort to ensure Exeter remains one of the greatest places to live in the UK.

Together we highlight ourselves as leaders in the UK and support Innovate UK plan their future investments into supporting cities in the run up to the UN Climate Change Conference (COP 26), due to be held in November 2020 but now postponed due to COVID-19.

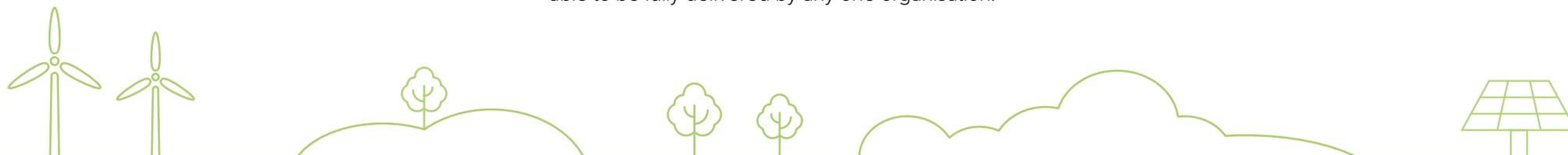
Together we are stronger, and to achieve an ambition of this scale, collective, practical action is what truly matters.

## The Net Zero Exeter Plan is **NOT**...

- the only carbon reduction plan within Exeter; we recognise organisations will continue to have their own plans and strategies and this plan should compliment and enable those.
- perfect; this is our first iteration of the plan, curated through engagement across the city. We expect that it will be reviewed and refined based on continuous feedback and further engagement, especially in light of the changes we are all experiencing as a result of the COVID-19 pandemic.
- a list of firm commitments or instructions; this plan sets out actions that Exeter City Futures believe can deliver the city's carbon ambition, it relies on a collaborative effort from organisations and individuals to decide if, what and how they will change their own activities to help achieve the city's shared ambition.
- a barrier; the plan isn't intended to impose rules that stifle innovation and other work occurring in the city.
- complete; there will be no such thing as a 'final version' as it will be in constant review.
- able to be fully delivered by any one organisation.

## The Net Zero Exeter Plan **IS**...

- an attempt to set out what Exeter will need to put in place in order to be net-zero carbon by 2030, based on benchmarking and public engagement.
- a document that sets out ways in which each of us can play our part in achieving the net-zero ambition, and to enable everyone across the city to engage in a meaningful way.
- built on an understanding that the city can only achieve its net-zero carbon targets if organisations, individuals and institutions take responsibility and accept they have a role and play their part.
- an attempt to focus the city on a sequence of key actions that take us to 2030 and enable these actions to be reflected in city and organisational plans.
- in constant review; this plan will be refreshed towards the end of 2020 to reflect on the position of the city as a result of the COVID-19 crisis, and then annually as the city begins to mobilise projects and action.



# CONTENTS



**PART ONE  
DEVELOPING THE PLAN**

Exeter's Vision	7
Exeter's Commitment to Climate Action	11
Net Zero Framework	12
A Plan Co-Produced with the city	13
Creative Engagement	15
Reflections from Politicians	20
Reflections from Businesses	21
Exeter Youth and Net Zero Exeter	22

**PART TWO  
THE NET ZERO EXETER 2030 PLAN**

Introduction to the plan	25
Energy	26
Mobility	33
Sustainability	39
Capability	50
Timeline	57

**PART THREE  
NEXT STEPS**

Leading Net Zero Exeter	65
What Exeter City Council can do	66
What Devon County Council can do	69
What Organisations can do	70
What Individuals can do	72
Working with the Devon Climate Response Group	73
More information	74
Acknowledgements	75
Source Materials	7

# INTRODUCTION

On 23 July 2019, Exeter City Council unanimously agreed to declare a climate emergency and made the commitment to make Exeter a carbon-neutral (or net-zero carbon) city by 2030.

This ambitious target is aligned to the vision for the city and has potential to make a vital contribution to our planet and all its people.

Exeter City Futures was asked to work with people and businesses from across the city to curate a shared plan for the delivery of the net-zero carbon Exeter ambition.

This includes setting out the scale of the challenge, the likely actions that will need to be taken (and by whom), as well as an estimate of the amount of investment that will be required to ensure that Exeter is, and remains, carbon-neutral by 2030.

Exeter City Futures' work began with a programme of public engagement, as well as focussed activities with businesses, community and city leaders.

During February and March 2020, we worked with a range of partners to deliver events, inviting people from across Exeter to discuss the need for change and share their thoughts on any challenges, barriers and areas of concern as the city undertakes this 10-year journey together.

The information and responses gathered formed a collective body of evidence to inform the next steps for our city.

We had hoped that our activities would culminate at the Net Zero Exeter Mobilisation Summit on 26 March 2020. Unfortunately, the government advice regarding COVID-19 meant that this event had to be postponed.

However, Exeter's determination to be carbon neutral by 2030 remains of paramount importance. We have kept to our commitment to deliver this Net Zero Exeter Plan to the city council, and we believe that this document is now more relevant than ever.

That said, we must be realistic. Big changes are required to achieve a Net Zero Exeter and these understandably might not be top of the priority list at the moment.

Whilst a formal endorsement of this Plan by Exeter City Council is expected to be delayed whilst the council, organisations and individuals deal with the continuing impact of COVID-19, the crisis is forcing us to reassess our lifestyles, change the ways we work, and potentially to shift our values.

We now have the opportunity to take the learnings from our current challenging situation, and isolation, and turn it all into creative, positive, practical action - ready for when we return to some sense of normality.

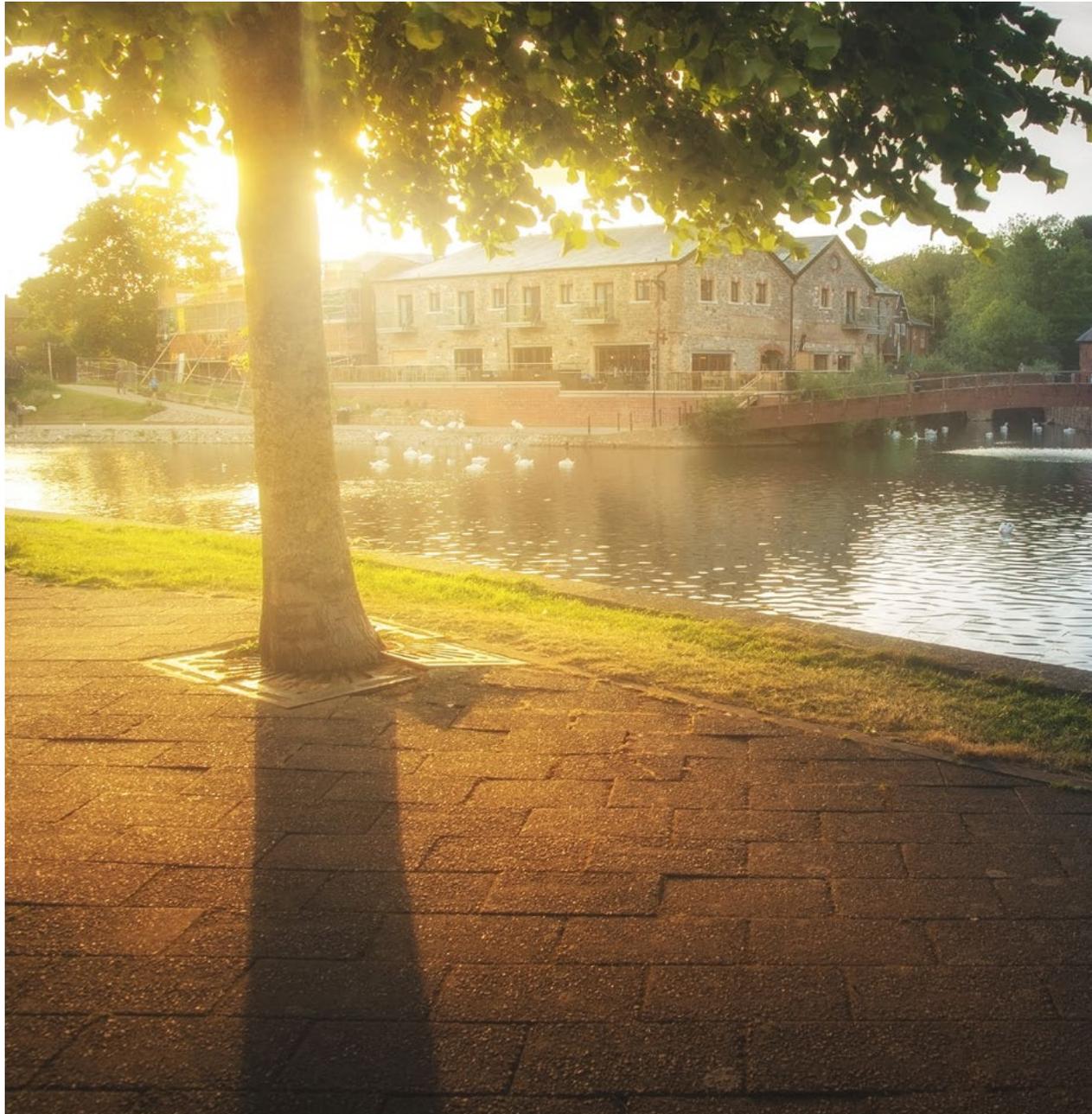
With the nation in lock-down, we will be working over the next few months to develop ways in which people, whether as individuals, or as representatives of businesses, clubs, communities or institutions, can continue to play their part in the city's ambition to be net-zero.

Exeter City Futures will listen to how people view the plan in light of the current climate and reissue this document towards the end of the year to incorporate these changing attitudes.

This is all part of our continuing effort to connect people from across Exeter as we pull together to achieve shared goals.

*The Exeter City Futures Team*





And people stayed home  
and read books and listened  
and rested and exercised  
and made art and played  
and learned new ways of being  
and stopped  
and listened deeper  
someone meditated  
someone prayed  
someone danced  
someone met their shadow  
and people began to think differently  
and people healed  
and in the absence of people  
who lived in ignorant ways,  
dangerous, meaningless and heartless,  
even the earth began to heal  
and when the danger ended  
and people found each other  
grieved for the dead people  
and they made new choices  
and dreamed of new visions  
and created new ways of life  
and healed the earth completely  
just as they were healed themselves.

*'And People Stayed Home'*  
Kathleen O'Meara, 1869

# PART ONE

Page 112



## DEVELOPING THE PLAN

# EXETER'S VISION

Exeter is a smart, intelligent city, never afraid to do things differently if it leads to making things better for everybody. It's anchored by its great location, superb education providers, spirit of working together, and absolute commitment to embracing fresh ideas and innovation.

Exeter drives the agenda for the South West of England, enjoying a global reputation in digital, data, medicine, and environmental science. Exeter has also built world-class credentials in culture and creativity; the recently awarded UNESCO City of Literature status is evidence of this.

Exeter is consistently named as one of the best places to live in the UK and it's important that as the city grows we ensure the wellbeing and prosperity of our communities, as well as acting as a regional focus for jobs, leisure, culture and shopping. To continue thriving, Exeter, like any city, must have a clear plan for how we respond to changes in technology, social expectations and the environment.

Over time, Exeter's clear urban structure, based on historic patterns of movement and natural features, has been put under huge pressure by the growing demands of the city. Green spaces and linear routes along valleys and watercourses do not always connect, so may not provide a safe and healthy way of moving around the city.

With the commitment to becoming carbon-neutral by 2030, Exeter has the opportunity to show leadership within the region. Through decisive implementation of policies, innovations and investment, the decisions we make now will shape the way we live, and our environmental impact, for decades to come.

Where possible throughout this plan we have identified existing (or emerging) policies and strategies that will play a role. There are also some key strategies and programmes being developed in the city and aligning these with the Net Zero Exeter 2030 Plan will be critical to ensuring success, such as:

## The Exeter Transport Strategy

As the highway authority Devon County Council has a statutory responsibility to provide and manage the city's transport infrastructure. In consultation with the city council, Devon County Council develops strategies for transport infrastructure to ensure that future development is provided for and managed in a way that takes full account of social, economic and environmental needs.

## The Liveable Exeter Housing Delivery Programme

This recently released document highlights where the city can attract major investment and renew its infrastructure for the 21<sup>st</sup> Century with the aim of improving people's lives and wellbeing. It demonstrates the capacity for urban renewal and densification to also relieve pressures on the infrastructure and communities of the surrounding, more rural districts, and protect the setting of Exeter.

## The Greater Exeter Strategic Plan

Greater Exeter has a vision for growth as a connected city region consisting of thriving linked communities set within an exceptional environmental setting. This clear vision represents a commitment from the partners of the Greater Exeter Strategic Plan (GESP) to strengthen neighbourhoods, create new communities; invest in sustainable transport, and deliver the infrastructure needed to attract investment and improve quality of life. The target date for implementation of the GESP is 2023. Exeter's local plan will follow and building will take place over 20 years.



# EXETER'S TRANSPORT STRATEGY

## Exeter Transport Strategy (2020 – 2030)

The draft Exeter Transport Strategy set out ambitious aspirations, including for 50% active travel and a new zero-emission transport subscription service. This provides a positive start as transport begins the shift towards achieving net-zero. Central to this strategy will be to address constraints on sustainable transport networks, providing the basis of a connected city region and deliver interventions that contribute to improved quality of life, utilising technological opportunities to integrate information and engage with people about the travel choices they make.

The proposals aim to provide an ambitious, but realistic, transport strategy that is embodied in the following three key themes:

- **Greater Connectivity** will see enhancements made to key transport corridors in the travel to work area in order to support productivity growth. It proposes providing a consistent standard of frequency of both rail and inter-urban bus routes and strategic cycle trails between key settlements. To capture those living in rural areas around Exeter with limited sustainable travel choices, there will be a Park and Ride on all key corridors into the city.

- **Greater Places for People** will see increases in the number of trips being completed on foot or by bike, aiming to deliver the Exeter City Council's aspiration of making Exeter the most active city in the country. This will be done through enhancing pedestrian / cycling networks to connect residential areas to economic hubs around the city, reallocating road space for walking and cycling and creating more attractive public spaces.
- **Greater Innovation** will see the Exeter City Council and Devon County Council looking to utilise new and innovative technologies to make travel easier and help the city's transport networks operate more flexibly and efficiently. A key piece of innovation will be the development of a new zero-emission transport subscription service. This platform will join up an electric vehicle car club, the UK's largest on street electric cycle hire network and proposed low-carbon bus services.

## Transport Steering Group

The Transport Steering Group comprises members and officers from Devon County Council and Exeter City Council. It was assembled to improve communication between the two authorities and the co-ordination of activities to

ensure, where possible, a collective view is formed on transport matters affecting its area.

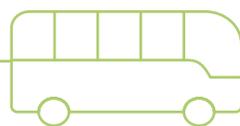
The group is an advisory body and its view is intended to be taken into account by its member authorities when they take decisions using their own statutory powers.

## Carbon Impact Assessment

The expected annual carbon impacts from potential interventions have been calculated for the forecast year 2031. Findings show that reducing travel, reducing vehicular capacity, sharing and electrifying of car travel offer the biggest carbon savings per pound spent. Furthermore, combining these actions with walking and cycling measures offer even greater carbon saving potential.

Examples of the highest priority carbon reducing measures include:

- Electric car club vehicles
- Sustainable travel enhancements achieved by vehicle capacity reduction
- Targeted travel planning at new interventions
- Linking public transport enhancements with improved electric vehicle/bike facilities



# FUTURE PLACEMAKING IN EXETER

## The Liveable Exeter Programme

The Liveable Exeter programme provides an opportunity to renew the structure of the city so that it can accommodate the sort of change and attract the investment it needs for its communities to prosper in the future.

The programme is focused on delivering a series of new sustainable neighbourhoods and communities within Exeter – building on Garden City principles. These will be mixed-use communities which, together, will deliver up to 12,000 new homes with spaces for people to live, work, play and for businesses to grow and prosper.

## The Future Places Toolkit

To support the delivery of these future communities The Future Places Toolkit has been developed to establish principles to guide the development of these future neighbourhoods.

These principles will help realise Exeter's ambitions in terms of delivering clean and sustainable growth, and also ensure that development is delivered that responds to the character of the city and its setting.

It is hoped that this will position Exeter as a global exemplar of sustainable and inclusive growth and ensure that we meet today's challenges with innovative, bespoke and dynamic solutions to deliver a future Exeter that everyone can be proud of and benefit from.

The toolkit identifies five multifaceted drivers that are unique to Exeter and offer principles to shape the future of the city. It provisionally identifies 25 future city districts within the city and has developed 12 ingredients for Future Placemaking in Exeter.

Using this information, it will then be possible to identify the dominant motivations for change within a given neighbourhood and apply the relevant ingredients for Future Placemaking. This will ensure that future developments respond to their setting and the existing character of their location. In creating sustainable and inclusive new communities, it will also yield developments capable of supporting the city in delivering on its ambition for the future.

These placemaking ingredients align strongly to the ambition to be a net-zero carbon city and the linkages are identified throughout this plan document.

## The Future Places Toolkit:

### 12 Ingredients for Future Placemaking

- **Prioritise Healthy Travel**
- **Less Cars - More Trees**
- **Future Building Interfaces**
- **Physically Connected**
- **Park and Move**
- **Less Parking - More People**
- **Future Building Typologies**
- **Digitally Responsive**
- **Reclaim Roads**
- **Diversify Uses**
- **City Landmarking**
- **Distinct Identities**



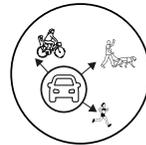
# FUTURE PLACEMAKING IN EXETER

## THE FUTURE PLACES TOOLKIT: 12 INGREDIENTS FOR FUTURE PLACEMAKING



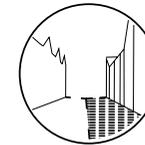
### Prioritise Healthy Travel

Healthy travel infrastructure is in the foreground with essential vehicular access becoming peripheral. Dedicated routes for pedestrians and bikes are provided and take the place of arterial routes in and out of the city previously dominated by cars.



### Park and Move

New transport hubs enable car free neighbourhoods. They provide transitions from inward car travel to sustainable alternative transport within the city. The 'park and move' concept facilitates the transition from car, bus, train or tram to healthy travel.



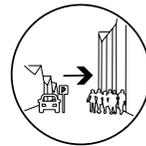
### Reclaim Roads

A huge amount of 'highway real estate' is reclaimed and re-purposed as a result of the move to car free neighbourhoods. This space is used to create new public spaces, accommodate alternative means of transport and introduce new buildings and uses. Development exploits the opportunities provided by a car free future.



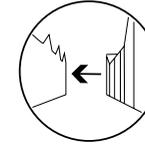
### Less Cars - More Trees

Tree planting exploits the space previously dominated by cars providing over 3,000 trees throughout the city on major routes. Increased biodiversity, carbon sequestration and improved air quality through the introduction of extensive flora and fauna define the city's identity.



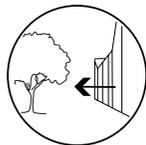
### Less Parking - More People

Increased density of housing provides the support for more locally accessible facilities. The removal of large areas of parking and road infrastructure allows for buildings to be placed closer together, better framing public spaces. The critical mass to support local centres is created by infill developments and an increase in building heights.



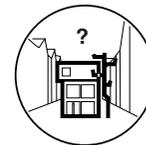
### Diversify Uses

Integrating a mix of uses focussed around local centres creates diversity and activity - moving away from single use zoning. Large single use areas are obsolete and a mix of facilities, amenities and building types are integrated to compliment and support the historic provision.



### Future Building Interfaces

The shift to a new public realm of green corridors from car dominated roads creates new interfaces between buildings and their surroundings. Buildings are designed to take advantage of these opportunities with active frontages and careful consideration to thresholds with public space.



### Future Building Typologies

The Future Drivers introduce the potential for new building typologies that are imaginatively designed taking maximum benefit of the opportunities their new context creates: double fronted housing on reclaimed roads; riverside housing turning back to the river; or mixed use development above and between existing single use buildings.



### City Landmarking

Visual connections and landmarks are key characteristics of Exeter: views from the city centre to the landscape around and from the outlying neighbourhoods to the Cathedral, river and other notable landmarks. These visual queues help with way finding and as points of orientation.



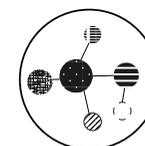
### Physically Connected

Connections and permeability are maximised with barriers broken down to create larger walkable areas and accessible links to local centres. These connections are continuous between districts as well as out to rural settlements and surroundings whilst prioritising healthy travel.



### Digitally Responsive

Development takes maximum benefit of the latest digital technology to create places and buildings that are more responsively maintained, managed and resourced. High speed data connections help to augment existing links and sustainably draw on skills and resources throughout the city and from the rural surroundings.



### Distinct Identities

Exeter is a city made up of historic urban villages. Within each future district, development reinforces historic defining characteristics to create distinct identities. The reinforcement of existing identity compliments place branding to strengthen the character of the city.

# EXETER'S COMMITMENT TO CLIMATE ACTION

Exeter has been playing a role in rising to the critical climate change challenge for some time and the city has a world-class reputation in climate and environmental research. Over the past decade Exeter City Council has pioneered Passivhaus standards in the UK, deployed renewable generation across their public sites and delivered large-scale district heating networks.

Exeter City Council has already committed to becoming a carbon-neutral council by 2022 as well as taking steps to consider staff travel and working patterns. Much of the city council's fleet of vehicles has been replaced by electric vehicles. Switching to electric pool cars for staff out and about on official duty, has provided a 75% reduction in CO<sub>2</sub> emissions compared to 2010 figures. Replacement of the council's ageing diesel-powered vans has cut carbon emissions of the entire transport fleet by 35%.

The council's own development company Exeter City Living is also building Exeter's first city centre Passivhaus homes.

In 2017 Exeter was selected as one of the Sport England Local Delivery Pilots and launched a programme to make Exeter the most active city in the UK, contributing towards carbon reduction as well as improving health and wellbeing.

Exeter City Council was a founding member of Exeter City Futures Community Interest Company; bringing together some of the largest employers in the city - Exeter City Council, Devon County Council, Exeter College, the University of Exeter, Oxygen House Group and the Royal Devon and Exeter NHS Trust Foundation - alongside a wide range of business and community partners to work towards a carbon-neutral Exeter that remains a great place to live.



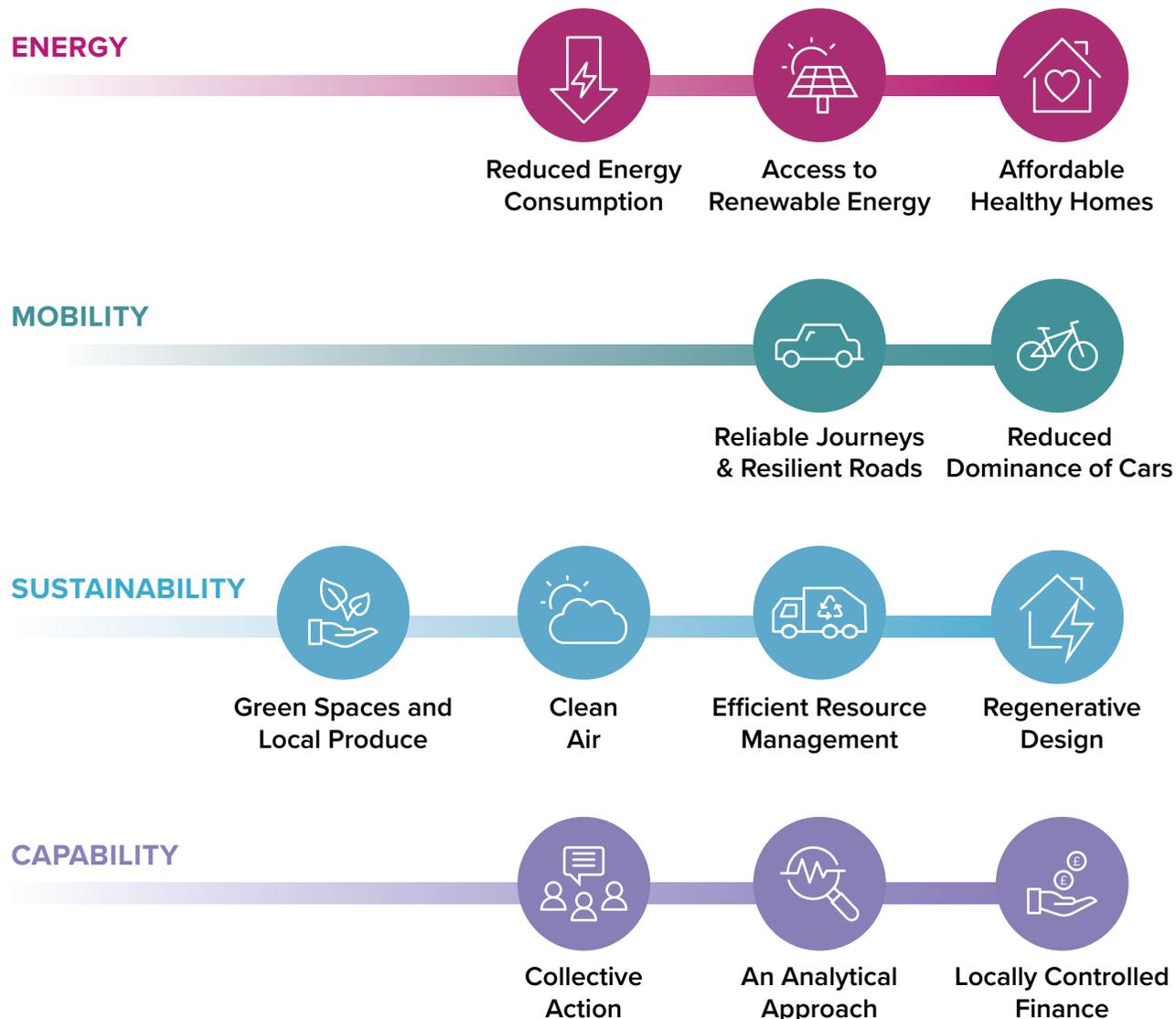
# NET ZERO FRAMEWORK

Exeter City Futures has already taken steps to engage with the residents and organisations of Exeter to create the supporting environment and governance for delivering the commitment to be carbon-neutral by 2030.

Our mission is to bring Exeter’s businesses, individuals, communities and leaders together and provide the coordination and focus needed to deliver the city’s carbon ambitions. Since our incorporation in 2016, we have undertaken extensive engagement activities to establish 12 Goals that reflect the priorities of the residents and business within Exeter.

These 12 Goals form the basis of the approach to the delivery of a Net Zero Exeter and can be grouped into four themes that align strongly with the themes of many other leading cities.

- ENERGY
- MOBILITY
- SUSTAINABILITY
- CAPABILITY



# A PLAN CO-PRODUCED WITH THE CITY

In September 2019, Exeter City Council asked Exeter City Futures CIC to work with the city to curate a shared plan for Exeter to be net-zero carbon by 2030.

The commitment to achieve a carbon-neutral city will require significant change to be made at all levels; changes that will affect individuals and businesses as well as the political environment.

There is an overwhelming support for climate action within Exeter, but it's important to consider how different people may perceive the idea of change, be that with positivity, guilt, fear, or helplessness. Many people will have legitimate concerns about the city's commitment to the ambition or about whether we have the capacity and / or capability to deliver the stated outcomes.

To ensure a just transition to a carbon-neutral future it is important to listen and capture these concerns so that they can be addressed.

Exeter City Futures has sought to provide a space for the general public, businesses and politicians, to express their opinions and make contributions in response to the requirements set out in the Net Zero Exeter Blueprint. Our aims of this process have been to:

- Inform organisations and residents about the development of the Net Zero Exeter 2030 Plan and publicise it through the Exeter City Futures supporters network and business networks (e.g. Exeter Chamber of Commerce, Federation of Small Businesses Exeter (FSB)), as well as with the general public.
- Gather feedback on the Net Zero Exeter Blueprint from various groups to ensure the actions to be presented in the Net Zero Exeter 2030 Plan reflect the view of the city.
- Understand where there are concerns and barriers - or areas of priority - for politicians, organisations and individuals.

**Should I join a climate protest? Can I do anything about it? Sometimes I choke on fumes. Should I change my diet? Is using my legs for transport enough?**

Resident Voice

**We worry that local policy will be unpopular policy**

Political Voice

**How to do my bit when it means sacrifices and maybe giving up things I like?**

Resident Voice



# A PLAN CO-PRODUCED WITH THE CITY

## WHO HAS DRIVEN THE PROCESS?

This process sought to engage as much of the city as we could. Some of our activities were curtailed by the appearance of COVID-19, but we were able to complete most of our activities.

The Exeter City Futures team has been the driving force, trying to involve everyone across the city through a series of formal and informal events. The majority of events were face-to-face, but after the government placed the UK in lockdown in March 2020 the final workshops with community leaders and campaign groups were held online using open collaboration tools. We were supported by a number of partners:

- **Encounters Arts**

A Totnes based company of artists, producers, facilitators and change agents who seek to create the conditions for a creative, caring, connected world in which all can learn to flourish, living together within the Earth’s ecological limits. Leading the Net Zero Exeter creative engagement activities with the general public.

- **We are Liminal**

A collective intelligence community, focussed upon addressing complex and collaborative challenges and providing insight, support and facilitation. Supporting the design and delivery of the Net Zero Exeter business and political workshops.

- **Smith & Jones**

A marketing agency, designing the communications strategy for the Net Zero Exeter brand and Mobilisation Summit.

- **Exeter City Council**

Supporting communications and event planning to ensure alignment with other city events.

- **Bowater Communications**

Leading the event management for the Net Zero Exeter Mobilisation Summit.

- **OggaDoon PR Agency**

Exeter City Futures retained PR agency, supporting national promotion of Exeter’s carbon-neutral ambition.

## List of Participatory Events

Participatory Events	No of Participants
<b>Political Barriers Workshops:</b>	
5 February, Exeter Civic Centre	32
<b>Business Barriers Workshops:</b>	
18 February, Exeter Civic Centre	70
<b>Public Engagement:</b>	
21 Feb   The Beacon Community Centre	25
22 Feb   Cathedral Green (The Big Green Event)	60
23 Feb   Piazza Terracina, The Quay	25
3 March   America Hall, Pinhoe	14
3 March   Exeter Library, Castle Street	26
4 March   Wonford Community Centre	18
17 March   St Thomas Shopping Centre*	-
17 March   Tesco Extra - Exeter Vale Branch*	-
*cancelled due to Covid-19*	
<b>Online survey for businesses</b>	22
(shared via FBS and Chamber of Commerce)	
<b>Online Blueprint Feedback Survey</b>	6
<b>Online Community Leader Workshop: Mobility</b>	2
<b>Online Community Leader Workshop: Energy</b>	2
<b>Online Community Leader Workshop: Sustainability</b>	2
<b>Online Community Leader Workshop: Capability</b>	0
<b>TOTAL PARTICIPANTS</b>	<b>302</b>

Further direct feedback was received via the Exeter City Futures email inbox, and through direct contact with the Exeter City Futures Managing Director by telephone.



# A PLAN CO-PRODUCED WITH THE CITY



## CREATIVE ENGAGEMENT

During February and March 2020, Encounters Arts led creative engagement sessions, enabling people across Exeter to explore the vision for a carbon-neutral Exeter, the need for change and to share their thoughts on everyday challenges, barriers and areas of concern. The purpose of the engagement was to inform people of the Net Zero Exeter commitment and find out where there is energy for change.

Overarching concerns from participants on the general subject of the climate emergency included concerns around whether continued growth would lead to rising emissions, as well as whether it was possible to change attitudes. There was concern about the lack of collaboration across local and central Government to deal with the emergency. The desire for collective action and local ownership was clear.

This section summarises some of the common themes arising. The full report on the engagement can be downloaded from the [Exeter City Futures website](#).



# A PLAN CO-PRODUCED WITH THE CITY

**IN ORDER THAT WE  
CAN ALL LEARN TO  
FLOURISH, LIVING  
TOGETHER WITHIN  
THE EARTH'S  
ECOLOGICAL LIMITS:**

**WHICH ASPECTS  
OF THESE GOALS  
WOULD YOU MOST  
LIKE TO SEE?**

COMMON THEMES:

## ENERGY

- Changing attitudes to reduce consumption
- Renewable energy leading to lower energy costs
- Improving existing homes rather than building new
- Affordable homes for local people, especially young people

## MOBILITY

- Consistent public transport service across Exeter
- Reduce cars to reduce air pollution and increase safety and wellbeing
- Reclaim the streets for green space and people

## SUSTAINABILITY

- Green spaces for people's health (mental and physical)
- Trees and green spaces for carbon storage
- Local produce: lower food miles, healthier, seasonal, local jobs
- Reduce air pollution, particularly near schools

## CAPABILITY

- Create communities of action: sustainable, empowering, effective
- Work with people, government and business
- Understand the bigger picture yet work locally to take effective action



# A PLAN CO-PRODUCED WITH THE CITY

Page 123

**IS THERE ANYTHING ABOUT THE VISION TO MAKE EXETER CARBON NEUTRAL BY 2030 THAT CONCERNS YOU?**

## COMMON THEMES:

### ENERGY

- Concerns around use of precious resources to build renewable infrastructure
- Issues of building more as opposed to renovating existing housing stock
- Concerns over intensive student housing and need for mixed communities

### MOBILITY

- Cost of public transport
- Unreliable public transport
- Rural access to public transport
- Safety concerns around cycling

### SUSTAINABILITY

- Trees being cut down rather than tree cover increased
- Ability of supermarkets to stock local produce
- Carbon emissions and materials used in manufacturing and infrastructure of electric cars
- Need to reduce consumption, not just recycle

### CAPABILITY

- Equality and taking all views into account
- Concerns around use of technology and ownership of data
- Affordability and who has financial control

“

*All my children cycle and I am so worried about them when they go out. My eldest has had so many near misses even when he is on the cycle path because cars won't move over or pull out without checking properly*

”

Resident Voice



# A PLAN CO-PRODUCED WITH THE CITY

**WHEN IT COMES TO EVERYONE TAKING ACTION TOWARDS THESE GOALS, WHAT BARRIERS AND CHALLENGES CAN YOU SEE FOR YOU, YOUR FAMILY AND YOUR COMMUNITY?**

## COMMON THEMES:

### ENERGY

- Cost of insulating existing homes and retrofitting renewable technologies
- Lack of support for people on low incomes
- Viability / permissions of renewable technologies for existing homes
- High cost of housing
- Developments without amenity, leading to need for private cars

### MOBILITY

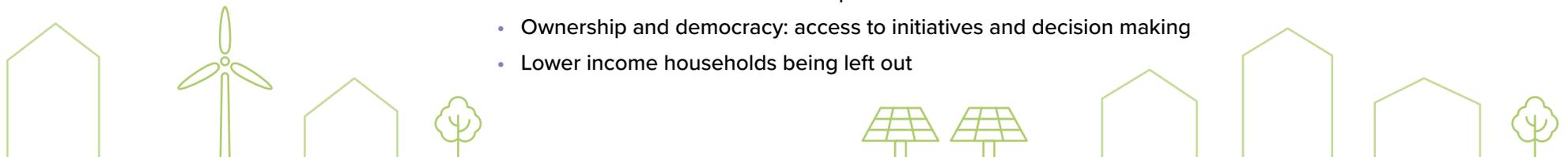
- Cost of public transport
- Unreliable public transport
- Safety concerns around cycling
- Cars are still most convenient

### SUSTAINABILITY

- Lack of community owned public spaces
- Unsafe roads and unaffordable public transport
- Lack of information, skills and opportunity to reduce consumption and recycle

### CAPABILITY

- Difficulties in engaging everyone in common goals and changing attitudes.
- Lack of information and clear steps for individuals and business to take
- Ownership and democracy: access to initiatives and decision making
- Lower income households being left out



# A PLAN CO-PRODUCED WITH THE CITY

Page 125

**CAN YOU THINK OF WAYS IN WHICH THE BARRIERS AND CHALLENGES COULD BE OVERCOME?**

**WHAT OPPORTUNITIES CAN YOU SEE FOR YOU, YOUR FAMILY AND YOUR COMMUNITY?**

## COMMON THEMES:

### ENERGY

- Information, policy and enforcement
- Changing attitudes to reduce consumption
- Locally-owned energy initiatives
- Enabling homes to install renewables
- Affordable homes for young people

### MOBILITY

- Nationalising public transport
- Integrated transport schemes
- Incentivising walking
- More and safe cycling routes
- Car share schemes
- Reclaiming the streets for people and green spaces

### SUSTAINABILITY

- Increase tree cover
- Land for community growing schemes
- Support local food growers and traders
- Reduce plastic, especially single-use
- Increase recycling, reuse and refills
- Change attitudes to reduce consumption

### CAPABILITY

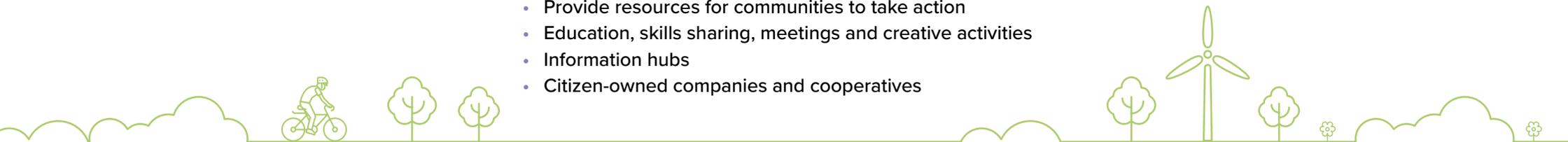
- Connect communities, business and local authorities
- Provide resources for communities to take action
- Education, skills sharing, meetings and creative activities
- Information hubs
- Citizen-owned companies and cooperatives

**“** Comprehensive policy on energy and better information for households **”**

Resident Voice

**“** Green corridors across the city so people can walk and cycle with their family and feel safe away from cars **”**

Resident Voice



# A PLAN CO-PRODUCED WITH THE CITY

## REFLECTIONS FROM POLITICIANS

On the 5 February 2020, city and county councillors came together to consider their response to the Net Zero Exeter Blueprint and start to consider where the challenges lie from a political and policy perspective. Here we summarise the key barriers raised. The full summary can be downloaded from the [Exeter City Futures website](#).

### Communicating messages

There is concern amongst councillors about how they will be able to explain difficult messages to constituents e.g. about removing parking, reallocating road space for walking and cycling or asking them to make changes to reduce energy demand. For politicians who rely on public support and who are duty bound to represent the interests of their wards, this will be hard to overcome.

### Reducing inequality

Environmental problems tend to affect the vulnerable and poorest hardest. Exeter has pockets of severe deprivation and councillors were keen to ensure that those who are most vulnerable or experiencing exclusion or poverty are prioritised, and able to access / benefit from the carbon reduction measures.

### Being honest with ourselves

Although the Full Council agrees that net-zero is the right thing to do, there was a concern that there isn't enough appreciation of the scale of the challenge.

### Lack of policy control

Exeter doesn't have control over the transport strategy and although they can seek to influence, this was highlighted as a potential barrier. Exeter also has limited ability to control development in the city and the City Council struggles to enforce higher than national standards with appeals often overturned by government.

### Working together

In order to facilitate a shift towards carbon-neutrality it will be important to find ways to influence people to make change, possibly offering incentives. It is unclear at this stage what these might need to be or how they could be delivered. What was clear was that there was a need for increased collaboration between City and County Councils and also with businesses and residents.

### Lack of knowledge

Knowledge and technical understanding was raised as a barrier across all themes. There was a concern that without good / trusted advice the city (and its residents) could be mis-sold technologies or systems that don't deliver the desired impact. It was also considered important to establish ways of measuring progress and mechanisms to properly value things like green space.

### Finance

There was a recurring barrier raised across all themes - how will it all be paid for?

Page 126

**Minds are not yet thinking big and bold and ambitious enough. Some councillors appear to think we are doing quite well actually**

Political Voice

**This needs bold leadership from our leaders**

Political Voice



# A PLAN CO-PRODUCED WITH THE CITY

## REFLECTIONS FROM BUSINESSES

There is a large business community within Exeter, with the majority of organisations having fewer than 250 employees. We sought to engage the business voice through the Chamber of Commerce and the Federation of Small Businesses who shared a survey with their Members to capture a range of perspectives.

A selection of businesses of different sizes and from different sectors were invited to attend a workshop on 18 February 2020. The enthusiasm for the commitment to become a net-zero city was clear, with us needing to spill over into a second room because of the numbers that came. Many of the businesses who attended wanted to discuss the mobility theme, with access for staff and customers being seen as a key priority for businesses. Below we summarise some of the key issues raised, the full transcript of barriers and comments captured can be downloaded from the [Exeter City Futures website](#).

### Competitive advantage

Unsurprisingly, the need to retain competitive advantage was a key barrier raised. There was a lack of understanding about how to articulate the benefits to the business of change which is often perceived as too difficult and too expensive. A specific element of this was the feeling that a

lack of local / national regulation meant that the “playing field wasn’t level” and a concern that investing when others didn’t need to would put businesses at a commercial disadvantage.

### Employee benefits

Many organisations offer car allowances or on-site parking as part of staff benefit packages with these seen as important to attract the best talent. Whilst most businesses articulated the benefits of new incentives that favoured walking and cycling, there was a concern that if they removed car allowances or parking they may no longer be seen as having a competitive offer.

### Lack of clarity on policy

Businesses struggle to make decisions or investment without clear and consistent legislation. Short-term politics and changing environments make companies reluctant to invest in change. Businesses raised lack of information and policy guidance (specifically around carbon reduction) as a barrier.

### Lack of viable alternative to the private car

This was a particular challenge for organisations who have staff commuting from rural areas or working variable hours and late shifts. If staff are struggling to get into work, this affects both recruitment and staff retention, as well as delivery

of business services. A need for reliable public transport to move staff in from outside the city was raised as critically important to support a shift away from the car.

### Lack of collaboration:

Across city organisations there is little currently in the way of joined-up approaches to procurement or investment. Businesses were keen to consider methods to support the sharing of learnings particularly relating to trials of sustainable approaches (e.g. waste management, reuse / sharing). A new approach to collaboration could result in efficiency improvements and cost savings as well as helping to future-proof local businesses.

**Policy makes things happen - everything else is optional. Sustainability should be embraced and embedded at every level. Having consistency across sectors**

Business Voice



# EXETER YOUTH AND NET ZERO EXETER

As the city begins to work towards the delivery of this plan, we believe that it is important to ensure that we take into account the perspectives of young people.

Young people are the future of Exeter, and all cities. They have an increasingly strong social and environmental awareness, which has the power to transform our communities. Many of the policies and plans that are being proposed in this document will affect young people, now or in the future. They should, therefore, be given a chance to take an active part in decision-making at local, national and global levels.

The UK Youth Parliament has over 364 representatives and is made up of democratically elected members aged between 11-18. In the past two years, over one million young people have voted in the UK Youth Parliament elections to select members of Youth Parliament (MYPs). These MYPs have the opportunity to run campaigns, and get involved in local and national decision-making, representing their peers on issues that matter to them.

A key aspect of Youth Parliament is the national youth ballot, Make Your Mark, which gives the opportunity for all young people aged 11-18 to vote on their top concerns and fight for change. The results of this ballot then inform the UKYP campaign activity of the following year.

In 2019, young people across the UK voted to prioritise climate change as the UK campaign issue, naming the campaign Protect our Future.

Exeter's young people are actively involved in local democracy and calling for action on climate change. Devon currently has four recently elected members of Youth Parliament (MYPs), one per region.

Alongside climate change there are a range of other issues that are of great importance to local young people, depending on where in Devon they live. For Exeter itself, the most important issues after the environment are homelessness; improved public transport; mental health and wellbeing; as well as concerns over drugs and alcohol.

Fridays for Future Exeter has developed a proposal for a Green New Deal for Devon to address the system of unrestrained economic growth that has not produced equally-distributed wealth, resilient communities, or a stable ecological climate. This is part of a growing national and European movement<sup>1</sup> that sets out principles to guide the response to the climate crisis in a way that prioritises social justice, delivers well-paid, meaningful jobs and a habitable future.

In 2020, Exeter City Futures will seek to expand the range of youth organisations and young people involved with the Net Zero Exeter 2030 Plan and its subsequent iterations to ensure that the plan, and how it is delivered, reflects their priorities and views.



<sup>1</sup>[www.greennewdealuk.org](http://www.greennewdealuk.org)  
[https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)



# EXETER YOUTH AND NET ZERO EXETER

## Georgia Howell, newly elected Member of Youth Parliament for Exeter, shares her view on the development of the Net Zero Exeter 2030 Plan.

Last year, young people across the country voted in an annual ballot, 'Make Your Mark', to decide which issues were most important to them. The climate crisis was voted, by a significant amount, the most important issue, showing the care, and yet unfortunately the fear, that many young people are feeling about the condition of our planet.

The younger generations of Exeter have been fighting relentlessly against the climate crisis, by speaking out against issues and striking with the Fridays for Future movement. These strikes have given us a sense of hope; the feeling of power, unity and purpose.

However, we aren't being informed about the decisions being made, which causes concern and fear among young people. We are scared for our futures, for your futures.

With this conspicuous lack of communication between the activists and the decision makers, we are left in the dark, feeling disheartened and helpless.

It's evident that the people, both young and old, fighting for climate justice are fully aware of the causes and consequences of climate change. However, many members of our society remain uninformed regarding the climate crisis or believe that it's someone else's issue - that someone else will 'sort it out', which is not the case. This must be a team effort. With the publication of the Net Zero Exeter 2030 Plan, we need to spread the word. We need to show that we, in Exeter, are passionate about this world issue, and we need to educate the whole city about the crisis in order for us to unify and make long-lasting change for the better.

Young people, as well as being regularly informed about successes and progress by decision makers, would like to see real changes in our day-to-day lives. A relatable example of such a change would be improvements in our public transport, which is currently inaccessible to many, due to high costs and restricted routes.



By expanding the bus routes and decreasing (or eliminating) fares for students and the elderly, we may see an increase in usage of such transport systems, leading to an overall decrease in carbon dioxide emissions.

The young people have spoken, they are speaking and will continue to speak out until we reach our goal - a greener future for the world, beginning with our home in Exeter.

Georgia Howell



# PART TWO

Page 130



## THE NET ZERO EXETER 2030 PLAN

# THE NET ZERO EXETER 2030 PLAN

The Plan for a Net Zero Exeter aligns to the framework established by Exeter City Futures' four themes and 12 Goals. The goals correspond to the major issues that the plan is intended to address in a collaborative way. Each of these areas has a number of specific actions and monitoring indicators that will enable us to assess the plan's progress.

Some of the required actions are expected to deliver a direct impact on carbon emissions within the city. These are clearly presented within each theme section.

Each of the 12 Goals is presented with relevant direct and enabling actions, as well as some specific indicators that we have already identified to demonstrate that we are meeting the 12 Goals.

We have sought to find examples of where similar actions have been identified across the UK and globally and have used best available open source data and a range of assumptions to estimate the potential carbon reduction and required investment.

Going forward, a more comprehensive assessment of the carbon cost will need to be undertaken for all measures proposed in Exeter .

Please note that the 12 Goals are numbered for tracing actions, not for priority. We have also highlighted where existing plans and policies exist in related areas, accepting that these may not yet be aligned to the actions in this plan.

Linkage to the placemaking ingredients identified within the Liveable Exeter Housing Delivery Programme is also made to show how the vision for the city aligns to net-zero carbon ambition.

The data and assumptions can be viewed within our Net Zero Exeter 2030 Plan Spreadsheet which can be downloaded from the [Exeter City Futures website](#).

P26

## THEME 1 ENERGY

P33

## THEME 2 MOBILITY

P39

## THEME 3 SUSTAINABILITY

P50

## THEME 4 CAPABILITY



# ENERGY

Energy is essential for our city. It provides heat for our homes, powers our transport and keeps our healthcare system running.

In a world where natural resources are finite, establishing an affordable, locally-generated green energy supply is vital to maintain our quality of life and to improve Exeter's energy security and resilience.

Rising energy prices, energy inefficient housing and low incomes have resulted in high levels of fuel poverty across the UK.

The health effects of living in a cold, poorly-ventilated home are well-established, ranging from cardiovascular and respiratory problems to depression. There is also evidence of wider social impacts<sup>1</sup>, such as social isolation, with some people having to make choices between heating their home or buying the food they need.

## Alignment to Ingredients for Future Placemaking [\[see page 10\]](#)

- Future Building Interfaces
- Future Building Typologies

Meeting Exeter's goals for '**Reduced Energy Consumption**', '**Access to Renewable Energy**' and '**Affordable Healthy Homes**' will require access to new renewable energy generation technologies, increased public and private investment, a strong and engaged community who want to make change, and a focus on both regulatory frameworks and innovative business models that can transform our local energy systems.

We will need to identify ways to improve the efficiency of new and existing homes while ensuring that we don't make them less affordable.

**31.8%** OF BUSINESSES WHO RESPONDED TO OUR SURVEY STATED THAT THEY WOULD LIKE SUPPORT TO IMPLEMENT PROGRAMMES OF ENERGY REDUCTION



## Reduced Energy Consumption



## Access to Renewable Energy



## Affordable Healthy Homes



<sup>1</sup> [www.gmjournals.co.uk/fuel-poverty-significant-cause-of-preventable-ill-health](http://www.gmjournals.co.uk/fuel-poverty-significant-cause-of-preventable-ill-health)

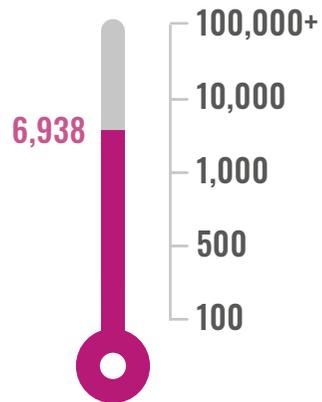
# PRIORITY ACTIONS

Encourage all organisations in Exeter (including schools) to commit to energy reduction measures, including demand reduction, upgrade of building insulation and heating.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1

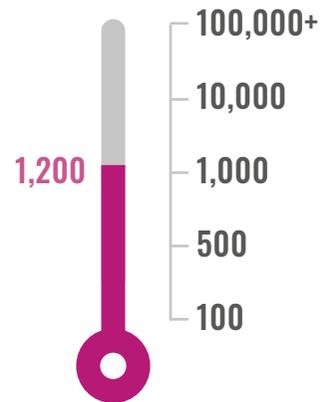


Refine local planning policy so that it requires the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m

1

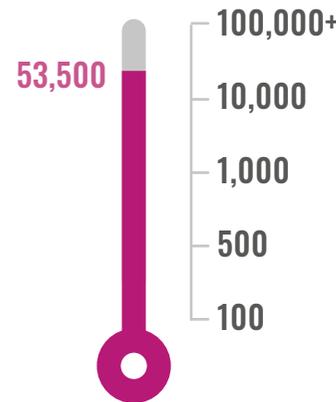


Ensure that 100% of electricity consumed by the city is generated from clean sources.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ £0

0

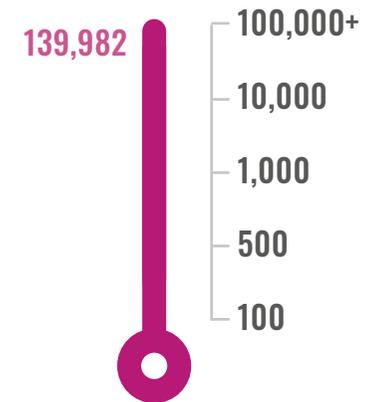


Conduct multi-authority strategic planning to exploit the maximum potential for renewable generation (solar, wind, geothermal).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £50m

0.5



# PRIORITY ACTIONS

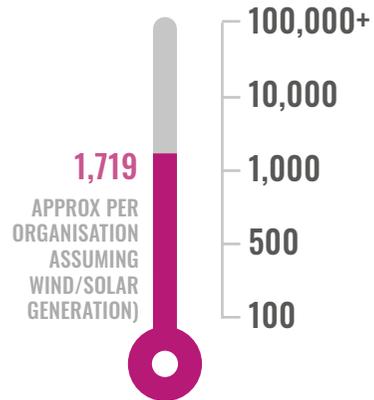
Page 134

Transition public-sector buildings over to locally-generated renewable sources of energy (e.g. solar, district heat networks).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ ~£5m

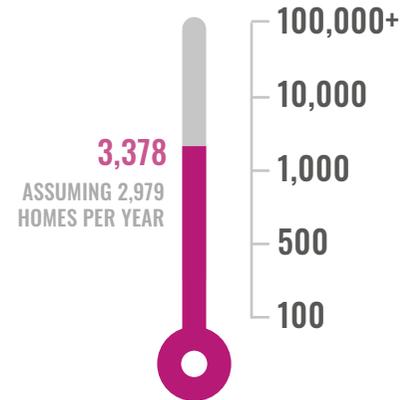


Enable retrofit of domestic homes across the city to achieve energy performance ratings of C+.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m

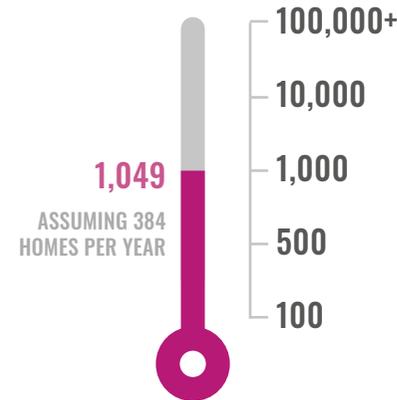


Retrofit council-owned properties using programmes such as EnergieSprong (or equivalent).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m

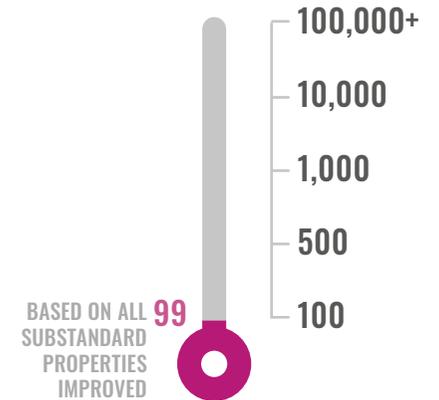


Enforce private rental standards to ensure that all properties meet minimum energy performance ratings (A-E).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0



# GOAL 1

## REDUCED ENERGY CONSUMPTION



Greater Exeter consumes 10TWh of energy every year – enough to make 368 trips to the moon or to drive around the Earth 1.5 million times.

This use is set to grow. Existing energy consumption patterns already cost our residents and businesses over £900m each year; a significant cost to many families and a particular burden to those in fuel poverty.

In a Net Zero Exeter, residents and businesses will have access to the right tools to measure and understand energy use in order to reduce consumption and increase energy efficiency.

### Related Plans and Policies:

- [Action Plan for an Energy Neutral Council](#)
- [Exeter City Council: Energy Strategy 2017 - 2022](#)
- [Exeter Local Plan](#)
- [Exeter Core Strategy: CP13 Decentralised Energy Networks and CP15 Sustainable Construction](#)

### DIRECT ACTIONS

- 1.2 Encourage all organisations in Exeter (including schools) to commit to energy reduction measures, including demand reduction, upgrade of building insulation and heating.
- 1.3 Refine local planning policy so that it requires the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings.

### ENABLING ACTIONS

- 1.1 Implement “Smart energy technology” in all homes across Exeter, to support the efficient use of energy, particularly from sustainable sources, and support the elimination of fuel poverty.
- 1.4 Encourage upgrades to highest efficiency appliances.

### INDICATORS

- 1.5 Exeter has a strong set of demonstrators / case studies to show how commercial buildings and industrial processes can be more energy efficient.

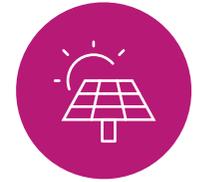
*“With so many people having to balance paying for food or having heating, having net zero homes will make such a difference to so many and having these homes will also reduce energy consumption and make the world better for all”*

Resident Voice



# GOAL 2

## ACCESS TO RENEWABLE ENERGY



Energy is essential to our city. It provides heat for our homes, powers our transport and keeps our healthcare system running. In a world where natural resources are limited, establishing an affordable, locally-generated green energy supply is vital to maintain our quality of life.

This must be supported by increased public and private investment, a strong and engaged community and a focus on regulatory frameworks and innovative business models that can transform our local energy systems.

In a Net Zero Exeter, all residents will have access to locally generated renewable sources of energy.

### Related Plans and Policies:

- [Exeter City Council: Energy Strategy 2017 - 2022](#)
- [Greater Exeter Strategic Plan - Evidence base: Low Carbon Study \(In development\)](#)
- [Exeter Local Plan](#)
- [Exeter Core Strategy: CP14 Renewable Energy](#)

### DIRECT ACTIONS

- 2.1** Ensure that 100% of electricity consumed by the city is generated from clean sources.
- 2.2** Conduct multi-authority strategic planning to exploit the maximum potential for renewable generation (solar, wind, geothermal).
- 2.7** Transition public-sector buildings over to locally generated renewable sources of energy (e.g. solar, district heat networks).

### ENABLING ACTIONS

- 2.3** Engage the public in identifying renewable energy solutions that are acceptable, and in the context of the energy choices available.
- 2.3** Deploy smart grid technology to realise the potential local benefits of regional generation.
- 2.5** Establish world-leading programmes of research and investment into enhanced renewable energy generation and storage; including solar, wind, marine and geothermal, energy storage technologies and improving efficiency of generation.
- 2.6** Ensure that data on sources of energy generation in the city is shared publicly, so consumers are better informed about the breakdown and source of their energy use.

### INDICATORS

No specific indicators have been identified for this goal at this stage.

*"We need local energy for local people"*

Political Voice



# CASE STUDY

## EXETER CITY COUNCIL PROJECT ZERO



The use of solar PV to reduce energy consumption from the grid at source is a priority for the city council. Where roof space /structures allow, the energy team has ensured that solar PV technology is utilised on various venues across the city.

### Royal Albert Memorial Building

One building that proved to be a very challenging installation was the Royal Albert Memorial Museum (RAMM). The PV array is shaped by the roof, deemed to be structurally adequate and by planning consent restrictions applied to this Grade II Listed Building. In addition, extensive structural investigations became necessary due to the varied roof structures and existing renovation works. Solutions and innovative installation methods were found with the help of the install contractor SunGift Energy allowing the RAMM to benefit from a 26kW Solar PV array.

### Livestock Centre

The 1.5MW array installed at the council's Livestock Centre has provided for a carbon positive building, one that generates 1.1GW per annum of renewable electricity. The equivalent

to powering 180 homes, with a carbon saving equal to the planting of 1600 trees. The solar array provides a 25-year income stream which has provided for a much-needed replacement roof. Supporting the local farming community by safeguarding the future of the busy livestock market and events venue. In addition, all leased shop units inside the building share the council's renewable electricity supply using a Power Purchase Agreement (PPA) providing a discounted green energy tariff.

### Quay Climbing Centre

The former City of Exeter Light and Power Station which served the city from 1903 is producing energy again, this time renewable energy from the sun. The building owned by Exeter City Council is leased to the Quay Climbing Centre. The Solar PV array installed by Exeter City Council was the first project involving a leased council property. The system includes 105 solar panels and generates 30,000kWh of energy per year. Electricity generated is sold to the leaseholder at a discounted price using a PPA. The Quay Climbing Centre benefits from reduced energy bills, with a green supply, reducing carbon produced by just under 16 tonnes per year.



# GOAL 3

## AFFORDABLE HEALTHY HOMES



Rising energy prices, energy inefficient housing and low incomes have resulted in high levels of fuel poverty across the UK. The adverse health effects of living in cold, poorly ventilated homes are well-established.

An energy-efficient home reduces waste energy and the demand for non-renewable energy resources. It may also offer financial savings and healthier living conditions through better ventilation and maintenance of moderate temperature. There are a range of energy-saving measures applicable to existing homes and new standards emerging for new builds.

In a Net Zero Exeter all residents will be able to live in an affordable home which is energy efficient and healthy; where fuel poverty is reduced.

### Related Plans and Policies:

- [Exeter Local Plan](#)
- [Affordable Housing Supplementary Planning Document](#)
- [Liveable Exeter Housing Delivery Programme](#)
- [Statement of Intent: Energy Company Obligation: Help to Heat](#)

### DIRECT ACTIONS

- 3.3** Enable retrofit of domestic homes across the city to achieve energy performance ratings of C+.
- 3.5** Retrofit council-owned properties using programmes such as EnergieSprong (or equivalent).
- 3.6** Enforce private rental standards to ensure that all properties meet minimum energy performance ratings (A-E).

### ENABLING ACTIONS

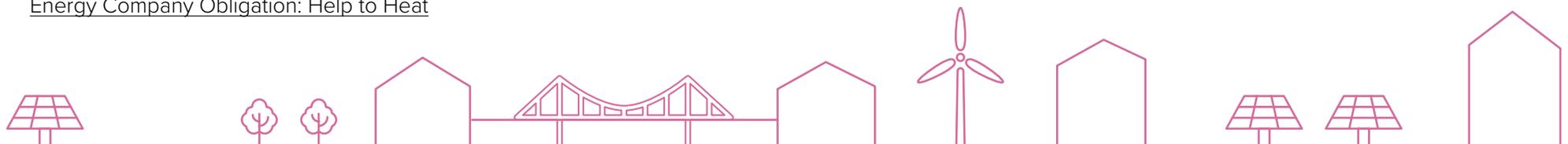
- 3.1** Increase provision of affordable, quality and sustainable housing in the city; enabling lower income families to live centrally and have easy access to employment and services.
- 3.2** Launch a Local Retraining Scheme for sustainable construction, enabling workers to adapt to the demand for skills such as retrofitting for energy efficiency purposes.
- 3.4** Update planning policies to support housing design features which create a healthy environment and promote wellbeing as standard.

### INDICATORS

- 3.7** Fuel poverty is eliminated in Exeter.
- 3.8** Domestic energy demand (and spend) has been reduced across the city.

**“This is vital, everyone needs a healthy, Affordable, Safe Home”**

Resident Voice



# MOBILITY

In 2019, Exeter was named by Centre for Cities as one of the fastest growing cities in the UK. Despite recent investment from Devon County Council in a range of transport schemes, a growing population and an increase in the number of people living, visiting and working in the city mean that managing movement into and around the city will only become a bigger challenge. The Greater Exeter region is also set to deliver around 56,000 houses over the next 20 years.

Continued growth presents challenges for the transport system which, unless addressed, could result in increased congestion, pollution and unreliable journeys within the city. Built on a historic road network, adding additional capacity through road building is no longer possible. Instead, providing capacity for future growth will depend on effective sustainable alternatives and more sophisticated management of existing transport corridors and infrastructure.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- **Physically Connected**
- **Park and Move**
- **Prioritise Healthy Travel**
- **Reclaim Roads**
- **Less Parking - More People**

We must all work together as a cohesive city to address these challenges. Our goals include **'Reduced Dominance of Cars'** and **'Reliable Journeys and Resilient Roads'**. Exeter's vision is to become a city where shared and active means of travel are cheaper, quicker and more convenient than private car ownership. For this to happen, we need to see a shift in design interventions to focus on people and the role of place within cities.

Together with local authorities and key stakeholders we will seek to provide capacity to support sustainable growth and at the same time reduce carbon emissions and improve the health and environment for residents to support the vitality of the city.

**50%** OF RESPONDENTS TO THE BUSINESS SURVEY INDICATED THAT THEY WOULD LIKE TO UNDERSTAND MORE ABOUT IMPLEMENTING SUSTAINABLE TRAVEL SCHEMES FOR STAFF



## Reliable Journeys and Resilient Roads



## Reduced Dominance of Cars



# PRIORITY ACTIONS

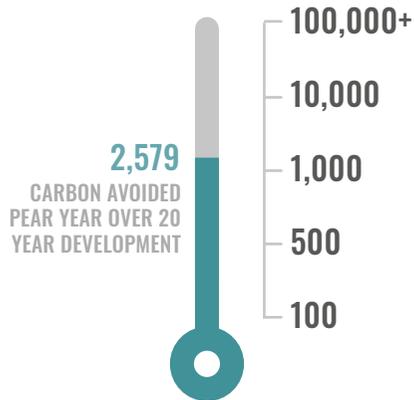
Page 140

Revise the local plan to identify sites for new housing and commercial developments that can be served by quality public transport links and attractive cycle and walking connections.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

0

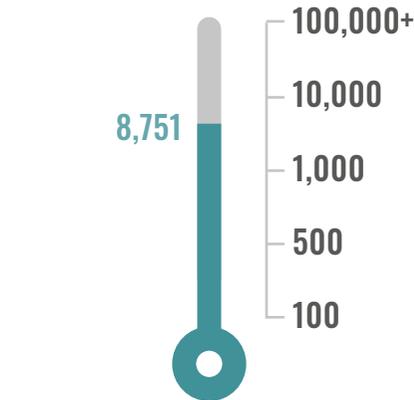


Launch a city-wide low-carbon mobility scheme, supported by integrated multi-modal ticketing, that improves movement into and around the city.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £500m

1

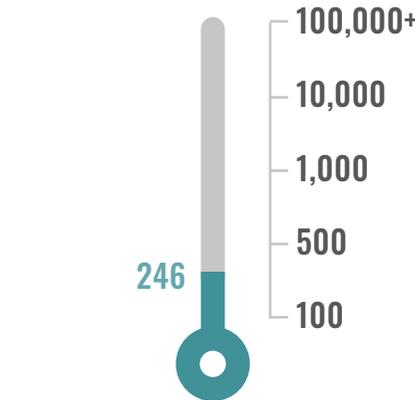


Deliver a safe, segregated, convenient cycle and walking network that is accessible to all supported by infrastructure across the city centre and at major employment / education sites.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £100m

0

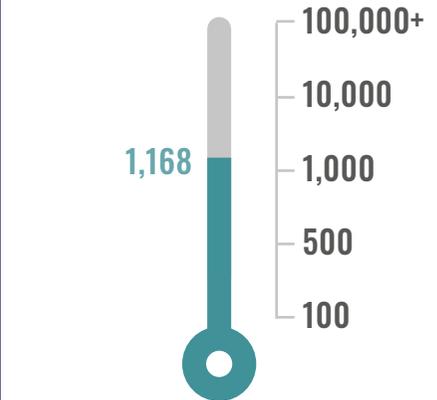


Encourage all Exeter businesses to implement sustainable travel initiatives to reduce their carbon footprint.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ < £500k

0



# PRIORITY ACTIONS

Build a network of work and healthcare hubs in Exeter's travel-to-work area, contributing to a reduction in the need to travel into the city for work or health.



Make the city centre, and core walking areas, free from non-essential motorised vehicles to provide a vibrant public space and free up land currently used for driving and parking.

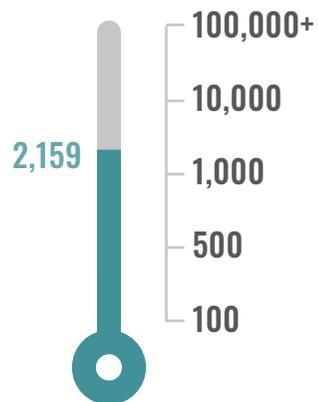


Establish freight consolidation centres at key access routes to reduce the number of vehicles entering the city; ensure onward deliveries within the city centre are made by non-fossil fuel vehicles.



## CARBON SAVING

TONNES PER YEAR

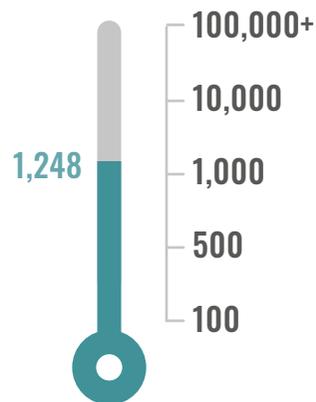


INDICATIVE COST / RESOURCE

£ £5 - £10m PER HUB 0

## CARBON SAVING

TONNES PER YEAR

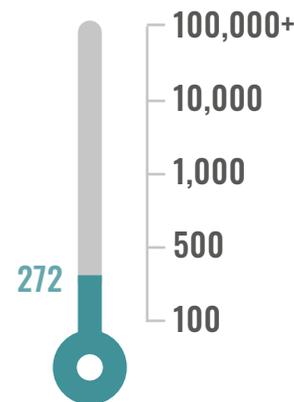


INDICATIVE COST / RESOURCE

£ 0 1

## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ < £2m 1



I'd like to see green corridors across the city so people can walk and cycle with their families and feel safe away from cars



Resident Voice

# GOAL 4

## RELIABLE JOURNEYS AND RESILIENT ROADS



A growing population and an increase in the number of people visiting and working in Exeter mean that managing movement into and around the city will become a bigger challenge.

Continued growth presents challenges for the transport system which, unless addressed, could result in increased congestion and pollution for Exeter. Built on a historic road network, adding additional capacity through road building is no longer an option. Instead, providing capacity for future growth will depend on effective, low-carbon alternatives and more sophisticated management of existing transport corridors and infrastructure.

In a Net Zero Exeter, journey times will be reliable and the transport network will be resilient to major incidents.

### Related Plans and Policies:

- [Exeter Local Plan](#)
- [Transport Strategy for Exeter](#)

### DIRECT ACTIONS

- 4.3 Revise the local plan to identify sites for new housing and commercial developments that can be served by quality public transport links and ensure that planning policies within the Local Plan favour low traffic or car-free development with attractive cycle and walking connections.

### ENABLING ACTIONS

- 4.2 Reduce default speed limits in high-density areas to 20 mph to ensure Exeter's roads are safe for everyone using them.
- 4.1 Ensure that Exeter's public transport is fully accessible to all people - including those with limited mobility - by improving infrastructure, vehicles and information.

### INDICATORS

- 4.4 Exeter's roads will be ranked amongst the safest in the UK.
- 4.5 Exeter's buses are punctual, unimpeded by congestion on the roads, and this is driving an increase in passenger numbers year-on-year that supports investment into these services.
- 4.6 Exeter's transport network is both reliable and resilient to major incidents on regional roads; ensuring that Exeter residents can be confident that they can reach their destination in a consistent time from day-to-day.

*"It's chicken and egg. If we want to reduce car use we need better buses and quicker faster bus journeys but for the bus journeys to be faster we need less cars but people won't stop using their cars until buses are better!"*

Resident Voice



# GOAL 5

## REDUCED DOMINANCE OF CARS



Exeter's vision is to be the most active and accessible city in England with 50%+ trips, originating and ending in Exeter, made by active modes of transport.

To achieve a modal shift away from high-carbon forms of transport it is vital to implement options that are cheaper, quicker and more convenient than private car ownership.

A Net Zero Exeter will have cleaner, more efficient public transport and reduced dominance of cars in the city centre, making more attractive public places.

### Related Plans and Policies:

- [Transport Strategy for Exeter](#)
- [Exeter City Council Air Quality Action Plan](#)
- [Exeter City Council Physical Activity Strategy \(Draft\)](#)
- [Exeter City Council Parking Strategy](#)

### DIRECT ACTIONS

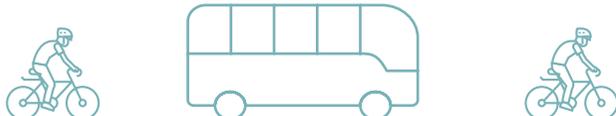
- 5.3** Deliver a safe, segregated, convenient cycle and walking network that is accessible to all ages and supported by infrastructure (such as changing and storage facilities) across the city centre and at major employment / education sites.
- 5.7** Encourage all Exeter businesses to implement sustainable travel initiatives to reduce their carbon footprint.
- 5.8** Build a network of work and healthcare hubs in Exeter's travel-to-work area, contributing to a reduction in the need to travel into the city for work or health.
- 5.9** Make the city centre, and core walking areas, free from non-essential motorised vehicles to provide a vibrant public space and free up land currently used for driving and parking.
- 5.11** Establish freight consolidation centres at key access routes to reduce the number of vehicles entering the city; ensure onward deliveries within the city centre are made by non-fossil fuel vehicles.

### ENABLING ACTIONS

- 5.1** Optimise the city transport network (including highways, cycleways and waterways), to give priority for sustainable, shared and active modes of travel.
- 5.2** Launch a city-wide mobility scheme, supported by integrated multi-modal ticketing, that improves zero-carbon movement into and around the city.
- 5.4** Provide residents and visitors with access to facilities, tools and services that help them to easily move around the city in an affordable and sustainable manner (e.g. real-time journey information, electric bike schemes and car-clubs).
- 5.5** Launch a programme of awareness campaigns and implement improvements to bus networks to enable more people to use active and shared modes of transport.
- 5.6** Provide travel training to all school children to promote the use of active and shared transport.
- 5.10** Enhance pedestrian environments in residential areas by removing through traffic; creating quieter and safer streets.

### INDICATORS

- 5.12** The majority of people who live, work or are educated in the city travel by active modes or public transport.



# CITY PERSPECTIVE

## CHILDREN WILL SHOW US IF WE'RE GETTING THIS RIGHT



Page 144

It was the 'free range' children we first noticed: primary-school children getting themselves to school and clubs safely, unaccompanied by an adult. Their city had made choices about the sort of public spaces they wanted. They'd built a society which is fitter and often happier than ours, showing us how to decarbonise transport by enabling people to cycle for everyday journeys.

Our Dutch host that evening explained more:

*"We're not any less lazy than you Brits... it's just that it's more convenient to cycle, so we do! We're spared having to ferry children to school and clubs in the car and the city is quieter and cleaner."*

*It's not that we can't drive to work, it's just less convenient to do so"*

So what lessons do we take from this and leading UK cities about how to decarbonise everyday journeys?

It's not mysterious, we need to:

- Build a dense network of safe cycle, convenient and connected cycle paths.

Do this and we'll see people choosing to cycle and scoot for everyday journeys, opening up routes for wheelchair users and disability scooters too.

- Create community streets, not commuter streets, where rat-running traffic is designed out but local people & deliveries can still safely access.
- Build safe, physically separated, cycling paths on busy roads; rebalancing road space towards active travellers.
- Transform Planning so that new developments design in active transport first (not as a later add-on); creating '20-minute neighbourhoods' so that local shops and services are within a 20-minute walk or cycle.

These 'enablers' will open up the city for people to choose to cycle. These need to be accompanied by 'disabler' measures to nudge us in a low-carbon direction.

Disablers such as congestion and pollution charging, charging for single-occupancy private cars entering the city centre and a work-place parking levy. A strategy for slowly removing on-street parking to create space for active travel.



We've made good progress to date but our usual approach to transport won't achieve our goals in time. Let's take bolder low-cost steps to make every neighbourhood accessible to 8 year olds, starting with Heavitree. Let's rise to this challenge and make a lovelier city for our children.

We're up for this aren't we?

*Mike Walton, Exeter Cycling Campaign*



# SUSTAINABILITY

Nature's contributions to humanity is critically important for our livelihoods, economies, quality of life and wellbeing. It is imperative that cities work independently to achieve their climate targets to protect our global environment and the finite natural resources that are available to us.

Establishing **'Green Spaces and Local Produce'** through local food supplies, capturing rainwater and halting biodiversity loss are vital to ensure that Exeter is a happy and healthy city where both people and nature can thrive in unison. Maintaining access to open spaces will also be key to maintaining a high quality of life as well as critical to achieving the commitment to becoming a carbon-neutral city.

A key objective for Exeter is to ensure that we have **'Clean Air'** to breathe. Air pollution is associated with a number of adverse health impacts particularly affecting the most vulnerable in society: children and older people, and those with heart and lung conditions.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- Prioritise Healthy Travel
- Reclaim Roads
- Less Cars - More Trees
- Less Parking - More People
- Diversify Uses
- Future Building Typologies

We also aspire to ensure that we manage our waste efficiently and start to build in regenerative design principles. Achieving Exeter City Futures' **'Efficient Resource Management'** goal will involve increasing the awareness of Exeter's residents and businesses around how we manage and reuse our waste. The benefits of achieving this goal are more than reducing landfill or plastic in our oceans. By thinking differently about what we throw away (whether that's plastic, cardboard, food or even water and heat) we can generate many benefits to the city; such as reducing the number of heavy-load vehicles on our roads, alleviating congestion and improving air quality or creating partnerships between organisations to use waste material from one as power for the other, feeding into our local, circular economy.

Ultimately we want Exeter to build a culture of **'Regenerative Design'**, recognising that we all have a responsibility to leave the planet in a better state than we found it.

*"We need a skills bank to support recycling. Where / how can I learn to darn socks and turn shirt collars?"*

Resident Voice



## Green Spaces and Local Produce



## Clean Air



## Efficient Resource Management



## Regenerative Design



# PRIORITY ACTIONS

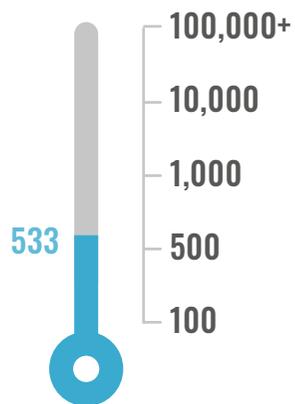
Page 146

Initiate programmes that enable residents and schools to adopt more sustainable and healthy food habits (e.g. promoting a plant-based menu, and sustainably sourced meat and fish).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

0.5

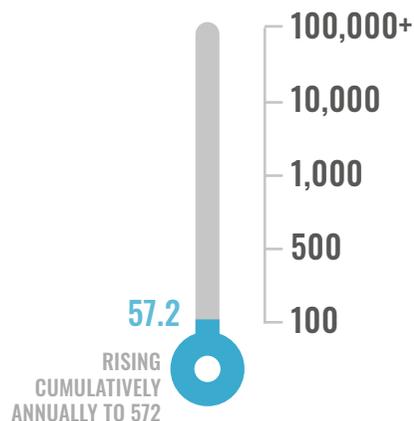


Increase Exeter's tree canopy cover by a quarter, compared to 2018 figures.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ ~£200k

0

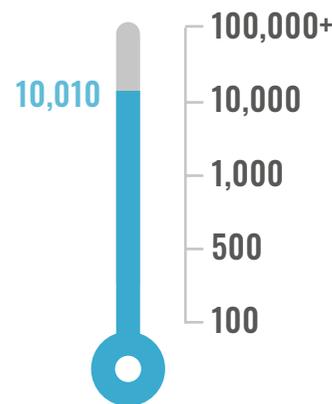


Replace existing buses in Exeter's network with Ultra Low Emission Vehicle (ULEV) Buses using non-fossil fuels.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £10m

0.2

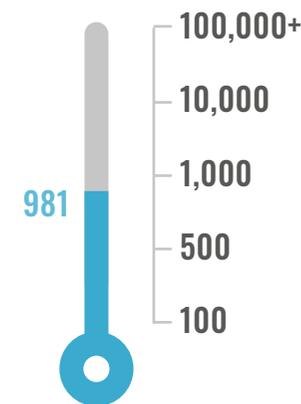


Ensure all public sector fleet vehicles across the city are ULEV / non-fossil fuel. Use licensing to require that Exeter's taxi and private hire companies transition their vehicles to ULEV / non-fossil fuels.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £2m

0.4



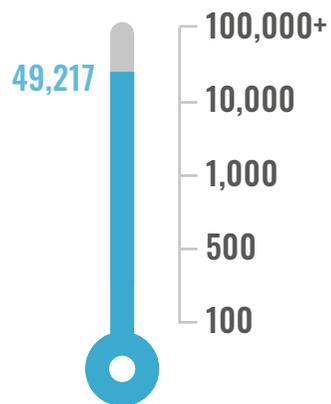
# PRIORITY ACTIONS

Enable a shift to all private cars across the city being in the ULEV category.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ > £5m

1

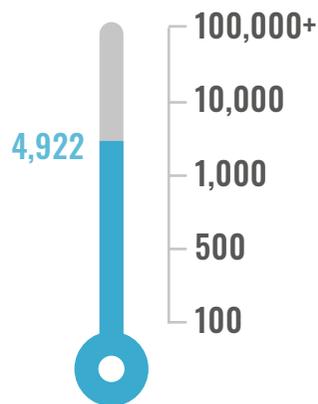


Deliver a comprehensive network of electric vehicle charging points (including on-street) to support transition to electric vehicles, with priority for shared vehicles.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ < £1m

0

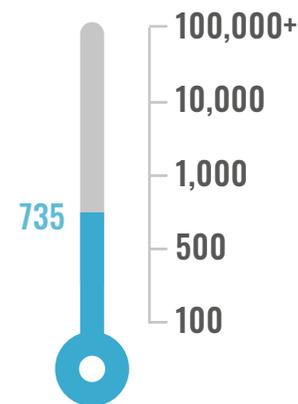


Reduce business waste and where possible use residual business waste to support a circular economy (e.g. by providing source material for industries such as construction).



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

0.5

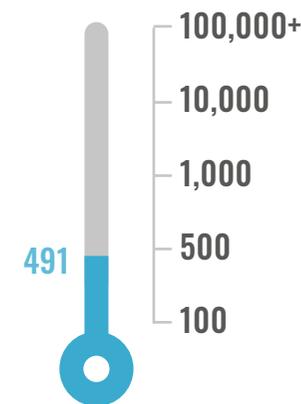


Halve the per capita food waste at retail and consumer level by encouraging sustainable food consumption and production.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1



# GOAL 6

## GREEN SPACES AND LOCAL PRODUCE



Nature's contribution is critically important to our livelihoods, economy, quality of life and wellbeing. Halting biodiversity loss, encouraging local food supplies and managing our water is vital to ensure that Exeter is a happy and healthy city. Measures to deliver a carbon-neutral city must seek to identify, preserve and monitor the most important habitats including areas of flower-rich grassland, broadleaved woodland, wetlands and hedgerows; especially in light of the planned growth of Exeter and the surrounding region.

A Net Zero Exeter will protect its natural ecosystems, favour local food supplies and sustainably manage its natural resources to combat the degradation of its local environment.

### Related Plans and Policies:

- [Air Quality Action Plan](#)
- [Exeter Core Strategy - CP12 – SUDs](#)

**“We need more trees in parks and more wildflower nature walks to encourage people to go outside”**

Resident Voice

### DIRECT ACTIONS

- 6.3** Initiate programmes and activities that enable residents and schools to adopt more sustainable and healthy food habits, including promoting a plant-based menu, and where used, meat and fish from sustainable sources.
- 6.7** Increase Exeter's tree canopy cover by a quarter, compared to 2018 figures.

### ENABLING ACTIONS

- 6.1** Ensure that everyone living in the city has access to excellent quality green space within a 10-minute walk from their home.
- 6.2** Ensure all communities in Exeter have access to land that is reserved for local food production via allotments and city farms.
- 6.4** Provide access to sustainably produced local food to everyone in Exeter, at affordable prices, through a wide range of shops, markets, buying groups, online purchasing, community-supported agriculture etc.
- 6.5** Create a regional produce distribution hub to keep food miles low and make sustainable locally produced food accessible.
- 6.6** Protect Exeter against flash flooding in high-density and infrastructure critical areas (e.g. railway stations) by delivering sufficient sustainable urban drainage infrastructure.
- 6.8** Safeguard Exeter's wildlife, making it significantly more abundant, compared to 2018 figures.

### INDICATORS

- 6.9** Exeter has been recognised as a sustainable food city, highlighting the success of the city in taking a joined up, holistic approach to food and how Exeter has achieved significant positive change on a range of key food issues.



# CASE STUDY

## OXYGEN HOUSE: SUPPORTING BIODIVERSITY



Based at Exeter Business Park, the Oxygen House Group is a dynamic mix of established companies and start-ups focused on impact investment in data analytics, education, sustainable property development, renewable energy, and city planning, leveraging patient capital for a better-educated, carbon-neutral society.

As a Member of the Exeter City Futures Board their aim is to mobilise expertise to create a carbon-neutral society.



“As part of an internal project to look at saving and supporting biodiversity, Oxygen House have recently provided a home to two colonies of honeybees. With over 50,000 honeybees now calling Oxygen House ‘home’, we are looking to grow and support these colonies, whilst training our staff on how to look after them.

To start this project we undertook an ecological survey to track which species are present in the area, and we are looking to record these figures annually with the hope existing species will thrive, and new species will be discovered.

Staff have been encouraged to take part in our ‘Meet the Bees’ sessions, to learn and help take care of these fantastic creatures. We are looking to train a small group of staff so that they can pass on their knowledge to their colleagues and get them interested and excited about supporting biodiversity not just at work, but also at home. We hope that by learning about endangered species, our staff, and their friends, family and acquaintances, will in turn be more attune to wildlife and the natural environment around them and therefore play an active part in helping to save biodiversity.”

Tom Anning, Head of Facilities  
at Oxygen House



# GOAL 7

## CLEAN AIR



Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer and particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions.

There is also often a strong correlation with equality issues, because areas with poor air quality are also often the less affluent areas. In the UK, the annual health cost to society of the impacts of particulate matter alone is estimated at around £16 billion.

A Net Zero Exeter will have clean air through the reduction of pollutants from private cars and fossil fuels.

### Related Plans and Policies:

- [Exeter City Council Taxi Licensing Policy](#)
- [Exeter City Council Electric Vehicle Policy](#)

### DIRECT ACTIONS

- 7.1** Replace existing buses in Exeter's network with Ultra Low Emission Vehicle (ULEV) Buses using non-fossil fuels.
- 7.2** Ensure all public sector fleet vehicles across the city are ULEV / non-fossil fuel.
- 7.3** Use licensing to require that Exeter's taxi and private hire companies transition their vehicles to ULEV / non-fossil fuels.
- 7.4** Enable a shift to all private cars across the city being in the ULEV category.
- 7.5** Deliver a comprehensive network of electric vehicle charging points (including on-street) to support transition to electric vehicles, with priority for shared vehicles.

### ENABLING ACTIONS

- 7.6** Implement an education programme / awareness campaign about air quality within homes.
- 7.7** Embed health outcomes in all key city policies to assess current and future wellbeing.

### INDICATORS

- 7.8** Air quality meets World Health Organisation (WHO) targets, at all locations across the city; with a comprehensive network of air quality sensors continuously monitoring air quality down to pm2.5.

**"Behaviour is a barrier in business and cost leads to resistance to change unless people feel this is the right thing to do"**

Business Voice



# CASE STUDY

## ELECTRIC VEHICLE CHARGING



Exeter residents are already leading the way to decarbonise vehicle travel. The city had the fastest growth in ULEV (Ultra Low Emission Vehicles) ownership in the UK.

As of Q3 2019, 1,200 ULEVs were registered in Exeter, an increase of 157% over the past 12 months<sup>1</sup>.

Devon County Council is working with private and public sector partners to build on this momentum and accelerate the uptake of electric vehicles. Over £5m has been secured to expand the provision of public electric vehicle charging points.

### StreetHUBZ Project (delivered by Zapinamo)

Devon County Council has formed a consortium with Zapinamo and Gamma Energy to install and operate 150 charge points across Exeter over the next two years. The £4m Innovate UK project will increase the number of publicly accessible charge points by 400 per cent.

<sup>1</sup> [www.gov.uk/government/statistical-data-sets/all-vehicles-veh01](http://www.gov.uk/government/statistical-data-sets/all-vehicles-veh01)

The dual StreetHUBZ charging units will provide 50 miles of travel after 30 minutes of charge.

Co Cars have also partnered with the project to deliver several electric car club vehicles to further support the wider uptake and use of electric vehicles.

Read more on the Devon County Council website [here](#).

Alongside this project, Devon County Council is progressing the Devon Low-carbon Energy & Transport Innovator (DELETTI) programme which is part funded by the European Regional Development Fund. The two-year £1.3m project will install 25 electric vehicle charge points for public use in key car parks across Devon and is set to be complete by December 2021.

*Alex Thomas, Transportation Planning  
Officer, Devon County Council*



# GOAL 8

## EFFICIENT RESOURCE MANAGEMENT



Waste is not just an environmental problem, contributing to air, land and water pollution, but low recycling rates are an economic loss as well.

By thinking differently about what we throw away (whether that's plastic, cardboard, food or even water and heat) we can generate many benefits to the city. These could include; reducing the number of heavy-load vehicles on our roads, alleviating congestion and improving air quality or creating partnerships between organisations to use waste material from one as power for the other. All of which would feed into our local, circular economy.

In a Net Zero Exeter, waste will be seen as a resource and recycled wherever possible; waste collection and deliveries will be made via operationally and energy-efficient means.

### Related Plans and Policies:

- [Exeter City Council Recycling Plan 2016-2021](#)

### DIRECT ACTIONS

- 8.4** Reduce business waste (including paper and single-use plastics) and where possible use residual business waste to support a circular economy, e.g. by providing source material for industries such as construction.
- 8.6** Halve the per capita food waste at retail and consumer level by encouraging sustainable food consumption and production.

### ENABLING ACTIONS

- 8.1** Designate a 'zero-waste zone' to test and implement practices and policies that support our carbon-neutral ambition.
- 8.2** Deliver a city-wide programme to achieve zero residual household waste and by 2030, aiming for 95% of all household waste to be sent for reuse, recycling or composting.
- 8.3** Support zero-waste shops, making them commonplace on the high street.
- 8.5** Optimise waste collection for both business and household waste to minimise the number of vehicles within the city.

### INDICATORS

- 8.7** Exeter is named as a single-use, plastic-free city.
- 8.8** Nobody in Exeter thinks that litter is a problem in their community.

*"City wide zero waste education is difficult with a 48% population turnover"*

Political Voice



# CASE STUDY

## PLASTIC FREE EXETER



Plastic Free Exeter is a community-led project made by a group of volunteers with the aim to spread awareness of the oceans plastics crisis. We aim to inspire individuals, businesses and community organisations to take action.

The group was set up in January 2018 under the Surfers Against Sewage Plastic Free Communities initiative and since then we have hosted various events - from hosting flagship Exeter businesses such as the University of Exeter, Met Office and Oxygen House to inspire other local businesses with their plastic free initiatives, to litter picks on the Quay attended by 100+ members of the community.

We have supported over 30 businesses in Exeter to pledge action including construction workers, cafes, offices and sports grounds and we are also honoured to be supported by a number of valued allies within the local council, local governance and schools along with a social media following of 1500+. We are always keen to have new volunteers on the team.

We will soon be launching a website with shared examples from individuals and organisations in Exeter who have taken action to eliminate or at least reduce, reuse and/or recycle single-use plastic and are keen to promote all efforts via our social media pages. Find us on Facebook!



# GOAL 9

## REGENERATIVE DESIGN



For lasting net-zero transformation in our city, we need to embrace a culture of 'Regenerative Design' for our new developments.

This design philosophy recognises that we all have a responsibility to leave the planet in a better state than we found it. The guiding principles of regenerative design seek to create fair and resilient developments that consider materials reuse, carbon footprint, water stewardship and integrate the needs of society with the limitations of the planet.

In a Net Zero Exeter, new building developments will go further than net-zero impact, generating more energy than they consume and embedding principles of regenerative design.

### Related Plans and Policies:

- [Exeter Local Plan](#)
- [Exeter Core Strategy - CP12 – SUDs](#)

### DIRECT ACTIONS

All actions within this goal are enablers rather than directly contributing to significant carbon reduction.

### ENABLING ACTIONS

- 9.1** Require that all new developments in Exeter are undertaken in a way that achieves the highest standards for wildlife, water and wellbeing, making a positive contribution to the local environment.
- 9.2** Refine local planning standards to ensure that new commercial developments embrace principles of regenerative design.
- 9.3** Implement systems in new commercial and public buildings to capture and reuse waste energy.
- 9.4** Ensure rainwater is recycled on all properties across the city.

### INDICATORS

No specific indicators have been identified for this goal at this stage.

***"We need to have real information about the carbon impact of technology. May lose public confidence if we invest in things that don't deliver"***

Political Voice



# CASE STUDY

## DESIGNING THE UK'S FIRST PASSIVHAUS SWIMMING POOL



The UK's first Passivhaus swimming pool, currently being developed by Exeter City Council, seeks to halve energy use and create a chemical-free, healthy environment.

The bespoke commercial Passivhaus is expected to open to the public in the winter of 2021, forming part of a £300m city centre vision from the council.

### Key design standards to be implemented:

- The first Passivhaus leisure centre in the UK
- Building Biology IBN best practice guidance in healthy design
- Best practice guidance developed under the Technology Strategy Board's (TSB) "Design 4 Future Climate" programme

### Key benefits by implementing these strategies will be:

- 70% saving on energy costs when compared to a current good practice pool
- 50% reduction in water use
- Outstanding internal water and air quality
- Excellent daylight levels
- Healthy, uncompromised, uplifting, comfortable indoor climate
- Lower maintenance costs due to high quality building fabric
- Resilience against predicted future climate change



# CAPABILITY

If we are going to successfully become a carbon-neutral city by 2030 we will need **'Collective Action'** from everyone. We need to work together to develop programmes of education and volunteering so that people are acutely aware of and engage with the issues we face globally, and as a city.

It is important to recognise and celebrate stories of local people, businesses, as well as council activities that are already working towards the city's ambitions. This will help highlight best practices and set the benchmark that creates a ripple effect that inspires others to take action.

One of Exeter's goals is to adopt **'An Analytical Approach'**. Currently many citizens and entrepreneurs across the city already have the drive and the capacity to develop new skills but may not have the analytical knowledge or access to data and tools needed to increase their capability for making change.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- Prioritise Healthy Travel
- Diversify Uses
- Digitally Responsive

By giving citizens and entrepreneurs the tools they need to develop long-term solutions we can begin to solve our urban challenges more effectively and with greater speed.

By using data to understand and solve these major problems of urbanisation, we can stimulate innovation in the city, build stable knowledge and deliver a wide range of benefits that are sustainable, environmentally and financially.

One of the most critical aspects to consider in our growing city is how to finance development and how to finance it in a way that ensures it delivers against our ambition of a carbon-neutral city and ensures Exeter remains a great place to live.

A key goal is for Exeter to have **'Locally Controlled Finance'**; striving to have the capability to invest in energy-positive, car-free developments as well as schemes that benefit our local businesses and communities.

**54.5%** OF RESPONDENTS TO THE BUSINESS SURVEY STATED THAT THEY WOULD LIKE TO ENGAGE WITH OTHER ORGANISATIONS TO COLLABORATE



## Collective Action



## An Analytical Approach



## Locally Controlled Finance



# PRIORITY ACTIONS

Support Exeter's businesses and organisations in accessing resources that help them reduce their carbon outputs.



Ensure city purchasing decisions support a 'just transition' with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.

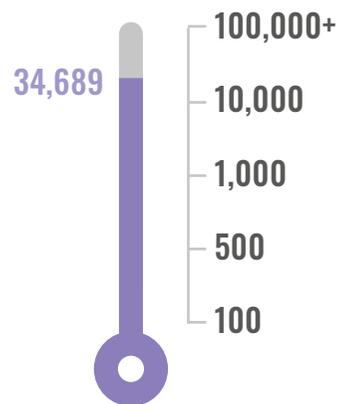


Establish a fund to provide a source of finance for carbon reduction projects and to support emission reductions from existing buildings, where achieving carbon savings can be more challenging.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

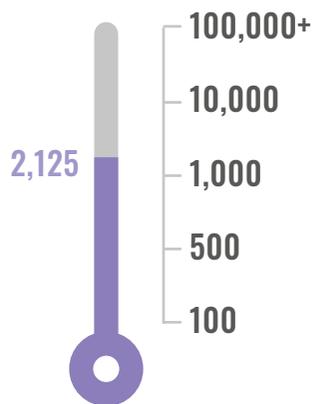
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

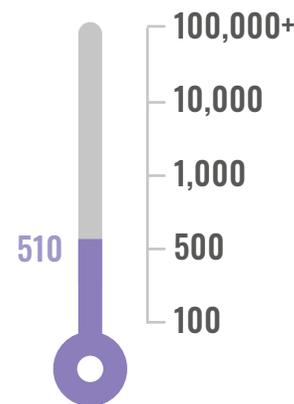
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1



“Don't let our worries about the global crises prevent us from taking action locally. We can have the biggest effect on our wellbeing by connecting locally and doing what we can in Exeter”

Resident Voice

# GOAL 10

## COLLECTIVE ACTION



If we are going to become a carbon-neutral city by 2030 we will need collaborative effort from everyone. We will need to work together to develop programmes of education and volunteering so that people are acutely aware of and engage with the issues we face globally, and as a city, and can understand how we can each make a difference.

By highlighting best practices we can create a ripple effect that inspires people to take action and helps Exeter remain a truly great city in which to live.

In a Net Zero Exeter, all groups within the city are engaged with and have embraced Exeter's sustainable future and work collaboratively and creatively to make it a reality.

### Related Plans and Policies:

- [Exeter Community Strategy](#)

### DIRECT ACTIONS

- 10.8** Support Exeter's businesses and organisations in accessing resources that help them reduce their carbon outputs.

### ENABLING ACTIONS

- 10.1** Implement programs of education and teacher training at schools and educational institutions across Exeter, linked to the climate emergency and the UN's Sustainable Development Goals (SDGs).
- 10.12** Support Exeter's businesses with 500+ employees to align their Corporate Social Responsibility policies to the city goals, resulting in a coordinated volunteering programme that brings benefit for the city and for businesses.
- 10.3** Launch an accreditation scheme for socially responsible businesses in Exeter who are actively working towards being carbon-neutral.
- 10.4** Provide mechanisms that ensure the voices of all citizens are heard in developing solutions to becoming a carbon-neutral city.
- 10.5** Define processes and structures that support development of local co-operatives and social enterprises formed by communities to deliver the net-zero ambition.
- 10.6** Foster a thriving community volunteering sector, with more than 50% of people volunteering or helping out in their community to take action on climate change at least once per year.
- 10.7** Ensure that every neighbourhood in Exeter has a strong and sustainable community anchor organisation.

### INDICATORS

No specific indicators have been identified for this goal at this stage.



# CASE STUDY

## MAGDALEN ROAD COMMUNITY RECLAIMING THE STREET



Page 159



# GOAL 11

## AN ANALYTICAL APPROACH



Data can provide us with the power to understand and control our environment in positive ways. It can help us understand the challenges we face and identify action that needs to be taken, but only if we have the skills and tools to convert raw data into information that we can use.

By increasing the analytical and entrepreneurial skills of the city and enhancing the culture of sharing we can increase our capability for solving not only today's challenges but those of tomorrow.

A Net Zero Exeter will be an engaged data-aware and entrepreneurial city which has the skills to analyse and address the challenges that it faces.

### Related Plans and Policies:

- [Skills Strategy for Exeter \(Draft\)](#)

**"We lack the internal skills to develop clear strategy around data"**

Business Voice

### DIRECT ACTIONS

All actions within this goal are enablers rather than directly contributing to significant carbon reduction.

### ENABLING ACTIONS

- 11.1** Launch a digital platform that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc).
- 11.2** Target the development of walking, cycling and public transport infrastructure in accordance with data about how people move around the city.
- 11.3** Make ultrafast broadband available to all businesses and installed in all public buildings (including schools) to improve services to communities and support productivity and digital innovation.
- 11.4** Ensure citizens have control over their personal data and access to 'data trusts' enabling them to share data to support development of city services.
- 11.5** Provide support for Exeter businesses to enable them to commit to making their operations carbon-neutral.
- 11.6** Draft a clear strategy for the development of skills within the city needed for the future of work in the region to ensure that local opportunities are accessible to all.
- 11.7** Build a thriving ecosystem of start-ups and social enterprises, supported by active investor network, that is recognised as a leading city for entrepreneurs addressing urban challenges.
- 11.8** Provide all communities in Exeter with access to programmes that support them to develop data and analytics skills and build sustainable enterprises that lead to positive local change.

### INDICATORS

- 11.9** Residents, businesses and the local authority access and share data to make informed decisions about their activities and enable measurement of progress.
- 11.10** Exeter's highway space is prioritised to move people in the most efficient ways.



# CASE STUDY

## EXETER'S E-DISC APPRENTICESHIPS



Exeter Data Information Science Collaborative (E-DISC) is a pioneering alliance among leading partners in Exeter to develop the city's next generation of data scientists.

This partnership brings together key organisations to develop the city's technical data analytical skills for the future. Under the collaboration, organisations including the Met Office, Exeter College, Exeter City Council, University of Exeter and the Royal Devon & Exeter NHS Foundation Trust are taking part in a new Data Analytics Apprenticeship scheme.

Each partner is passionate about the use of data analytics and information science and committed to developing essential technical skills and talent to meet priority skills gaps.

The Data Analytics Apprenticeship offers a unique training opportunity in the Greater Exeter area where apprentices will not only follow the new standards in Data Analytics, but they will also come together as a group and collaborate to use their skills to address city-wide challenges.



*"This is part of a much broader skills escalator scheme, where the University and the College is driving the digital and data skills agenda and creating an ecosystem of technically trained information scientists"*

**Rob Bosworth,**  
Vice Principal, Exeter College

*"The E-disc apprenticeship with Exeter City Futures has been an amazing opportunity to learn about the city and develop new skills I never thought I would. I have been lucky to work with businesses and individuals across the city (and UK), meeting a variety of people and learning even more from others' experiences. From this I have gained high-level qualifications and invaluable work experience which will set me up for a job in the data industry in the future, and beyond"*

**Laura Hunt,** Data Analyst Apprentice, Exeter City Futures



# GOAL 12

## LOCALLY CONTROLLED FINANCE



Local government funding continues to be reduced and we can no longer solely rely on long term funding from the national government for the purpose of delivering our ambitions to be carbon-neutral.

Instead we must develop strategies that enable us to use our assets to generate local finance to invest in socially important schemes as well as mechanisms that encourage investment in the city from the residents and businesses themselves.

A Net Zero Exeter will have the finance and capability to develop in a way that delivers a 'just transition' to carbon-neutrality - providing affordable homes, eradicating fuel poverty and reducing relative congestion.

### Related Plans and Policies:

- [Community Infrastructure Levy Policy](#)

**“We need to generate funds for local control and reinvestment”**

Political Voice

### DIRECT ACTIONS

- 12.5** Ensure city purchasing decisions support a 'just transition', with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.
- 12.8** Establish a fund, using Section 106 agreements, to provide a source of finance for carbon reduction projects across Exeter and to support emission reductions from existing buildings where achieving carbon savings can be more challenging.

### ENABLING ACTIONS

- 12.1** Create a city partnership to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality.
- 12.2** Commit to the development of a city-owned development fund that gives Exeter access to the money needed to invest in infrastructure required for a 'just transition' to carbon-neutrality.
- 12.3** Promote investment in the city, with local people and businesses investing to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions).
- 12.4** Establish mechanisms for Exeter organisations to jointly purchase energy directly from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables.
- 12.6** Support and promote Exeter companies that grow as a result of our clean transition.
- 12.7** Consider whether a structured scheme of pricing and taxation for road use and parking can encourage a modal shift to active and shared modes and enable re-investment in city mobility.

### INDICATORS

No specific indicators have been identified for this goal at this stage.



# TIMELINE: NET ZERO EXETER 2030



## 1. REDUCED ENERGY CONSUMPTION

- 1.1 Smart energy technology” shall be in all homes in Exeter, supporting the efficient use of energy, particularly from sustainable sources, and supporting the elimination of fuel poverty.
- 1.2 All organisations in Exeter (including schools) shall have committed to energy reduction measures, including demand reduction, upgrade of building insulation and heating.
- 1.3 Local planning policy shall require the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings.
- 1.4 Exeter shall have developed mechanisms which encourage upgrades to highest efficiency appliances.
- 1.5 Exeter shall have a strong set of demonstrators / case studies that act as examples of how commercial buildings and industrial processes can be more energy efficient.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
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		1.1
1.2		
1.3		
1.4	1.4	
1.5	1.5	1.5



## 2. ACCESS TO RENEWABLE ENERGY

- 2.1 100% of electricity consumed by the city shall be generated from clean sources.
- 2.2 Exeter shall be engaged in multi-authority strategic planning to exploit the maximum potential for renewable generation (solar, wind, geothermal).
- 2.3 Exeter shall have engaged the public in identifying renewable energy solutions that are acceptable in the context of the energy choices available.
- 2.4 Exeter shall have deployed smart grid technology to realise the potential local benefits of regional generation.
- 2.5 Exeter shall have world-leading programmes of research and investment into enhanced renewable energy generation and storage; including solar, wind, marine and geothermal, energy storage technologies and improving efficiency of generation.
- 2.6 Data on sources of energy generation in the city shall be shared publicly, so consumers are better informed about the source of their energy use.
- 2.7 Public sector buildings shall use locally generated renewable sources of energy; e.g. solar, district heat networks.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
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	2.1	
2.2	2.2	2.2
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# TIMELINE: NET ZERO EXETER 2030



## 3. AFFORDABLE HEALTHY HOMES

- 3.1** The provision of affordable, quality and sustainable housing in the city, shall have increased; enabling lower income families to live centrally and have easy access to employment and services.
- 3.2** Exeter shall have launched a Local Retraining Scheme for sustainable construction, enabling workers to adapt to the demand for skills such as retrofitting for energy efficiency purposes.
- 3.3** All domestic homes in Exeter shall achieve energy performance ratings of C+ following completion of a widespread programme of retrofit to reduce energy demand and costs.
- 3.4** Exeter planning policy shall support housing design features which create a healthy environment and promote wellbeing as standard.
- 3.5** A programme of domestic retrofit to the highest efficiency standards has been delivered across council owned properties using programme such as EnergieSprong (or equivalent).
- 3.6** Private rental standards shall meet minimum energy performance ratings (A-E).
- 3.7** Fuel poverty shall have been eliminated in Exeter.
- 3.8** Domestic energy demand (and spend) has been reduced across the city.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
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	3.1	3.1
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3.6		
		3.7
		3.8



## 4. RELIABLE JOURNEYS AND RESILIENT ROADS

- 4.1** Exeter's public transport shall be fully accessible to all people - including those with limited mobility - due to improved infrastructure, vehicles and information.
- 4.2** Exeter's roads shall be safe for everyone using them with default speed limits in high-density areas reduced to 20mph.
- 4.3** The local plan shall identify sites for new housing and commercial developments in Exeter that can designed in such a way as to not require ownership of a private car, ensuring additional burden is not added to the network.
- 4.4** Exeter's roads will be ranked amongst the safest in the UK.
- 4.5** Exeter's buses shall be punctual, unimpeded by congestion on the roads, resulting in an increase in passenger numbers year on year with growth supporting investment into these services.
- 4.6** Exeter's transport network shall be both reliable and resilient to major incidents on regional roads; ensuring that Exeter residents can be confident that they can reach their destination in a consistent time from day to day.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
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# TIMELINE: NET ZERO EXETER 2030



## 5. REDUCED DOMINANCE OF CARS

	Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
<b>5.1</b> The city transport network (including highways, cycleways and waterways) shall be optimised to give priority for sustainable, shared and active modes of travel.		5.1	
<b>5.2</b> Exeter shall have a city-wide mobility scheme, supported by integrated multi-modal ticketing, that improves zero-carbon movement into and around the city.			5.2
<b>5.3</b> Exeter shall have a safe, segregated, convenient cycle and walking network that is accessible to all ages and supported by infrastructure (such as changing and storage facilities) across the city centre and at major employment / education sites.		5.3	
<b>5.4</b> Exeter shall provide residents and visitors with access to facilities, tools and services that help them to easily move around the city in an affordable and sustainable manner (e.g. real-time journey information, electric bike schemes and car-clubs).	5.4		
<b>5.5</b> The majority of people who live, work or are educated in the city shall travel by active modes or public transport; supported by awareness campaigns and better bus routes.		5.5	
<b>5.6</b> Travel training shall be provided for all school children across the city to promote use of active and shared transport.		5.6	
<b>5.7</b> All Exeter businesses shall have implemented sustainable travel initiatives to reduce their carbon footprint.	5.7		
<b>5.8</b> A network of work and healthcare hubs shall exist in Exeter's travel-to-work area contributing to a reduction in the need to travel into the city for work or health.		5.8	
<b>5.9</b> The city centre, and core walking areas, shall be free from non-essential motorised vehicles, providing a vibrant public space and freeing up land currently used for driving and parking.		5.9	
<b>5.10</b> Pedestrian environments in residential areas shall be enhanced by removing through traffic; creating quieter and safer streets.	5.10		
<b>5.11</b> Freight deliveries within the city centre shall be made by non-fossil fuel vehicles, with freight consolidation centres at key access routes, reducing the number of vehicles entering the city.		5.11	
<b>5.12</b> The majority of people who live, work or are educated in the city shall travel by active modes or public transport; supported by awareness campaigns and better bus routes.		5.12	

# TIMELINE: NET ZERO EXETER 2030



## 6. GREEN SPACES AND LOCAL PRODUCE

	Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
<b>6.1</b> Everyone living in the city shall have access to excellent quality green space within a 10-minute walk from their home.			6.1
<b>6.2</b> All communities in the city shall have access to land that is reserved for local food production via allotments and city farms.			6.2
<b>6.3</b> Exeter shall have initiated programmes and activities that enable residents and schools to adopt more sustainable and healthy food habits; including promoting a plant-based menu, and where used, meat and fish are from sustainable sources.	6.3	6.3	6.3
<b>6.4</b> Sustainably produced local food shall be accessible to all in Exeter, at affordable prices, through a wide range of shops, markets, buying groups, online purchasing, community-supported agriculture etc.		6.4	
<b>6.5</b> A regional produce distribution hub shall be created to keep food miles low and make sustainable locally produced food accessible.		6.5	
<b>6.6</b> Exeter’s sustainable urban drainage infrastructure shall be sufficient to protect against flash flooding in high-density and infrastructure critical areas (e.g. railway stations).		6.6	
<b>6.7</b> Exeter’s tree canopy cover shall have been increased by a quarter since 2018.	6.7	6.7	6.7
<b>6.8</b> Wildlife in Exeter shall be significantly more abundant than in 2018.	6.8	6.8	6.8
<b>6.9</b> The city shall have been recognised as a sustainable food city, recognising the success of the city in taking a joined up, holistic approach to food and how Exeter has achieved significant positive change on a range of key food issues.		6.9	



## 7. CLEAN AIR

	Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
<b>7.1</b> Exeter’s bus network shall comprise only Ultra Low Emission Vehicle (ULEV) Buses and use non-fossil fuels.		7.1	
<b>7.2</b> All public sector fleet vehicles in Exeter shall be ULEV / non-fossil fuel.	7.2		
<b>7.3</b> Exeter’s taxi fleet and private hire fleet shall be in the ULEV category / non-fossil fuel.		7.3	
<b>7.4</b> All private cars in Exeter shall be in the ULEV category.			7.4
<b>7.5</b> Exeter shall have a comprehensive network of electric vehicle charging points (including on-street) which supports transition to electric vehicles, with priority for shared vehicles.	7.5		
<b>7.6</b> Exeter shall have implemented an education programme / awareness campaign about air quality within homes.	7.6	7.6	7.6
<b>7.7</b> Health outcomes shall be embedded in all key city policies to assess current and future wellbeing.	7.7		
<b>7.8</b> Exeter shall have achieved the World Health Organisation (WHO) targets for air quality, at all locations across the city, using a comprehensive network of air quality sensors across the city to continuously monitor air quality down to pm2.5.		7.8	

# TIMELINE: NET ZERO EXETER 2030



## 8. EFFICIENT RESOURCE MANAGEMENT

- 8.1** Exeter shall have established a 'zero waste zone' to test and implement practices and policies that support our carbon-neutral ambition.
- 8.2** Exeter shall have a city-wide programme in place to achieve zero residual household waste and by 2030, 95% of all household waste shall be sent for reuse, recycling or composting.
- 8.3** Zero waste shops shall be commonplace on the high street.
- 8.4** Business waste shall be reduced (including paper and single use plastics) and where possible residual waste used to support a circular economy by providing source material for industries such as construction.
- 8.5** Exeter shall have optimised waste collection for both business and household waste to minimise the number of vehicles within the city.
- 8.6** The city shall aim to halve per capita food waste at the retail and consumer level by encouraging sustainable food consumption and production.
- 8.7** Exeter shall be named as a single-use plastic free city.
- 8.8** Nobody in Exeter shall think that litter is a problem in their community.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
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## 9. REGENERATIVE DESIGN

- 9.1** All new developments in Exeter shall achieve the highest standards of design for wildlife, water and wellbeing making a positive contribution to the local environment.
- 9.2** Local planning standards shall ensure that new commercial developments embrace the principles of regenerative design.
- 9.3** New commercial and public buildings shall have systems in place to capture and reuse waste energy.
- 9.4** Rainwater shall be recycled on all properties across the city.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
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9.1

9.2

9.3

9.4

# TIMELINE: NET ZERO EXETER 2030



## 10. COLLECTIVE ACTION

- 10.1** City schools and educational institutions shall have implemented programs of education and teacher training linked to the climate emergency, sustainability and the SDGs.
- 10.2** The Corporate Social Responsibility programmes of businesses with 500+ employees shall be aligned to enable a coordinated volunteering programme that brings benefit for the city and for businesses.
- 10.3** An accreditation scheme shall exist for socially responsible businesses in Exeter who are actively working towards being carbon-neutral.
- 10.4** Exeter shall have systems in place that ensure that the voices of all citizens are heard in developing solutions to becoming a carbon-neutral city.
- 10.5** Exeter shall have processes and structures that support development of local co-operatives and social enterprises formed by communities to deliver the net-zero ambition.
- 10.6** Exeter shall have a thriving community volunteering sector with more than 50% of people volunteering or helping out in their community to take action on climate change at least once per year.
- 10.7** Every neighbourhood in Exeter shall have a strong and sustainable community anchor organisation.
- 10.8** Businesses/organisations in Exeter shall be supported to access resources to help them reduce their carbon outputs

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
10.1		
10.2		
10.3		
10.4	10.4	10.4
10.5	10.5	10.5
	10.6	
	10.7	
10.8	10.8	10.8



## 11. AN ANALYTICAL APPROACH

- 11.1** Exeter shall have a digital platform that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc); enabling residents, businesses and the local authority to make informed decisions about their activities.
- 11.2** Exeter shall have a detailed understanding of how people move into and around the city in order to support targeted development of walking, cycling and public transport infrastructure and to ensure the highway space is prioritised to move people in the most efficient ways.
- 11.3** Ultrafast broadband shall be available to all businesses and installed in all public buildings (including schools) to improve services to communities and support productivity and digital innovation.
- 11.4** Citizens shall have control over their personal data and access to 'data trusts' enabling them to share their data and support the development of improved city services.
- 11.5** All Exeter businesses with 250+ employees shall have committed to making their operations carbon-neutral and are sharing data to support the measurement of progress.
- 11.6** The city shall have a clear strategy for the development of skills needed for the future of work in the region to ensure that local opportunities are accessible to all.
- 11.7** Exeter shall have a thriving ecosystem of start-ups and social enterprises, supported by active investor network, and is recognised as a leading city for entrepreneurs addressing urban challenges.
- 11.8** All communities in Exeter shall have access to programmes that support them to develop data and analytics skills and build sustainable enterprises that lead to positive local change.
- 11.9** Residents, businesses and the local authority access and share data to make informed decisions about their activities and enable measurement of progress.
- 11.10** Exeter's highway space is prioritised to move people in the most efficient ways.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
11.1		
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	11.8	
	11.9	
	11.10	

# TIMELINE: NET ZERO EXETER 2030



## 12. LOCALLY CONTROLLED FINANCE

- 12.1** A city partnership shall be created to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality.
- 12.2** Exeter shall have committed to the development of a city-owned development fund that gives the city access to the money needed to invest in infrastructure required for a 'just transition' to carbon-neutrality.
- 12.3** Investment in the city shall be promoted, with local people and businesses investing to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions).
- 12.4** Exeter shall have established mechanisms for organisations to jointly purchase energy direct from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables.
- 12.5** City purchasing decisions shall support a 'just transition' with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.
- 12.6** The city shall actively support and promote companies that grow as a result of our clean transition.
- 12.7** The city shall have a structured scheme of pricing and taxation, for road use and parking that reflects the true cost of carbon emissions, pollution and congestion; encouraging modal shift to active and shared modes and enabling re-investment in city mobility.
- 12.6** The city shall set up fund using Section 106 agreements to provide a source of finance for carbon reduction projects across Exeter and to support emission reductions from existing buildings where achieving carbon savings can be more challenging.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
12.1		
12.2		
12.3	12.3	12.3
12.4		
12.5		
12.6	12.6	12.6
12.7		
12.8		

# PART THREE

Page 170



## NEXT STEPS

# LEADING NET ZERO EXETER

As we embark on this journey, it's important to recognise that a commitment to make a whole city carbon-neutral is beyond the authority of Exeter City Council alone.

We will require strong collaboration and collective action from everyone across the city; individuals, businesses, community organisations and the local authority.

Our net-zero vision for the city is aspirational, but will be tempered by the funding we have to work with (whether revenue or capital) and the level of engagement that we can achieve.

Our public sector faces extremely hard times; with a rapidly growing population, increasing demand for services (including social care, transport and education), and previous and ongoing reductions in government funding.

To achieve our net-zero carbon ambitions we must seek new ways of doing things and seek out new approaches to delivering services and accessing investment.

We must work much more closely together, across the public, business and community sectors, sharing responsibility for finding joint solutions for the challenges we are all facing and seeking wherever possible to collaborate and join up our services locally.

The role of Exeter City Futures CIC is to help the city collectively respond to the climate crisis and achieve a net-zero carbon Exeter. We will regularly report on progress and ensure that the ambition remains a key focus for the city.

Through our communication and engagement activities we will provide space and opportunity for Exeter's businesses, individuals, communities and leaders to come together to identify projects and partnerships that can deliver our shared ambitions.

We must all consider ourselves as part of the solution and find ways to take an active role on this journey. In this section we set out an overview of what the city can do right now to work towards delivering Exeter's net-zero ambition; each of us have a responsibility to contribute to the change we all want to see.

P66

## Exeter City Council

P69

## Devon County Council

P70

## Organisations

P72

## Individuals

***"We need more information about what we can do as individuals and families"***

Resident Voice



# WHAT EXETER CITY COUNCIL CAN DO

## ENERGY

- Continue to reduce energy used by the council estate [1.2]
- Use influence, officer knowledge and role in Exeter City Futures CIC to encourage all organisations in Exeter to commit to energy reduction measures [1.2]
- Promote Exeter as a city that is leading the way in achieving net-zero carbon; showcasing a strong set of demonstrators / case studies as well as companies and social organisations who are responding to the net-zero plan [1.5, 12.6]
- Align all statutory and non-statutory plans, policies and guidance (including the Local Plan and planning policies) with the ambitions of achieving net-zero carbon emissions and the actions set out in the Net Zero Exeter 2030 Plan. Ensure all Council decisions are informed by an analysis of whether they would help or hinder the delivery of the Net Zero Exeter 2030 Plan [1.3, 4.3, 7.7, 9.1, 9.2, 9.3, 12.5]
- Refine local planning policy to require the highest energy efficiency standards (e.g. passive) in all new domestic, industrial, commercial and public buildings [1.3]
- Transition council-owned buildings to use locally generated renewable sources of energy (e.g. solar, district heat networks) and in the interim change to renewable energy tariffs for all council buildings [2.1, 2.7]
- Ensure sites for renewable generation are identified in the Exeter Local Plan and the Greater Exeter Strategic Plan [2.2]
- Review decision-making processes to ensure the voices of all citizens (including the most vulnerable) are heard in developing solutions to becoming a carbon-neutral city [2.3, 10.4]
- Assign an officer to work with local developers, construction firms and education centres to develop and launch a Local Retraining Scheme for sustainable construction. Identify funding sources e.g. from the private sector, LEP, government [3.2]

- Consider options for the council to work alongside the private sector to encourage / enable owners of privately-owned properties to retrofit their homes to increase energy efficiency and reduce energy demand [3.3]
- Launch a programme of domestic retrofit for council-owned properties using programme such as EnergieSprong (or equivalent) [3.5]
- Enforce minimum energy-efficiency standards in the private rented sector [3.6]

## MOBILITY

- Assign an officer to work with Devon County Council, mobility networks and transport operators to review the accessibility of Exeter's public transport and make recommendations to improve infrastructure, vehicles and information [4.1]
- Assign an officer to liaise with Devon County Council, through the Exeter Transport Board, to ensure that the Exeter Transport Strategy supports delivery of the actions in the net-zero plan [4.2, 5.1 - 5.5]
- Revise the Local Plan to identify sites for new housing and commercial developments that can be served by quality public transport links and ensure that planning policies within the Local Plan favour low traffic or car-free development with attractive cycle and walking connections [4.3]
- Work with Devon County Council to develop a local walking and cycling plan (LCWIP) for Exeter that includes a safe, segregated, convenient cycle and walking network [5.3]
- Implement sustainable travel initiatives for council staff, working where required with other major employers, and reduce the availability of onsite parking to serve only those with accessibility needs [5.7]
- Support Exeter businesses to implement sustainable travel initiatives e.g. through the Sport England Local Delivery Pilot and promotion of the Devon Car Share scheme [5.7]

# WHAT EXETER CITY COUNCIL CAN DO

- Assign officer to engage with Devon County Council, via Exeter Transport Board, to develop options to limit non-motorised vehicle access in the city centre [5.9]
- Require deliveries to the council to be by electric vehicles or bike, creating demand for freight consolidation centres. Liaise with partners to identify sites and ensure planning provision is made [5.10]

## SUSTAINABILITY

- Use planning provision to support communities in the city to access land for local food production via allotments and city farms. Ensure this is built into new developments [6.2]
- Invest in structures and mechanisms (including funding to access venues and resources) to support local co-operatives, groups, charities, social enterprises and start-ups that can help the city to collectively deliver the net-zero ambition [6.3, 10.5, 11.7, 11.8]
- Work with food suppliers / producers and private-sector investors to develop proposals for a regional produce distribution hub. Support with planning provision [6.5]
- Continue to invest in sustainable urban drainage infrastructure to protect high-density and infrastructure critical areas, ensure developers are working to the highest standards [6.6]
- Commit to a programme of tree protection and planting; requiring developers to appropriately establish trees and wildlife areas within new developments [6.7, 6.8, 9.1]
- Continue to manage council-owned land to increase biodiversity and restore habitats, including through reduced pesticide use and increased planting of wildflowers [6.8]
- Appoint an officer to engage with Devon County Council and bus operators to achieve transition to ULEV buses and ensure planning provision is made for the bus charging [7.1]

- Complete transition of all Council fleet vehicles to ULEV / non-fossil fuel [7.2]
- Use licensing to require all taxis within the city to be ULEV and ensuring planning provision is made for EV charging ranks [7.3]
- Investigate options to (including potential grant schemes) to help households and businesses upgrade to ULEVs. Appoint internal team or private sector partner to implement [7.4]
- Ensure that all council-owned car parks have electric vehicle charging points to support transition to electric vehicles, with priority for shared vehicles [7.5]
- Include a policy within the Local Plan that seeks to deliver electric charging points within all new developments [7.5]
- Implement an education programme / awareness campaign about air quality within homes [7.6]
- Work with campaign groups and private sector to design and install a comprehensive network of air quality sensors, continuously monitoring air quality down to pm2.5 and openly sharing data [7.8]
- Designate a 'zero-waste zone' to test and implement practices and policies that support our ambition to be net-zero carbon [8.1]
- Continue to invest in waste and recycling operations; optimising business and household waste collection, aiming to achieve zero residual household waste by 2030 [8.2, 8.5]
- Evaluate and implement options to encourage / incentivise shops on the high-street to be zero waste [8.3]
- Reduce council waste (aiming for zero to landfill) and ban the use of single-use plastic and unnecessary printing in council offices [8.4]
- Appoint an officer to engage with stakeholders on food waste and prepare a plan to achieve an award from Sustainable Food Cities [8.6]

# WHAT EXETER CITY COUNCIL CAN DO

- Work with partners to launch an accreditation scheme for socially responsible businesses in Exeter who are actively working towards being carbon-neutral [10.3]
- Continue to invest in Wellbeing Exeter and the Community Builders to ensure that every neighbourhood in Exeter has a strong and sustainable community anchor organisation [10.7]
- Continue to Chair the Board of Exeter City Futures CIC to ensure that there is a clear strategy and mechanism for organisations to access support and resources to develop and deliver their own net-zero carbon plans [10.8]
- Use membership of Devon Climate Emergency Response Group (DCERG) to ensure that the Devon Climate Plan reflects the actions within the Net Zero Exeter 2030 Plan [10.8]
- Draft a clear strategy for the development of skills within the city needed for the future of work in the region to ensure that local opportunities are accessible to all [11.6]
- Take steps to share local authority data to help residents and businesses make informed decisions about their activities and enable measurement of progress [11.9]
- Create and lead a city partnership and aligned investment fund that enables the city to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality [12.1, 12.2]
- Review procurement policies and update to ensure that contracts are stimulating innovation and encouraging the supply chain to become carbon-neutral. Encourage a local circular economy where possible [12.5]

## CAPABILITY

- Work with partners to secure funding for a digital platform / City Hub that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc). Ensure that data sharing agreements and data trusts are in place to encourage data to be shared [11.1, 11.4, 11.5]
- Assign an officer to work with telecoms operators to facilitate improvements in broadband and mobile provision across the city [11.3]
- Assign an officer to lead Exeter City Council towards being a net-zero council and define an organisation net-zero strategy with interim and measurable targets [11.5]
- Identify a clear mechanism for reporting to Full Council and the public on the progress that the city is making towards delivery of the Net Zero Exeter 2030 Plan including an annual report [11.5]
- Continue to work with city organisations through Exeter City Futures CIC to facilitate all city organisations to work towards delivering the Net Zero Exeter 2030 Plan [11.5]
- Work with Devon County Council to ensure the Exeter Transport Strategy prioritises carbon reduction measures; evaluate potential benefits / impact of schemes such as road pricing and taxation, clean air zones and reduced speed limits [12.7]
- Implement and manage a structured scheme of pricing for Council-owned car parks that discourages all but the most critical users [12.7]
- Realign mechanisms, such as Section 106 agreements and Community Infrastructure Levy, to provide a source of finance for carbon reduction projects across Exeter. Assign a full-time officer to implement [12.8]

# WHAT DEVON COUNTY COUNCIL CAN DO

As the transport authority Devon County Council will play an essential role in achieving a Net Zero Exeter and will work to accelerate measures which prioritise carbon reductions within the Transport Strategy Action Plan. Alongside these actions, Devon County are also developing their own plans to become a carbon-neutral council, as well as leading the Devon Climate Plan. In this section we concentrate only on actions that Devon County Council could do to directly enable Exeter to become net-zero carbon.

## MOBILITY

- Review the accessibility of Exeter's public transport and make recommendations to enhance its offer through improved infrastructure, vehicles and information [4.1]
- Deliver a city-wide programme of modal filters and speed restrictions to enhance the pedestrian environment in residential areas by removing traffic; creating quieter and safer streets for pedestrians and cyclists [4.2, 5.10]
- Work with Exeter City Council and developers to ensure that new developments are supported with quality public and active transport routes reducing the need to own a private car [4.3]
- Work with public transport providers to identify congestion hot-spots that are causing journey time reliability issues [4.5]
- Work with Highways England to review the resilience of the Exeter strategic road network, particularly during peak season and during motorway incidents, and identify low-carbon options for improvement [4.6]
- Review data on how people move around the city and take steps to optimise the transport network (including cycleways and walkways) to give priority for sustainable, shared and active modes of travel [5.1]
- Work with transport operators (multi-national and local) to facilitate a city-wide low-carbon mobility scheme, supported by integrated multi-modal ticketing [4.2]
- Deliver an LCWIP to identify walking and cycling investments that will deliver a safe, segregated, convenient cycle and walking network in Exeter that is supported by changing and storage infrastructure at key locations [5.3]

- Launch a programme of awareness raising / behaviour change campaigns and implement improvements to bus networks to enable more people to use active and shared modes of transport [5.5]
- Continue to invest in travel training for all school children across the city to promote use of active and shared transport [5.6]
- Continue to invest in availability and promotion of the Devon Car Share scheme and support Exeter businesses to implement sustainable travel initiatives by signposting sustainable options and helping to form partnerships between travel providers to serve demand [5.7]
- Work with the private sector to agree mobility schemes that can support the development of work hubs in Exeter's travel-to-work area and ensure they can act as transport consolidation hubs, picking up commuters and bringing them into the city [5.8]
- Develop and pilot options to limit non-motorised vehicle access in the city centre [5.9]

## SUSTAINABILITY

- Work with bus operators to achieve transition to ULEV buses [7.1]
- Work with Exeter City Council to identify where Clean Air Zones may be appropriate within the city in line with the principles of DEFRA's Clean Air Zone Framework [7.4]
- Deliver a comprehensive network of electric vehicle charging points to support transition to electric vehicles, with priority for shared vehicles [7.5]

## CAPABILITY

- Continue to work with city organisations through Exeter City Futures CIC to facilitate all city organisations to work towards delivering the Net Zero Exeter Plan [11.5]
- Take steps to share County Council mobility data to help residents and businesses make informed decisions about their daily activities and travel choice [11.9]

# WHAT ORGANISATIONS CAN DO

We understand that there are many different types and sizes of organisations in Exeter and that not all of the below actions can be achieved by every organisation. Many factors limit an organisation's ability to make change, for example if a building is controlled by a landlord.

However, this list is presented to help organisations consider, in light of their own circumstances, what role they might play in the city's collective effort to become carbon-neutral.

We are acutely aware that the COVID-19 pandemic has delivered a sudden blow to businesses, and many are struggling with loss of income and dealing with the rapid transition to remote-working arrangements. We present these actions sensitively so that when the nation, and the city of Exeter, can return to some sense of normality, we can take the learnings from our current challenging situation and turn them into positive action.

## ENERGY

- Commit to energy reduction measures, including demand reduction, upgrade of building insulation and heating [1.2]
- Ensure that all new commercial buildings are of the highest energy-efficiency standards (e.g. Passivhaus) [1.3]
- Upgrade to highest efficiency appliances [1.4]
- Share case studies of energy reduction / renewable generation with the city, via Exeter City Futures' City Showcase to support Exeter as a leading net-zero city [1.5, 1.6]
- Invest in programmes of research into enhanced renewable energy generation and storage [2.5]
- Switch to renewable energy tariffs and investigate options for on-site renewable energy generation and storage [2.1,2.7]

## MOBILITY

- Invest in changing and storage infrastructure, or seek options for sharing facilities, at major employment sites to enable more employees to cycle / walk / run to work [5.3]
- Implement sustainable travel initiatives for employees working where required with other employers in the city, and reduce the availability of onsite parking to serve only those with accessibility needs [5.7]
- Promote car sharing (organisations own or the Devon Car Share scheme) and signpost employees to sustainable options via individual travel plans [5.7]
- Reduce requirements for commuting into the city by working with other employers to create demand for work hubs in Exeter's travel-to-work area or implementing schemes that enable employees to work from home [5.8]
- Require deliveries to be by electric vehicles or bike, creating demand for freight consolidation centres [5.10]

## SUSTAINABILITY

- Take steps to increase biodiversity and restore habitats on land surrounding premises; including through reduced pesticide use and increased planting of wildflowers [6.8]
- Transition company owned / leased vehicles to ULEV / non-fossil fuel [7.2]
- Work with local authority and private sector providers to install electric vehicle charging points to support transition to electric vehicles, with priority for shared vehicles and those with limited mobility [7.5]
- Reduce business waste (including paper and single-use plastics) and where possible use residual business waste to support a circular economy, e.g. by providing source material for industries such as construction [8.4]

# WHAT ORGANISATIONS CAN DO

- Where applicable, organisations should take steps to significantly reduce the food waste they generate by encouraging sustainable food consumption and production [8.6]
- Ensure that new commercial developments achieve the highest standards of design for wildlife, water and wellbeing, making a positive contribution to the local environment [9.1]
- Ensure new commercial buildings have systems in place to capture and reuse waste energy [9.3]
- Install systems to recycle rainwater [9.4]
- Initiate / join local schemes that support organisations to purchase directly from solar, wind or other developments (e.g. via ‘sleeving’ agreements) with the contracts used to help finance the development of new renewables [12.4]
- Review procurement policies and update to ensure that contracts are stimulating innovation and encouraging the supply chain to become carbon-neutral. Encourage a local circular economy where possible [12.5]

## CAPABILITY

- Align Corporate Social Responsibility programmes with other organisations across the city to enable a coordinated volunteering programme that brings benefit for the city and for businesses [10.2]
- Seek accreditation as a socially responsible business, actively working towards being carbon-neutral [10.3]
- Offer resources and support to other businesses to support the collective effort to become a net-zero city [10.8]
- Make a commitment to being a net-zero organisation and define an organisational net-zero strategy with interim and measurable targets [11.5]
- Work with the city council to develop a clear strategy for the development of skills needed for the future of work in the region to ensure that local opportunities are accessible to all [11.6]
- Take steps to share data to help the city make informed decisions and enable measurement of progress [11.9]
- Invest to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions) [12.3]

# WHAT INDIVIDUALS CAN DO

We look to the government and the local authority for action, but tackling climate change is everyone's responsibility. Here are many things that individuals can do to play a role in the city's carbon ambition, because together small changes can make a huge impact. This isn't intended to be an instruction list but instead a response to regular questions we are asked around what individuals can do to help.

As with the list for businesses, we know that not everyone is able to do all the things we outline here, especially given the impact that COVID-19 is having on our lives. These present steps that can be considered and actioned if and when able to.

## ENERGY

- Use a smart meter to help understand energy use in your home and make choices about reducing demand [1.1]
- When changing appliances, upgrade to the most energy efficient option that is within your budget [1.4]
- Switch to a renewable energy tariff, if able to do so [2.1]
- Consider installing domestic renewable generation and storage systems, e.g. solar [2.1, 2.2]
- Demand that energy providers give better information on the sources of energy so as to be better informed about the source of your energy use [2.6]
- Improve the insulation in your home [3.3]

## MOBILITY

- Make a switch to using public transport [5.12]
- Use walking or cycling for journeys instead of taking your car [5.12]

## SUSTAINABILITY

- Adopt more sustainable and healthy food habits; including a plant-based diet, and where consumed, ensuring meat and fish are from sustainable sources [6.3]
- Buy sustainably and locally produced food where possible [6.4]
- Rewild your garden; plant trees and wildflowers to encourage and support local wildlife [6.8]
- When upgrading cars, consider one in the ULEV category [7.4]
- Reduce household waste; including food waste and single-use plastics [8.2, 8.6]
- Be part of a local circular economy by supporting pre-loved clothing stores and repair cafés [8.2]
- Collect and reuse rainwater for home and / or garden [9.4]

## CAPABILITY

- Look out for local volunteering and crowdfunding opportunities to support the city to meet its net-zero carbon ambition and help local communities [10.2, 12.3]
- Contact your local council representative (City, County or MP) to let them know that you support local action on climate and share your views [10.4]

# WORKING WITH THE DEVON CLIMATE EMERGENCY RESPONSE GROUP

The Devon Climate Emergency Response Group (DCERG) is delighted to see the progress of Exeter City Council in outlining its plan to get to net-zero carbon by 2030.

The DCERG is made up of senior officers of 27 organisations including councils, emergency services, businesses and voluntary organisations and has been established to provide the strategic coordination of a collaborative county-wide response to the Devon Climate Emergency.

Exeter City Council, as a founding member of DCERG, continue to be an important contributor to the Devon Carbon Plan, which will be published later this year. The relationship between the carbon reduction strategies being simultaneously developed, from national level down to Parish Councils, as well as by non-governmental organisations has been likened to a Russian Doll. However, the relationship between a cell, a limb and a body more accurately represents their functionally linked nature, but varying scales.

We must ensure our actions are coordinated, however it will require all of us to develop plans appropriate to the scale of our influence and responsibilities.

The Devon Carbon Plan will signpost who will need to take particular actions in Devon, so that we can collectively achieve net-zero carbon. Ongoing dialogue and collaboration between the diverse organisations which make up DCERG is the surest way to ensure that our carbon reduction and adaptation strategies are well aligned and coherent.

The DCERG represents a broad section of Devon, from Devon and Cornwall Police, to the National Farmers Union, the Heart of the South West Local Economic Partnership and Devon Wildlife Trust, amongst others.

A Net Zero Task Force has been appointed by the DCERG and tasked with the development of the Devon Carbon Plan.

The Task Force has convened and considered evidence from a series of expert Thematic Hearings, which have been contributed to by Exeter City Council, as well as a number of other Exeter-based organisations. The Task Force has also received over 850 public submissions of evidence for the Devon Carbon Plan.

Due to Exeter City Futures' involvement in the development of the Devon Carbon Plan, the Net Zero Exeter 2030 Plan has been able to incorporate learnings from the Devon wide process during the drafting of the plan for the city.

Similarly, the Devon Plan has benefitted from learnings coming out of public engagement around the Exeter Plan.

We can be certain that on our shared journey to net-zero carbon societies, which must also address the related ecological emergency, our plans will require periodic refinement and we will need to refresh our ways of working together iteratively as the landscape of national and county strategies and legislation evolves.

However, this is a climate and ecological emergency and we cannot wait for all the pieces to be finished before we begin in earnest.

*Emily Reed, Project Manager  
Devon Climate Emergency*



# MORE INFORMATION

Page 180



You will find all the information on Exeter's commitment to net-zero carbon on our Net Zero Exeter website:

- Blueprint for a Net Zero Exeter
- Net Zero Exeter 2030 Plan
- Exeter's Calendar of Climate Action Events

Check it out at [www.netzeroexeter.co.uk](http://www.netzeroexeter.co.uk)



You can also find out how Exeter City Futures CIC is supporting the city to collectively achieve the net-zero carbon ambition on our website:

- City Showcase: examples of projects and partnerships across the city that are working to deliver the Net Zero Exeter 2030 Plan.
- Bank of resources and useful information to help you take action
- Thought-papers prepared by Exeter City Futures and its partners
- Data insights that show how the city is progressing

Check it out at [www.exetercityfutures.com](http://www.exetercityfutures.com)



# ACKNOWLEDGEMENTS

Many people have given their time to develop this document – politicians, businesses, community groups and individuals. Thank you.



Page 181



# SOURCE MATERIALS

In preparing this report, best practice has been sought from a range of other cities and climate action organisations. We are grateful that they have made their documents open source to help other cities. Some of the materials we have referred to are listed below.

- [Bristol One City Plan](#)
- [Nottingham 2028 Action Plan](#)
- [Barcelona Climate Plan](#)
- [Carbon-Neutral Adelaide](#)
- [Copenhagen CPH 2025 Climate Action Plan](#)
- [IPCC Summary for Urban Policy Makers](#)
- [Friends of the Earth Climate Action Plan](#)
- [Friends of the Earth: 33 Actions Local Authorities can take on Climate Change](#)
- [Ashden 31 Climate Actions for Councils](#)
- [DfT Decarbonising Transport: Setting the Challenge](#)





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## REPORT TO EXECUTIVE

Date of Meeting: 2 June 2020

## REPORT TO COUNCIL

Date of Meeting: 21 July 2020

Report of: Director, Environment & City Management

Title: Priority Asset Investment Programme

### Is this a Key Decision?

No

### Is this an Executive or Council Function?

Council

#### 1. What is the report about?

A number of urgent asset maintenance priorities have been identified as a result of our ongoing asset inspection programme. This report summarises the various projects to give an overview of the scale of the investment required. The detail on individual projects is contained in the specific reports which are attached as appendices.

#### 2. Recommendations:

That Executive:

2.1. Recognises the priorities in this programme, the importance of good asset management and recommends to Council that the budgets identified for each project are set aside when funds are available.

2.2. Delegates authority to the Chief Executive, in consultation with the Section 151 Officer (or Deputy) and Leader of the Council (or Deputy), to give final approval to proceed once the Council's financial position is secure.

#### 3. Reasons for the recommendation:

To make sure that the assets belonging to the Council are safe, fit for purpose and kept in a condition which will maximise their longevity and value.

The Coronavirus crisis has significantly impacted on the Council's income and will require significant in year savings. The scale of these savings means it is not possible at this stage to commit to further expenditure. Local authorities directly and through the LGA continue to press the case to Government that further support is required.

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

Our Corporate Property team is already at resource capacity on other priority actions, therefore the schemes identified will require specialist external contractors and some will project management resources to ensure performance compliance.

## 5. Section 151 Officer comments:

The Section 151 Officer notes the importance of each request for funding. That being said, it is important to highlight the cumulative effect on the Council's overall financial position. If all capital schemes are approved, this will add £117,597 to the medium term reductions required (£3.7m). The cost for each of the scheme is set out below.

Project	Capital Cost	Annual Cost (Revenue)
Parks Anti-intrusion measures	£112,000	£6,903
Riverside Sports Hall Roof	£2,000,000	£70,375
Corn Exchange Roof Replacement	£250,000	£8,797
Exmouth Buoy Store	£95,000	£3,343
Pinces Gardens Gate House	£16,000	£565
CCTV	£250,000	£27,614
<b>Total</b>	<b>£2,723,000</b>	<b>£117,597</b>

Whilst it is important to ensure that the Council is in a position to start working quickly once the Coronavirus restrictions are lifted, it is imperative that Council note the delegated authority recommendation exists to ensure that the Chief Executive, Chief Finance Officer and Leader are confident in the strength of the Council's financial position. It is highly likely that this will require further Government support to ensure that the loss of income faced during the restrictions will not force significant service reductions to be made by the Council rather than important investments in our assets.

## 6. What are the legal aspects?

It is essential to ensure the safety of the Council's assets in order to protect users and to minimise the risk of claims against the Council especially as it has a duty of care to ensure that any of its buildings and structures open to the public are safe.

The recommendations in this report identify the projects which require priority action.

## 7. Monitoring Officer comments:

Save for the legal comments above, the Monitoring Officer has no further comments.

## 8. Report details:

8.1. The summary table below lists the six projects which require priority action to either make them safe, improve their performance or to guard the council against excessive additional costs. The costs are taken from the recommended options but other options are explored in the detailed papers.

Project	Capital Cost	Protects Income	Health & Safety Priority	Guards against additional costs	Enables additional income	Service Priority
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Parks Anti-intrusion measures	£112,000			✓		✓
Riverside Sports Hall Roof	£2,000,000	✓	✓			✓
Corn Exchange Roof Replacement	£250,000	✓	✓	✓		✓
Exmouth Buoy Store	£95,000	✓	✓		✓	✓
Pinces Gardens Gate House	£16,000		✓			
CCTV	£250,000				✓	✓
<b>Total</b>	<b>£2,723,000</b>					

8.2. The projects listed in the table above of those which have been identified as urgent as part of a programme of increased asset inspection. They are a snapshot of the maintenance liability which the city council has to continually manage.

8.3. The financial position of the City Council, following the impacts of the Coronavirus outbreak, is unclear in both the short and medium term. Additional expenditure of £347,000 alongside the estimated loss of £1.245 million of income in April alone, against a General Fund working balance of around £4.4 million demonstrates that the Council will be able to cover just three more full-month of losses of this nature, even after receiving the £1.306 million in emergency funding. These figures do not include Council Tax and Business Rates losses, which will impact the Council in 2021-22 and income levels from our traditional sources may never fully return to previous levels. Our finances are therefore uncertain and these maintenance liabilities only add to this problem but they still need to be given due consideration for a time when our financial situation is more clear.

8.4. The individual schemes are summarised below but more detail can be found in the individual reports attached as appendices.

8.5. **Parks Anti-intrusion measures (appendix A).** In an average year, there are three incursions onto public open space which require court proceedings to regain possession. The most recent example of this was the unauthorised encampment at Lakeside Green. This caused residents of the area a huge amount of anxiety and disturbance and put a huge drain on the resources of the Council and Police. There are also a number of unrelated vehicle incursions which cause damage to our green spaces. This report seeks to put in place a number of bespoke measures for our highest risk sites.

**Estimated Cost: £112,000**

8.6. **Riverside Roof.** The Riverside Leisure Centre is currently undergoing an extensive refurbishment which is extremely complex and technically challenging. The existing roof above the Sports Hall is not included in the current programme but considering the scale of the refurbishment, there is an argument to have the roof replaced at the same time. The roof is reaching the end of its predicted lifespan and a proactive replacement now, would avoid further disruption in the future, reduce the risk of water damage and realise the advantages of having a contractor already mobilised on site. The repair costs have been included in this report to give a more complete picture of the asset repair demands across our portfolio.

**Estimated budget required: £2 million.**

**8.7. Corn Exchange Roof Replacement (appendix B).** The Corn Exchange is a popular, widely used and income generating entertainment venue. Following reports of water ingress, a survey of the roof was completed which identified several areas of damage. The main flat roof over the middle and rear of the building is beyond repair and given the extended lifespan of this building, a replacement roof covering is now required. Replacing the roof would stop any further water damage and enable continued use of the facility for future years.

**Estimated Costs: £250,000**

**8.8. Exmouth Buoy Store (appendix C).** This is a grade two listed building and currently the operational base for the Harbour Team whilst undertaking the Council's duties as the Port Authority. It is also home to the Council's developing commercial marine navigation operation. The estimated budget is to improve the operational facilities to an acceptable standard and to replace the slate roof covering in line with listed building requirements and to comply with our lease obligations.

**Estimated Costs: £95,000**

**8.9. Pines Gardens Gatehouse (appendix D).** The gatehouse is the main access way into Pines Gardens. The access way is currently closed off as the structure poses a health and safety risk to pedestrians from falling tiles. The roof structure has suffered from repeat vandalism over the years and a survey has identified that the roof covering has failed and the roof structure requires repair. The condition survey identified other areas which require repair.

8.10. The gatehouse is in a conservation area but has no operational use and no proposals for future use at this time. Justification of significant funding for a full repair is therefore difficult and this would be a low priority compared to our other assets. The three options considered were:

Option one: To install a replacement clay tile roof and undertake condition repairs for an estimated £85,000

Option two: To install a replacement sheet metal roof and undertake condition repairs for an estimated £77,000

Option three: Remove the failing roof covering and structure leaving the walls standing and access way open. At a future date the roof could be replaced. The roof removal would be funded from existing revenue budgets for an estimated £16,500.

Options three has been proposed as being the most cost effective way of removing the health and safety risk.

**Estimated cost: £16,000**

**8.11. Future CCTV Provision (appendix E).** The Council Control Centre runs 24 hours a day 265 days a year and monitors the public open space CCTV cameras, the Homecall alarm system and deals with all out of hours calls into the authority (not including housing repairs). The current CCTV system is aging and certain key components are now

considered obsolete. The maintenance contract ceased in March 2019 and repairs are now dealt with on an adhoc basis and repaired if they are deemed to be essential.

8.12. The system was reviewed recently by a CCTV consultant who suggested three levels of investment to prevent the failure of the system. The option proposed in the report is the 'make-do' option which replaces some core control room equipment but leaves the 'life expired' cameras and monitors. This option would also attract £50k of external funding and enable some small scale commercial operations. Further details of the other levels of investment are included in the detailed report included as appendix G.

**Estimated cost: £250,000**

## **9. How does the decision contribute to the Council's Corporate Plan?**

These decisions will contribute to the Council providing value for money services, through enabling the expansion of our commercial activity and by providing improved management of our assets, maximising service delivery, value for money and longevity.

## **10. What risks are there and how can they be reduced?**

The individual risk for each project should be examined in detail but in general not investing in our assets will

- Lead to increased health and safety risks and the assets eventual closure.
- Result in loss of income or increased additional costs
- Result in loss of service provision for the City and its residents.

## **11. Equality Act 2010 (The Act)**

Please see the individual reports for the impacts on people with protected characteristics as determined by the Act.

## **12. Carbon Footprint (Environmental) Implications:**

Please see the individual reports for their carbon footprint implications but there are mainly no direct carbon/environmental impacts or some minor savings.

## **13. Are there any other options?**

Alternative options are identified in the individual reports contained in the appendices.

Director: David Bartram

Author: This covering report, David Bartram. Individual appendices by their respective authors.

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

Background papers used in compiling this report:-  
None

Contact for enquires: David Bartram (covering report)  
Democratic Services (Committees)  
Room 4.36  
01392 265275



## **Appendix A**

### **REPORT TO EXECUTIVE**

Date of Meeting: 2 June 2020

### **REPORT TO COUNCIL**

Date of Meeting: 21 July 2020

Report of: Director, Environment and City Management

Title: Parks & Green Spaces Anti-Intrusion Measures

### **Is this a Key Decision?**

No

### **Is this an Executive or Council Function?**

Council

#### **1. What is the report about?**

Seeking funding to carry out works to reinforce the boundaries of parks and green spaces across the city which are considered to be at risk of vehicular intrusion and occupation

#### **2. Recommendations:**

That Executive recommends and Council approve additional capital spending of £112,000 for the purposes of delivering works at 16 green space sites to reduce the likelihood of vehicular incursions and occupation.

That Council delegates authority to the Chief Executive, in consultation with the Section 151 Officer (or Deputy) and Leader of the Council (or Deputy), to give final approval to proceed once the Council's financial position is secure.

#### **3. Reasons for the recommendation:**

3.1 In an average year, there are three incursions onto public open space which require an eviction notice to be secured as trespassers have taken up temporary residence on City Council owned land. These incursions are primarily carried out using vehicles, with the trespassers taking up temporary residence within the vehicles.

3.2 On average, the cost to the council of securing an eviction notice following a vehicular incursion on one of our sites is around £1,700 per event, covering staff time and legal costs. Average clean-up costs following an eviction are an average of £1,000 per event but can be higher if substantial damage is caused during the occupation of the site. Based on historic events, incursions could cost the Council £4,200 per event, translating to over £12,600 per year.

3.3 In addition, these incursions are disruptive to local businesses and residents, and they prevent the residents of Exeter using public facilities during the incursion and clean-up. Previous incursions have seen vandalism to parks and play areas, leading to

temporary closure of these facilities, and park users have felt intimidated so have kept away from the parks.

3.4 It is considered that measures to prevent the access of vehicles on to the city's green spaces will reduce the likelihood of an incursion and therefore reduce the revenue cost to the council in the future

#### **4. What are the resource implications including non financial resources.**

- 4.1 To provide protection to the 16 sites identified, it is estimated that the total cost would be approximately £112,000. This includes a contingency of 20%. A breakdown of the cost estimates for each site is provided in Appendix 1, Section 4.
- 4.2 Works would be managed by the ECC engineering team. Given the number of sites, the works would be divided between two officers and would be expected to take around 8 days per month of their time for the duration of the project, which is expected to be around 4 months
- 4.3 Works will be delivered by a combination of ECC Parks & Green Spaces team and external contractors, with the Parks & Green Spaces team being offered first refusal on all works.

#### **5. Section 151 Officer comments:**

Please refer to the main report.

#### **6. What are the legal aspects?**

None identified.

#### **7. Monitoring Officer's comments:**

This report raises no issues for the Monitoring Officer.

#### **8. Report details:**

Details of the site assessments and proposed works are provided in Appendix A.

#### **9. How does the decision contribute to the Council's Corporate Plan?**

9.1 Promoting Active & Healthy Lifestyles: These incursions have the effect of discouraging people from using the parks, due to feeling threatened by the occupiers. Whilst not a permanent effect, the discouragement can extend beyond the duration of the occupation, particularly for more vulnerable members of public. These works are intended to reduce the number of incursions, and so as a result will mean that our parks and green spaces are open, welcoming places throughout the year. Encouraging their use for an active, healthy lifestyle.

9.2 Promoting Active & Healthy Lifestyles: Incursions have also resulted in temporary closure of parks and play areas due to damage meaning they have been unusable by the public. Of particular note was King George V Play Area which is designed specifically for disabled users, some of whom drive significant distances from outside of the city to use the site, and had to be closed for around two weeks. These works will keep our parks

and green spaces open and useable for those members of the public who rely on the specialist equipment provided to have an active and healthy lifestyle.

9.3 Providing Value-For-Money Services: The cost of responding to and clearing up after any incursion falls on the city council, and the cost has to be met from existing revenue budgets. At an average of £8,000 per year, the total upfront outlay of up to £112,000 will have paid for itself within 8 years. These works will allow us to spend more of our existing budgets on services.

9.4 Leading a Well-Run Council: These incursions are disruptive, requiring council officers to be drawn away from other projects and services and instead respond to and clean up after these incursions. Delivery of these works will make our sites more resilient to incursion, and as a result make our services more resilient.

## **10. What risks are there and how can they be reduced?**

- 10.1 The main risks associated with the project are cost, programme, stakeholder acceptance and vandalism/ degradation / damage in the future which reduce their effectiveness.
- 10.2 As with all engineering works, cost and programme are closely linked and delays to project programme can lead to increases in cost. The most likely cause of a programme delay which might increase the project cost is considered to be bad weather, and the nature of the works proposed on some of the sites will be highly weather dependent. The risk of cost increases due to weather will be managed by close liaison between the council's officers and contractors, so that work is not commenced when a bad weather window is forecast. A 20% contingency has been included in the total requested cost in case of cost increases throughout the project.
- 10.3 It is estimated that the works will take up to 4 months to plan and deliver, with the intention of completing the works before the school summer holidays. There are a number of factors which might cause a delay to the project programme including bad weather, resource availability and material availability. As discussed above, the risk associated with bad weather will be managed through liaising with the contractors. Risks associated with the availability of resources and materials will be managed through early engagement with contractors and suppliers.
- 10.4 At several of the proposed sites there will be a requirement with local stakeholders, either those who lease the site (Arena Park, King George V Playing Field, Hamlin Lane Playing Field) or with local residents (Lakeside Avenue). In each of these locations, the consultation process may extend the project programme whilst alternatives are sought, and this may also affect the cost of the works at these sites. To reduce the budget risk associated with the consultation, the estimated project costs have been based on the most expensive identified option meaning that total projects are less likely to exceed estimates.
- 10.5 Future vandalism and damage to the measures will decrease their effectiveness, which may then permit vehicular incursions. The risk of vandalism, degradation and damage in the future is to be minimised through the appropriate choice of measures

for each site. At each site, an assessment was made of the cost and suitability of different measures available, and a preferred approach selected which balances cost against performance and robustness.

10.6 The risk is that once these measures are in place for public open space, it may increase the potential for incursions on other less secure places.

## **11. Equality Act 2010 (The Act)**

11.1 Under the Act's Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding.

11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.

11.4 In recommending this proposal there is a potential impact identified on people with protected characteristics as determined by the Act because gypsies and traveller people have health and wellbeing needs as well as the settled community and currently experience higher mortality rates, poorer health, and lower literacy rates than the settled population.

## **12. Carbon Footprint (Environmental) Implications:**

12.1 As with all construction works, there will be a carbon cost associated with the production and delivery of materials, and the installation of the measures.

Wherever possible this cost will be minimised by:

- Specification of reused or recycled materials where appropriate
- Use of local materials, manufacturers, suppliers and installers where possible
- Maximise re-use of on-site materials (i.e. when constructing bunds)
- Minimise removal of vegetation to facilitate the works, compensatory planting to be provided where vegetation is removed.

12.2 There will be no direct ongoing carbon costs arising from the recommended works (i.e. none of the proposed measures will require an electrical supply. The proposed works will reduce the carbon cost associated with site clean-ups, and reduce the amount of waste sent to landfill following clean-up.

12.3 Keeping Green Spaces open and safe for the public increases the likelihood of pedestrian or cycle journeys being made through these spaces, rather than by private transport, reducing carbon and particulate emissions as a result.

### **13. Are there any other options?**

13.1 The option of doing nothing remains, however this will result in the continued unproductive revenue spend on these intrusions, along with continued disruption to residents and businesses.

13.2 An alternative option would be to do works only on those sites considered as at high risk of incursion. This would reduce the estimated cost of the works to around £80,000, however would still maintain a risk at those sites not addressed. Indeed, works to the high risk sites may divert potential intruders onto those sites currently considered to be at lower risk, increasing the likelihood and cost of dealing with incursions at these sites

Director: David Bartram

Author: Louise Harvey

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

Background papers used in compiling this report:-  
None

Contact for enquires:  
Democratic Services (Committees)  
Room 4.36  
01392 265275

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## 1. List of Sites Vulnerable to Incursion

Officers have drawn up a list of parks and open spaces which may be the target of an illegal incursion by vehicles, based on experience of previous incursions. The likely target for any incursion is an open space, probably greater than 0.5ha, with a fairly open access route (or one which can be created by removing an obstacle) which permits vehicular access.

Recent experience has shown that sites with an existing public vehicle access such as a car park are a more likely choice for an incursion. Timber or steel posts alone often do not present a significant defence, and in the past have been removed to create an access route. Previous incursions have typically occurred on sites where access routes do not have significant levels of overlooking from neighbouring properties and businesses, however trespassers do not appear to have been discouraged from our more popular, busier parks.

The sites considered as potentially at risk of incursions are as follows:

Alphington Playing Fields	Grace Road Playing Fields	Merrivale Park
Arena Park & Saracens Rugby Club	Grandisson Court Play Area & Open Space	Northbrook Park
Belmont Pleasure Ground	Hamlin Lane Playing Fields	Northernhay & Rougemont Gardens
Bettysmead Playing Fields	Heavitree Pleasure Ground	Pinhoe Station Road
Cowick Barton Playing Field & Pines Gardens	Honeylands Open Space	St Thomas Pleasure Ground
Digby Open Space	Horseguards Play Area & Open Space	Summerway Play Area & Open Space
Ducks Marsh	King George V Playing Fields	Topsham Recreation Ground
Eastern Fields	Kings Heath Open Space	West Garth Road Park
ECC Green Tip	Lakeside Avenue Open Space	Wonford Playing Fields
Exwick & Flowerpots Playing Fields	Library Fields Open Space	Wyvern Park

## 2. Site Assessments

The access routes and public boundaries of each of the sites above were assessed by officers, including with site walkovers where necessary. Each of the sites was then assigned a risk score to indicate the likelihood of vehicular incursion, and the need for strengthening works to reduce this risk.

Site	Risk of Incursion	Justification
Alphington Playing Fields	Low	Well overlooked site, access routes are limited to a lockable gate off the car park, trees inside gate will make access for towing vehicles difficult.
Arena Park & Saracens Rugby Club	High	Previous incursions at the site, publicly accessible site with numerous potential access routes.
Belmont Pleasure Ground	Low	Well overlooked site, no existing on-site car parks. The 2 potential vehicle access routes are protected by steel gates, and gateways are relatively narrow with masonry columns making access more difficult.
Bettysmead Playing Fields	Medium	Previous incursions at the site, however subsequent works (concrete filled bollards) have improved security). Plans by DCC to widen the entrance to improve cycle access could increase the risk of an incursion.
Cowick Barton Playing Field & Pines Gardens	Medium	All access routes are via narrow, terraced streets making access for wider vehicles and towing vehicles difficult. Car park is bounded by post and chain fencing, however a route into the site remains via the cycle path which would permit vehicular entry.
Digby Open Space	Low	Following a previous incursion, works were carried out to defend the site including installation of gates and fencing off Van Buren Place. Other entrances offer a difficult access for wider and towing vehicles.
Ducks Marsh	Medium	Only vehicular access is via Salmonpool Lane bridge, limited width on approach and on bridge. No measures are provided beyond the bridge to prevent access onto playing fields.
Eastern Fields	Medium	Previous incursions, however access points have been subsequently strengthened. Access still permitted via Arena Park & Saracens Rugby Ground.
ECC Green Tip	Medium	Northern entrance protected by sturdy steel gate. Southern access protected by a steel gate, exposed padlock means that this could be opened. Site very overgrown so only southern extent could be occupied.
Exwick & Flowerpots Playing Fields	High	Numerous unsecured access routes for vehicles are present around this very large site.
Grace Road Playing Fields	Medium	Gates on access routes, however one of these is outside of ECC control and is frequently left open. Access to the playing fields is difficult for larger vehicles due to the hairpin bend on access route, and regular waterlogging of the site.
Grandisson Court Play Area & Open Space	High	50m frontage along Bishop Westall Road has no formal boundary, allowing vehicles to drive straight on and across the site.
Hamlin Lane Playing Fields	High	Previous incursions via public car park, bollard was removed to allow access onto grass. Other entrances have been protected with boulders, posts and gates.
Heavitree Pleasure Ground	Medium	Large site. Significant length of unprotected boundary along Lymeborne Avenue. Other boundaries are well protected.
Honeylands Open Space	High	Frontage along Lamacraft Drive is open to vehicular traffic with level access from highway. Easy access for all vehicles onto the green.
Horseguards Play Area & Open Space	Low	Site mostly occupied by a play area, which is continuously fenced around its perimeter. 6m buffer strip around the perimeter is unlikely to offer a desirable site for an incursion, but is wide enough for parking.
King George V Playing Fields	High	Large site on which there been have previous incursions via the public car park. A bollard was removed to permit access on the last incursion.
Kings Heath Open Space	Medium	North-east entrance via Cumberland Drive only protected by timber posts. Limited defences provided at Walsingham Road entrance permits access to vehicles, cars often parked at end of road preventing access.
Lakeside Avenue Open Space	High	Over 350m of unfenced boundary allows easy access to vehicles from Lakeside Avenue. Low kerb edges mean that the verge is easily accessed and can be parked on.
Library Fields Open Space	Medium	Combination of posts and fencing makes access from Sanders Road very difficult. Steel gate at Lower Harrington Lane is secured by exposed padlock – can be easily cut.
Merrivale Park	Low	Well overlooked site. All access routes are very narrow (approx. 3m) with tight turns in which makes access for wider vehicles and towing vehicles very difficult.
Northbrook Park	Medium	When site is closed, lockable gate at entrance is secured by exposed padlock – can be easily cut. Once inside car park there is easy access for vehicles onto open space of golf course.
Northernhay & Rougemont Gardens	Low	Overlooked access routes, site in city centre. Gates kept locked when not in use.
Pinhoe Station Road	Low	Site secured by steel gate with exposed padlock, concrete block also placed at entrance for additional resilience. Other entrances are narrow and would not easily permit vehicular access
St Thomas Pleasure Ground	Low	Access routes well overlooked. Most access routes narrow with tight turns making access for towed vehicle difficult.
Summerway Play Area & Open Space	Low	Willow Way entrance is well overlooked. Protected by steel posts and gates.
Topsham Recreation Ground	Low	All access roads are very narrow, site is fenced around the perimeter
West Garth Road Park	Low	Access from highway. Steel gate secured by exposed padlock, however access is well overlooked.
Wonford Playing Fields	High	Access available direct from Chestnut avenue onto playing fields near play area.
Wyvern Park	Low	All access routes well overlooked, and are protected by trees and boulders

### 3. Design Considerations

#### Average Vehicle Dimensions

	Width (mm)	Length (mm)	Height (mm)
Motorcycle	800	2100	1100 (1800)
Small Hatchback Car	1750	4100	1500
Family Saloon Car	1800	4750	1500
MPV	1900	4750	1700
Land Rover	2000	5200	2000
Transit Van	2050	5600	2100
Caravan	2100	5600 (7000 with towing frame)	2600

#### Anti-Incursion Measures Available

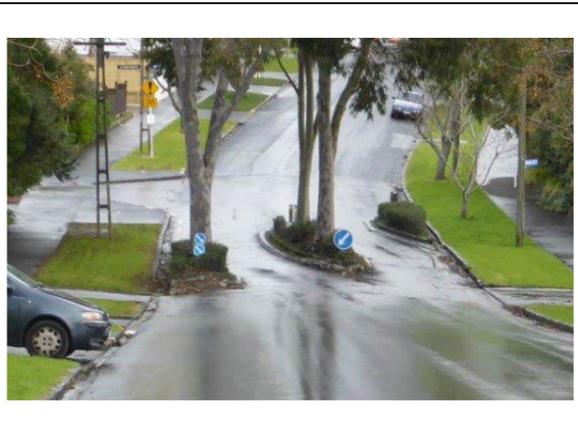
##### Boundaries

Measure	Pros	Cons	Est. Cost	Example Photo
Bund (could include ditch)	<p>Low Cost.</p> <p>Low carbon option if material on-site.</p> <p>Preserves limited pedestrian access.</p>	<p>Visually obtrusive due to height, exacerbated if not turfed (see example photo).</p> <p>Susceptible to erosion in well-trodden areas which reduces protection.</p>	<p>£15/metre (£25/metre if turfed afterwards)</p>	
Tree & Hedge Planting	<p>Low Cost</p> <p>Low Carbon</p> <p>Environmental Benefits (habitat creation, air quality improvements)</p> <p>Can easily follow natural topography</p>	<p>Takes time to establish, risk of damage whilst new. Risk reduced using established plants.</p> <p>Maintenance costs associated with hedge cutting.</p> <p>Potential to exacerbate anti-social behaviour if large areas with no overlooking are created.</p>	<p>£20/metre if using small whips, £50/metre for established plants</p>	
Post / post & chain	<p>Lower carbon costs can be achieved through use of recycled materials.</p> <p>Long life span.</p> <p>If posts only, boundary remains porous to pedestrians and cyclists.</p>	<p>Susceptible to being hit by vehicles and damage through mis-use resulting in additional maintenance costs.</p> <p>Chains present a trip hazard to park users trying to cross them.</p>	<p>£35/metre - £75/metre</p>	
Steel Barriers	<p>Variety of styles available, can be selected to match character of POS, minimising visual impact.</p> <p>Fencing can alternate to reduce cost and to maximise permeability for legitimate park users.</p>	<p>Low-level fencing can create trip and vehicle collision hazards.</p> <p>Some fencing arrangements can limit access for legitimate site users.</p> <p>Painted barriers need to be maintained, labour intensive job to re-paint long lengths</p>	<p>£50/metre - £150/metre (varies based on spacing between panels)</p>	

Steel Post & Rail Fencing	Variety of styles available, can be selected to match character of POS.	Limits permeability of site boundaries to formal openings.  Painted fencing needs to be maintained, labour intensive job to re-paint long lengths	£200/metre	
Boulders	Natural looking.  Low carbon cost  Provide some limited play / seating value.  Tamper proof. Very difficult to move or damage.	Availability based on quarry blasting regime.  Expensive to move once placed.	£250/metre	

#### Gateways & Openings

Measure	Pros	Cons	Est. Cost	
Lockable Droppable/ Removable Bollards	Permits free movement of cyclists and pedestrians.	Susceptible to being hit by vehicles resulting in additional maintenance costs.  Some versions are locked by padlocks, easy to break to gain entry. Others need a key which will need to be provided to external contractors to gain access.	£400/ea	
Lockable Steel Gates	Provides visible obstruction to access, may provide a low level of deterrence.	Typically locked by padlock, these can be easily broken to permit access.  Provides obstruction to cyclists, can obstruct pedestrians.	£2,000/ea	
Tamper-proof steel gate	Provides visible obstruction to access.  Locks are either tamper-proof, or else padlocks are shielded to make it hard to break in.	Tamper-proof locks require more frequent maintenance, specialist component makes this relatively expensive.	£3,000/ea	

Concrete Blocks	<p>Low Cost Option.</p> <p>Permits free movement of cyclists and pedestrians.</p>	<p>Visually obtrusive, though could be mitigated through painting etc.</p> <p>Difficult for permitted access as needs to be moved by excavator or similar.</p> <p>Can be dragged away by powerful car or van, needs to be used in combination with other measures</p>	£150/ea	
Height Barrier	<p>Permits free movement of pedestrians and cyclists.</p> <p>Allows free movement of smaller cars into the site.</p> <p>Maintains access for tractors and other large vehicles when opened.</p>	<p>Some designs still susceptible to padlocks being cut.</p> <p>Will inconvenience legitimate site users who may drive vehicles above the height limit.</p>	£4,000/ea	
Highway Modifications (e.g. Chicane)	<p>Most versions are tamper-proof, can't be damaged to gain access (bollards are the exception).</p> <p>Can be designed to limit visual impact or event improve look of site entrance</p>	<p>Difficult to both prevent unwanted access whilst preserving an access for maintenance and emergency vehicles.</p> <p>Bollards etc. used to remove turning circle are liable to be hit resulting in replacement costs and potential claims.</p> <p>Typically a very expensive option.</p>	Location Specific	

#### 4. Proposals

Proposals have been developed for all sites which are considered to be medium or high risk of an incursion by vehicles.

Text and costs in purple are potential alternative options.

Site	Proposed Measures	Estimated Cost
Arena Park & Saracens Rugby Club	Replace Saracens access gate with tamper-proof gate or add guard around lock. Additional planting to boundary hedge of Saracens to create 2 rows of plants. Bowling club: hoop fencing to close gap between trees Cycle Path & Car Park: earthworks to steepen slope nearest to skate park to prevent vehicle access <b>NOTE: liaison with leaseholders required.</b>	£6,000
Bettysmead Playing Fields	No works necessary at this time. Continue liaison with DCC regarding proposed cycle improvements and ensure that mitigation measures are implemented.	£ -
Cowick Barton Playing Field & Pincus Gardens	Install 2 drop-bollards at the interface between car park and cycle path. Bollard will need reflectors and cycle path signage. <b>NOTE: liaison with leaseholders required (bowling club).</b>	£750
Ducks Marsh	Install 2 drop-bollards across car park to prevent vehicle access onto site beyond university access track	£1,000
Eastern Fields	Measures provided in Arena Park (see above)	£ -
ECC Green Tip	No works needed at northern entrance. Concrete block to be placed in southern gateway (Bromhams Farm Car Park, currently closed) to improve resilience.	£250
Exwick & Flowerpots Playing Fields	New drop-bollard at Station Road / Cycle path with reflectors and cycle path signage. Install steel post at Old Bakery Close entrance. Install 2 no. drop-bollards at New Valley Road entrance. Install 2 steel post at Ennerdale Way entrance. Install steel post on corner of Hayes Barton Court Improve padlock protection to height barrier at Western Rd entrance.	£2,500
Grace Road Playing Fields	No works proposed at this time. Site to be reviewed in line with proposed Marsh Barton Station, as this may affect the ability to access the site.	£ -
Grandisson Court Play Area & Open Space	Low-level bund with hedge planting along Bishop Westall Road. Provides additional benefit of screening play area from highway to keep children inside.	£2,000
Hamlin Lane Playing Fields	Height Barrier with lockable lower barrier to be provided at car park entrance, in location of existing gate.	£5,000
Heavitree Pleasure Ground	100m new boulders along the length of Lymbourne Ave boundary @ 2.5m centres (to create gaps no wider than 2m)	£15,000
Honeylands Open Space	Install recycled plastic posts around perimeter of open space where level access is presented. Approx. length 105m.	£5,000
King George V Playing Fields	Height Barrier to be provided at Topsham Road car park entrance, approx. 5m inside site. Potential visual impact due to location near ornamental gate. Height limit signage will be required at entrance. Replace rear car park barrier, construct bund around lower car park. <b>Alternative option 150m long Bund around main car park.</b> <b>NOTE: liaison with lease holders required</b>	£8,000 <b>£8,000</b>
Kings Heath Open Space	Boulders to be provided along edge of path at Walsingham Road entrance.	£5,000
Lakeside Avenue Open Space	New steel fencing to be provided along Lakeside Avenue and Glasshouse Lane. Guardrail or hoop with 1.5 – 2.0m spacing between panels leaves an open look but limits vehicle access. Hedge could be provided along Glasshouse Lane and in sections along Lakeside Avenue to reduce cost. <b>Consider bund around this area. Would need to be turfed to reduce visual impact and risk of erosion.</b> <b>NOTE: liaison with local residents required.</b>	£30,000 <b>£10,000</b>
Library Fields Open Space	Upgrade access gate on Lower Harrington Lane to tamper-proof lock. Alternative may be to retrofit a guard around the lock to make illegal access more difficult.	£3,000
Northbrook Park	Earthworks / Bund around car park to tie into existing steeper sloping sections	£1,500
Wonford Playing Fields	8 boulders placed parallel to Chestnut Avenue and install height barrier on Cycle path to permit access to Swan Bungalow.	£8,000
	<b>SUB TOTAL</b>	<b>£93,000</b>
	20% Contingency	£19,000
	<b>TOTAL</b>	<b>£112,000</b>

NOTE: costs are estimates, and based on delivery of each site independently. If works are programmed at multiple sites then materials can be ordered in bulk and it is likely that unit costs can be reduced.

A review of buried services plans will need to be carried out prior to confirmation of proposed works, as the location of these may affect the options available.

## Equality Impact Assessment: *Anti-Intrusion Measures to Public Open Space*

The Equality Act 2010 includes a general duty which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- **Eliminate discrimination**, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- **Advance equality of opportunity** between people who share a relevant protected characteristic and people who do not share it.
- **Foster good relations** between people who share a relevant protected characteristic and those who do not

In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

Authorities which fail to carry out equality impact assessments risk making poor and unfair decisions which may discriminate against particular groups and worsen inequality.

Committee name and date:	Report Title	Decisions being recommended:	People with protected characteristics potentially impacted by the decisions to be made:
Executive 10/03/2020	Anti-Intrusion Measures to Public Open Space	Seeking funding to carry out works to reinforce the boundaries of parks and green spaces across the city which are considered to be at risk of vehicular intrusion and occupation.	Gypsies and travelling people

**Factors to consider in the assessment:** For each of the groups below, an assessment has been made on whether the proposed decision will have a **positive, negative or neutral impact**. This must be noted in the table below alongside brief details of why this conclusion has been reached and notes of any mitigation proposed. Where the impact is negative, a **high, medium or low**

**assessment** is given. The assessment rates the impact of the policy based on the current situation (i.e. disregarding any actions planned to be carried out in future).

**High impact** – a significant potential impact, risk of exposure, history of complaints, no mitigating measures in place etc.

**Medium impact** –some potential impact exists, some mitigating measures are in place, poor evidence

**Low impact** – almost no relevancy to the process, e.g. an area that is very much legislation led and where the Council has very little discretion

Protected characteristic/ area of interest	Positive or Negative Impact	High, Medium or Low Impact	Reason
Race and ethnicity (including Gypsies and Travellers; migrant workers; asylum seekers).	Negative	Medium	<p>Whilst a Devon County Council run traveller site is provided in Sowton, there is a lack of temporary stopping places in Exeter for Gypsies &amp; Travelling people, which in the past has led to the unauthorised use of local authority sites as temporary stopping sites.</p> <p>The proposals will reduce the accessibility of public spaces, and therefore their use as unauthorised temporary stopping places.</p>
Age (children and young people aged 0-24; adults aged 25-50; younger older people aged 51-75/80; older people 81+; frail older people; people living with age related conditions. The age categories are for illustration only as overriding consideration should be given to needs).	Positive	High	<p>There is a positive impact on the children of the local settled community being able to use the green spaces freely.</p>

**Actions identified that will mitigate any negative impacts and/or promote inclusion**

It is considered that no mitigation measures are required. The current use of Parks and Green Spaces as a temporary stopping place is unauthorised and therefore trespassing. The proposal will not impact on the availability of pitches at the site in Sowton, nor will it remove any legal stopping places from use.

Doing nothing and leaving the public open space available for illegal incursions remains an alternative option.

**Officer:**

Date:

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## **Appendix B**

### **REPORT TO EXECUTIVE**

Date of Meeting: 2 June 2020

### **REPORT TO COUNCIL**

Date of Meeting: 21 July 2020

Report of: City Surveyor

Title: Corn Exchange Roof Replacement

### **Is this a Key Decision?**

No

### **Is this an Executive or Council Function?**

Council

#### **1. What is the report about?**

Seeking funding to replace the failed roof covering of one of the main roofs at Exeter Corn Exchange.

#### **2. Recommendations:**

That Executive recommends to Council:

- (1) That the £250,000 estimated funding requirement for replacing one of the main roofs at Exeter Corn Exchange be approved; and
- (2) Delegates authority to the Chief Executive, in consultation with the Section 151 Officer (or Deputy) and Leader of the Council (or Deputy), to give final approval to proceed once the Council's financial position is secure.

#### **3. Reasons for the recommendation:**

This key asset provides income for the Council and a widely used facility for residents of and visitors to the City. Undertaking this roof covering replacement will mitigate the current leaks and enable continued use of this part of the facility for future years.

#### **4. What are the resource implications including non-financial resources:**

There are no additional resource implications of delivering this priority action. If water ingress is allowed to persist parts of the building may become unusable which would restrict the Council's ability to hold events.

#### **5. Section 151 Officer comments:**

Please refer to the main report.

#### **6. What are the legal aspects?**

None identified.

## **7. Monitoring Officer comments:**

This report raises no issues for the Monitoring Officer.

## **8. Report details:**

Following reports of water ingress at the Corn Exchange a survey of roof coverings was undertaken in late December 2019.

The survey identified several areas of damage and decline to roof coverings across the facility.

The main flat roof over the middle and rear of the asset has been determined to be beyond repair and given the extended lifespan of this asset a replacement roof covering is now required.

A market estimate has been obtained and forms the basis of this funding request.

## **9. How does the decision contribute to the Council's Corporate Plan?**

This decision will contribute to the Council providing value for money services, through improved management of our built assets and maximising longevity.

This scheme contributes to securing the medium to long-term viability of the venue.

## **10. What risks are there and how can they be reduced?**

There are no risks in the recommendation.

The risks of not proceeding are potential for the roof leaks to increase, further deterioration of the asset, events having to be cancelled and loss of income.

## **11. Equality Act 2010 (The Act)**

In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act.

## **12. Carbon Footprint (Environmental) Implications:**

Energy saving measures will include roof insulation and thermally efficient glazing.

## **13. Are there any other options?**

No viable alternatives have been identified.

Director: David Bartram

Author: Corporate Property Assets Manager

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

Background papers used in compiling this report:  
None

Contact for enquires  
Democratic Services (Committees)  
Room 4.36  
01392 265275

## **Appendix C**

### **REPORT TO EXECUTIVE**

Date of Meeting: 2 June 2020

### **REPORT TO COUNCIL**

Date of Meeting: 21 July 2020

Report of: City Surveyor

Title: Exmouth Buoy Store

### **Is this a Key Decision?**

No

### **Is this an Executive or Council Function?**

Council

#### **1. What is the report about?**

Seeking funding to install a new office with associated infrastructure and to replace the roof at the Exmouth Buoy Store.

#### **2. Recommendations:**

That Executive recommends to Council:

- (1) the £95,000 estimated funding requirement for modifying the Exmouth Buoy Store to provide fit for purpose office and ancillary accommodation for the Harbour Master and Waterways service and to replace the roof to the entire building; and
- (2) Delegates authority to the Chief Executive, in consultation with the Section 151 Officer (or Deputy) and Leader of the Council (or Deputy), to give final approval to proceed once the Council's financial position is secure.

#### **3. Reasons for the recommendation:**

This grade two listed asset has been determined by the Director of Environment and City Management to be the most effective location from which to operate the Council's Port Authority function and developing commercial mooring services. In addition, the roof covering requires replacement to ensure the building remains fit for purpose during the intended life cycle of the asset and to comply with lease obligations.

#### **4. What are the resource implications including non-financial resources:**

Proceeding with this recommendation will enable the Council to realise an estimated £47,000 per annum budget improvement for the service operating from this asset.

#### **5. Section 151 Officer comments:**

Please refer to the main report.

## **6. What are the legal aspects?**

None identified.

## **7. Monitoring Officer comments:**

This report raises no issues for the Monitoring Officer

## **8. Report details:**

The Council is the Port Authority for the Exe Estuary and Exeter Canal.

This grade two listed asset has been determined by the Director of Environment and City Management to be the most effective location to operate the Council's Port Authority function and developing commercial mooring services.

The alterations will improve working conditions together with creating the added functionality of staff office, mess room, shower room and workshop.

As part of this scheme the slate roof covering, which is beyond serviceable life, will require replacement in accordance with listed building requirements and to ensure the building remains fit for purpose during the intended life cycle of the asset.

## **9. How does the decision contribute to the Council's Corporate Plan?**

This decision will contribute to the Council providing value for money services, through both enabling the expansion of our commercial activity to generate more income and providing improved management of our built assets and maximising longevity.

## **10. What risks are there and how can they be reduced?**

This asset is optimally located to support the Council's Port Authority function and developing commercial mooring services. There is no other Council held asset, in the locality or elsewhere within the Council's estate, which enables the service to be operated effectively. Without undertaking this scheme the risk is that the Council's Port Authority function and developing commercial mooring services would not be able to operate in the longer term.

Exmouth Buoy Store is both grade two listed and leased in by the Council. Not proceeding with recommendations for funding the roof replacement will allow the asset to decline, which will be both failing to preserve a listed building and a breach of the terms of our lease. The risks are enforcement action by Historic England for failure to maintain a listed building and enforcement action by our Landlord for failure to comply with the terms of our lease.

These risks can be best mitigated by approving the requested funding to enable the proposed scheme to be delivered.

## **11. Equality Act 2010 (The Act)**

In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act.

## **12. Carbon Footprint (Environmental) Implications:**

Energy efficient services installations will be used for this project including led lighting.

Energy saving measures will include floor, wall and roof insulation and thermally efficient glazing.

## **13. Are there any other options?**

No viable alternatives have been identified.

Director: David Bartram

Author: David Licence, Corporate Property Assets Manager

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

Background papers used in compiling this report:

None

Contact for enquires:

Democratic Services (Committees)

Room 4.36, 01392 265275

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## **Appendix D**

### **REPORT TO EXECUTIVE**

Date of Meeting: 2 June 2020

### **REPORT TO COUNCIL**

Date of Meeting: 21 July 2020

Report of: City Surveyor

Title: Pinces Gardens Gatehouse Replacement Roof

#### **Is this a Key Decision?**

No

#### **Is this an Executive or Council Function?**

Council

#### **1. What is the report about?**

Seeking a decision and associated funding to resolve the failing roof and closed access way at Pinces Gardens Gatehouse.

#### **2. Recommendations:**

That Executive:

Recommends to Council option three set out in this report, the removal of the gatehouse roof for an estimated cost of £16,500, to be funded from existing revenue budgets.

#### **3. Reasons for the recommendation:**

The asset is located in a conservation area and has suffered decline through both a lack of maintenance priority over the years and recent vandalism.

The closed off route through the building is the principal access way into Pinces Gardens.

Removal of the roof opens up the principal access way to the gardens, removes existing health and safety risks from falling tiles and minimises expenditure.

#### **4. What are the resource implications including non-financial resources:**

Corporate Property is already at resource capacity on priority actions, therefore, options one and two include resourcing of an agency worker.

**5. Section 151 Officer comments:**

Please refer to the main report.

**6. What are the legal aspects?**

It is essential to ensure the safety of the Council's assets in order to protect users and to minimise the risk of claims against the Council especially as it has a duty of care to ensure that any of its buildings and structures open to the public are safe.

**7. Monitoring Officer comments:**

Save for the legal comments above, the Monitoring Officer has no further comments.

**8. Report details:**

The asset is located in a conservation area and has suffered decline through both a lack of maintenance priority over the years and recent vandalism.

The asset is not currently used and does not have any proposals for future use at this time.

Inspections of the roof have identified that the roof covering has failed and parts of the roof structure require repair.

In addition, the recent condition survey of this asset has identified several areas requiring repair. Repairs include decorations to doors and windows, spalled brickwork treatment, repointing, timber repairs and replacement rainwater goods.

Three options are available.

Option one: To install a replacement clay tile roof and undertake condition repairs for an estimated £85,000

Option two: To install a replacement sheet metal roof and undertake condition repairs for an estimated £77,000

Option three: Remove the failing roof covering and structure leaving the walls standing and access way open. At a future date the roof could be replaced. The roof removal would be funded from existing revenue budgets for an estimated £16,500.

The decline of roof integrity has been exacerbated by vandalism in recent years. The replacement of the roof covering with a like for like replacement product, allowed for in option one, will not resist impact damage of any future vandalism and water resistance is likely to be compromised without repetitive repairs.

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

Please refer to the main report.

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

In proceeding with the proposals there is a risk that further vandalism will occur that will damage any replacement roof covering.

Proceeding with option three will leave the remainder of the asset exposed to the elements and further decline in the integrity of the asset will occur over time.

### **11. Equality Act 2010 (The Act)**

In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act.

### **12. Carbon Footprint (Environmental) Implications:**

No direct carbon/environmental impacts arising from the recommendations.

### **13. Are there any other options?**

No other options have been identified.

Director: David Bartram

Author: Corporate Property Assets Manager

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

Background papers used in compiling this report:-  
None

Contact for enquires: L. Harvey  
Democratic Services (Committees)  
Room 4.36  
01392 265275

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## **Appendix E**

### **REPORT TO EXECUTIVE**

Date of Meeting: 2 June 2020

### **REPORT TO COUNCIL**

Date of Meeting: 21 July 2020

Report of: Director, Environment and City Management

Title: Future CCTV Provision

#### **Is this a Key Decision?**

No

#### **Is this an Executive or Council Function?**

Council

#### **1. What is the report about?**

To report on the current state of Council's public space CCTV provision across the city and explore future options

#### **2. Recommendations:**

- 2.1 To invest £255,000 in upgrading key components of the existing public space CCTV system to improve reliability and create potential income opportunities; and
- 2.2 Delegates authority to the Chief Executive, in consultation with the Section 151 Officer (or Deputy) and Leader of the Council (or Deputy), to give final approval to proceed once the Council's financial position is secure.

#### **3. Reason for the recommendation:**

- 3.1 To prevent the existing system becoming completely obsolete but doing so at a far more affordable cost than a complete upgrade

#### **4. What are the resource implications including non financial resources.**

- 4.1 Financial implications are the £255,000 stated (although it is anticipated the Police and Crime Commissioner would contribute approx. £50K towards this figure)
- 4.2 There will be a demand on officer time during procurement and installation stages

#### **5. Section 151 Officer comments:**

- 5.1 Please refer to the main report.

## **6. What are the legal aspects?**

None identified.

## **7. Monitoring Officer's comments:**

This report raises no issues for the Monitoring Officer

## **8. Report details:**

- 8.1 The Council operates a 24/7/365 Control Room from a city centre location away from the Civic Centre.
- 8.2 From this Control Room a current team of 13 x FTEs proactively monitor public space CCTV cameras, operate the Council's own community alarm scheme (Homecall) and deal with all 'out of hours' calls into the Authority (with the exception of Housing Repairs enquiries).
- 8.3 Other service areas employ CCTV cameras and whilst some of these relayed back to the Control Centre for recording and monitoring (RAMM, ARK, various Car Parks and Corn Exchange) others operate on a stand-alone basis (Civic Centre). Both RAMM and Corn Exchange have expressed a preference to move to a stand-alone system as they see clear advantages of staff being able to monitor from their own site (and from any location via smart phone).
- 8.4 In addition the Control Centre monitors CCTV cameras on behalf of Princesshay Shopping Centre on a contractual basis for an annual fee and also has access to a number of Devon County Council traffic cameras within the city centre area.
- 8.5 Much of the existing CCTV network is supported by a fibre optic infrastructure installed in 2003 at a cost of £680,000 and funded in the main by the Home Office. This fibre optic network is managed on a partnership basis between the main beneficiaries (Exeter City Council, Devon County Council, Royal Devon & Exeter Hospital, University of Exeter and Exeter College).
- 8.6 It is understood that the fibre optic network has commercial value for telecommunications providers should the partnership wish to release any latent capacity. Similarly many of the posts on which CCTV cameras are positioned do have the scope to provide a modest income stream from this commercial sector.
- 8.6 The Authority has been in discussion with the Police & Crime Commissioners Office over the past 2 years in respect of the Commissioner's aim to create CCTV hubs across Devon based on the successful model already operating in Cornwall.
- 8.7 Becoming a CCTV hub would require the host Control Room to receive and monitor CCTV footage from surrounding smaller towns and villages. The Police & Crime Commissioners Office have funds available to help ensure the connectivity and compatibility of systems to allow this to happen. Additional on-going income would be achieved for each camera monitored on behalf of surrounding areas, similar to the

existing arrangement with Princesshay Shopping Centre. However, to date only one town has approached the Council for a price to monitor on their behalf.

- 8.8 The Council commissioned a CCTV consultant (Global MSC) to review our existing CCTV infrastructure. This was to explore the compatibility and connectivity issues ahead of any further moves towards becoming a CCTV hub but also to make recommendations on future maintenance provision. The previous situation involved a sole maintenance provider charging considerable annual sums to maintain failing/obsolete equipment.
- 8.9 The combined Control Room budget (CCTV costs less Homecall income) has drastically reduced over the past seven years (£588,740 in 2012/13 to £198,830 for 2020/21) with the majority of these savings being made through a reduction in maintenance. Our last maintenance contract ceased on 31/3/19 and during the interim period there has been no preventative maintenance work undertaken and any critical defects have been attended to on an 'hourly rate' basis.
- 8.10 In summary, we are operating Public Space CCTV on a 'holding position' basis and a decision needs to be made as to whether the Council:-
- a) Invests at a level recommended in the consultant's report
  - b) Continues with existing kit and minimal maintenance
  - c) Ceases to operate a CCTV Control Centre
- 8.11 Each of these options have significant financial, operational and reputational impacts which are detailed below:-

**a) Investment**

The consultant's report advises on three levels of investment. The most expensive being a replacement of Control Room equipment (which essentially enables cameras to be controlled and footage recorded), renewing specialist furniture as well as replacing existing cameras with HD quality and adding cameras at identified beneficial locations. Indicative cost is £1M. This is recognised as being unaffordable at the present time.

The second level would be to implement the first option but without adding any additional cameras. Indicative cost £800K.

The third option is referred to as a 'make-do' option and although not recommended by the consultant it would improve the resilience and reliability of the system. This involves replacing some core Control Room equipment but would leave 'beyond life' cameras and monitors in place. Indicative cost for this option (including repositioning some key cameras to enhance public and staff safety in car parks and providing a link to the Police) is £255K.

Cameras would need to be replaced on an ad-hoc basis when they became unrepairable rather than a wholesale replacement programme.

Benefits – any investment to the Control Centre equipment would attract capital funding from the Police & Crime Commissioners Office as it would ensure compatibility with other towns and provide hub status. This has the additional benefit of then providing potential revenue income opportunities in monitoring on behalf of other towns.

These upgrades in Control Centre equipment are expected to provide the opportunity for staff to deal with multiple issues from a single workstation (Homecall, CCTV, phones, alarms) therefore increasing their ability to absorb additional income generating (or cost reducing) services such as first response to intruder alarms at Council buildings.

### **c) Continue with Existing Equipment**

This approach would leave the Council exposed as the majority of the equipment would be unsupported. Current equipment does not allow for the compatibility required for the Control Room to exist as a CCTV ‘hub’ so external capital and revenue funding would not be realised.

This option would only act as a temporary arrangement and defer the real question of whether the Council wishes to operate CCTV properly or not at all

### **d) Cease to Operate a CCTV Control Room**

Public Space CCTV provision is not a statutory duty for the Authority to discharge. However, the current CCTV service supports the city centre economy through Exeter Business Against Crime (EBAC) and provides on-going partnership working with the Police on crime and safeguarding issues. There would be a reputational damage risk associated with withdrawing the service.

A number of other functions undertaken by the Control Centre would need to be undertaken by others and there would be costs attached (out of hours provision, fire and lift alarm response).

Although Homecall does deliver a profit (£104K in 2019/20) many of the overheads are absorbed within CCTV operating costs (accommodation, utilities, some management time etc). A further decision would be required as to whether Homecall continues to operate and from which location.

## **9. How does the decision contribute to the Council’s Corporate Plan?**

9.1 Demonstrates a well-run Council and helps promote a safe city centre

## **10. What risks are there and how can they be reduced?**

10.1 The income generating prospects may not come to fruition if other towns lack interest in the ‘hub’ programme. This should not affect the Police & Crime Commissioners Office funding contribution

## **11. Equality Act 2010 (The Act)**

11.1 Under the Act’s Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
  - advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
  - foster good relations between people by tackling prejudice and promoting understanding.
- 11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.
- 11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.
- 11.4 In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act because:-
- 11.4.1 The provision of public space CCTV, proactively monitored by Council staff, improves the safety of the most vulnerable using the city centre

## **12. Carbon Footprint (Environmental) Implications:**

- 12.1 No negative carbon/environmental impacts arising from the recommendations are expected.

## **13. Are there any other options?**

- 13.1 All three options have been covered in the report (invest, do nothing, stop providing the service)

Director: David Bartram

Author: Steve Carnell

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

Background papers used in compiling this report:-

Contact for enquires:  
 Democratic Services (Committees)  
 Room 4.36  
 01392 265275

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## **REPORT TO EXECUTIVE COMMITTEE**

Date of Meeting: 2 June 2020

## **REPORT TO COUNCIL**

Date of Meeting: 21 July 2020

### **Report of: CHIEF FINANCE OFFICER**

**Title: Exeter City Group – request for funding for new Company business cases and additional financial support**

#### **Is this a Key Decision?**

No

#### **Is this an Executive or Council Function?**

Council

1. What is the report about?
  - 1.1 To seek funding to develop three business cases to explore the feasibility of expanding Exeter City Group's range of Subsidiaries to include a Company providing market rent properties to let, a Consultancy Company and a Company to provide retro-fit solutions for existing housing.
  - 1.2 To approve a Finance manager – Commercial to provide dedicated support to Exeter City Group and the other Council owned Companies. This will be funded by Exeter City Group along with funds received from the other Companies.
2. **Recommendations:**
  - 2.1 That Executive recommend to Council to approve:
    - £300,000 for the development of three business cases to explore the feasibility of creating the new subsidiaries;
    - £60,000 for a new Finance Manager – Commercial to support Exeter City Group and the wider Council Companies. Ultimately this will be funded by the Companies themselves.
  - 2.2 Delegated authority to the Chief Executive, in consultation with the Section 151 Officer (or Deputy) and Leader of the Council (or Deputy), to give final approval to proceed once the Council's financial position is secure.
3. **Reasons for the recommendation:**
  - 3.1 The Council is facing reductions of £3.7 million over the period of its medium term financial plan. One of the options to close the gap is to generate further income from the Council's wholly owned Company, Exeter City Group. It is essential that Council satisfies itself that the new Companies are viable and that the balance between risk and reward is acceptable.

3.2 The demand on the Finance team from Exeter City Group is significant and this will increase as more Companies are added. Exeter City Group would ideally like a dedicated member of the Finance team to be seconded at least two days a week to provide the support they require. With the existing structure that is not possible, but Finance acknowledge that it is essential to support a significant increase in the projects being undertaken. This will increase to at least four days a week once the new Companies have been established.

**4. What are the resource implications including non financial resources.**

4.1 There is an immediate need for £300,000 to fund the creation of the Business Cases. This will be funded in part from the balance left on the Business Rates pilot. The £60,000 required for the additional member of staff will ultimately be funded by the expanded Group of Companies, with the post predominantly seconded to the Exeter City Group to provide strategic financial support.

**5. Section 151 Officer comments:**

5.1 Whilst it is important to ensure that the Council is in a position to start working quickly once the Coronavirus restrictions are lifted, it is imperative that Council note the delegated authority recommendation exists to ensure that the Chief Executive and Chief Finance Officer are confident in the strength of the Council's financial position. It is highly likely that this will require Government support to ensure that the loss of income faced during the restrictions will not force service reductions to be made by the Council rather than important investments in our assets.

5.2 The one off cost of the Business Cases will be funded from a mix of funds available from the Business Rates pilot and General Fund reserves, subject to recommendation 2.2 above. The cost of the additional post will be funded by Exeter City Group.

**6. What are the legal aspects?**

6.1 None identified.

**7. Monitoring Officer's comments:**

7.1 This report raised no issues for the Monitoring Officer.

**8. Report details:**

8.1 The Business Rates reset, alongside the redistribution of resources through the Fair Funding review for Local Government and the indicated ending of the New Homes Bonus has left the Council facing a £3.7 million shortfall in its funding over the period of its medium term financial plan alongside a short term need to balance the budget within 2020-21 as a result of the restrictions imposed to protect the public.

- 8.2 One of the options to address the shortfall is to increase the income generated by the Council's Companies. As Members will recall, at the time of approving Exeter City Group and its subsidiary, Exeter City Living, two further Companies were created but kept dormant. One company would provide homes available for market rent and the other commercial property for lease. They were kept dormant as no business case had been prepared to demonstrate that they were viable and would not cause financial difficulties for the Council.
- 8.3 Owing to the current financial climate and the Government's latest consultation regarding the PWLB and borrowing for commercial property, it is not proposed to undertake a business case into the viability of the commercial property company at this stage. However, there are three companies that the Council wishes to explore in detail. These are:
- The market rent housing company – to purchase property from Exeter City Living (or on the private sector market) and provide property for market rent to the public;
  - A consultancy company – to provide support to organisations looking to deliver PassivHaus or similar developments;
  - A retrofit company – to deliver retrofit solutions to existing properties in pursuit of carbon neutral homes.
- 8.4 The cost of producing the three business Cases is estimated at £300,000 and will be funded as set out in section 5.2.
- 8.5 In order to support Exeter City Group in setting up the new Companies and to provide more dedicated support to Exeter City Living and Exeter City Group as a whole, further financial resource is required. Exeter City Living alone would like a secondment of at least two days a week at qualified accountant level, in addition to the Finance Officer (AAT) support they receive. As this support is currently provided by the Deputy Chief Finance Officer, it is proving impossible to dedicate sufficient amounts of her time to the Company as it is and the new Companies will makes this even more unviable.
- 8.6 It is proposed therefore to appoint a Finance Manager – Commercial to dedicate their time to the growing Group. In line with the two other Finance Managers within the team it is anticipated that it will be a Grade M post (subject to JE). The funding required is £60,000, although this will comfortably be covered by the Companies through Service Level Agreements.
- 8.7 It is anticipated that the Finance Manager will be seconded four days a week to the Exeter City Group working for each of the subsidiaries and will use the balance of time to oversee Strata.
- 8.8 The Deputy Chief Finance Officer will be able to take on further technical work from the Chief Finance Officer and dedicate more time to her role as Service Lead for Finance. Appendix A sets out draft Job Descriptions and Person Specifications for the roles.

## **9. How does the decision contribute to the Council's Corporate Plan?**

9.1 The overall financial position of the Council underpins the Council's ability to deliver the Corporate Plan.

## **10. What risks are there and how can they be reduced?**

10.1 The key risk is that the Business Cases do not result in viable Companies and the Council therefore needs to identify alternative solutions to reduce the £3.7 million gap. Without undertaking the work however, the Council will not be able to assess whether this is a viable solution.

10.2 Without further resource, Finance cannot provide a professional service to the Companies in question. This would mean Exeter City Group seeking to find alternative support from the private sector and a subsequent loss of income to the Council.

## **11. Equality Act 2010 (The Act)**

11.1 Under the Act's Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding.

11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.

11.4 In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act.

## **12. Carbon Footprint (Environmental) Implications:**

12.1 No direct carbon/environmental impacts arising from the recommendations.

**13. Are there any other options?**

- 13.1 The Council can look at other options to address the gap in funding identified over the medium term financial plan. This would include either further income opportunities or service reductions. Exeter City Group could seek financial support from an external source. This would reduce the burden on Finance, but equally remove an income source for the Council.

Dave Hodgson, Chief Finance Officer

Author: Dave Hodgson

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

Background papers used in compiling this report:-

None

Contact for enquires:

Democratic Services (Committees), Room 4.36, 01392 265275

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<b>EXETER CITY COUNCIL</b>
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## Job Description

<b>DESIGNATION</b>	:	Deputy CFO
<b>GRADE</b>	:	Grade 15 (subject to JE)
<b>POST NO</b>	:	FNxxxx
<b>DIRECTORATE</b>	:	Finance
<b>UNIT</b>	:	Accountancy
<b>RESPONSIBLE TO</b>	:	Chief Finance Officer
<b>SUPERVISORY RESPONSIBILITY FOR</b>	:	Finance Manager – General Fund Services Finance Manager – Corporate Finance Manager - Commercial
<b>LIAISON WITH</b>	:	All levels of management in all services and companies, Members, Chief Executive, Directors and with outside authorities and organisations

### **PURPOSE OF JOB**

The provision of technical financial advice to the Council as a whole and the production of the Council's statutory statement of accounts, budget book and budget monitoring reports. To act as the Deputy Section 151 Officer of the Council, deputising for the Chief Finance Officer in taking decisions on all legal issues relating to the financial conduct of the Council.

### **MAIN MANAGEMENT ACCOUNTABILITIES AND ACTIVITIES**

1. To deputise for the Chief Finance Officer, as appropriate (to be the nominated Deputy S151 Officer for the Council). To provide Section 151 Officer comments on committee reports and to ensure the lawful decision making powers of the Council are exercised properly in relation to financial decisions. To act as the section 151 Officer, providing advice to the Council at times, for example, when a financial issue relates to a Company of which the Chief Finance Officer is appointed by the Council as a Director.
2. To exercise autonomously a very wide discretion and initiative in advising the Council and developing a strategic vision for Financial Services by identifying legal priorities throughout the Council.

3. To manage the service in such a way as to manage conflicting work priorities and changing deadlines across the Finance teams.
4. To provide effective leadership to the officers reporting to the Deputy CFO, monitor work performance issues and performance manage in a positive and effective way.
5. To hold the major direct responsibility for the management, allocation of work, strategic direction and training of the Finance team in particular and in relation to other officers of the Council from diverse Council services in formulating Council policy, developing the Council's commercialisation programme and supporting the activities of Exeter City Council.
6. To be the lead technical accountant for the Council providing financial advice and guidance on technical accounting issues including
  - Consolidation of the budget;
  - Budget monitoring;
  - Consolidation of the final accounts;
  - Statutory Returns to the Government;
  - External Audit liaison.
7. To Compile the Statutory Statement of Accounts including
  - Setting the timetable;
  - Ensuring the Finance Managers and their teams meet their deadlines;
  - Incorporating the work of others both within Finance and the wider Council teams;
  - Production of the final Statement;
  - Acting as lead liaison with External Audit.
8. To lead on aspects of Finance policy development, undertaking technical research into new developments in Local Authority funding and accounting and advising the Chief Finance Officer as appropriate.
9. To prepare reports and project evaluations, financial and otherwise, within agreed / statutory timescales.
10. To provide support to the Finance Managers in dealing with complex issues as they arise.
11. To be responsible for management of the Finance Team's budget, identifying efficiency savings when required, whilst securing continuous improvement in the delivery of Financial Services.
12. To handle politically sensitive projects and issues. For example, where the application of financial policy is unclear and to exercise professional judgement as to which issues should be referred to the Chief Finance Officer and Strategic Management Board.
13. Such other duties as may be required from time to time.

**DATE LAST UPDATED: March 2020**

**EXETER CITY COUNCIL**  
**PERSON SPECIFICATION**

**FINANCE**  
**ACCOUNTANCY**

**DEPUTY CFO – FNXXXX**

<b><u>SELECTION CRITERIA</u></b>	<b><u>ESSENTIAL</u></b>	<b><u>DESIRABLE</u></b>
<b><u>QUALIFICATIONS</u></b>		
CCAB Qualified	✓	
<b><u>EXPERIENCE/KNOWLEDGE SKILLS</u></b>		
Five years post qualification experience in Local Government finance	✓	
Strong knowledge of financial accounting techniques and methods	✓	
Strong understanding of professional accounting standards and practices	✓	
Staff management experience	✓	
A good knowledge and experience of computerised financial systems and Microsoft Office applications	✓	
Evidence of CPD		✓
<b><u>SPECIAL REQUIREMENTS/ATTITUDE</u></b>		
Ability to explain financial information to non-financial managers	✓	
Ability to think creatively	✓	
Ability to self-motivate	✓	
Dependable	✓	
Ability to adapt to change	✓	
Ability to prioritise workload	✓	
<b><u>OTHER</u></b>		
Good problem solving and evaluation skills.	✓	
High level of interpersonal skills.	✓	
Project planning and management skills.	✓	
Ability to prepare and manage budgets within agreed limits.	✓	
Excellent oral, written and presentation skills.	✓	
Good organisational skills and ability to work to tight deadlines and remain calm under pressure	✓	

**COMPLETED BY:** Chief Finance Officer

**DATE:** June 2018

<b>EXETER CITY COUNCIL</b>
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## Job Description

<b>DESIGNATION</b>	:	Finance Manager - Commercial
<b>GRADE</b>	:	Grade 13 (subject to JE)
<b>POST NO</b>	:	FNxxxx
<b>DIRECTORATE</b>	:	Finance
<b>UNIT</b>	:	Accountancy
<b>RESPONSIBLE TO</b>	:	Deputy CFO
<b>SUPERVISORY RESPONSIBILITY FOR</b>	:	Commercial Finance Officer
<b>LIAISON WITH</b>	:	All levels of management in all services and companies, Members, Directors and with outside authorities and organisations

### PURPOSE OF JOB

The provision of a complete finance service to the Council's Commercial operations (Companies) and the production of their statutory statement of accounts, budget, financial projections reports, cashflow forecasts and strategic financial advice.

### MAIN ACTIVITIES

2. To be the lead Commercial Accountant supporting the Companies as required by the Directors of the Companies
  - Exeter City Group Ltd (and its subsidiaries);
  - Strata Service Solutions Ltd;
  - Exeter Business Centre Ltd;
  - Any other Companies as created by the Council.
  
2. To provide financial support and advice to the Companies including;
  - Detailed Technical support on business case development and commercial opportunities;
  - Cashflow forecasting, both for specific projects and the Company as a whole;
  - Budget setting;
  - Budget monitoring;
  - Preparation of the final accounts;
  - Statutory Returns to the Government;
  - External Audit liaison.

3. To lead on aspects of Finance policy development, undertaking technical research into new developments in Company funding and accounting and advising the Directors as appropriate.
4. To prepare reports and detailed project evaluations, financial and otherwise, within agreed timescales.
5. To calculate detailed financial cashflows ensuring the Company is in a position to meet its financial obligations and to identify and advise on opportunities for maximising returns to the Company through investment opportunities for excess cash;
6. To support the production of detailed business cases being developed for any potential new Companies that the Council has given approval to be created.
7. To manage the work and performance of the Officers reporting to this post, including mentoring and training requirements.
8. To consider and develop quality management initiatives in conjunction with the Finance Service Management Team.
9. To manage strategic, corporate and unit projects as required within agreed timescales.
10. Such other duties as may be required from time to time.

**DATE LAST UPDATED: March 2020**

**EXETER CITY COUNCIL**  
**PERSON SPECIFICATION**

**FINANCE**  
**ACCOUNTANCY**

**FINANCE MANAGER – COMMERCIAL – xxxx**

<b><u>SELECTION CRITERIA</u></b>	<b><u>ESSENTIAL</u></b>	<b><u>DESIRABLE</u></b>
<b><u>QUALIFICATIONS</u></b>		
CCAB Qualified (or equivalent)	✓	
<b><u>EXPERIENCE/KNOWLEDGE SKILLS</u></b>		
Three years post qualification experience in accountancy	✓	
Good Knowledge of financial accounting techniques and methods	✓	
Commercial accounting experience		✓
Good understanding of professional accounting standards and practices	✓	
Staff management experience		✓
A good knowledge and experience of computerised financial systems and Microsoft Office applications	✓	
Experience of financial systems development		✓
Evidence of CPD		✓
<b><u>SPECIAL REQUIREMENTS/ATTITUDE</u></b>		
Ability to explain financial information to non-financial managers	✓	
Ability to think creatively	✓	
Ability to self-motivate	✓	
Dependable	✓	
Ability to adapt to change	✓	
Ability to prioritise workload	✓	
<b><u>OTHER</u></b>		
Good problem solving and evaluation skills.	✓	
High level of interpersonal skills.	✓	
Project planning and management skills.	✓	
Ability to prepare and manage budgets within agreed limits.	✓	
Excellent oral, written and presentation skills.	✓	
Good organisational skills and ability to work to tight deadlines and remain calm under pressure	✓	

**COMPLETED BY:** Chief Finance Officer  
**DATE:** March 2020

## REPORT TO EXECUTIVE

Date of Meeting: 2 June 2020

Report of: City Surveyor

Title: CityPoint – Update on Paris Street and Sidwell Street Regeneration

### Is this a Key Decision?

No

### Is this an Executive or Council Function?

Executive

#### 1. What is the report about?

To update Members on the progress of plans to bring forward the comprehensive development of the CityPoint site, comprising the former Bus and Coach Station and adjoining areas of Paris Street and Sidwell Street.

#### 2. Recommendations:

- 1) That the progress to date on bringing forward the CityPoint site be noted;
- 2) That the provisionally agreed Memorandum of Agreement with the principal land owners be progressed to facilitate the next steps towards the comprehensive redevelopment; and
- 3) That the City Surveyor be authorised to explore, in conjunction with our partners, potential routes to early appointment of a development partner/s for the delivery of the scheme which can deliver our collective vision and objectives for the scheme in a timely manner.

#### 3. Reasons for the recommendation:

In times of great uncertainty the City Council is keen to ensure that we look to maintain momentum on key projects such as this which will define the City's future as we emerge from the pandemic. The recommendations will put us in a position to be able to accelerate the development process and bring together a collaborative land owner partnership that can focus on driving delivery without the complications associated with site assembly and associated property disputes.

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

The proposals in this report and its recommendations can be funded from the existing project budget and staffing resource. Should additional funding be required at a later stage a further report will be brought to the Executive Committee for recommendation to Council.

#### 5. Section 151 Officer comments:

There are no additional financial implications arising from the report.

## **6. What are the legal aspects?**

These negotiations are at an early stage and are not intended to be legally binding on the Council

## **7. Monitoring Officer's comments:**

As matters progress care will need to be exercised to ensure the Council complies with the procurement regulations.

## **8. Report details:**

### **Covid 19 Impact and the Property Market**

We are advised by our consultants (JLL) that the current market uncertainty means that investors cannot price risk or cash flow impacts and so cannot ascertain value nor accurately determine asset prices. As a result, a number of UK funds have been gated but long term investors are still active and institutions generally remain cash rich. However, most of these are erring on the side of caution for the time being in anticipation of a market correction in 6-9 months. As a result, the investment market is likely to experience a delay in decision making and the adoption of a 'wait and see approach'.

In purely commercial terms, it would be prudent to delay taking any new project to the market in this climate until there is greater market certainty, things have started to return to normal and we are in a position to fully and more accurately assess any long term impacts on the scheme, not just in terms of viability but also the overall scheme mix and quantum of uses.

There is some concern that the trend towards higher utilisation and densification of offices may reverse as transmission risk of highly dense, large, open plan offices is now clearly up for debate. The Council may also decide to review its own workplace and risk mitigation strategies and take less space as a result, with clear implications for investor interest in the income strip opportunity and its ability to solve what will otherwise be a substantial viability gap on the office element.

That said, it is felt that any impact on residential investment yields will be short-lived as the market fundamentals have not changed – there is still an acute shortage of good quality homes, very strong investor demand for well-located opportunities in the residential BTR sector generally (although appetite for co-living as an experimental concept in Exeter may be impacted) and both housing and infrastructure delivery will be a key focus for any Government initiatives to re-start the economy.

The main risk for the scheme rests on the speculative hotel and office elements. However, whilst investor and developer interest is likely to be more cautious over the next 9-12 months, our view is that it will still be there for this scheme as we have been successful in positioning the site as the best opportunity in the city. In fact, despite Covid-19, there remains strong investor demand for annuity grade investments and indeed greater focus on long term stable income sources, with local authority income backed and residential investment opportunities being particularly sought after. Our aspiration now, therefore, must be to explore how we can deliver partnerships with other organisations that are not only attracted to the fundamentals of the proposed scheme but also are inclined to take a long view of the development potential of the CityPoint site. Officers are now engaged in exploring this potential and intend to report back further in the near future.

### **Memorandum of Agreement and Ownership Structure**

## **9. What risks are there and how can they be reduced?**

There is significant uncertainty in the economy as we emerge from the pandemic. This may impact significantly on the viability and development timeframes. However, by setting up the recommended structures for land holding and promotion with the other key land owners we will retain control over the development process and should be able to make informed decisions on delivery and financial implications as the project progresses.

## **10. Equality Act 2010 (The Act)**

11.1 Under the Act's Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding.

11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.

11.4 In recommending this proposal no potential impact has been identified on people with protected characteristics as determined by the Act because, at this stage the City Council is working to progress a development concept for the site which, in itself, has no direct equality or diversity implications. Whilst there are no explicit recommendations that require immediate consideration, these matters will be at the heart of our deliberations as more detailed plans begin to come forward.

## **11. Carbon Footprint (Environmental) Implications:**

In light of the City Council's declaration of a Climate Emergency, the City Surveyor has had further discussions with the appointed consultancy team on the implications for the project of the Council's commitment to Net Zero Carbon and has commissioned a report on sustainable energy which will review existing City Council Policies against current global best practice and UK legislation; set out some "guidelines" for the Council to adopt for suitable sustainable energy standards to 2040 (i.e. to match the Liveable Exeter Vision); set some sustainable energy visions and aspirations e.g. net zero by 2030; consider briefly the current and likely future position on wide area district

heating; and set out some criteria for assessment in a schedule that the City could use as a checklist for different kinds of development. These criteria could be used to assess potential development partners' proposals for CityPoint and inform the appointment of any development partner/s.

The team are also exploring an approach to amending the emerging website so that the 'climate emergency' and commitment to carbon neutrality by 2030 are suitably represented.

## **12. Are there any other options?**

We have considered alternative approaches for delivery of the scheme by the land owners but these would either restrict our ability to direct the project or render the scheme financially unviable. The collaborative approach is felt to give the best opportunity to secure regeneration, generate new sustainable income streams and avoid protracted negotiations with third parties.

**Michael Carson - City Surveyor**

**Author: Michael Carson – City Surveyor**

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

Background papers used in compiling this report:-  
None

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