

STRATEGIC SCRUTINY COMMITTEE

Date: Thursday 23 July 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 Sharon Sissons, Democratic Services Officer (Committees) on 01392 265115

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 -

Sills (Chair), Newby (Deputy Chair), Atkinson, Branston, Buswell, Hannaford, Henson, D, Lamb, Lyons, Moore, D, Moore, J, Owen, Packham and Pattison

Agenda

1 Apologies

2 Minutes

(Pages 3 -
14)

To approve and sign the minutes of the Strategic Scrutiny Committee held on 2 July 2020.

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 the consideration of the items on this agenda, but if it should wish to do

so, then the following resolution should be passed:

"**RESOLVED** that, under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the particular items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1 of Schedule 12A of the Act."

5 **Questions from Members of the Public Under Standing Order 19**

For details about how to speak at Committee, please click the following link - <https://exeter.gov.uk/council-and-democracy/councillors-and-meetings/public-speaking-at-meetings/overview/>

Questions must be submitted by 10am three working days before the meeting. For example, if the meeting is being held on a Thursday, questions must be submitted by 10am on the Monday prior to the meeting, in this case by Monday 20 July 2020.

6 **Presentation on Covid-19 by Portfolio Holders and Questions from Members and Answers**

(Pages 15
- 40)

Briefing notes attached from the respective Portfolio Holders.

Leader – Councillor Bialyk
Deputy Leader and Portfolio Holder for Climate and Culture- Councillor Sutton
Portfolio Holder for City Planning and Development - Councillor Foale

Details of questions from Members relating to the Portfolios above on Covid-19 issues only should be notified to the Corporate Manager Democratic and Civic Support by 10.00am the Monday before the meeting – 20 July 2020.

Members please also see a link to the emergency budget Executive paper to assist with any specific questions

<http://committees.exeter.gov.uk/documents/s74668/Report%20-%20Emergency%20Budget%202020-21.pdf>

Date of Next Meeting

The next meeting of the Strategic Scrutiny Committee has yet to be confirmed.

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STRATEGIC SCRUTINY COMMITTEE
(HELD AS A VIRTUAL MEETING)

2 July 2020

Present:

Councillor Luke Sills (Chair)

Councillors Newby, Atkinson, Buswell, Henson, D, Lyons, Moore, D, Moore, J and Pattison

Apologies:

Councillors Hannaford and Packham

Also present:

Director (JY), City Solicitor, Chief Finance Officer, Corporate Manager Democratic and Civic Support, Democratic Services Officer (SLS) and Democratic Services Officer (MD)

In attendance:

Councillor Philip Bialyk

- Leader

Councillor Ollie Pearson

- Portfolio Holder for Leisure & Physical Activity

Councillor Duncan Wood

- Portfolio Holder for Support Services and Procurement

Councillor Kevin Mitchell

Councillor Michael Mitchell

9 Apologies

These were received from Councillors Hannaford and Packham.

10 Minutes

The minutes of the meeting of the Strategic Scrutiny Committee held on 16 January and 12 March 2020 were taken as read, approved as correct, for signing by the Chair at the earliest possible convenience.

11 Declarations of Interest

No declarations of interest were made by Members.

12 Questions from Members of the Public Under Standing Order 19

No questions from members of the public were received.

13 Presentation on Covid-19 by Portfolio Holders and Questions from Members and Answers

The Chair invited the two Portfolio Holders to present their respective briefing notes which provided an update of their area of work during the current period of the CV-19 pandemic. A schedule of questions from Members submitted in advance of the meeting, together with the responses provided at the meeting were set out on the

appendix to these minutes. The supplementary questions and responses provided at the meeting are set out below for each Portfolio.

The Portfolio Holder for Leisure & Physical Activity, Councillor Pearson presented his update. He referred to the significant impact that CV-19 had on the City Council's Leisure Services, their current closure, potential reopening and longer term future. The nature of risk had changed significantly and the re-emergence of the leisure facilities presented a number of challenges for the service, which had resulted in a proposal to bring the Leisure Services back in-house with reports to the Executive and Council. The update provided a brief update on Exeter and Cranbrook's Sport England's Local Delivery Pilot (SELDP), the ongoing build of St Sidwell's Point where work had continued safely observing social distancing measures, progress of the Playing Pitch Strategy, the Riverside Swimming Pool and Leisure Centre refurbishment, and the development plans at Exeter Arena and Wonford, the latter being part of SELDP but nevertheless the creation of much enhanced facilities for those local communities.

Responses to supplementary questions arising from the original questions from the Committee Members indicated.

- 1) Councillor J Moore – is it the intention that the in-house management will be via a Council owned private company or will it be fully incorporated in the services of Exeter City Council that we already have.
 - *that is to be determined and the best model needs to be worked out to achieve the best value for Exeter as well as making sure the service is run well and employees in the service are looked after. Initially given the timeframe, it will be necessary to transfer those staff directly into the Council.*
- 2) Councillor J Moore - our inner city green spaces have become so important over the lockdown and we need large amounts of accessible spaces to allow people to socially distance. The Clifton Hill Golf Range occupied a huge area of publicly owned inner city space which could be potentially used more widely, and if the space could be used in some other way for the public and enhanced with bio diversity. Is it possible to have a review of the Golf Driving Range at Clifton Hill?
 - *there is no review of the Strategy planned, but the Member will have seen or know the decision made on those spaces and the reference to the former Northbrook golf course and the decision to protect future use as a green space and consultation with the local residents. With regard to Clifton Hill, it is about listening to what the community wants on both spaces. With regard to the position at the Clifton Hill site, the Golf Driving Range has an ongoing lease and the green space already outlined is being kept. The Golf Driving Range still has a lease and there is no challenge to that at any time in the near future.*
- (3) Councillor D Moore - thanks to Councillor Pearson for circulating the Delivery Pilot documents but could he advise the details of the new governance system, its membership and accountability in the Council and explain the basis for the Livable Exeter Place Board to provide strategic oversight of the Sport England Local Delivery Pilot.
 - *the basis in the documents offer the most transparent oversight of this programme, with the best and most informed people around the table. If*

the Member required any more detail on the approach including the detail of the governance arrangements he would provide that information.

- 4) Councillor D Moore - the mutual aid groups across Exeter are producing a report of their experiences of the amazing community led response and if the Council would be willing to receive and consider this report and incorporate any key lessons into its future emergency plans

- *we welcome the opportunity to learn lessons where we can.*

The Chair said he would be happy to see that work.

Responses to supplementary questions arising from the original questions from the other Committee Members indicated.

Councillor K Mitchell – taking into account the response offered and looking at the services that are currently offered in the leisure services is there any review to minimise any financial risk that may occur

- *as of September the leisure service will be run in-house and there would be changes in the medium term in relation to what we do in leisure and how we provide it. In the context of coronavirus it was important to still provide the best and most cost effective leisure service for the people of Exeter. This will be taken into account in a future business case in how we run the service.*

- 2) Councillor K Mitchell – if the in-sourcing of our leisure facilities will give us lots of opportunity for joined up thinking in the future and allow different services and teams with the council to work together to ensure that all facilities work to the optimum level.

- *Councillor Pearson said he looked forward to the opportunity to make the Leisure Services the best that Exeter has ever had but it will be challenging because of the times we are in and there will be some difficult decisions ahead in relation to some of the things that we normally do in the next months.*

Councillor Pearson also responded to points of clarification from other Committee Members.

- there have been no complaints brought to his attention resulting from the building works of St Sidwell's Point.
- there were no plans with regard to the Clifton Hill Golf Driving Range when the lease expires at this time and they remained mindful as a Council that we remain fair to all parties and balance all interests of what people want taking into account representations from all bodies of the future of anything in the city.
- the Exeter and Cranbrook Sports England Local Delivery Pilot was a joint bid to improve the longer term health of both communities. Funding was for the delivery of the pilot to increase activity levels within the local population.
- the City Council was doing all it could in the support of Kier as the build contractor and delivering St Sidwell's Point Project.

- the completion of the work at the Riverside Swimming Pool and Leisure Centre was still on target for being completed in June 2021.

The Portfolio Holder for Support Services and Procurement - Councillor Wood - in presenting his update referred to the key work of the areas of work from the Finance Directorate services which provided sound fiscal direction for the Council and contributed to the city's economy through work such as the prompt payment of the Council's suppliers. He commented on the additional expenditure incurred by the Council during CV-19 and the significant loss in income, which cannot be recovered. He welcomed the prudent and good financial management by the Portfolios Holders and Directors to tackle a mid-year emergency budget which will be discussed at next week's Executive meeting. He additionally thanked the Directors working with other staff throughout the Council to identify further savings, as well as accelerating the agile and flexible working project combined, who had moved to a significantly changed working environment. He praised the teams across the Council who had responded so well.

He commented on the Council having held the first virtual Council meeting in the country and again the timely way in which Members and staff had adapted to ensure the democratic processes and the running of the Council were able to continue. He also thanked legal services for continuing and being at the forefront of ever changing legislation and being ready to continue to operate and offer guidance across all of the Council's sectors.

Responses to supplementary questions arising from the original questions from the Committee Members indicated.

- 1) Councillor K Owen - what are the arrangements for the annual canvass of those individuals who have not returned their electoral registration forms and what will be the procedures should the pandemic continue?

(to ensure political neutrality - the Corporate Manager Democratic & Civic Support offered the response)

- *existing procedures for the publication of the Register will continue including the annual canvass. The knocking on doors of those who have not returned the paperwork was the last resort and the public were reminded three times by letter of the need to register to vote as the canvass itself is a legal obligation. The advice is to carry on as normal, although further information is being sought from the Electoral Commission and the Cabinet Office to ensure staff safety.*

- 2) Councillor D. Moore –she was aware of the phenomenal job that the staff have done and continue to do as we move into a different phase of the pandemic and she asked what can the Council do to support staff's wellbeing and manage the very limited capacity to enable them to rest appropriately.

- *the Council had already introduced an Agile and Flexible system to the work place prior to the outbreak of the Covid-19 pandemic. With support from Human Resources, staff were consulted on different working patterns to help suit individual circumstances. Flexible working includes working at different hours if suitable and the opportunity to work from home has been significantly rolled out with one advantage being the removal, in most*

cases, of the need to commute. The Agile and Flexible approach has therefore increased significantly during the crisis; and

- *the Senior Management Board considers staff welfare a priority. It is important for staff to take the leave due to them to recharge batteries. Staff can also avail themselves of the counselling service offered and T-Cup, the digital tool for staff to measure and monitor their wellbeing, which had recently introduced.*
- 3) Councillor D Moore – No supplementary question was put.
- 4) Councillor D Moore – asked when this would be coming available as some businesses such as language schools and smaller hospitality operators were unable to obtain support from the first round of discretionary grants as they did not meet the eligibility criteria and how will the needs of such businesses will be reflected in the Recovery Plan?
- *the Recovery Plan was not yet finalised and is being progressed through a number of sub-groups, with the Portfolio Holder for Support Services and Procurement representing the Council on the City Centre sub group which covers retail outlets. The issues relating to the type of businesses referred to were being addressed and although he was not aware of the resolution yet and the fund had been available in a prescribed way, we are doing whatever we can to assist. He had heard of the particular businesses Councillor Moore referred to and those issues are under consideration*
 - *the second round of discretionary business rates was open although the criteria are not as strict. Businesses may therefore apply for support. The system includes robust procedures to prevent fraud. (NB This information was updated after the meeting with detail of the second round still to be advised)*
- 5) Councillor D Moore – referencing the Motion at the December Council meeting and whether the procurement approach would exclude the procurement of single use plastic unless it was required for health and safety reasons, including the production of personal protection equipment?
- *there was nothing currently in the strategy which precludes that. However, Councillor Wood said that he, Councillor Moore, and the Procurement Lead had been due to meet to discuss the issues prior to the CV-19 restrictions. This was a good addition potentially, and it was something that they can consider building into contracts, but as the Council procures so many different services and items it may not be possible to apply uniformly cross all procurement undertaken by the Council.*

Responses to supplementary questions arising from the original questions from the other Committee Members indicated.

- 1) Councillor M Mitchell - what if any financial implications were there for the Council in holding three separate elections on the same day and the implications for next year's budget given that there were no elections this year?
- (to ensure political neutrality in this matter - the Corporate Manager Democratic & Civic Support offered the response)
- *the City Council's Elections were not originally scheduled for next year as the Devon County Council Elections had been due to take place. As three*

elections are now to be held in 2021, the majority of costs are likely to be shared between the City Council, the County Council and, in respect of the Police and Crime Commissioner Elections, by the Cabinet Office. The same will apply if all postal vote elections are mandated;

- *regular contact is made with the Electoral Commission and the Association of Electoral Administrators to ensure that all elections are carried out as smoothly and efficiently as possible; and*
- *many of the issues surrounding the postal votes, are governed by legislation.*

The meeting commenced at 5.30 pm and closed at 7.07 pm

Chair

STRATEGIC SCRUTINY COMMITTEE

2 JULY 2020

ITEM 6 : QUESTIONS FROM MEMBERS ON COVID-19

Questions to the Portfolio Holder for –Leisure & Physical Activity - Councillor Pearson

Questions from Committee Members

1. **Councillor J Moore** - Will the pools and leisure centres at St Sidwell's Point and Riverside be included in the future in-sourcing of ECC leisure services?

Yes and they are crucial to that in-sourcing and part of the landmarks of the city and of the fantastic Leisure Services that we provide.

2. **Councillor J Moore** - Alongside the 2018 Draft Playing Pitch Strategy review, will there also be a review of other outdoor sports facilities?

There are no plans to review at a strategic level the Move Physical Activity and the Move More Built Leisure Facilities Strategies published in 2019 which guide the work of officers. The Parks, Play areas and Green Spaces strategy work will be led by the Portfolio Holder, Councillor Harvey and that is still under development and obviously there have been some delays due to the CV-19 pandemic. We are aware that outdoor spaces can be valuable and their value has been seen in a new light, and we have not seen anything in that strategy that did not value those outdoor spaces, and think that we need more in some cases as well as how we deliver.

3. **Councillor D Moore** - Please can the Portfolio holder expand on the second bullet point of the update of the Sport England Local Delivery Pilot and explain the new system and approach, and key outcomes from the evaluation?

A diagram (shown at the meeting and included below) illustrates the whole system approach in terms of the Sport England Local Delivery Pilot and that means bringing together aspects you may not always think of as relating to health and wellbeing. Such as transport and connectivity, our community and culture, housing, leadership and governance which all make our society work and how can they be used to improve the health outcomes of all those in our community, and particularly where health outcomes are not as good in parts of the city. The whole system approach therefore tries to effect all of those areas whether it is the work place, schools, and what we do as a Council, and not take a narrow view of health outcomes just being about sport and fitness. It was talking to the right people in schools and workplaces and making sure that we have the right relationships and trying things or taking a different approach. He would ensure that two documents referred to namely a report to the Sport England Exeter and Cranbrook Local Delivery Pilot Programme Board 15 January 2020, and Sport England Local Delivery Pilot Exeter and Cranbrook Interim Plan April – September 2020 would be circulated independently as they outline the details of the plan, the delivery and the challenges that we face and how they can be overcome. The whole system approach was about winning hearts and minds but they needed to make sure that they engaged with the right people in organisations in a positive way to bring it altogether to make it work. Coronavirus has had an impact on us doing that over the last couple of months and things have not progressed as you might have expected with resources going into making Exeter Community Wellbeing work.

Exeter & Cranbrook theory of change



Long term Impacts:

- Narrowing health inequality
- Improving inclusivity & sense of community
- Reducing congestion & improving air quality
- Embedded analytical approach

4. **Councillor D Moore** - For some people the experience of shielding or self-isolation has led to or increased anxiety and frailty. How will this change the Local Delivery Pilot priorities and /or approach to delivery?

There had been a great deal of learning and putting resources towards support for people with coronavirus. It was important to recognise about the delivery pilot that even before the coronavirus pandemic, the aim was to target groups in that category who have those issues and difficulty getting into that first step of physical exercise. Those things are the focus of the delivery pilot and he did not think that the approach would change drastically, but there was a lot of learning having said that, from what they have been doing over the last couple of months.

Questions from Non-Committee Members

1. **Councillor K Mitchell** - Social distancing measures are likely to be in place in the medium to long term as part of the new norm. Has this been factored into the revised likely income from the new St Sidwell's Point Leisure Centre (SSP) and our other leisure facilities?

No revisions have yet been made on the business case for SSP. The key issues in relation to this are set out in the Leisure Services Recovery Plan committee paper due to be considered by the Executive and Council in July. It was early days with regard to the Council's response to the challenges of the Coronavirus pandemic and the implications of living with this for a while but the realisation that the implications are still just starting, and we need to evaluate.

2. **Councillor K Mitchell** - Are there any plans to use our parks and open spaces over the summer months to provide exercise classes which would normally be offered within our leisure centres?

No there no plans although it has been gratifying to see people during the CV-19 pandemic finding really innovative ways to keep on with their activities on various platforms, but currently it is outside of the Government guidance to bring people together and important to note that and although we are coming out of it, but we still need to make people safe. We are working with people offering great things such as free movement in parks, but we are not making plans to offer traditional classes back in our leisure centres as we need to make sure that people are safe and can use our parks safely.

Questions to the Portfolio Holder for Support Services & Procurement – Councillor Wood

Questions from Committee Members

1. **Councillor K Owen** - An important piece of work carried out by the Council is ensuring that the maximum number of people are on the electoral register every year. The postponement of the May 2020 elections means that we will have city council, county council and police and crime commissioner elections next year. Can you please tell us what work on this (if any) has had to be postponed due to the pandemic and what plans are being made for the months ahead to maximise the numbers on the electoral roll.

To uphold the political neutrality of the Members in this matter the Corporate Manager Democratic & Civic Support responded –

Although the elections due in May 2020 were postponed, electoral registration work has continued. Those members of the public who wished to register to vote have continued

to be able to do so, and the ability for new applicants to register on line has continued unhindered. Only those new applicants who wish to register by way of paper application have had a slower response time since some members of the election team have been furloughed. Full staffing will resume from week commencing 6 July.

The annual canvass will be carried out from the end of July and during the autumn, with the intention of publishing a revised register on 1 December. The Cabinet Office have indicated that there may be legislation which allows a delay to publication of the electoral register until 1 February 2021. Plans for the canvass are in hand and on time and it is ultimately for the Electoral Registration Officer to decide when the Electoral Register will be published.

2. **Councillor D Moore** - What consultation with the Union has been held to enable their input to the redesign of safe working practices?

The decision was made some time ago to have a full time UNISON Secretary which has meant that we have daily contact with UNISON who help both staff and management teams in the redesign of the safe working practice across the organisation. Unison's involvement has been both invaluable and very welcome.

Indeed Stuart Ward, the UNISON Secretary actually walked the floors of the Civic Centre with Officers to ensure we have as safe a working environment as we can in line with the current Government Guidelines.

3. **Councillor D Moore** - Before Operation Shield ends, vulnerable people may need some support to make alternative arrangements for safe and timely access to food supplies. What Council notification and liaison will there be with charities, registered social landlords and other organisations to help people make these alternative arrangements?

Legal Services have worked extremely quickly and effectively analysing a huge range of regulations and legislation and providing advice and support on the interpretation as they apply to the full range of Council Services. This included the regulations and responsibilities involved in Operation Shield.

However, the operational implementation and service implications fall outside of my Portfolio and under the Equalities, Diversity and Communities Portfolio under Cllr Amal Ghusain. On enquiring I have been ensured that the Exeter Community Wellbeing network will remain in operation to provide support and lines of information and guidance being developed that will go on our web site and social media to provide information and support. If more information is required it would be better to approach the appropriate Portfolio Holder.

4. **Councillor D Moore** –What identification has been made of businesses that have fallen through the gaps of the various government financial schemes?

There have been a range of different grants coming through and there have been weekly meetings with Exeter Chamber, Exeter Federation of Small Businesses and InExeter; in which discussion takes place on the types of businesses that have fallen through the gaps from the financial support that has been available from central government. We also receive communications direct from businesses that feel they have not received financial support.

In developing the Exeter Discretionary Business grant, Exeter City Council followed national guidelines in developing this grant, which supports four types of businesses

listed within national guidelines, which fell through the gaps from the original business grants. As some funds remain, a second round of funding will be open to any business within Exeter, as long as they meet the mandatory eligibility criteria:

- Were trading on 11 March 2020 and will continue to trade*
- Need to be classified as a small to medium business*
- Are not eligible for cash grants from any central government Covid-related scheme (apart from Self Employed Income Support Scheme (SEISS) or Coronavirus Job Retention Scheme (CJRS))*
- Are not in administration, insolvent or a striking-off notice hasn't been made*

This second round of funding of the Exeter Discretionary Business Grant will support the remaining businesses that have not received any financial support to date.

5. **Councillor D Moore** - Will the emerging Exeter procurement policy set out measures to prioritise local employment by supporting local businesses and social enterprises, and contribute to Exeter's 2030 net zero carbon target as part of the city's recovery plan?

Exeter City Council has approved Devon District Councils Procurement Strategy and procures all contracts and work in line with this strategy.

The current Procurement Strategy has four key themes:

- Contract Management*
- Social Values*
- Engagement with SMEs and Local Businesses*
- Behaving Commercially*

The two elements which relate to this question are Social Value and Engagement with Small and Medium Enterprise (SMEs) and Voluntary and Community Social Enterprise (VCSE).

The relevant actions set out in the strategy are to include social value and sustainability in all tenders both with a minimum weighting of 5%. Which means that an advantage is given to those suppliers who can demonstrate that they contribute to these twin aims.

In advance of developing our own additional elements to the Procurement strategy our Contract procedure rules require that the Real Living Wage is paid by all contractors.

We are committed to work with our Public Sector partners through the Devon and Cornwall procurement partnership. Exeter University has been successful in securing funding under the heading of Partnership and Collaboration. Part of which, is to work with partners such as the RD&E, DCC and ECC to work together to improve investment in the local economy through targeting our individual and collective procurement, and where activity and collaboration occur due to similar requirements in the contracts that we seek.

Questions from Non-Committee Members

- 1 **Councillor M Mitchell** - Arising from the likely continuation of restrictions related to the current pandemic does the council have the resources to support either 100 percent postal vote elections or a massive increase in voters requesting postal votes for the three elections being held on the same day in May 2021.

To uphold the political neutrality of the Members in this matter the Corporate Manager Democratic & Civic Support responded –

AS you would expect all aspects of next year's Elections are currently being looked at by the Cabinet Office and all in the Electoral profession, and the possibility of an all postal vote elections in 2021 is currently being explored. However, legislation would be required to enable this to happen. He wished to set a bit of context on the level of postal votes and what that would mean at the moment.

- At last year's City elections, ECC issued 13,806 postal votes
- At the European election 13,996 postal votes were issued

The number of electors in the city already requiring a postal vote was 14.5% of the electorate. If demand increased a 10% would add an additional 1400 to the postal vote numbers and as in the graph, a 200% increase would mean a 42,000 postal vote figure or 44% of the total electorate.

We are about to start on the annual canvass and the number of postal numbers may increase and also likely the number of postal votes required increases when any Election is called

<i>% increase</i>	<i>Additional Amount</i>	<i>New Total</i>	<i>% of electorate</i>
10	1400	15400	16%
20	2800	16800	17.5%
30	4200	18200	19%
40	5600	19600	20.5%
50	7000	21000	22%
100	14000	28000	29%
200	28000	42000	44%

We are about to start on the annual canvass and the number of postal votes required may increase, as it does when any Election is called. It is likely that any increase in demand will be sudden, and will be triggered by the issue of poll cards about 5-6 weeks prior to polling day and probably peaking at about 2-3 weeks prior to polling day. A 10% increase would be manageable but a 50% per cent increase would have significant impact. Much will depend on how the CV-19 situation develops over the next few months. An assessment of the prevailing circumstances will need to be made at a national level, in sufficient time as to ensure the smooth conduct of the relevant elections.

It may also be worth mentioning that as the questioner has also said that we are due to have three elections on the same day on the first Thursday in May 2021, the City Council, the scheduled Devon County Council and the Police and Crime Commissioners Election.

There is also a strong possibility that, due to the combination of elections next year, we may need to issue two sets of postal votes. One for the City and County and one for the Police and Crime Commissioner elections. This will be due to the physical problem of fitting them all into one envelope and the different voting systems which will be in place.

If all postal elections were mandated, we need to issue 96,000 postal votes.

STRATEGIC SCRUTINY COMMITTEE

23 JULY 2020

CLLR PHIL BIALYK, LEADER – UPDATE ON PORTFOLIO HOLDER PRIORITIES

<p>Corporate Vision & Strategy</p>	<p>The council's corporate plan "Our Strategy 2018-21" is due for renewal next year. An update on progress with the priorities in the plan was reported in the Leader's 2020 budget speech. A mid-plan review was scheduled for June 2020, but this was postponed due to the impact of Covid-19. The corporate plan will now be reviewed in the context of the emerging financial situation, the recovery from Covid-19 and the revised medium term financial plan.</p>
<p>Liveable Exeter Transformational Housing Programme</p>	<p>It is a year since we announced the Vision for Liveable Exeter. The Liveable Exeter Programme is progressing; a Project Director, Richard Marsh, joined the City Council in January 2020 to lead the programme and work is now underway to develop and begin delivery of the programme. This involves supporting the development of the Local Plan and GESP, but also beginning to consider specific delivery plans for the individual Liveable sites – working closely with partner organisations. The Sites identified in the Liveable Exeter Vision document have now been included in the GESP documentation out for public consultation. Hilton Barnfield Architects, a local architectural practice have been engaged by the RTPI, RTPI, the LGA and the City Council under a Future Places Award to produce material to assist decision makers and the development sector understand expectations regarding planning and urban design considerations specifically focused on Creating communities and mixed use developments. We were one of only five places in the country that received Future Places funding for this work. Work is proceeding with partners to master plan St David's Station and this is being funded by the One Public Estate. Work behind the Exeter Development Fund continues. This is a joint project with the One Public Estates funding a business case model of the fund with reference to actual sites to demonstrate whether a fund is viable. Members may recall, this is a pioneering concept seeking to address whether the city can fund development without reliance form the traditional funders. This is an attempt to keep more money circulating in the city. The task of funding the city's infrastructure is significant, most of the land in the transformational housing programme is brown field land requiring significant investment to bring forward for development. In addition we have complex land ownership constraints and challenging logistical issues to address such as moving employment and existing development to make way for new development. We will want to manage relocations to support businesses and to ensure that disruption is minimised. These type of regeneration issue require a governance structure to manage co-ordination and collaboration on the infrastructural needs of the city. The Liveable Exeter Place Board has been established to provide a structure governance to engender collaboration and conversations between national and local agencies to address the potential obstacles to</p>

	<p>delivery. On the 17th December 2019 we had the first meeting of the Place Board.</p> <p>The Programme is overseen by the Place Board which consists of public, private and third sector leaders from local, regional and national organisations. The role of the Board is to support and advise the Council in delivering on the ambitious Liveable Exeter programme, and become champions and advocates for the city, its organisations' and their shared plans. The Board has no decision making powers or budget and any matters requiring a Council decision will follow usual Council decision making and scrutiny processes.</p> <p>The Board has met 3 times in relation to the Liveable programme but, since the onset of the Covid-19 pandemic, has been meeting regularly to discuss and coordinate the city's response to the pandemic. This has proved invaluable in facilitating cross-organisational working and in ensuring the city has been able to mount the most effective response to the pandemic possible. Moving forwards, the Board has agreed to become the champions for the city's recovery strategy and members of the Board are chairing the 7 recoveries groups developed to target the city's place-based response to the Covid-19 pandemic, working closely with a wide group of city stakeholders with specialisms in their respective areas and with the relevant portfolio holders.</p> <p>Since inception, additional members have been added to the Place Board in order to ensure that the broadest possible range of stakeholders and organisations are represented and that major institutions, with the potential to help positively shape the future of Exeter, are engaged and participating in a collaborative and constructive manner – to the benefit of the city and its residents.</p>
<p>Partnerships and the sub-regional growth agenda including Local Industrial Strategy</p>	<p>It is pleasing to say that I am now a member of the Board of the Heart of the South West LEP representing the Devon districts. Members will be aware we did a lot of work producing an industrial strategy for Exeter, this fed into the work on the regional local industrial strategy. That strategy was submitted to Government but with Covid-19 nothing has come back, we therefore await with interest what will happen with that document. The Heart of the South West Councils continues to meet but much of the energy behind the initial work has dissipated, mainly because nothing has come back from Government regarding devolution and a growth deal for the south west. There is likely to be announcement on devolution in the autumn but worryingly this is also like to call for unitary councils and local government reorganisation. Somerset is currently seeing the disruption of a unitary bid by the county council. I continue to work with the greater Exeter authorities on the GESP and with both the county council and district council leaders. Covid-19 has caused us to meet more frequently than anyone can remember.</p>
<p>Strategic Finance</p>	<p>This year has been like no other in terms of financial challenges, it is no exaggeration to say that one month into the lock down we were staring into an abyss, with the prospect of serving a114</p>

	<p>notice a distinct possibility. From the beginning of the crisis until Executive when we took the emergency budget I have been meeting the Chief Executive and Chief Finance Officer on a weekly basis to plan the strategy for addressing our finances. A shortfall of £11.2m against a gross budget of £35m, and a net budget of £14m is a significant shortfall. But we have been decisive in confronting the figures. However, very shortly we will need to confront the challenge of a £5.8m shortfall for the next three years.</p>
<p>Organisational Development: Agile & Flexible Programme (EX1)</p>	<p>The roll out of Agile and Flexible working across all Civic Centre staff was completed as planned by December 2019. The objective of relinquishing the Phase 2 building to exploit commercial rent opportunities to generate income was achieved alongside the following:</p> <ul style="list-style-type: none"> • 16 full day and 18 half day agile and flexible workshops involving 350 staff • Refurbishing of phase1 to provide shared office desks and spaces for all Civic Centre staff • Allocation of 325 new laptops replacing desk top machines • 52 people were not allocated with new laptops because they already have a work laptop. Most of these laptops are new and in good condition but replacement laptops will be offered to those staff using older models. • 21 people have been provided with individual solutions to identified H&S needs. Most of these cases were people having difficulty with adjusting their screen and chair heights. Guidance has been produced to address this and is now displayed on all workstations • 40% reduction in office space requirement • 73% (220/300 staff up to Cohort 6) of staff completed staff health check survey • Organisation wide productivity analysis completed • Phase 1 Tier 3 Leadership Development programme implemented for 24 tier 3 managers • 96 individual 2 hour coaching sessions for tier 3 managers <p>The success of this project is evident in the way staff have adapted to home working as the norm as a result of COVID 19. Where some services had not fully completed the transition to remote and agile working they resolved outstanding issues quickly to ensure the safe delivery of all critical services. Exeter Community Wellbeing was established using the principles and approach that underpinned the agile and flexible work and hotline response was operated 7 days a week with staff working from home.</p> <p>In anticipation of a potential lockdown SMB took the early decision to provide training and support for each Service Lead to revise and synchronise Business Continuity Plans (BCPS). Once the emergency plan was launched the BCPs were a vital tool in the day to day decision making process and assisted SMB in their decision making. Daily SMB briefings were put in place alongside</p>

	<p>twice weekly conference calls with all Service Leads to ensure a good flow of communications through the organisation. Given the intense pressure on the organisation SMB commissioned 1:1 support sessions for Service Leads from independent facilitators which incorporated a blend of support for both themselves and how to support their teams through the current challenges. This included coaching, mentoring, tips, signposting, insights and ideas linked into the values, behaviours, wellbeing around T-Cup and current Exeter City Council initiatives and programmes. The outcomes of this process have been very positive and well received.</p> <p>The TCUP wellbeing APP has continued to be promoted and recent training has been completed to increase uptake and given managers access to their local data to enable them to better support staff. SMB regularly review the TCUP data.</p>
<p>Performance Framework</p>	<p>A new Corporate Performance Framework was being developed through the Tier 3 Mangers Leadership Development Programme as a practical demonstration of their development and joint working as a corporate team. However the formal stage of this process which was due to complete in March 2021 with SMB and Member workshops has been postponed due to COVID 19.This work will be picked up in 20/21 through the revised OD plan described below.</p>
<p>Revised Organisational Development Plan 2020/21</p>	<p>Directors have agreed a revised plan which has now been launched with the creation of a Corporate OD Project Team with representatives from each directorate. The purpose of the revised plan is to design and implement a business operating model to ensure future operating resilience and financial sustainability in the context of the need for new approaches following the COVID pandemic. This will be achieved by building on the:</p> <ul style="list-style-type: none"> • learning and achievements of our Agile & Flexible, ICT and Firmstep projects; • changes in our working practices through COVID Business Continuity Planning, and • increased number of customers choosing to access services through digital channels and by telephone, which has accelerated due to COVID <p>Why a Priority Now</p> <ul style="list-style-type: none"> • Significant loss of income and increased costs due to COVID with a need to find significant in year and recurring savings • Opportunity to create “the new normal” by exploiting positive changes in working practices and customer choices to ensure greater flexibility and resilience for staff and customers <p>Outcomes/Benefits</p> <ul style="list-style-type: none"> • Greater flexibility and resilience for staff and customers • Reduction in operating costs • Reduced need for office accommodation • New channels for customers to access services

- More modern ways of working that staff can help to develop
- Reduction in travel time and impact on congestion
- More efficient services
- Ability to attract and retain new talent

Design Principles/Goals

- Integrated delivery and generic roles (where it makes sense to do so)
- One team & one team culture
- Council wide Customer Contact Centre (virtual where possible to be so)
- Full digitalisation for staff & customers
- Agile, remote & mobile working the norm
- “Paperless” office
- Hot desking & smart office environment
- Improved productivity and efficiency
- Active travel to and for work

Constraints

- Maintain service delivery
- Must achieve reduction in net revenue budget
- This phase must be completed by March 2021 to ensure benefits realisation

Agreed Approach

- Set clear goals and constraints
- Provide strong leadership
- Build on what we have done well so far
- Co-design solutions with staff
- Objectively evaluate and adapt as we go

Preparation	SMB allocates resources, roles and responsibilities and agree governance and communication plans	May 2020
Phase One: Inception	Engage with Service Leads and frontline staff to review progress of all current digital projects and ensure all learning captured and built on	June 2020
Phase Two: Define and Deliver	Agree criteria for defining delivery projects underpinned by objective analysis of qualitative and quantitative data: set clear targets to focus delivery on benefit realisation	July – Dec 2020
Phase Three: Review	Evaluate delivery of outcomes and benefits realisation, publish final report	Jan 2021

Resource Plan

The Executive Support Team will form a temporary Corporate Organisational Change Team. Line management remains the same as now and Directors have agreed some minor functional

changes to increase capacity for the change programme

A Programme Management Office (PMO) approach will be used to align with the SE LDP Programme methodology and some cross fertilisation of skills, expertise and capacity will be utilised where the areas of work align (Active Workplaces/Active Travel/Evaluation and Insights).

The existing Firmstep Budget sitting within Executive Support will be aligned with the balance in the Transformation Fund allocated to Agile & Flexible for 20/21 (£105,000). To be used for capacity for digital re-design, further purchase of IT kit for extra 5th worker roles and consultancy support/expertise for delivery of the programme as required.

Outline Delivery Plan

Develop Leadership Capability	<ol style="list-style-type: none"> 1. Complete COVID Tier 3 Leadership Development Plan: 121 interviews and coaching sessions 2. Review and reform SMB/OMB interface and design and deliver revised communications and leadership development strategy to take us through recovery
Implement Target Operating Model	<ol style="list-style-type: none"> 3. Implement a virtual council-wide Single Customer Contact service building on the pilot work undertaken by Customer Services in 2019 and the model established for the COVID 19 response (Exeter Community Wellbeing). 4. Maximise every opportunity to shift face to face channels to digital processes building on existing and planned ICT projects and the successes of the Firmstep programme. 5. Review and streamline all business processes end to end to aid digitalisation and reduce “waste” work identified through the Productivity Analysis completed in 2019
Embed Agile and Flexible in the Civic Centre	<ol style="list-style-type: none"> 6. Amend office layout and signage to meet H&S /social distancing requirements 7. Review/remove where possible storage areas, surplus furniture etc. 8. Implementing the paperless office environment in full
Implement Agile and Flexible for other sites	<ol style="list-style-type: none"> 9. Embed A&F blueprint where possible to do so across all sites 10. Amend office layout and signage to meet H&S /social distancing requirements 11. Review/remove where possible storage areas, surplus furniture etc. 12. Implementing the paperless office environment in full (Belle Isle and Oakwood House ; RAMM, Bradninch House, ARC: Exeter Visitor

	Information Centre and Red Coats; Custom House Underground Passages; Corn Exchange; Matford Centre; Canal Office ; Guildhall)
Monitor Staff Health and Wellbeing	<ul style="list-style-type: none"> 13. Promote use of TCUP Health and Wellbeing APP and data feedback loop 14. Re-run 2019/20 staff health check survey (September) 15. Re-focus Active Travel work in light of acceleration of new operating model with solution focus groups (SE LDP) and propose new Active Travel Policy to replace Green Travel and associated policies
Strategic Communication	<p>The Communications Team is currently:</p> <ul style="list-style-type: none"> • Central to providing single reliable source of information during COVID-19. • Community campaigns included targeted metrics to banner campaigns on refuse lorries • First council to broadcast remote meeting and continue transparency. • Relaying key information with partners at Local Resilience Forum, Public Health England and Cabinet Office • Working with the Leader and Portfolio holders in promoting all Council policies • Leading on communications for services issues around coronavirus and the Recovery • Creating a range of content – media releases, video, pictures, graphics - for our own website, social media channels and for the media • Dealing with all media enquiries • Leading on all internal communications, including the staff newsletter • Continuing to monitor the city official Facebook group Exeter Coronavirus Updates, with attracted 7,124 members, mostly in the first week of the crisis. Since its launch in the middle of March, there have been 2,400 posts. • In the past 28 days, there were almost 300,000 post views, with around 2,500 comments and 6,000 around likes and shares. • In total, there has been more than 21,000 comments, all of which have been monitored, responded to or moderated, and more than 66,000 reactions. • Producing a weekly newsletter with key information and updates for 7,420 subscribers to our news service. • The last newsletter was opened 6,620 times, generating 1,868 clicks to content on our news website • Acting as the main source of information and publicity for business grants in partnership with the business community • Leading on the communications around the phased reopening of stores and bars in the city centre • Providing all City Council staff with key information on

	<ul style="list-style-type: none"> homeworking Coordinating publicity on the community response to COVID 19 in our 10 weekly Exeter Community Wellbeing blogs
<p>Exeter City Living (Development Co)</p>	<p>Beyond delivering the 1st and 2nd year business plan sites, Exeter City Living activity this year to date has included compiling and submitting their 3rd Year Business Plan for 2020-2021, commissioning and compiling recommendations for a revised governance and company structure and bringing forward a pipeline of future development opportunities for the Council to consider as part of a five year development programme.</p> <p>Below is a snapshot summary of ECL activity:</p> <p>Anthony Road – 3 homes</p> <ul style="list-style-type: none"> Homes completed and in the process of being conveyed to HRA pending council approval for budget allocation at July 2020 Council Meeting Contractual dispute with EBC satisfactorily resolved. <p>Bovemoors Lane – 10 homes</p> <ul style="list-style-type: none"> Remains on target for completion (December 2020) ECL acting as Development Agent for HRA <p>Hamlin Gardens – 21 homes</p> <ul style="list-style-type: none"> Tender for new contractor has been completed Start on site is anticipated September 2020 ECL acting as Development Agent for HRA <p>Thornpark Rise – 9 homes</p> <ul style="list-style-type: none"> Site closed on 23 March 2020 due to Covid-19. Confirmed notification that contractors will return to site on 13 July 2020 Site is due to complete 5/6 weeks from return to site (end August 2020) ECL to convey homes to HRA on completion Contractual dispute with EBC satisfactorily resolved. <p>Belle Isle Depot - 46 homes</p> <ul style="list-style-type: none"> Land purchase contract terms to be agreed with Estates Appraisals and due diligence is ongoing Included in ECL's 3rd Year Business Plan <p>Bonhay Meadows – 97 homes</p> <ul style="list-style-type: none"> Initial cost estimate and development appraisal have been completed The ECL team are in dialogue with the EA resolving the flood issues on this site, liaising with ECC planners over development potential Included in ECL's 3rd Year Business Plan

Cathedral & Quay Car Park – 167 homes

- Feasibility options study completed
- Included in ECL's 3rd Year Business Plan

Clifton Hill – 44 homes

- Planning application submitted, target Planning Committee meeting 7 September 2020
- Procurement strategy agreed
- Anticipated start on site late October 2020 (demolition)
- Included in ECL's 3rd Year Business Plan

EWSA Redevelopment – 46+ Build to Rent Homes

- Liaising with ECC planners over development densities
- Included in ECL's 3rd Year Business Plan

Magdalen Road Car Park – 228 homes

- Initial estimate and appraisal completed
- Included in ECL's 3rd Year Business Plan to improve viability

Mary Arches Car Park – 116 Build to Rent homes

- Topographical and Services surveys ongoing
- Included in ECL's 3rd Year Business Plan

The Depot (replacing Belle Isle Depot at Exton Road)

- Original feasibility study has been reviewed
- A risk and opportunity exercise has been undertaken
- Included in ECL's 3rd Year Business Plan
- ECL acting as Development Agent for Estates Team

Vaughan Road – Phase II – 92 homes

- Date to decant vulnerable people currently housed in the bungalows on Hill Lane to be confirmed by the HRA once post Covid-19 relocation enabled
- Brand identity proposals received and agreed in principle between ECC and ECL.
- Engagement with Cllr Williams regarding community artwork featuring on hoarding and agreement to continue liaison with community via project updates to Councillors
- ECL and HRA agreeing contractual arrangements for the main construction contract, Heads of Terms under review by HRA legal team
- ECL acting as Developer for 32 market sale homes and Development Agent for HRA for 60 affordable homes

Vaughan Road – Phase III – 24 – 36 Homes

- Sketch scheme costed
- Appraisals and due diligence currently on hold pending HRA instruction

Wonford Health & Wellbeing Centre

- Feasibility study proceeding and design team appointed

	<ul style="list-style-type: none"> Initial community engagement commenced but was hindered by Covid-19 The team have now started to re-engage the community and GP practice The consultation launched live 'online' w/c 22nd June, with face to face meetings and events likely to be August 2020 (Covid-19 depending) <p>Exeter Arena Park – 103 homes</p> <ul style="list-style-type: none"> Joint potential development with HRA Included in ECL's 3rd Year Business Plan <p>ERADE</p> <ul style="list-style-type: none"> ECL have in principle received authority to pursue a joint venture proposal with Acorn Developments to develop 146 new homes on the former ERADE site on Topsham Road. A funding restriction of £6million loan provision has been indicated. ECL working up potential proposal for Council consideration and approval. <p>RD&E Key Worker Accommodation – 400 to 600 beds + ancillary facilities</p> <ul style="list-style-type: none"> Proposal presented to Leader of Council, Chief Executive and SMB Decision taken to not proceed in submitting a bid due to funding need and the project's financial profile which does not align with the Council's medium-term financial plans ECL invited to provide consultancy for a RP who are working up a bid submission <p>RD&E Health Campus</p> <ul style="list-style-type: none"> Consultancy work on this opportunity has been put on hold due to Covid-19 <p>RD&E Multi Storey Car Park</p> <ul style="list-style-type: none"> ECL have on the instruction of ECC Estates been working up development proposals for a new multi storey car park to be leased to RD&E As a consequence of Covid-19, RD&E have confirmed that they no longer want to pursue this opportunity <p>Topsham Road Site – 50 homes</p> <ul style="list-style-type: none"> ECL submitted an offer to purchase this freehold site. ECL's offer was unsuccessful <p>HRA Business Plan Development Opportunities ECL working with HRA to assist them in pursuing their development pipeline alongside opportunities of S106 and affordable homes via the ECL development programme</p>

Commercial and property assets (includes redevelopment of Paris Street/Sidwell Street, Exeter City Centre)

During COVID-19 onset:

- Established rent deferral agreements with business tenants to ease cashflow of closed businesses
- Rolled this out to establish a basis for further concessionary terms by negotiation, thereby limiting risk of early business closures
- Kept Exeter Business Centre open for its occupants throughout
- Liaised with building managers to determine a list of assets that would/could be closed
- Negotiated temporary amendments to maintenance and compliance contracts to minimise expenditure and wasted attendance
- Identified potential in year savings to minimise current financial year expenditure
- Progressed the Smartgrid and solar field project so as not to lose momentum on this crucial carbon saving project

Coming out of lockdown:

- Continuing to liaise with business tenants to assist their recovery plans
- Progressing the CityPoint development project
- Working closely with building managers and contractors to ensure rapid reopening of facilities
- Establishing a quick and simple procedure for outdoor tables and chairs licences for food and drink operators in the City.

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STRATEGIC SCRUTINY COMMITTEE 23 JULY 2020

CLLR RACHEL SUTTON – DEPUTY LEADER AND PORTFOLIO HOLDER FOR CLIMATE AND CULTURE

Facilities & Markets – Work during Covid-19

Corn Exchange
<ul style="list-style-type: none">• Most events cancelled from the spring period have been rescheduled for the autumn or next year, 80% of ticket holders have chosen to retain their tickets rather than take a refund.• Many of the autumn events are now being rescheduled for 2021.• Discussions are ongoing with Environmental Health to produce a Covid-19 risk assessment which will allow us to discuss the possibility of holding some events: those for which social distancing could be possible.• The venue has remained available for blood donor sessions and we are exploring other possible uses whilst our normal programme is on hold.• Where possible staff have been furloughed but there has been a staffing requirement to deal with booking enquiries, cancelled bookings, occasional hires and maintenance of the venue/services. Staff have either worked from home or at the venue on a rota/socially distanced basis.• We are exploring the possibility of creating a new front office/box office for the venue which would be far more visible than the present arrangement and allow us to provide some extra services.
The Matford Centre
<ul style="list-style-type: none">• The centre has continued to operate to facilitate the livestock auctions and also to accommodate other tenants based there.• All events at the centre have been cancelled but most have confirmed their intentions to return in 2021.• We are working with Environmental Health to produce a Covid-19 risk assessment which will allow us to discuss the possibility of holding some events: those for which social distancing could be possible.• We are exploring other possible uses for the concourse whilst our normal programme is on hold.• A food distribution operation (for shielded people) has been organised from the centre. This continued until the end of June.• Some staff have been furloughed but most have been required to work because of the ongoing business at the centre. Staff have either worked from home or at the venue on a rota/socially distanced basis.• Work is ongoing to reinstate/replace the toilets at the centre which were taken out of action because of an issue with the drainage.• We are negotiating with the livestock auctioneer with the aim of extending their lease for a further period.
Markets
<ul style="list-style-type: none">• The farmers' market continued to operate throughout the lockdown period to offer local food producers an outlet for the produce and to take a little strain from other food retailers in the city. The market was redesigned to ensure that more space was created between stalls and all stall

holders were required to ensure that their customers observed social distancing.

- The Sunday Market/Car Boot Sale at Matford has been suspended since the introduction of lockdown. We are now looking at how we can gradually reintroduce the event whilst also reviewing its long-term viability.
- Other market stall holders (in Sidwell Street and Fore Street) have been allowed to re-open in line with the relaxation on restrictions to retail businesses. They are responsible for ensuring that social distancing measures are implemented at their stalls.

Visitor Facilities

- The Tourist Information Centre remains closed and we will work with Environmental Health to look at how we might be able to re-open.
- The Underground Passages remains closed and there doesn't appear to be much prospect of the operation returning in its current form any time soon. We are looking at whether an amended service can be offered or if there is an alternative use for the facility in the short-term.
- The Custom House remains closed but we will be working with Environmental Health and ECQT to look at how we might be able to re-open the facility.
- The Red Coat Tours have been suspended, we will discuss with the volunteer guides any scope to re-introduce a limited service.
- All of the visitor facilities staff are currently furloughed.

RAMM's Work during COVID-19

RAMM's Closure

RAMM closed to the public Tuesday 17 March and where possible staff began working from home using a combination of own and ECC IT. Initial focus was on logistics and operational practicalities; unravelling scheduling around exhibitions/events; audience development planning; enhancing digital offer. The date for RAMM's reopening is as yet unconfirmed. Considerable planning has been undertaken by the RAMM team but this will need refining in the light of the site specific Risk Assessment document produced by Environmental Health. Pending its availability work has continued on the Queen St lift installation and planning for new entrance hall floor covering. There are also issues to be resolved around the Air Handling System

Arts Council England Emergency Fund for National Portfolio Organisations

RAMM made an unsuccessful application to the Arts Council England Emergency Fund for National Portfolio Organisations

DCMS Select Committee Call for Evidence

An evidence submission was prepared for the DCMS Select Committee examining the impact of covid19 on the sector. This was submitted alongside evidence relating to the leisure provision in Exeter

Rates Appeal

ECC was successful in obtaining Court of Appeal ruling upholding the judgement of the Upper Tribunal (Lands Chamber). ACE and NMDC support of our case underscored its significance and there has been great sector interest in the landmark result, together with recognition of ECC's determination to fight it. The outcome will have a significant positive impact on the costs to the council of supporting RAMM.

Audience Development Activity	
The museum building may be closed, but we have been working hard to provide ways for people to engage with RAMM during lockdown.	
Lockdown Legends	RAMM has announced a project celebrating local people who have shown particular kindness, courage, humanity or ingenuity during the coronavirus pandemic. We are calling for people to nominate their Lockdown Legends. These nominations will form a photographic exhibition, created by the public and shown throughout the city. From care workers to NHS staff, bus drivers to refuse collectors, people working at food banks and postal workers, teachers, parents and the teenager doing shopping for a neighbour, Lockdown Legends will celebrate the resilience of the people of Devon who have helped the most vulnerable in our society during the crisis. http://rammuseum.org.uk/getting-involved/lockdown-legends/
RAMM at Home	RAMM at Home has been inspiring people with weekly creative challenges to build their very own museum collection based on our stunning objects. Drawing sessions, animated creations, origami, costume designing and model making are just some of the artistic ideas that feature and we've been asking people to share their creations. https://rammuseum.org.uk/young-visitors/fun-things-to-do/rammhome/
School materials	We have launched a comprehensive set of learning resources on Ancient Egypt, Romans in Devon and the Second World War. Primarily aimed at Key Stage 2 (7 to 11 year olds), but available for all, these fun, engaging and creative activities are designed to help both teachers as well as parents and carers looking for activities to do at home. https://rammuseum.org.uk/schools/online-learning/
Crossing digital divide during lockdown	Together with Exeter City Community Trust, RAMM has been sending out physical activity packs to shielded, vulnerable and isolated people in the city to help ease lockdown boredom. Elderly people and households with lower incomes often find it difficult to access the wealth of online creative resources that is available at the moment. By offering these physical packs, we are trying to ensure that everyone can benefit from the sense of achievement and connection that doing something creative can bring. https://rammuseum.org.uk/exeter-museum-crossing-digital-divide-during-lockdown/
Out and About: Queering the Museum	<p>Out and About: Queering the Museum is an intergenerational project, funded by the National Lottery Heritage Fund, which will empower lesbian, gay, bisexual, transgender and queer (LGBTQ+) communities to uncover and create existing and new LGBTQ+ heritage at RAMM.</p> <p>A project website has been created and social media campaign launched. We began with a whole month of communications to coincide with Pride month. We announced the artist commissions for the project and produced short films by the key people in the project, talking about their roles and hopes for the project. The Queer Collectors Case will be launched next week. People will be asked to share a queer object from home via a photograph or video, together with an explanation of why they have chosen it, and what it means to them. This new collection of queer objects will become a digital collectors' case, added to over</p>

	the course of the project, and inspired by RAMM's 'What Do You Collect?' display case. https://rammuseum.org.uk/getting-involved/out-and-about-queering-the-museum/
Youth Panel	<p>On Friday 26 June RAMM's Youth Panel took part in the 'Kids in Museums' Digital Takeover Day. They took over RAMM's social media channels for the day in order to help people see RAMM's collections in a new light and get a better idea of what young people are interested in. Trending on #TakeoverDay the day promoted an exciting range of activities, all linked back to the museum. From a morning yoga session, a glimpse at some of Exeter's finest sculptures, art projects inspired by museum objects through to a mini cookery class on the Korean rice dish Kimbap inspired by RAMM's Sea Garden exhibition and a video about Black Lives Matter, the social media statistics showed impressive engagement and reach.</p> <p>The Youth Panel's photography exhibition, <i>Shots taken: books, bars and beyond</i>, has been launched on RAMM's digital exhibition space, Showcase. This exhibition aims to reveal the typically misunderstood experience of University students. The project reflects the mundane but life-shaping experiences of student life that are often left out of shot. From acts of student activism, to intimate moments with new friends, this exhibition shows the experiences of belonging, friendship, loneliness and excitement as perhaps the most valuable aspects of education.</p>
Collections and Content Work	
<p>The furloughing of many staff and lack of access to museum collections and their documentation has impacted on the type and volume of work the team has been able to carry out. Exhibition development and projects led by staff on furlough have mainly had to stop. The closing of museums and galleries across the UK has also meant collaborative projects and touring exhibition schedules have been badly affected. We have been able to progress some existing priorities and respond to the new challenges presented by the pandemic lockdown.</p>	
COVID-19 Art Commission	<p>A new initiative funded by ACE budgets for an artist's response to the period of lockdown. A brief was circulated in May and selection took place in June. The successful artist is Amy Shelton who will create a unique lightbox artwork that illuminates preserved flowers from Exeter. It will record spring and summer through wildflowers collected between March and October 2020, coinciding with restrictions imposed by Covid-19. <i>Biophilia: The Exeter Florilegium</i> will include pressed flowers contributed by staff and patients from the Royal Devon & Exeter hospital as well as specimens from the gardens and window boxes of people self-isolating.</p>
Seedscapes Art Commission	<p>A new photographic commission funded by ACE budgets to be shown as part of the exhibition <i>Seedscapes: Future-proofing Nature</i> at RAMM from February 2021. The brief was circulated in May and selection took place in June. Although not specifically about Covid-19, photographers have had to work under the restrictions it has placed upon them. The successful artist is Léonie Hampton whose work <i>Language of Seeds</i> will explore her relationship with seeds and gardening during the coronavirus-induced isolation, as seen through her photography.</p>
Showcase website launched	<p>RAMM had been planning a new website for additional collections content and exhibitions for some time, but the impositions of Covid-19 lockdown presented</p>

	an opportunity to complete the site in time for greater digital engagement with our audiences over the summer. The website was launched on 1 July with content on the Linter collection, Keble-Martin botany and photographs taken by our Youth Panel.
New digital content on collections	Remote working has meant that unfurloughed staff have been able to contribute to our own digital resources and respond to the many opportunities that have arisen. Some of these are: <ul style="list-style-type: none"> • Collections Explorer: adding new records, new images or new content to RAMM’s Collections Explorer website • Untold Stories tweets: adding new tweets to the ongoing series of untold stories for 2020 based on the hidden stories in RAMM’s collection • Museum Unlocked: contributing RAMM content to the national social media campaign • Google Arts & Culture: continuing to add RAMM content to this increasingly popular platform • Art UK: contributing to Art Detective website and collaborating with Art UK to produce the Guardian online art quiz on 12 May
Repatriation of Chief Crowfoot’s regalia	In April the report on the repatriation of Chief Crowfoot’s regalia was presented to ECC. The return of these items to Canada will mark a significant moment in RAMM’s history and in the ongoing debate about repatriation in museums. RAMM continues to be contacted to discuss the case by museum sector colleagues.
RAMM’s Collections Development Policy (2020-2025)	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. A new five-year CDP was agreed for RAMM by ECC on 2 June.

Tourism and Culture Work during COVID-19

Tourism
<p>The Tourism Team is currently:</p> <ul style="list-style-type: none"> • Leading on Exeter Visitor Economy recovery work • Working on City Centre Recovery group • Working on Community Wellbeing recovery group • Creating Exeter Live Better & Liveable Exeter new website developments • Driving forward on Business tourism – MeetGB and following up contacts / producing conference toolkit – exploring the ‘New Normal’ and the impact on Exeter venues • Updating www.visitexeter.com and liaising with Visit Exeter members and channelling info from central government • Liaising with VisitEngland/VisitBritain on recovery work • Liaising with regional recovery groups and neighbouring DMOs • Co-ordinating production of printed Visit Exeter map • Ensuring website content and SM messaging contains essential ‘Know Before you Go’ information for people planning a visit to Exeter

- Assisting Mayoral team with the creation of a new poster/social media campaign to encourage residents to enjoy a staycation in Exeter rather than travelling elsewhere
- Endorsing new VisitBritain Good to Go accreditation mark. Advising Exeter businesses how to get this, and promoting through window stickers, social media campaign etc
- Joining regular meetings, including HoSWLEP Tourism catch-up calls, England Together VisitEngland/VisitBritain calls, to keep up to date on industry response to Covid crisis on a regional and national level. Sharing best practice

Culture

The Culture Team is currently developing responses around:

- UNESCO City of Literature Steering Group
- Exeter Culture Steering Group
- Exeter Heritage Partnership Network
- Exeter's NPO Organisation Meeting (organised by Exeter Culture)
- Cultural City Compact funding distribution
- Scoping the potential for an in house ticketing platform
- Helping our NPO's and organisations at a time of unprecedented change
- Cultural Compact status and impact on Liveable Exeter
- Resetting of all events and festivals.
- Embedding culture into the city's recovery plans

Exeter City Futures

Update

During March: Community Workshops (Mobility, Energy, Sustainability, Capability) held

Aimed at stimulating and collating the input of community organisations to the Net Zero Exeter 2030 Plan, ECF's Community Engagement Lead, Kerry Deacon, swiftly adapted these workshops to the online option demanded by the lockdown restrictions. Originally designed to run as a single event on one day, these moved to singular themed events split over four separate workshops.

In April: ECF Launched Net Zero Exeter 2030 Plan

The culmination of the engagement with politicians, businesses, communities and residents – the Net Zero Exeter 2030 Plan, the city's roadmap to carbon neutrality, was launched online.

Net Zero Exeter 2030 Open Conversation

With 100 people attending, this Open Conversation, with input from businesses, politicians, community organisations and residents, confirmed Exeter's positive appetite for the Net Zero Plan.

Local food and logistics organisations initiate development of Innovate UK funding application

An eclectic mix of Exeter's business and community organisations met to formulate a collaboration for the purposes of submitting a bid focused on local food for InnovateUK Covid response funding. Attracting over 8600 applications, the fund is oversubscribed, and the work here moves discussions to other opportunities for ECF to work with local food producers and suppliers. Next steps: Local food plan focused roundtable in September 2020.

Open Conversation

In May Second city Open Conversation provided further insight as to the drivers and desire for progress against the Net Zero Exeter Plan. Additional key contacts and topics for development identified.

ECF's role in supporting Exeter's Covid-19 response

Exeter City Futures team developed a proposal to show how they can pivot their resource and mechanisms to support Exeter's recovery from Covid-19.

Exeter's Emergency Transport & Travel Roundtable: A Green Restart

Designed to give confidence to make bold decisions as to what measures could be delivered as Exeter emerges from the Covid-19 pandemic, this roundtable attracted over 150 registrants in three days, and a Panel including Ben Bradshaw MP, Exeter City Council and Devon County Council councillors. Outcomes report captures next steps, and informs a quick wins. A document prepared by a University of Exeter Green Consultant employed on a 3-week internship hosted by Exeter City Futures.

Launch of the Reimagining Exeter Interactive Map

Exeter City Futures launch this interactive map, inviting resident to use it to highlight positive changes that you've seen, what you'd like to keep, and their ideas about how Exeter could be improved for life after lockdown. To-date over 600 responses have been recorded. The data is available for public use and ECF is in communication with DCC about how this can continue to inform their transport and travel measures.

Domestic Missions event with InnovateUK and 100% Open

Innovate UK's Domestic Missions event, supported by Exeter City Futures, brought together representatives of Exeter City Council's housing and waste teams with SMEs. The aim of the event is to catalyse public sector uptake of effective innovative urban services to address priority city challenges. Exeter City Futures continues to work with Exeter City Council to identify ways in which this springboard can be capitalised upon, including how to access future funding from Innovate UK.

Using OpenStreetMaps, an Introduction

In line with the Environmental Futures & Big Data Impact Labs support of ECF and the Exeter Data Mill, into the world of OpenStreetMap, designed and developed by George Fullegar, ECF's Data Analyst, this was the first of two introductory sessions on the technology, and how it can benefit businesses. Audience included local and international delegates.

Appointment of new MD. Andrew Hardwick, former Regional Stores Director for Tesco (Westcountry) joins Exeter City Futures as new MD (and Lynda Wookey's appointment to Exeter City Futures Director, Policy, Innovation & Engagement)

Andrew takes over from Dr Liz ODriscoll, Specialising in transformational change, Andrew has a long history of managing and delivering major projects whilst developing collaborative relationships with an eclectic mix of partners and individuals. Read the welcome interview with Andrew here.

Tuesday 16th June: OpenStreetMap for Beginners – Investigative Data Analysis with R

Second of two introductory sessions to OpenStreetMaps and how this platform can benefit businesses.

Exeter's Emergency Roundtable: Retail in a post-Covid City

Second in ECF's Emergency Roundtable series, this time exploring the opportunities facing retail in Exeter, a city determined to 'build back better', and what is needed to enable businesses, and the sector as a whole to continue to thrive. Panel included councillors, large and independent retailers, a shopping centre representative and Exeter Chamber of Commerce. Outcomes report due to be published shortly.

Connect #1 – Active Travel & Liveable Streets

As a result of Covid, ECF's Connect events moved online for 2020 – this first in the new series, funded by the National Lottery and prompted by the conversations and outputs around the Emergency Transport Roundtable, invited residents and community organisations to share their own community-initiated projects where they made it easier for people to walk, cycle, relax or play in their local area.

Net Zero Exeter Online Forum (pilot) has been launched

This is a pilot discussion board where individuals are encouraged to post a comment, start a topic, share a project, meet like-minds, find collaborators and support wider action on the Net Zero Exeter2030 Plan and more. It's been widely welcomed on social media, and the first post suggests an exciting prospect of a transport system redesign for Exeter.

(Exeter Data Mill)

Launch of option for residents, community organisations, and businesses to request data that is not yet on the Exeter Data Mill. Initiation of next steps on the Data Mill that will also see new data added as a result of the city recovery plans.

Exeter Development Fund

Exeter City Futures has been appointed as Project Managers and Business Case Consultants for the Exeter Development Fund proof of concept (Phase 1). Following procurement of cost consultants (JLL) and financial modelling consultants (Deloitte) we are now almost complete with the site viability assessments. These make up the cash flow inputs for the bespoke financial model. We continue to refine and develop the model architecture with Deloitte and we are now reviewing the structure of financing required for delivery.

STRATEGIC SCRUTINY COMMITTEE 23 JULY 2020
CLLR BOB FOALE PORTFOLIO HOLDER – PLANNING AND CITY DEVELOPMENT

Covid 19 Update

Overall Service Position

The service has continued to be provided during the Covid 19 pandemic. Staff have of course been working from home and have adapted practices such as the posting of site notices and the operation of Delegation Briefings.

Strategic work has continued in the development of the Greater Exeter Strategic Plan (GESP) and the development of Exeter's Local Plan and this has culminated in reports to Executive on 9 July. The former has been impacted by current conditions as the consultation on the GESP Site options and Policies will now have to be done in line with government advice on social distancing.

Planning Service

After an initial fall in planning applications, this has now recovered to pre-Covid volumes.

A new national permitted development right has been introduced to support health service bodies and local authorities' immediate response to coronavirus. It allows for development by or on behalf of a local authority or health authority body for the purposes of preventing an emergency; reducing, controlling or mitigating the effects of an emergency; and taking other action in connection with an emergency.

The right enables development including, but not limited to, change of use for existing buildings and new temporary modular buildings. The rights could be suitable to provide permission for a range of uses including use as hospitals, health facilities, testing centres, coroner facilities, mortuaries, additional residential accommodation and storage and distribution, including for community food hubs.

There is no application process, and health service bodies and local authorities who are not the planning authority are required only to notify the local planning authority of the use of the development on a site as soon as practicable after commencing development. The right is in place until 31 December 2020.

To support pubs and restaurants and ensure access to food during the emergency period, a new national permitted development right has been introduced to enable pubs, restaurants and cafes to operate temporarily as hot food takeaways.

To give greater flexibility, the right also covers cold and pre-prepared food and allows for takeaway and delivery. The right is time limited to 12 months. Beyond this time, a planning application would be required for continued use as a takeaway.

Relaxations of existing hours restrictions for supermarket deliveries and working on building sites

The government has asked local planning authorities to take a more relaxed approach to enforcing time restrictions on supermarket deliveries and construction work on building sites.

However, the City Council is committed to protecting local amenity, and where it is clear that there is a breach of planning or environmental health legislation and serious harm is being caused to amenity, it will take action to protect local residents.

Changes in procedures for determining planning applications

New legislation also provides for variation of planning consultation procedures and the holding of online planning committee meetings. The City Council wishes to make it clear that it has not changed its publicity requirements for planning applications, which continue to comply with the national statutory requirements in place before the pandemic.

All planning applications which would normally be determined by the City Council's Planning Committee will continue to be determined in this way, except that for the time being the meetings are being held virtually and broadcast live on Facebook. Public participation in these virtual meetings follows the same procedure as before the pandemic. Local residents and businesses can therefore be assured that the City Council is committed to the same level of public consultation, involvement and transparency as it always has been.

Team Meetings

To ensure regular communication and check on the welfare of staff, team meetings and/or individual one to one meetings are carried out on a weekly basis with Development Management staff via Skype.

Site visits

Staff are being advised as follows:

- Safety is top priority.
- They should take a risk-based approach and apply social distancing principles.
- They should avoid going into the interior of a property.
- They should avoid meeting applicants, agents, complainants or site owners on site; they should explain in advance that they need to visit the site to investigate/observe/measure, and discussions can only take place on the phone in the current circumstances.
- They can meet colleagues but arrive separately and observe social distancing.
- They should consider asking applicants/agents for photos/videos where appropriate instead of doing a site visit. They should also make use of Google Street View/Earth and other virtual mapping tools.
- They should avoid putting applications or complaint investigations 'on hold' unless it is necessary to go into a property, in which case they should discuss the matter with their manager.
- If they are unable to progress a case due to difficulties with visiting, they must explain this to the customer(s) and refer them to their manager if they are unhappy.
- They should always practice good hand hygiene.

Building Control & Land Charges

Nightingale Hospital

As part of the Governments response to the Covid-19 emergency, construction of the Exeter Nightingale Hospital was completed to provide an additional 117 beds, as one of seven NHS Nightingale hospitals.

On the 24 April 2020, when it was announced that the intended site for the Hospital was to be moved from Westpoint to the former Homebase site in Exeter, Building Control responded quickly and worked closely alongside the design and construction teams, the Army, Fire Service and the NHS, to ensure the facilities met with the necessary standards for staff and patient health, safety and welfare. Building Control's dynamic response allowed work to start on site immediately, to get ahead of the curve.

Such was the urgency of the situation, the project was operating 24/7 and so the level of involvement by Building Control was intense for the duration. To prevent any delay, the Building Control team were available to provide design advice at any time of day or night and undertook daily site inspections (including weekends) to ensure that the work was satisfactory.

Building Control were present on site at midnight on the 30 June 2020 to provide certification to the developer to enable handover allowing the building to be occupied by the NHS.

Building Control Site Inspections

During 'lockdown', the Government did not issue a categorical 'stop' work to the construction industry, although around 50% of the construction industry stopped voluntarily and the supply of materials rapidly diminished, some sites continued to operate.

Some Local Authorities stopped undertaking any site inspections but Exeter City Council Building Control continued to inspect sites with the aim is to minimise the number of site inspections but still protect the public.

This was achieved using a risk based approach to inspections, and only visiting sites where it was essential, where it was not, virtual inspections were enabled using apps such as skype, whatsapp or zoom with suitable photographic evidence and any other relevant information.

For inspecting Dangerous Structures such as a collapsed wall or a building fire, Building Control ensured that a full assessment of the situation was carried out prior to visiting site, if the structure was considered dangerous and a visit was deemed necessary, the surveyor ensured that they minimised contact with all people on site.

Team Meetings

To ensure regular communication and check on the welfare of staff, team meetings are carried out on a weekly basis with Building Control and Land Charges via Skype.

Support to the Development Industry

In line with government expectations and to support the local economy, we have negotiated with developers on a case by case basis, on the timing of their CIL payments due to the council as well as the phasing of S106 agreements. This is to ensure that those obligations are met but in a way

that does not threaten the viability of a development

STRATEGIC SCRUTINY COMMITTEE

23 JULY 2020

ITEM 6 : QUESTIONS FROM MEMBERS ON COVID-19

Questions to the Leader - Councillor Bialyk

Questions from Committee Members

1. **Councillor C Buswell** - 'The Pandemic has had a huge, far reaching impact. It made unprecedented demands in short order on all elements of society, and none more so than the public sector, including this Council. Can the Leader please explain how the Council was able to respond so quickly and stay on top of the demand to sustain services, at the same time as launching new initiatives such as the co-ordination of community support?'

Questions from Non-Committee Members

1. **Councillor T Oliver** - Can you tell us how the Place Board has helped with the Covid crisis and recovery?
2. **Councillor T Oliver** - What are you doing to improve the diversity and inclusivity of the Place Board?
3. **Cllr Alys Martin** - Clear messages and consistent information is critical during any crisis. Although we may not have had the clarity or consistency we would have liked from the Central Government, can the Leader give some idea what the Council has been doing regarding information and clear communications?

Questions to the Portfolio Holder for –Climate and Culture - Councillor Sutton

Questions from Committee Members

1. **Councillor D Moore** - As part of the city centre recovery would the portfolio holder consider assessing the viability of moving the Farmers market from its current location, which is a harsh site in winter, to a more prominent High Street location and increasing the days its operates and the scope of a market offer?
2. **Councillor D Moore** - The RAMM has undertaken some great online work over the period. What can the Council do - either with its council housing tenants or with the wider community to address the digital divide?
3. **Councillor D Moore** - The Visit Exeter website has a section on travel but no strong message about prioritising active travel or public transport above road or flying - please could this messaging be reviewed?
4. **Councillor D Moore** - At the Exeter City Futures open conversation about mobility participants expressed low confidence in the Councils' ability to act to tackle carbon emissions from transport, tackle congestion or improve air quality. Can the portfolio holder explain what specific discussions have been held and actions agreed with Devon County Council to implement lasting changes to address these

problems?

Questions from Non-Committee Members

1. **Councillor K Mitchell** - Can the committee have more details on the issues related to the Air Handling System within RAMM?
2. **Councillor K Mitchell** - When will Chief Crowfoot's regalia be repatriated to its native home of Canada and have RAMM created a register of any further items which might need to be considered for repatriation in the future?

Questions to the Portfolio Holder for –City Planning and Development - Councillor Foale

Questions from Committee Members

1. **Councillor D Moore** - The Council agreed to review the CIL charging structure last year. Has the emergency delayed this work and please can the Portfolio holder provide an update on progress.
2. **Councillor J Moore** - How many CIL payments and S106 agreements have been renegotiated and has expected community investment been put on hold because of this? If so, please can you give details of any major planned projects which will now be delayed?

Questions from Non-Committee Members

1. **Councillor K Mitchell** - Can the Portfolio Holder please update the Council on the progress towards reviewing the Council's existing policies towards the University's explanation, Purpose Built Student Accommodation (PBSA's) and Housing Multiple Occupation (HMO's)?