







## **DATE OF NEXT MEETING**

The next scheduled meeting of the Executive will be held on **Tuesday 16 June 2009** at 5.30 pm in the Civic Centre.

***A statement of the executive decisions taken at this meeting will be produced and made available as soon as reasonably practicable after the meeting. It may be inspected on application to the Customer Service Centre at the Civic Centre or by direct request to the Member Services Manager on 01392 265110. Minutes of the meeting will also be published on the Council's web site as soon as possible.***

### ***Membership -***

Councillors Fullam (Chair), S Brock, Cole, Edwards, R M Hannaford, Mrs Henson, Mitchell, Mrs J Morrish and Wadham

Find out more about Exeter City Council services by looking at our web site <http://www.exeter.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Member Services Officer on (01392) 265115 for further information.

**Individual reports on this agenda can be produced in large print on request to Member Services on 01392 265111.**

## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - RESOURCES 25 MARCH 2009

EXECUTIVE  
7 APRIL 2009

#### OVERVIEW OF GENERAL FUND REVENUE BUDGET 2008-09

#### 1. PURPOSE OF THE REPORT

- 1.1 To advise Members of the overall projected financial position of the General Fund Revenue Budget after nine months, for the 2008-09 financial year.

#### 2 GENERAL FUND – Appendix A

- 2.1 The Service Committee budgets shows a forecast over spend of £444,550 (2.3%) against a revised budget of £19,633,140. This is an improvement compared to the previous overview report for the first six months that showed a forecast overspend of £1,251,630. The main movement has occurred within Scrutiny Committee Resources for which there is now a predicted underspend of £562,110 as compared to the small overspend of £37,650 reported previously.
- 2.2 In line with CIPFA requirements, the Council operates a five year revaluation cycle of Council land and buildings. During April 2008, all General Fund operational properties were revalued causing, in the vast majority of cases, the value of the asset to increase. As budgets for depreciation were set on the old valuations, this means that the actual charge for depreciation in service accounts is higher than the original budget. In line with Government statute, the amounts charged to services for depreciation is reversed out of the accounts and replaced with a charge to reflect the cost of borrowing. These are notional charges which have no impact on Council Tax calculations.
- 2.3 Details of the variances are being disclosed in stewardship reports to individual Scrutiny Committees during the current cycle of meetings. However the main variances are as follows:

##### 2.3.1 Scrutiny Committee Community – (An over spend of £268,230).

There are additional notional costs of £502,600 (net) in respect of capital charges and deferred contributions. When adjusting for this the Committee is under spent by £234,280.

A vacancy in the Litter Enforcement team has resulted in a saving and a backdated Supporting People grant has been received.

In Cleansing Services, savings are anticipated in Street Cleansing and Refuse Collection and a Local Public Service Agreement in respect of Street Cleansing will result in the receipt of a Performance Reward Grant.

There are vacant posts in Licensing, Food, Health and Safety, Recycling and Community Outreach.

This has been partly offset by additional expenditure for Agency cover of long term sickness in Waterways and Countryside together with additional costs towards the new harbour authority.

Operational costs of Grounds maintenance will exceed the estimate due to both adverse weather conditions and the impact of long term sickness.

Additional expenditure has been incurred in respect of backdated utility charges for the contracted sports facilities and will be met by an earmarked reserve.

Expenditure on handing back private sector leased properties is expected to exceed the budget.

A saving has arisen in staffing costs for Recycling and income from the sale of materials has exceeded the estimates. Additional income will also arise from a Local Area Agreement.

### **2.3.2 Scrutiny Committee Economy – (An over spend of £1,472,870)**

There are additional notional costs of £215,880 (net) in respect of capital charges and deferred contributions. When adjusting for this the Committee is over spent by £1,256,990.

There is a reduction in Car Park income (£397,000) and the Archaeological Field Unit fees (£160,000) mainly due to the general downturn in the economy.

The new nationwide scheme for concessionary travel has resulted in a significant increase in cost for Exeter City Council. (£1,000,000 estimated).

### **2.3.3 Scrutiny Committee Resources – (An under spend of £562,110)**

There is a forecast underspend of £158,000 arising from changes to the way subsidy can be maximised in relation to part of the Council's caseload.

There is a forecast underspend of £43,000 on civic ceremonial due to programmed AIM works at the Guildhall being less than anticipated.

Treasury Services is predicted to have a saving of £146,000 arising predominantly from reduced employee costs that have arisen during the year.

There is a predicted saving of £143,000 in respect of Corporate Customer Services mainly due to a forecast underspend of AIM expenditure.

The Grants budget is currently forecast to be underspent by £56,000 although some of this will need to be carried forward to the next financial year.

## **3. OTHER FINANCIAL VARIATIONS**

- 3.1 As previously reported, during 2007, the Council made two investments with Icelandic banks for a period of 364 days each. The Council invested £3m with Landsbanki to mature on 3rd November 2008 and £2m with Glitnir to mature on 5 December 2008. Both banks have since defaulted on the repayment of these investments together with interest owing to the Council of £316,000. The insolvency and administration process is currently ongoing but it is likely to be many months before the Council

knows what the final outcome is regarding how much of its 'lost' investments may be recovered.

- 3.2 Resulting from the above and other cash flow variations, it is forecast that net interest will be some £500,000 less than had been budgeted for.  
As a result of 3.1 above together with volatile interest rates and a decision to defer borrowing to finance the capital programme, there is a reduction of £500,000 in respect of investment interest.
- 3.3 The Council has recently been notified that it will receive its final tranche of Local Authority Business Growth Incentive (LABGI) in respect of 2007/08. This amounts to £577,266 and will be paid to the Council before the end of the current financial year.
- 3.4 There is a net transfer from Earmarked Reserves of £591,080; £5,000 from Transport Initiative reserve, £31,950 from Building Control reserve, £116,050 from the Local Development Framework reserve, £55,000 from the Princesshay reserve and £176,840 from the Planning Delivery Grant reserve, £66,160 from the Leisure Management reserve, £75,090 from the Tree Management reserve and £7,980 from the Vehicle Licensing reserve, £11,360 from the Splash Scheme reserve, £31,860 from Home survey reserve, and £13,790 from the Empty Homes Initiative reserve.
- 3.4 There is £600,730 from the Repairs Fund in respect of AIM works carried forward from 2007-08 to be undertaken in 2008-09.
- 3.5 The overall net deficit is estimated to be £1,293,441 at 31 March 2009 after accounting for July approved supplementary budgets of £1,231,310; this will be transferred from the General Fund Working Balance.

#### **4. OUTSTANDING SUNDRY DEBT**

- 4.1 The Council issues invoices for a range of sundry debts, including:
- Commercial rent;
  - Trade waste;
  - Service charge and ground rent for leasehold flat owners;
  - Home call alarms;
  - Housing benefit overpayments;
  - and a range of other services such as room rental.

In these quarterly reports, comparisons will be made to inform members of progress in recouping this debt. This does not include housing rent, council tax or business rate debt.

- 4.2 Outstanding debt at 31 March 2008 was £4.097m, at 30 June 2008 it stood at £3.468m, at 30 September it also stood at £3.468m and at 31 December 2008 it was £3.959m. An aged debt analysis is shown below, which demonstrates that of the £3.959m debt, £1.268m is less than 30 days old. Debt over 30 days old has increased over the quarter from £1.933m to £2.691m.

Age of Debt	December 2008	September 2008	June 2008
Up to 29 days (current)	£1,267,742.97	£1,534,787.70	£1,429,868.39
30 days – 1 Year	£1,600,755.59	£904,573.71	1,008,452.15
1 – 2 years	£329,620.84	£288,038.97	£282,308.62
2 –3 years	£221,534.56	£237,895.81	£247,419.31
3 – 4 years	£171,662.54	£141,105.87	£99,451.02
4 – 5 years	£121,192.61	£119,137.52	£158,408.82
5 + years	£246,581.41	£242,125.43	£241,854.25
<b>Total</b>	<b>£3,959,090.52</b>	<b>£3,467,665.01</b>	<b>£3,467,762.56</b>

## 5. CONCLUSION

5.1 The forecast increase in Service Committee net expenditure for 2008-09 totals £444,550 including the supplementary budgets of £1,231,310. This together with transfers from Earmarked Reserves, the reduction of £500,000 from investment income and the transfer from the Repairs Fund for AIM carried forward (£600,730) will result in a transfer of £1,293,441 from the Working Balance. Whilst this is a significant withdrawal from the Working Balance in the current circumstances it is considered appropriate.

5.2

The forecast General Fund Working Balance at 31 March 2009 is £6,158,105 and equates to 38.0% of the General Fund net expenditure.

## 6. RECOMMENDATION

It is recommended that:

- The forecast financial position for the 2008-09 financial year is noted.
- The outstanding Sundry Debt position for the second quarter of 2008-09 is noted.

HEAD OF TREASURY SERVICES

CORPORATE SERVICES DIRECTORATE

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

Background papers used in compiling the report:

None

**EXETER CITY COUNCIL**  
**2008-2009 REVENUE ESTIMATES - SUMMARY**  
as at 31st December 2008

APPENDIX A

	Annual Budget £	Supplementary Budgets £	Revised Annual Budget £	Year End Forecast £	Variance to Budget £
SCRUTINY - COMMUNITY	16,677,790	279,550	16,957,340	17,225,570	268,230
SCRUTINY - ECONOMY	1,543,820	458,450	2,002,270	3,475,140	1,472,870
SCRUTINY - RESOURCES	5,733,990	493,310	6,227,300	5,665,190	(562,110)
less Notional capital charges	(2,932,190)		(2,932,190)	(3,674,120)	(741,930)
Deferred Contributions	(3,309,820)		(3,309,820)	(3,300,820)	9,000
FRS17 Pension Adjustment	688,240		688,240	686,730	(1,510)
<b>Service Committee Net Expenditure</b>	<b>18,401,830</b>	<b>1,231,310</b>	<b>19,633,140</b>	<b>20,077,690</b>	<b>444,550</b>
Net Interest	(1,300,000)		(1,300,000)	(800,000)	500,000
Business Growth Incentive Grant	0		0	(577,266)	(577,266)
<b>General Fund Expenditure</b>	<b>17,101,830</b>	<b>1,231,310</b>	<b>18,333,140</b>	<b>18,700,424</b>	<b>367,284</b>
Transfer To/From(-) Working Balance	(424,727)	(630,580)	(1,055,307)	(1,293,441)	(238,134)
Transfer To/From(-) Earmarked Reserves	(461,930)	(600,730)	(461,930)	(591,080)	(129,150)
AIM Carried Forward	0		(600,730)	(600,730)	0
<b>General Fund Net Expenditure</b>	<b>16,215,173</b>	<b>0</b>	<b>16,215,173</b>	<b>16,215,173</b>	<b>0</b>
Formula Grant	(11,892,916)		(11,892,916)	(11,892,916)	0
<b>Council Tax Net Expenditure</b>	<b>4,322,257</b>	<b>0</b>	<b>4,322,257</b>	<b>4,322,257</b>	<b>0</b>
	<b>March08</b>	<b>£ 7,451,546</b>	<b>£ 6,158,105</b>	<b>March 09</b>	
	<b>Working Balance</b>				

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE – RESOURCES 25 MARCH 2009

EXECUTIVE  
7 APRIL 2009

#### CAPITAL MONITORING STATEMENT TO DECEMBER 2008

#### 1. PURPOSE OF THE REPORT

- 1.1 In accordance with the Prudential Code for Capital Finance in Local Authorities, it is necessary to monitor performance against the prudential indicator for capital expenditure and highlight significant deviations from expectations. This report therefore sets out the current position in respect of the Council's annual capital programme and advises Members of the anticipated variations.

#### 2. BACKGROUND

- 2.1 A Local authority is required to estimate the total of capital expenditure that it plans to incur during the financial year when it sets the prudential indicators for capital expenditure. This shows that its asset management and capital investment strategies are affordable, prudent and sustainable.
- 2.2 Capital expenditure is a significant source of risk and uncertainty since cost variations, delays and changing specifications are often features of large and complex capital projects.
- 2.3 This report is prepared on a quarterly basis in order to update Members with any known cost variations, slippage or acceleration of projects.

#### 3. REVISIONS TO THE CAPITAL PROGRAMME

- 3.1 The 2008/09 Capital Programme, including commitments brought forward from 2007/08, was last reported to Scrutiny Committee - Resources on 26 November 2008. Since that meeting the following changes have been incorporated into the programme:

Description	£	Approval/funding
Capital Programme, as at 26 November 2008	29,746,975	
Temporarily Suspended Schemes	(1,983,690)	Approved by Executive 9 December 2008
Budget Deferred to 09/10	(6,916,525)	
Overspends/Underspends	(81,280)	
Heavitree Environmental Enhancement	650	Contribution by County Cllr Foggin
Digby Play Area	49,130	Section 106 monies
National Cycle Network	98,230	Contribution from DCC
Walking Strategy	3,460	Contribution from DCC

Private Sector Renewal Scheme	24,230	Grant clawback income
Disabled Facility Grants	62,000	Additional Funding from DCLG
Fast Track Extralet Grants	3,000	Grant clawback income
Upgrading Council Roads/Footpaths	540	Contribution from DCC
Social Housing Grants	(30,000)	Transferred to Revenue
<b>Revised Capital Programme</b>	<b>20,976,720</b>	

#### 4. MONITORING PERFORMANCE

- 4.1 In order to help improve overall delivery and monitoring of the capital programme schemes have been placed within two categories, C1 and C2. Category C1 is for those schemes that the Council is reasonably certain of being able to deliver within planned timescales. Conversely, Category C2 is for those schemes that the Council is less certain of being able to deliver primarily due to factors outside the control of the Council.
- 4.2 The categories do not extend to the HRA Capital Programme as it was hoped that the full programme would be deliverable within planned timescales due to the Council's commitment to achieving the Decent Homes Standard.

#### 5. PERFORMANCE

##### 5.1 Projected Outturn

The capital programme for the current financial year is £20,976,720. It is projected that £2 million of the programme will need to be carried forward into future years. For details, please refer to Appendix 1 and to the explanations below.

##### 5.2 Progress

During the first nine months of the current financial year the Council spent £10.16 million of the 2008/09 Capital Programme.

- 5.3 In overall terms this equates to 48.4% of the Capital Programme being spent in the first nine months of 2008/09, compared to £11.12 million (51.5%) being spent in the first nine months of 2007/08.

- 5.4 The table below sets out how the Council is performing in terms of capital expenditure, compared to the same time last financial year, analysed by category:

Category	2008/09 Expenditure 3rd Quarter	2007/08 Expenditure 3rd Quarter	2008/09 Expenditure expressed as percentage of Capital Programme	2007/08 Expenditure expressed as percentage of Capital Programme
C1	4,764,515	5,230,966	52.67%	62.97%
C2	1,888,729	1,681,810	33.49%	28.66%
HRA	3,503,556	4,210,266	55.68%	56.82%
<b>Total</b>	<b>10,156,800</b>	<b>11,123,042</b>	<b>48.42%</b>	<b>51.53%</b>

5.6 The projected total capital expenditure for 2008/09 is £18,950,251 representing 90.3% of the annual capital programme.

## **6. VARIANCES**

6.1 The main variances are as follows:

### **6.2 Community & Environment**

#### ***Cultural City***

- **Play Area Refurbishments (Budget £403,440) & Skating Area Exhibition Fields (Budget £16,000)**

Delivery of the Play Area Refurbishment Programme is progressing well, with facilities in Pendragon Road MUGA, Summerway Park, King's Heath Park, Wyvern Park, Exhibition Fields Skate Park and Kinnerton Way MUGA undergoing improvements during this financial year.

The Pendragon play area is now open and in use and floodlights have been ordered for the site.

Work at Summerway Park has progressed well, with a series of boulders to mark the play area boundary and play equipment was installed in February 2009. The multi use games area opened in early 2008 and now has floodlights.

At King's Heath a substantial new play area has been installed, with the final phase due for completion in May. The floodlit MUGA has been in use for several months.

Work at Exhibition Fields Skate Park is complete and the replacement ramps are proving very successful.

- **Roof Improvements to Topsham Museum (Budget £45,000)**

It is proposed that work on Topsham Museum roof is deferred until 09/10 so the work can be timed for when the museum is closed to the general public.

#### ***Cared for Environment***

- **New Trade Waste Recycling Service Vehicles (Budget £70,000)**

This budget has been allocated for the purchase of two vehicles to be used on the new recycling rounds collecting cardboard and plastics. So far one vehicle has been purchased and it is proposed that the remainder of the budget be deferred to 09/10 when the success of the current round can be determined and the decision whether to buy a second vehicle made.

#### ***Excellence in Public Services***

- **Oakwood House (Budget £61,540)**

We are awaiting defects work to be carried out by the contractor before the final payment can be issued; therefore it is proposed that the remainder of this budget be deferred to 09/10.

***Everyone has a Home***

- **Social Housing Grants (Budget £1,885,000)**

There are several unsigned agreements where schemes are on site plus sums agreed for Exwick and Foxhayes that won't be paid this financial year, therefore it is proposed to defer £810,000 of this budget to 09/10.

**6.2.2 Economy & Development**

***Cared for Environment***

- ***Custom House (Budget £34,250)***

Work at the site has been completed with the final cost coming in below budget.

***Prosperous City***

- **Canal Basin and Quayside (Budget £446,700)**

The programme of works has been revised to reflect uncertainty surrounding the timing of several capital receipts resulting in £300,000 budget being deferred to 09/10. Full details have been provided in the report presented to Executive (27 January 2009).

**6.2.3 Corporate Services**

***Accessible City***

- **Equal Opportunities Improvements (Budget £118,320)**

Individual schemes have progressed this year, including Mincinglake Valley Park Access Improvements, Verney House Staircase Improvements and Access Improvements at Summerway Park. Orders are now being placed on remaining projects and it is proposed that any money unspent this year be carried forward into 09/10 to ensure all essential work is completed.

**6.2.4 Housing Revenue Account**

***Everyone Has a Home***

- **Sheltered Accommodation (Budget £644,190)**

This budget provides for the cost of upgrading sheltered accommodation to meet the standards of the Supporting People Programme.

The Supporting People Programme is committed to providing a better quality of life for vulnerable people to live more independently and to develop and sustain an individual's capacity to live within their accommodation. Programmed works include the installation of lifts, provision of wheelchair

access, walk-in showers and level access.

Specifications for the works are currently being prepared so that the tender process can be undertaken later this year. Once the appointed contractor starts on site it is hoped that works can be completed swiftly, but it is projected that £444,190 of the budget will need to be carried forward into 2009/10 as significant spend of the budget will not start until the later part of this financial year.

- **Asbestos Removal Works (Budget £75,000)**

It has been necessary to undertake extensive asbestos removal works and it is forecast that there will be an overspend in the region of £45,000 at the end of the financial year. Once asbestos has been identified as being in poor condition it must be removed to protect the health and safety of the occupiers of those properties and contractors.

## **7. RECOMMENDED**

- 7.1 It is recommended that the current position in respect of the annual capital programme be noted.

HEAD OF TREASURY SERVICES

CORPORATE SERVICES DIRECTORATE

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

**Background papers used in compiling this report:**

1. None

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**2008/09  
CAPITAL MONITORING TO 31 DECEMBER 2008**

Lead Officer	Category	2008/09	2008/09 Revised	2008/09 Spend	2008/09	From 2009/10	2008/09	
		Temporarily Suspended	Capital Programme	to 31/12/08	Forecast Spend	Forecast Spend	Programme Variances Under ( )	
		£	£	£	£	£	£	
<b>COMMUNITY &amp; ENVIRONMENT</b>								
<b>ACCESSIBLE CITY</b>								
	AC	C2	(13,240)	0	0	0	0	
	PM	C2	(30,000)	43,940	28,172	43,940	0	
	AC	C2	(2,000)	0	0	0	0	
<b>STRONG COMMUNITIES CITY</b>								
	PM	C2	(66,100)	0	0	0	0	
<b>CULTURAL CITY</b>								
	AC	C2		110,600	7,050	95,600	15,000	
	AC	C2	(130,000)	0	0	0	0	
	PM	C2		63,490	27,036	62,230	(1,260)	
	PM	C2	(20,000)	25,000	4,910	5,000	20,000	
	AC	C2		16,000	16,000	16,000	0	
	AC	C2	(115,800)	403,440	201,746	352,280	51,160	
	AC	C2	(5,190)	0	0	0	0	
	PM	C2		296,090	283,538	315,040	18,950	
	PM	C2		4,310	5,076	5,080	770	
	AC	C1		67,060	7,310	67,060	0	
	AC	C1		27,950	27,945	27,950	0	
	PM	C2		1,130	14,225	17,990	(16,860)	
	AC	C1		45,000	0	0	45,000	
	AC	C2		34,280	9,532	34,280	0	
	AC	C1		11,040	13,342	13,342	2,302	
	AC	C2		20,000	775	8,500	11,500	
	AC	C1		4,707,000	2,128,946	4,707,000	0	
	AC	C1		24,710	0	24,710	0	
<b>ELECTRONIC CITY</b>								
	PM	C2	(85,000)	0	0	0	0	
<b>CARED FOR ENVIRONMENT</b>								
	RN	C1		9,900	0	9,900	0	
	RN	C1		40,000	30,550	40,000	0	
	PM	C1		34,350	16,518	34,350	0	
	PM	C2	(32,000)	15,900	15,742	15,900	0	
	PM	C1		11,050	0	11,050	0	
	RN	C2	(1,910)	0	0	0	0	
	RN	C1		70,000	36,636	36,636	33,364	
	RN	C1		3,030	3,030	3,030	0	
	AC	C2		12,300	4,382	12,300	0	
	PM	C1	(16,000)	35,680	12,610	40,980	5,300	
	RN	C1		29,860	30,523	30,523	663	
	PM	C1		0	19,995	19,995	19,995	
<b>EXCELLENCE IN PUBLIC SERVICES</b>								
	PM	C1	(95,000)	799,350	758,480	799,350	0	
	PM	C1		15,000	5,522	15,000	0	
	PM	C1		13,590	12	13,590	0	
	PM	C2	(40,000)	2,390	1,007	2,390	0	
	PM	C1		61,540	2,054	3,540	58,000	
	PM	C2	(23,000)	52,000	34,815	35,000	17,000	
	PM	C2		70,000	66,819	70,000	0	
	PM	C1	(130,000)	18,210	13,980	13,980	(4,230)	
<b>HEALTHY &amp; ACTIVE PEOPLE</b>								
	RN	C1		528,750	438,594	528,750	0	
<b>EVERYONE HAS A HOME</b>								
	RN	C2		180,000	70,975	180,000	0	
	RN	C2		124,720	29,344	124,720	0	
	SW	C2		1,885,000	306,125	1,075,000	810,000	
	RN	C2		125,470	81,651	125,470	0	
	SW	C2		1,850	0	0	1,850	
	SW	C2		77,140	67,908	77,140	0	
	SW	C2	(65,000)	185,000	181,953	182,000	3,000	
	RN	C2		21,200	20,992	21,200	0	
	RN	C1		439,340	396,861	439,340	0	
<b>SAFE CITY</b>								
	RN	C1		13,970	13,970	13,970	0	
	RN	C1	(35,310)	0	0	0	0	
<b>COMMUNITY &amp; ENVIRONMENT TOTAL</b>			<b>(905,550)</b>	<b>10,777,630</b>	<b>5,436,650</b>	<b>9,771,106</b>	<b>1,049,014</b>	<b>42,490</b>

Lead Officer	Category	2008/09 Temporarily Suspended	2008/09 Revised Capital Programme	2008/09 Spend to 31/12/08	2008/09 Forecast Spend	From 2009/10 Forecast Spend	2008/09 Programme Variances Under ( )	
<b>ECONOMY &amp; DEVELOPMENT</b>								
<b>ACCESSIBLE CITY</b>								
National Cycle Network	DH	C1	130,210	118,955	130,210		0	
Signage / Pedestrian Interpretation	RS	C2	243,630	11,961	243,630		0	
Implementation of Council Walking Strategy	DH	C2	60,980	54,961	60,980		0	
King William Street Car Park Changing Facilities	RC	C2	40,000	25,513	40,000		0	
<b>CULTURAL CITY</b>								
18 North Street Panelling	RS	C1	35,000	12,615	35,000		0	
Corn Exchange Enhancements	DP	C1	(28,000)	76,500	6,454	76,500	0	
Floodlighting	RS	C2	(14,000)	6,570	5,228	6,570	0	
<b>CARED FOR ENVIRONMENT</b>								
Heavitree - Environmental Enhancement	RS	C2	554,080	93,108	554,080		0	
Environmental Improvements to Cowick Street	RS	C1	(100,000)	0	0	0	0	
Exeter Corn Exchange Install Wood Pellet Boiler	DP	C1	(80,000)	0	0	0	0	
City Centre Enhancements	JR	C2	330,230	621	330,230		0	
Custom House	DP	C1	34,250	6,881	13,250		(21,000)	
Repairs to Cricklepit Street Wall	DH	C2	3,050	0	3,050		0	
Unadopted Land at Exwick - Retaining Walls	DH	C1	(33,070)	20,000	13,404	15,000	(5,000)	
Conservation Area Enhancements	RS	C2	(33,000)	8,460	653	8,460	0	
Cathedral Yard Enhancement	JR	C2	(6,990)	0	0	0	0	
Ibstock Environmental Improvements	DP	C2	4,450	0	4,450		0	
Planting Improvements in Riverside Valley Park	RS	C2	14,250	1	14,250		0	
<b>EXCELLENCE IN PUBLIC SERVICES</b>								
Resurface Matthews Hall Car Park	RC	C1	12,000	13,773	13,773		1,773	
St Georges Retail Units Reconfiguration Works	DP	C1	5,430	20	5,430		0	
New Stalls for Farmers Market	DP	C2	(4,000)	4,000	3,035	3,035	(965)	
Planning Delivery Grant	RS	C2	(90,720)	0	0	0	0	
<b>PROSPEROUS CITY</b>								
Central Station Gateway Enhancement	RS	C2	(123,160)	0	0	0	0	
Basin / Quayside Redevelopment	DP	C2	446,770	143,502	146,770	300,000	0	
Science Park	RB	C2	30,000	0	30,000		0	
Met Office Relocation	JR	C1	8,750	0	8,750		0	
<b>SAFE CITY</b>								
CCTV at Haven Road Car Park & Boat Storage	RC	C2	10,000	0	10,000		0	
CCTV Consultancy in respect of Enhancements	JR	C1	15,250	8,000	15,250		0	
CCTV Improvements in Car Parks	RC	C1	3,900	0	0		(3,900)	
Security Measures for Riverside Valley Park	DH	C2	(15,000)	34,050	25,475	34,050	0	
CCTV at Isca / New North Road	JR	C1	31,270	0	30,135		(1,135)	
<b>ECONOMY &amp; DEVELOPMENT</b>			<b>(527,940)</b>	<b>2,163,080</b>	<b>544,159</b>	<b>1,832,853</b>	<b>300,000</b>	<b>(30,227)</b>
<b>CORPORATE SERVICES</b>								
<b>ACCESSIBLE CITY</b>								
Equal Opportunities Improvements	PM	C1	(30,000)	118,320	41,924	63,320	55,000	0
<b>ELECTRONIC CITY</b>								
IT Capital Programme	PE	C1	(169,800)	779,750	470,896	760,497	9,500	(9,753)
IT Capital Programme	PE	C2	(132,000)	78,000	44,900	78,000	0	0
<b>CARED FOR ENVIRONMENT</b>								
Civic Centre Conversion of Boiler to Dual Fuel	JS	C2	(25,400)	0	0	0		0
<b>EXCELLENCE IN PUBLIC SERVICES</b>								
Customer First Phase II	JS	C1	15,000	5,295	6,100		(8,900)	
Replace Control Panels in Civic Centre Lifts	JS	C1	60,000	800	60,000		0	
Installation of Building Management System	PM	C1	10,000	8,645	10,000		0	
Civic Centre Communal Area Refurbishment	JS	C1	(175,000)	306,160	93,370	306,160	0	
Capitalised Staff Costs	AS	C1	370,000	0	370,000		0	
<b>SAFE CITY</b>								
Increased CCTV at the Civic Centre	JS	C1	(18,000)	7,000	6,605	6,605		(395)
<b>CORPORATE SERVICES TOTAL</b>			<b>(550,200)</b>	<b>1,744,230</b>	<b>672,434</b>	<b>1,660,682</b>	<b>64,500</b>	<b>(19,048)</b>

Lead Officer	Category	2008/09 Temporarily Suspended	2008/09 Revised Capital Programme	2008/09 Spend to 31/12/08	2008/09 Forecast Spend	From 2009/10 Forecast Spend	2008/09 Programme Variances Under ( )
<b>HRA CAPITAL</b>							
<b>EVERYONE HAS A HOME</b>							
	SW		644,190	136,008	200,000	444,190	0
	SW		400,000	326,637	400,000		0
	SW		176,000	0	25,000	151,000	0
	SW		15,000	0	15,000		0
	SW		248,370	642	248,370		0
	SW		174,460	144,787	174,460		0
	SW		391,510	391,510	391,510		0
	SW		59,000	29,365	59,000		0
	SW		15,330	0	15,330		0
	SW		51,000	16,093	51,000		0
	SW		43,770	10,106	43,770		0
	SW		700,000	345,071	600,000		(100,000)
	SW		40,000	23,013	40,000		0
	SW		2,500	2,498	2,500		0
	SW		271,690	139,876	271,690		0
	SW		235,880	76,778	235,880		0
	SW		183,000	12,190	120,000	63,000	0
	SW		56,770	24,304	56,770		0
	SW		26,430	31,169	33,930		7,500
	SW		980,450	629,174	980,450		0
	SW		10,000	0	10,000		0
	SW		75,000	101,770	120,000		45,000
	SW		332,770	252,430	395,270		62,500
	SW		20,000	0	20,000		0
	SW		15,720	10,040	14,000		(1,720)
	SW		35,000	44,433	44,500		9,500
	SW		73,220	37,185	73,220		0
	SW		126,510	42,262	115,000	11,510	0
	SW		50,000	36,260	50,000		0
	SW		548,540	375,260	548,540		0
	SW		289,670	264,696	330,420		40,750
<b>HOUSING REVENUE ACCOUNT TOTAL</b>		<b>0</b>	<b>6,291,780</b>	<b>3,503,556</b>	<b>5,685,610</b>	<b>669,700</b>	<b>63,530</b>
<b>CAPITAL AND PROJECT EXPENDITURE TOTAL</b>		<b>(1,983,690)</b>	<b>20,976,720</b>	<b>10,156,800</b>	<b>18,950,251</b>	<b>2,083,214</b>	<b>56,745</b>

Category	2008/09 Temporarily Suspended	2008/09 Revised Capital Programme	2008/09 Spend	2008/09 Forecast Spend	From 2009/10 Forecast Spend	2008/09 Programme Variances Under ( )
HRA Capital Schemes	0	6,291,780	3,503,556	5,685,610	669,700	63,530
Reasonably certain of being able to deliver within planned timescales	(910,180)	9,045,170	4,764,515	8,820,026	200,864	(24,280)
Less certain of being able to deliver primarily due to factors outside the control of the Council	(1,073,510)	5,639,770	1,888,729	4,444,615	1,212,650	17,495
<b>CAPITAL AND PROJECT EXPENDITURE TOTAL</b>	<b>(1,983,690)</b>	<b>20,976,720</b>	<b>10,156,800</b>	<b>18,950,251</b>	<b>2,083,214</b>	<b>56,745</b>

**Category 1**

Is for those schemes that the Council is reasonably certain of being able to deliver within planned timescales

**Category 2**

Is for those schemes that the Council is less certain of being able to deliver, primarily due to factors outside the control of the Council

<b>Lead Officer Key Table</b>	
Head of Leisure and Museums	AC
Head of Treasury Services	AS
Engineering and Construction Manager	DH
Head of Estates Services	DP
Head of Environmental Health Services	RN
Director of Economy and Development	JR
Head of Corporate Customer Services	JS
Head of IT Services	PE
Head of Contracts and Direct Services	PM
Head of Economy and Tourism	RB
Head of Administration and Parking Services	RC
Head of Planning Services	RS
Head of Housing and Social Inclusion	SW

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - RESOURCES 25 MARCH 2009

EXECUTIVE  
7 APRIL 2009

#### SUSTAINABLE PROCUREMENT AND COMMISSIONING STRATEGY 2009 – 2012 AND PROCUREMENT REPORT

#### 1. PURPOSE OF THE REPORT

- 1.1 To seek approval for a Sustainable Procurement and Commissioning Strategy.
- 1.2 To report to Members progress made against last year's Procurement Action Plan.
- 1.3 To outline the Sustainable Procurement and Commissioning Action Plan for 2009/2010.

#### 2. BACKGROUND

- 2.1 Following the Council's Strategic Review of Procurement a Procurement Strategy was adopted in November 2004.
- 2.2 A report was presented to this committee on 9 March 2008, which detailed the progress against the 2007/2008 action plan and identifying areas where further work was envisaged in the coming year. This partly informed the basis of the Procurement Action Plan for 2008/2009.
- 2.3 One of the key actions was to review and amend the Council's Procurement Strategy to reflect changes in legislation, requirements from the mock inspection of Housing Services and in preparation for unitary status.

#### 3. PROGRESS TO DATE

##### **Sustainable Procurement and Commissioning Strategy**

- 3.1 The Procurement Strategy, developed in November 2004, has proved a useful document. However, given the rate at which the procurement agenda is changing, its increasing use as a measure of efficiency and effectiveness and because the majority of the actions identified have been completed or are in progress it was recognised there was a need to review and update the Procurement Strategy.
- 3.2 The Sustainable Procurement and Commissioning Strategy (the strategy has already been made available for members) will replace the existing Procurement Strategy with effect from April 2009. The strategy has been widely consulted on. Internal consultees include all Heads of Service, officers with specific purchasing and related specialisms such as health and safety, trade unions and the Procurement Group. Additional consultation has been undertaken with potential and existing suppliers and partners.
- 3.3 The Sustainable Procurement and Commissioning Strategy will be supported by a Procurement and Commissioning Good Practice Guide which in turn will be supported by a number of 'tool kits'. The tool kits will provide straight-forward guidance on key elements of procurement and commissioning such as developing a specification, risk management, appointing consultants, etc. This guidance will be available on the intranet to assist officers preparing to contract with others.

##### **Organisational Structures**

- 3.4 The Procurement Group continues to meet on a regular basis and also forms a virtual team, which considers changes to processes and documentation relating to procurement on a regular basis. Members of the group are and have been heavily involved in strategic projects such as the Exeter ARK, the RAMM project and the replacement electronic financial management system. They have also managed or assisted with the development of corporate contracts for agency staff and advertising future work will include developing and reviewing the procurement strategy for housing repairs.
- 3.5 The Procurement Group has also critically reviewed existing contract arrangements. A recent example was a review of the arrangements for installation and development of play areas. The specialist nature of this work has necessitated a mixed approach to procurement to maintain flexibility and achieve value for money. A report will shortly be presented to Executive detailing the arrangements.

### **Working with small businesses**

- 3.6 We continue to work with small businesses in Exeter and the surrounding region to increase their involvement in bidding for Council work. This is being expanded to involve the voluntary and community sector. During the year presentations have been given to the Exeter Chamber of Commerce, South West Constructing Excellence and the Federation of Small Businesses. The increasing use of the *Selling to the Council* web page is essential to continue this work.

### **Marketplace**

- 3.7 A major piece of procurement related work is the introduction of the electronic marketplace in conjunction with the replacement of the financial system. The marketplace is a system which uses electronic catalogues to simplify the purchase of goods and services. Exeter has, through the Devon Procurement Partnership, subscribed to @ UKPLC to provide this facility. The marketplace will reduce the costs of transactions and provide more detailed management information on purchasing. This will in turn allow greater competitive pressure to be applied on suppliers.
- 3.8 To help suppliers adapt to this new approach the Council will be working with them providing support and assistance where appropriate.

### **Exeter City Council's Green Accord**

- 3.9 The Green Accord is an agreement that binds suppliers to the sustainability philosophy of Exeter City Council. It tackles issues such as fuel usage, travel and waste reduction/recycling and in doing so helps each service achieve compliance with the Council's Sustainable Purchasing Policy. Suppliers are initially required to self-assess their own compliance with our sustainability requirements, which sets a benchmark for future improvements to be measured against. Accreditation starts at Select level (red apple status) and increases to premier status (green apple).
- 3.10 Information on what we have already achieved with the Green Accord is available on our external webpage, [www.exeter.gov.uk/greenaccord](http://www.exeter.gov.uk/greenaccord) . Potential suppliers are able to download the Green Accord and view useful additional information and the self-assessment itself. Suppliers who do not pass the Green Accord self assessment or fail subsequent audits are not permitted to work for the Council and cannot remain upon the approved or select lists.
- 3.11 All construction related suppliers on the select lists have now assessed for Green Accord status. In addition they have signed up to the Green Accord confirmation of Commitment and completed a training needs form. A very small minority of suppliers

who did not comply/meet with the set requirements have been taken off the Council's list until such time as they resubmit a successful assessment.

- 3.12 To increase involvement of contractors, a non-construction based version of the Green Accord has been developed and further developments are being made to ascertain the best way to apply sustainability to each service and so produce a corporate Green Accord.
- 3.13 As there is no similar accreditation system for sustainability, we are currently working with Envision and Envirowise to turn our work on sustainability into the standard for a new accreditation scheme with national recognition for excellence and best practice. Already local suppliers are keen to use their Green Accord status to demonstrate sustainability within their business practices and it is also hoped this will secure business growth for local suppliers.
- 3.14 The Green Accord is gaining national credibility having recently won and been nominated for several national awards, and a number of organisations have indicated they wish to use it for their supply chains. The Council has certified the scheme and a business case is being developed with a view to creating an income generating accreditation system.

#### **4. FUTURE PLAN OF WORK**

- 4.1 The progress achieved against the 2008/2009 Procurement Action Plan is attached at Appendix I. Considerable progress has been achieved but there are still a number of significant tasks identified as having an ongoing need to continue.
- 4.2 The Sustainable Procurement and Commissioning Action Plan for the coming year is attached as Appendix II.

#### **5. RECOMMENDED**

that Scrutiny Committee Resources

- 1) approves the Sustainable Procurement and Commissioning Strategy;
- 2) notes the progress made to date and;
- 3) supports the Sustainable Procurement and Commissioning Action Plan for 2009/2010.

#### **HEAD OF CONTRACTS AND DIRECT SERVICES**

S:LP/Committee/309SCR2/Sustainable Procurement & Commissioning Report v3  
27.3.09

COMMUNITY & ENVIRONMENT DIRECTORATE

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

**Background papers used in compiling this report:**

None

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**PROCUREMENT ACTION PLAN  
APRIL 2008 TO MARCH 2009**

<b>TASK</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Review and amend Procurement Strategy to include changes to legislation and specific references to housing	Procurement Group/Head of Housing/External partners	Achieved
Complete spend analysis to identify where smarter procurement will yield cost savings and introduce contracts to deliver	Procurement Group/Corporate Finance Manager	Year end report to be run from e-fins to provide spend analysis
Ensure leisure management and housing procurement strategies reflect best practice and deliver real benefits to the council	Procurement Group	Leisure contract started, Housing strategy being developed
Develop procurement good practice guide and toolkit.	Head of Contracts & Direct Services	Good practice guide on intranet
Improve and increase the use of electronic procurement processes. Develop road map for market place introduction and implement.	Procurement Group	Electronic procurement system in use
Provide advice, guidance and gateway review to strategic procurement projects such as the housing repairs contract	Procurement Group	Reviews programmed at key stages
Contribute to the achievement of efficiency by the use of innovative contract arrangements such as, e-auctions, frameworks or call off contracts.	Procurement Group	Vehicle procurement a good example
Work with Devon Procurement Partnership and RIEP SW to identify opportunities to share expertise and maximise competitive advantage.	Head of Contracts	Developing Devon portal and joint approaches
Develop an approach to asset acquisition to ensure compliance with Procurement Strategy.	Procurement Group/Asset Management Group	Concurrent with Procurement Strategy Review
Extend the use of the Green Accord into other procurement portfolio areas and pursue external accreditation	Procurement group/Sustainability Improvement Group	Accord accredited and in use across the council
Develop web based information to assist SME involvement in Council tenders and promote to the business community.	Procurement Group	Selling to the council page on new website
Combine the building and engineering approved lists into one consolidated approved list to provide greater consistency and clarity and seek to extend in partnership with other districts and the University.	Head of Contracts/Engineering and Construction Manager	Work proceeding to produce comprehensive list
Identify areas of existing procurement practice that need to be improved and implement changes to maximise benefit to the council	Procurement Group	ongoing

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**SUSTAINABLE PROCUREMENT & COMMISSIONING ACTION PLAN  
APRIL 2009 TO MARCH 2010**

<b>TASK</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Review the action plan to take account of the outcome of the review of unitary status.	Head of Contracts	March 2010
Develop and implement models of sustainable procurement that address social, environmental and economic issues.	Head of Contracts	March 2010
Establish and promote minimum recycled content standards for products used in construction, highways maintenance, estates management, and establish and promote minimum environmental standards for all construction, refurbishment and maintenance work.	Head of Contracts	March 2010
Complete the integration of all the Council's e-procurement solutions with the corporate financial systems to streamline the procurement process and maximise transactional savings.	Head of Contracts / Financial Services Manager	March 2010
Use the corporate financial systems and e-procurement solutions to reduce rogue spend to a minimum.	Head of Contracts / Financial Services Manager	March 2010
Review the council's approach to assessing the health and safety competency of potential suppliers and contractors building on the 'Managing of Contractors' guidance.	Head of Contracts/ Head of Env Health	March 2010
Proactively engage with other authorities and organisations in the region to seek to develop common procurement documents where possible to further simplify the procurement process for bidders.	Head of Contracts / Devon Procurement Partnership (DPP)	March 2010
Baseline the amount spent by the council with voluntary and community sector organisations in order to set a target for increasing spend with this sector during 2010-12.	Head of Contracts / Financial Services Manager	March 2010
Review and improve the 'Selling to the Council' web page for businesses in the district.	Head of Contracts	March 2010
Achieve a minimum of level 3 in the Sustainable Procurement Flexible Framework with level 5 in at least two categories.	Head of Contracts	March 2010
Demonstrate high quality effective procurement and commissioning activity across the Council through a range of performance indicators.	Head of Contracts /Policy Unit / DPP	March 2010
Investigate the viability of running annual 'Meet the buyer' events to increase the level of opportunity for local businesses.	Head of Contracts	March 2010
Ensure leisure management and housing procurement strategies reflect best practice and deliver real benefits to the council	Procurement Group	Ongoing through year
Develop sustainable procurement and commissioning good practice guide and toolkits.	Head of Contracts	Ongoing
Provide advice, guidance and gateway reviews to strategic procurement projects.	Procurement Group	Ongoing
Contribute to the achievement of efficiency by the use of innovative contract arrangements such as, e- auctions, frameworks or call off contracts.	Procurement Group	Ongoing
Work with Devon Procurement Partnership and RIEP to identify opportunities to share expertise.	Head of Contracts	Ongoing
Develop an approach to asset acquisition to ensure compliance with Procurement Strategy.	Procurement Group/Asset Management Group	Concurrent with Procurement Strategy Review
Combine the building and engineering approved lists into one consolidated approved list to provide greater consistency and clarity and seek to extend the use of the Green Accord in partnership with other districts and the University.	Head of Contracts/ Engineering & Construction Manager	Ongoing

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - RESOURCES 25 MARCH 2009

EXECUTIVE  
7 APRIL 2009

#### CORPORATE GOVERNANCE RISK REGISTER ANNUAL REVIEW

#### 1. PURPOSE OF THE REPORT

- 1.1 To advise the Committee of the Council's risk management progress and seek its recommendation to the Executive for approval of the updated corporate risk register

#### 2. BACKGROUND

- 2.1 The Risk Management Policy makes this Committee responsible for:
- considering the corporate risk register (CRR) and recommending its approval to the Executive
  - monitoring the effectiveness of risk management throughout the Council and the progress made against the CRR target for actions dates.

#### 3. RISK REGISTER

- 3.1 The Risk Management Group and heads of service responsible for each entry have reviewed the risks and, based upon actions implemented and actual experience, have reassessed the Impact and Likelihood scores. This has resulted in the following risk changes and additions:

##### 8. Financial

- **RAMM redevelopment** – increased from Medium to High due to additional costs as a result of structural problems coming to light only after the contractor went onsite

##### 8. Financial

- **Superannuation (pension) fund** – increased from Low to Medium following receipt of advice from the Fund Manager (Devon County Council)

##### 8. Financial

- **Investment returns** – decreased from High to Medium due to Savings being identified in the 2009/10 budget to offset the reduction of investment interest

##### 8. Financial

- **Housing and Planning Delivery Grant**– New - Medium risk due to the award being less than was budgeted for

##### 8. Financial

- **Income from recyclates** – New – Medium risk due to the economic downturn causing instability and a drop in the prices obtained

#### **8. Financial**

- **Boats using the canal** – New – Medium risk due to the possibility that third party accidents caused by or involving uninsured boats could result in the Council being liable to meet cost of losses or damages

#### **8. Financial**

- **Annual financial accounts** – increased from Low to Medium due to meeting the implementation of the new International Financial Reporting Standards (IFRS)

### **4. RISK MANAGEMENT PROGRESS**

4.1 The roll-out to the services of risk and business continuity management has commenced following the successful completion of the pilot in the Cleansing Unit. Work has commenced for Car Parks and BEST and preparations are being made for working with the Customer Services Centre and the IT Unit.

4.2 As a result of the Resources Scrutiny Committee's review of the RAMM redevelopment project in January, members asked that the timelines of reporting updates included in the Corporate Risk Register, be reviewed. The compilation of the full Register has a timescale of nearly two months so it is possible, as in the case of RAMM, that events can change before members review the Register at committee. In future, therefore, the report being submitted to members will be circulated to all heads of service two weeks before the committee meeting for them to review their entries and indicate if any require amendment before publication. This will ensure that members have the latest information available to them.

### **5. RECOMMENDATIONS**

That the Scrutiny Committee - Resources:

- 5.1 reviews the updated Corporate Risk Register
- 5.2 approves submission of the annual corporate risk register to the Executive
- 5.3 notes the risk management progress to date and agrees to the steps outlined at paragraph 4.2 to provide the most up to date information possible for consideration at committee.

HEAD OF AUDIT

CORPORATE SERVICES DIRECTORATE

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

**Background papers used in compiling the report:**

None

RiskManagementUpdate2008-09SR250309  
March 2009

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot					

Risks and benefits	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What has been done to control risks (i.e. countermeasures)	What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot						
<p><b>1. Political</b></p> <p><b>1. Local Government Review</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Reorganisation might not proceed</li> <li>A unitary pattern may be chosen which is not in Exeter's best interests</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>An opportunity to provide a unitary system of local government for the City will be lost</li> <li>Exeter's best interests would not be served within an inappropriate structure</li> <li>Loss of key staff</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Improved co-ordination and delivery of local government services within the City</li> <li>More influence, control and accountability from locally elected councillors</li> </ul> <p><b>2. Quality of data</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Data is inaccurate, incomplete or out-of-date</li> </ul> <p><b>Consequences:</b></p>	3	3	9	3	3	9	<ul style="list-style-type: none"> <li>Strong case made to government and Boundary Committee for England</li> <li>Support of stakeholders</li> <li>Public support</li> <li>Staff kept informed of progress</li> <li>Working with other Devon authorities to address staffing issues for pre/post decision period</li> </ul>	<ul style="list-style-type: none"> <li>Continue to build case and prepare for next stage of process</li> <li>Continue to engage and communicate with stakeholders and staff</li> </ul>	<ul style="list-style-type: none"> <li>Jul 09</li> <li>Jun 09</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>	All	↑
	3	3	9	3	2	6	<ul style="list-style-type: none"> <li>Policy Unit issues guidance and notifications to the responsible officers to ensure they are aware of the requirements</li> </ul>	<ul style="list-style-type: none"> <li>Policy Unit to ensure responsible officers fully aware of the requirements</li> <li>Internal Audit to test and assess security of</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Policy</li> </ul>	7 8	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot					

Risks and benefits	What has been done to control risks (i.e. countermeasures)			What needs to be done to control risks			Target date(s)	Responsible officer	Strat Obj ref	Change	
<ul style="list-style-type: none"> <li>Government targets and Council's strategic objectives not met</li> <li>poor service delivery not identified</li> <li>inefficient use/waste of resources</li> <li>adverse comment in audit management letter</li> <li>adverse media comment</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Accuracy of and confidence in data enables better decision making</li> <li>Under-performance quickly identified and corrected</li> </ul>	<ul style="list-style-type: none"> <li>Policy Unit provided training on new PI computer system</li> <li>Internal Audit undertake substantial testing of supporting data and results</li> </ul>			supporting data and results							

3. Social	Homelessness Strategy/Prevention Action Plan to reduce numbers accepted as homeless (agreed with DCLG)			Homelessness Strategy/Prevention Action Plan to reduce numbers accepted as homeless (agreed with DCLG)			Homelessness Strategy/Prevention Action Plan to reduce numbers accepted as homeless (agreed with DCLG)			Homelessness Strategy/Prevention Action Plan to reduce numbers accepted as homeless (agreed with DCLG)		
<p><b>1. Social Housing – Homelessness</b></p> <p><b>a) Risks and threats:</b></p> <ul style="list-style-type: none"> <li>Failure to sustain the Government's Bed &amp; Breakfast target of no family to be put in B&amp;B except in emergency and then to stay no longer than 6 weeks</li> <li>Failure to meet Govt's targets to reduce use of temporary</li> </ul>	3	4	12	3	3	9	M					
<ul style="list-style-type: none"> <li>Continue to meet Government B&amp;B targets</li> <li>Ensure supply of alternative temporary accommodation to replace B&amp;B, either PSLs or supported accommodation</li> <li>Officer group - Homelessness Task Force monitor agreed action plan</li> <li>Pursue new development opportunities on HRA land including</li> </ul>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
												↑

Corporate Risk Register – after RMG meeting  
2009-Feb-26

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot					
<p>Risks and benefits</p> <p>accommodation by 50% &amp; homeless acceptances by 25% both by 2010</p> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• Government sanctions</li> <li>- reduce homelessness grant</li> <li>- take over service</li> <li>• legal action against Council by any person in B&amp;B longer than 6 weeks from April 2004</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>• Reduce homelessness cases by prevention advice/assistance for families</li> <li>• Increased quality of temp accommodation</li> <li>• Partnership working with the private sector</li> <li>• Increase in DCLG grant</li> <li>• Reduced B&amp;B costs</li> </ul>				<p>new affordable housing</p> <ul style="list-style-type: none"> <li>• Changes to Home Choice policy to increase priority to homeless applicants</li> <li>• Closer working with neighbouring LAs through DSHG and DHMG</li> <li>• Completion of 31 unit alternative accommodation private sector scheme</li> <li>• Monthly monitoring statistics through HMT</li> <li>• Quarterly monitoring through Scrutiny Committee &amp; P1E</li> <li>• Increased resources into debt outreach work for potentially homeless families and rent deposit schemes – Homemaker SW –through the Q10 budget</li> <li>• Increased use of HRA land for development report agreed by Council</li> <li>• Implemented a direct lettings 'pilot' scheme in partnership with private sector landlords (Extra-lets)</li> <li>• Engagement of Homemaker for free advice and assistance for those in mortgage difficulties</li> </ul>				provision of additional temporary accommodation				

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot					

4. Technological											
1. IT Security											
<b>a) Risks and threats:</b>											
<ul style="list-style-type: none"> <li>Breach resulting in unauthorised access of sensitive information</li> </ul>											
<b>Consequences:</b>											
<ul style="list-style-type: none"> <li>loss of Council's credibility and reputation</li> <li>legal action against Council</li> <li>disruption/closure of services</li> </ul>											
<b>b) Benefits and opportunities:</b>											
<ul style="list-style-type: none"> <li>Gain recognised security standards and credibility</li> <li>Prevent service interruption (e.g. through malicious damage)</li> </ul>											
3	4	12	3	3	9	M	<ul style="list-style-type: none"> <li>Security forum in place</li> <li>Working towards BS7799 compliance</li> <li>Quality Analyst in place</li> <li>Firewall and virus protection in place and regularly updated</li> <li>Established security controls and policies to comply with the Government Connect Code of Connection (CoCo)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of IT Services &amp;</li> <li>Head of Audit</li> <li>Head of HR</li> </ul>	7	↑
2. IT Hardware & Software											
<b>a) Risks &amp; threats:</b>											
<ul style="list-style-type: none"> <li>Security breach &amp; virus attacks</li> <li>Physical damage</li> <li>Systems failure of hardware and software</li> <li>Loss of IT equipment</li> <li>Interruption to power supply</li> </ul>											
<b>Consequences:</b>											
<ul style="list-style-type: none"> <li>inability to provide IT and critical services</li> </ul>											
4	3	12	3	2	6	M	<ul style="list-style-type: none"> <li>Disaster recovery system in place and ongoing testing</li> <li>Uninterruptible power supplies (UPS) implemented</li> <li>Support contracts in place and tested</li> <li>Back-up and recovery systems in place</li> <li>Server and infrastructure upgrade programme</li> <li>Secure server room</li> <li>Firewall upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>2009</li> <li>2009</li> <li>2009</li> </ul>	<ul style="list-style-type: none"> <li>Head of IT Services &amp;</li> <li>Head of Audit</li> <li>Head of Contracts &amp; Direct Services</li> </ul>	7	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot					
<b>Risks and benefits</b>											

<ul style="list-style-type: none"> <li>• data loss</li> <li>• damage to reputation</li> <li><b>b) Benefits and opportunities:</b></li> <li>• Ensure availability of services to the public</li> </ul>							<ul style="list-style-type: none"> <li>• New data centre implemented</li> <li>• Contributed towards Council's overall business continuity plan</li> <li>• Testing undertaken 2008</li> <li>• PDAs can be disabled/ data wiped by Help Desk</li> <li>• User training emphasises not to hold confidential data on mobile devices' hard drives</li> <li>• CoCo controls and systems implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Project currently frozen</li> <li>• Oct 09</li> </ul>			
							<ul style="list-style-type: none"> <li>• and any major power interruption</li> <li>• Implement replicated servers and associated back-up infrastructure off-site</li> <li>• Implement new service desk with IT Infrastructure Library (ITIL) including developing a Change Management Data Base (CMDB)</li> </ul>				

5. Legislative/Regulatory and Legal																
1. Health & Safety Note: a number of issues arise under this heading and separate H&S action plans are maintained at Directorate level																
2. Legislation																
a) Risks & threats:																
	4	3	12				<ul style="list-style-type: none"> <li>• Legal's intranet site giving advice</li> <li>• Target advice to Units</li> <li>• Communication with professional bodies and organisations to seek assistance and advice</li> <li>• Legal obtains local gov't law updates from the internet, publishers, course organisers and colleagues</li> <li>• Legal advice available to</li> </ul>	4	2	8	<b>M</b>	<ul style="list-style-type: none"> <li>• Include updates in Team Briefs</li> <li>• Ensure information is disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant Heads of Services</li> </ul>	7 8	7 8	↑
	4	3	12				<ul style="list-style-type: none"> <li>• Failure to respond to new legislation</li> <li>- comply with new/ existing legislation</li> <li>- Members to take into account legal implications of decisions</li> </ul>	4	2	8	<b>M</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• All Heads of Service</li> </ul>	7 8	7 8	↑
<b>Consequences:</b>																

Corporate Risk Register – after RMG meeting  
2009-Feb-26

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
	I	L	Tot	I	L	Tot						H
<ul style="list-style-type: none"> <li>judicial review</li> <li>damage to reputation</li> <li>damages or fines</li> <li><b>b) Benefits and opportunities:</b> <ul style="list-style-type: none"> <li>Council complies with legislation and carries out its legal duties</li> <li>Protects staff and the public</li> </ul> </li> </ul>												
<p><b>3. Taxi Restriction</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Decision to retain quantity restriction policy may be challenged in court and is only defensible if there is a robust case proving that it is in the consumers' interest to restrict numbers (currently 59)</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>legal action and costs incurred</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>De-restriction policy should benefit the consumer and widen opportunities for licensed Hackney Carriage (HC) drivers to gain plates and enter trade</li> <li>Numbers of wheelchair accessible taxis</li> </ul>	2	4	8	2	4	8	<p>Members and colleagues (open door policy)</p> <ul style="list-style-type: none"> <li>CPD/training courses</li> </ul>					
<ul style="list-style-type: none"> <li>Should a legal challenge be made it will be considered in the light of current circumstances</li> </ul>										8	<ul style="list-style-type: none"> <li>Head of Environm't. Health</li> </ul>	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
	I	L	Tot	I	L	Tot						H
Risks and benefits							What has been done to control risks (i.e. countermeasures)					
would increase, as all new taxis have to meet this criteria							fed into forthcoming review)					
<ul style="list-style-type: none"> <li>Increased numbers of HC vehicles may lower fares to consumers, cope with peak hours better (e.g. night-time) and reduce risk of unlicensed taxis being hailed by public (improved public safety)</li> </ul>							<ul style="list-style-type: none"> <li>Reviewed Taxi Policy on restriction</li> </ul>					
<p>4. <b>Asbestos Materials</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Contamination of the environment</li> <li>Effect on individuals' health</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>death through asbestosis</li> <li>prosecution of staff</li> <li>civil damages sought</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Actions reaffirm the Council's commitment to protect staff, residents and users</li> <li>Avoidance of possible asbestosis claims</li> </ul>	4	2	8	3	2	6	<ul style="list-style-type: none"> <li>Asbestos register maintained and updated</li> <li>Contractors supervised and new staff advised</li> <li>Financial bids made to remove such materials</li> <li>Specialist surveyors employed to update register</li> <li>Asbestos management plans for Council properties</li> <li>Asbestos manager appointed Jan 2007</li> <li>Additional funding made available to manage asbestos in Council properties</li> <li>Policy approved by SMT and Members April 2008</li> <li>Specialist training on policy and wider responsibilities provided to all officers with</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Sep 09</li> </ul>	<ul style="list-style-type: none"> <li>All Facilities Managers</li> <li>Head of Contracts &amp; Direct Services</li> </ul>	2 7 8	↑	



Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)		What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L		Tot	I	L					

<ul style="list-style-type: none"> <li>penalties imposed by central government</li> <li>adverse publicity</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Improved air quality</li> <li>Reduces health risks</li> </ul>											
<p>required to produce an air quality action plan, but chooses to do so</p> <ul style="list-style-type: none"> <li>ECC has worked with DCC developing an air quality action plan to reduce nitrogen dioxide levels in the City caused by traffic (an integral part of LTP2); now approved by DEFRA</li> </ul>											

7. Managerial/Professional												
<p><b>1. Staff Sickness</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>High or increasing levels of sickness</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>essential services not delivered</li> <li>adverse effect on service delivery</li> <li>increase in stress/pressure on remaining staff</li> <li>costs of providing cover</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Enables efficient service delivery</li> <li>Healthier working environment</li> </ul>	3	3	9	2	3	6	M					
<ul style="list-style-type: none"> <li>Case management introduced</li> <li>Support through alternative remedies</li> <li>Improved statistical information</li> <li>Policies/procedures</li> <li>Contract with Occupational Health reviewed</li> <li>Managing sickness training</li> <li>Stress audits undertaken</li> </ul>								<ul style="list-style-type: none"> <li>Continue management of sickness and implement formal action and intervention as appropriate</li> <li>Training and development</li> <li>Continued detailed monitoring</li> <li>Encourage healthy lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Human Resources &amp; Services Officer</li> <li>relevant Heads of Service</li> </ul>	7 8	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)		What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L		Tot	I	L					

<b>Risks and benefits</b>											
<b>2. Recruitment and Retention of Staff</b> <b>a) Risks &amp; threats:</b>	3	3	9	2	3	6	M				
<ul style="list-style-type: none"> <li>Failure to recruit and retain qualified staff</li> </ul> <b>Consequences:</b> <ul style="list-style-type: none"> <li>essential services not delivered</li> <li>affects on service delivery/strategic objectives</li> <li>increased sickness/pressure</li> </ul> <b>b) Benefits and opportunities:</b> <ul style="list-style-type: none"> <li>Attract and retain key staff</li> <li>Reduced advertising spend</li> <li>Increase in skilled and committed workforce</li> </ul>			<ul style="list-style-type: none"> <li>Increased range of recruitment sources</li> <li>Market supplement facility</li> <li>Single Status</li> <li>On-line application forms</li> <li>Modern apprenticeships</li> <li>Exit interviews</li> <li>Workforce planning profile</li> <li>HR employment strategy framework</li> <li>Competency framework - generic jobs – completed</li> <li>Developed marketing plan to address recruitment shortages and equal access to recruitment</li> </ul>				<ul style="list-style-type: none"> <li>Continue to introduce career grades</li> <li>Continue to develop enhanced employee attraction through on-line recruitment</li> <li>Develop workforce plans and profile skill gaps</li> </ul>	<ul style="list-style-type: none"> <li>2009</li> <li>2009</li> <li>2009</li> </ul>	<ul style="list-style-type: none"> <li>Head of Human Resources</li> </ul>	7 8	↑

<b>8. Financial</b>											
<b>1. Concessionary fares</b> <b>a) Risks &amp; threats:</b>	4	4	16	4	4	16	H				
<ul style="list-style-type: none"> <li>Costs of concessionary travel exceeds budget provision.</li> </ul> <b>Consequence:</b> <ul style="list-style-type: none"> <li>Council's overall financial position worsens</li> </ul>			<ul style="list-style-type: none"> <li>Other Councils in a similar position being contacted with a view to making joint representations to government and local MP has been alerted to the problem</li> <li>Fixed sum deal agreed with Stagecoach</li> </ul>				<ul style="list-style-type: none"> <li>A higher level of funding needs to be obtained from government. The campaign to deliver higher funding continues</li> <li>Enhancements to the scheme over and above those legally required should be resisted.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing to March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Head of Parking, Engineering &amp; Business Support</li> <li>Chief Executive</li> </ul>	7	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
	I	L	Tot		I	L	Tot						H
<b>Risks and benefits</b>													
<b>2. Car Parks Income</b> <b>a) Risks &amp; threats</b> <ul style="list-style-type: none"> <li>Effects of any significant reduction in demand</li> </ul> <b>Consequences:</b> <ul style="list-style-type: none"> <li>significant loss of income</li> </ul> <b>b) Benefits and opportunities:</b> <ul style="list-style-type: none"> <li>Completion of Princesshay will draw people into Exeter and increase overall demand for car parking spaces</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Strategy formulated to promote Exeter</li> </ul>	3	4	12	H	<ul style="list-style-type: none"> <li>Promote Exeter as a shopper/visitor destination</li> <li>Quarterly monitoring of car park usage &amp; income</li> <li>Programme of works to make facilities more attractive to customers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Econ &amp; Tourism</li> <li>Head of Parking, Engineering &amp; Business Support</li> </ul>	7	↑
<b>3. RAMM development</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Project does not meet project timetable leading to overspend, withhold of funds from HLF</li> <li>Reputational damage leading to loss of status</li> <li>Museum collection lost or damaged</li> <li>Emergence of an external problem preventing progress on project, putting budget and the timetable at risk e.g. archaeological discovery</li> <li>Poor estimating of project costs leading to unaffordable tender</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>Full funding now achieved from HLF, including additional £0.5m</li> <li>High reputation design team engaged</li> <li>Continuous appraisal of estimated costs vs budget is undertaken by QS</li> <li>Base build tender under-budget</li> <li>Fund raising re-energised</li> <li>Contingency divided into base build and display components</li> <li>Store element of project now complete</li> <li>Presence of architect and consultant on site has been enhanced, to deal</li> </ul>	4	3	12	H	<ul style="list-style-type: none"> <li>Risk management is a permanent item on the monthly project meeting, and regularly revisited</li> <li>Monitor timetable and costs of preliminary store</li> <li>Review to be undertaken of structural design to determine if problems should have been foreseen</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Head of Leisure &amp; Museums</li> </ul>	7	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
	I	L	Tot		H	M	L						I
<b>Risks and benefits</b>													
returns necessitating further trimming or re-alignment of the project and loss of time				with problems earlier and more quickly, and hence mitigate delays and costs									
<ul style="list-style-type: none"> <li>Structural problems coming to light only after contractor on site (and strong possibility of more in the near future), which means the Council is locked into project having lost control of costs</li> </ul>				<ul style="list-style-type: none"> <li>Review of decision making processes undertaken, and substantial strengthening of the reporting system</li> <li>Monthly review of full live risk register added to project meetings</li> </ul>									
<p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>increased costs</li> <li>service disruption</li> <li>status affected that ability to obtain further funding opportunities is reduced</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Enhancement of the museum and collections to 21st century standards meeting the needs of residents and visitors</li> </ul>													
<p>4. <b>Superannuation (Pension) Fund</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Underperformance of the pension fund</li> </ul> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>increased</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Pension contributions covered for next financial year</li> </ul>	3	3	9	M	<ul style="list-style-type: none"> <li>Potential increased revenue costs need to be considered within the Medium Term Financial Strategy</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Head of Treasury Services</li> </ul>	7	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
	I	L	Tot		I	L	Tot						H
Risks and benefits													
contributions causing revenue burden <b>b) Benefits and opportunities:</b>													
<ul style="list-style-type: none"> <li>Valuable part of recruitment package</li> </ul>													
<b>5. Investment Returns</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Possible loss of capital due to failure of banks</li> <li>Lower returns due to lower interest rates</li> <li>Adverse external economic factors</li> </ul> <b>Consequences:</b> <ul style="list-style-type: none"> <li>budget shortfall due to loss of capital and lower investment returns</li> </ul> <b>b) Benefits and opportunities:</b> <ul style="list-style-type: none"> <li>Exceeding benchmark performance targets has positive budget impact</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>Use of external fund managers</li> <li>Annual Investment strategy has been reviewed and updated</li> <li>Savings have been identified in the 2009/10 budget to offset the reduction of investment interest</li> </ul>	4	2	8	<b>M</b>	<ul style="list-style-type: none"> <li>Continue to review the performance of fund managers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Treasury Services</li> </ul>	5 7	↕
<b>6. Housing Benefits Subsidy</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>High level of 'local authority errors'</li> <li>Subsidy calculated incorrectly</li> <li>Subsidy level not achieved (e.g. homelessness)</li> <li>New staffing</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Currently below error threshold</li> <li>Internal Audit undertakes considerable testing</li> </ul>	4	2	8	<b>M</b>	<ul style="list-style-type: none"> <li>Monitor level of subsidy regularly</li> <li>Staff training and development</li> </ul>	<ul style="list-style-type: none"> <li>1/4 ly</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Treasury Services</li> </ul>	7	↗

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot					

<p>Risks and benefits</p>													
<p>arrangements</p> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>subsidy not maximised</li> <li>Government error threshold exceeded</li> <li>subsidy reduced by Audit Commission</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Maximised subsidy has a positive overall revenue budget impact</li> </ul>													
<p><b>7. Investment Capital a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Loss of investments due to external economic factors</li> <li>Loss of investment due to failure of banking system</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>inability to complete capital and revenue programmes</li> <li>loss of interest</li> <li>increased need to borrow</li> <li>increased cost of borrowing</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Increase in investment returns</li> <li>Government backed</li> </ul>	4	3	12	4	2	8	<b>M</b>	<ul style="list-style-type: none"> <li>Review of Council's Treasury Management Policy</li> <li>Review of investment strategy</li> </ul>	<ul style="list-style-type: none"> <li>Review all credit ratings</li> <li>Pursue loss of debt with LGA/Government</li> <li>Continual review of Treasury Management policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Treasury Services</li> </ul>	5 7	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)		Residual Risk (impact x likelihood) and Risk Priority		What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change					
	I	L	Tot	H						M	L			
Risks and benefits														
guarantees														
8. <b>Housing and Planning Delivery Grant</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>• Award less than budgeted for</li> </ul> <b>Consequence:</b> <ul style="list-style-type: none"> <li>• adverse effect on the Unit's budget</li> <li>• reduction in staffing</li> <li>• inability to meet service targets and standards or fund projects</li> </ul>	4	2	8				4	2	8	<ul style="list-style-type: none"> <li>• Analysis of any draft allocation criteria</li> <li>• Cautious estimate</li> </ul>	Ongoing	• Head of Planning & Building Control	7	
9. <b>Insurance</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>• Failure to control/manage insurance matters</li> <li>• Loss of professional negligence insurance (re: Pell Frischman/SWW)</li> </ul> <b>Consequence:</b> <ul style="list-style-type: none"> <li>• increase in claims and increase in premiums</li> <li>• the Council becomes liable for claims</li> </ul> <b>b) Benefits and opportunities:</b> <ul style="list-style-type: none"> <li>• Reduction in insurance costs</li> </ul>	2	4	8				2	3	6	<ul style="list-style-type: none"> <li>• Commenced implementation of QLAS for provision of more management information</li> <li>• Insurance audits undertaken by insurer</li> <li>• Provision of training (e.g. contract management)</li> <li>• Monthly management information reports produced</li> <li>• Insurer's undertook motor claims audit</li> <li>• Draft contract with Pell Frischman obtained</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	• Head of Treasury Services	7	↑

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
	I	L	Tot		I	L	Tot						H
<b>Risks and benefits</b>													
<p><b>10. Capital Programme</b></p> <p><b>a) Risks &amp; threats:</b></p> <ul style="list-style-type: none"> <li>Capital programme is significantly underspent</li> <li>Failure to deliver approved capital projects on time</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>impact on CPA use of resources</li> <li>adverse comment in annual audit and inspection letter</li> <li>adverse media comment</li> </ul> <p><b>b) Benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Reduced spend produces more investment interest</li> </ul>	2	4	8	<ul style="list-style-type: none"> <li>Report to SMT highlighting issues</li> <li>Managers required to accurately profile capital projects</li> <li>Prioritisation of schemes established</li> <li>Additional funding has been provided to help deliver capital programme</li> </ul>	2	3	6	<b>M</b>	<ul style="list-style-type: none"> <li>Capital Programme to be revised after 6 months. This will be approved by SMT/Members and there will be revised target programme</li> <li>More awareness/training of project management skills for managers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Treasury Services</li> </ul>	5 7	↑
<p><b>11. Income from recyclates</b></p> <p><b>a) Risks &amp; threats</b></p> <p>Economic downturn has caused:</p> <ul style="list-style-type: none"> <li>instability and drop in recyclates prices</li> <li>disruption in reliability of acceptance by users;</li> <li>negative national coverage about the value of domestic recycling;</li> <li>risk to Council's reputation</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Processing recyclates through Council MRF allows better quality control and greater flexibility to seek new user markets, and achieve the best price</li> <li>Dynamic monitoring of spot market prices for recyclates allows better planning of sales.</li> <li>Medium-term contract for waste paper affords protection to market fluctuations for this main recyclates commodity</li> </ul>	2	3	6	<b>M</b>	<ul style="list-style-type: none"> <li>Continue existing measures</li> </ul>	<ul style="list-style-type: none"> <li>37% recycling 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>Head of Env Health</li> </ul>	2 7	<b>New</b>

Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot					
<b>Risks and benefits</b>												
<ul style="list-style-type: none"> <li>significant reduction in income (£100K)</li> <li>higher costs for transport and gate fees</li> <li>undermining public will to recycle, leading to increased demands on residual waste collection</li> </ul>				<ul style="list-style-type: none"> <li>Education and communication programme to reinforces recycling message</li> </ul>								
<b>12. Annual Financial Accounts</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Material misstatement of the annual accounts</li> <li>Failure to meet the implementation of the new International Financial Reporting Standards (IFRS)</li> </ul> <b>Consequences:</b> <ul style="list-style-type: none"> <li>loss of reputation</li> <li>impact on future CAA</li> </ul> <b>b) Benefits and opportunities:</b> <ul style="list-style-type: none"> <li>Unqualified accounts produced within required timeframe has a positive impact on reducing the Audit Commission's audit coverage including the CAA Use of Resources</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Suitably qualified and experienced staff</li> <li>Attendance at Devon Accounting Group</li> <li>Professional body (CIPFA) guidance</li> <li>Joined IFRS implementation project board hosted by DCC</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Professional development and training</li> <li>Additional training to newer members of staff</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Treasury Services</li> </ul>	7 8	↑
<b>13. Boats using the canal</b> <b>a) Risks &amp; threats:</b>	3	2	6	<ul style="list-style-type: none"> <li></li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Work being undertaken to make possession of third party insurance a</li> </ul>	<ul style="list-style-type: none"> <li>Mar 09</li> </ul>	<ul style="list-style-type: none"> <li>Leisure Manager</li> </ul>	3 7	New



Exeter City Council Corporate Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority			What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot					
Risks and benefits												
<ul style="list-style-type: none"> <li>essential services not delivered</li> <li>no telephone service throughout the Council</li> <li><b>b) Benefits and opportunities:</b></li> <li>Ensures business continuity and customers can contact the Council</li> </ul>												

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<b>Key:</b>	
↑	Increased risk priority from last half-year
⇔	Same risk priority as last half-year
↓	Reduced priority from last half-year

Severity of impact matrix						
Score	Personal safety	Failure to provide statutory duties or meet legal obligations	Financial loss	Service disruption	Personal privacy infringement	Embarrassment or reputation
1 Minor	Minor injury or discomfort to an individual or several people	Litigation, claims or fines - Section/ Unit up to £5k	Up to 5% of budget	1 day	Isolated individual personal detail compromised or revealed	Contained within section or unit
2 Significant	Severe injury to an individual or several people	Litigation, claims or fines - Section/ Unit £5k to £10k	Up to 10% of budget	2-3 days	Some individual personal details compromised or revealed	Local public or press interest
3 Serious	Major injury to an individual or several people	Litigation, claims or fines - Section/ Unit £10k to £50k	Up to 25% of budget	3-5 days	Many individual personal details compromised /or revealed	National public or press aware
4 Major	Death of an individual or several people	Litigation, claims or fines - Unit over £50k	Over 25% of budget	5+ days	All personal details compromised or revealed	Section Head, Head of Service or Director forced to resign

Likelihood matrix		
Score	Definition	Environmental event (e.g. flooding)
1 Remote	Rare/may occur in exceptional circumstances	Once in 50 years
2 Unlikely	Could occur at some time	Once in 20 years
3 Likely/possible	Will/might occur at some time	Once in 5 years
4 Very likely	Almost certain/is expected to occur in most circumstances	Annually

Risk matrix				
Impact	4 Low	8 Medium	12 High	16 High
	3 Low	6 Medium	9 Medium	12 High
	2 Low	4 Low	6 Medium	8 Medium
	1 Low	2 Low	3 Low	4 Low
	1	2	3	4
Likelihood				

## EXETER CITY COUNCIL

### EXECUTIVE

7 APRIL 2009

#### LAND AT PINBROOK ROAD, EXETER NEW CIVIC AMENITY SITE

#### **1.0 PURPOSE OF REPORT**

- 1.1 To update Members on progress regarding the lease variations and consents and the land disposal associated with the proposed siting of a new recycling facility on the site of the former Devon County Council Highways Depot in Pinbrook Road.

#### **2.0 BACKGROUND**

- 2.1 At its meeting of 25 November 2008 Executive was advised that, with regard to the demolition and alterations proposals, the City Council as Landlord was not legally able to unreasonably withhold or delay granting consent under the terms of the lease and that there were no reasonable grounds to withhold consent in this case. However, Executive was advised that the lease terms were such that the City Council was able to impose stronger conditions on its consent as landlord to the change of use and on certain other proposed lease variations intended to facilitate use of the site as a recycling centre and that such conditions could include the provision of mitigation measures by the County Council to limit the impact of the proposed use. Executive therefore resolved that the lease variations and consents rehearsed in the report be approved, subject to licence and to the County Council delivering the package of mitigation measures set out in the report.
- 2.2 The Head of Estates Services has proceeded to seek implementation of this resolution on the basis that the consent and lease variations sought for the change of use are subject to the mitigation measures being provided by the County Council, but that the consents sought for other matters, including demolition and alterations to the site, are not subject to the provision of the mitigation measures, as such consents cannot unreasonably be withheld or delayed as set out in the November 2008 report to Executive.
- 2.3 The Head of Estates Services was also authorised to agree terms for the disposal of a small sliver of land at the end of Stratford Avenue to facilitate the construction of an acoustic barrier along part of Exhibition Way.

#### **3.0 UPDATE**

- 3.1 City Council and County Council officers have been working on the agreement of the licences and the mitigating measures. An early approval was given for the demolition of the redundant depot buildings on the site to reduce the impact of dereliction and the new empty business rates regime and in fact the buildings have now been demolished. However, the licence for alterations for the new buildings has been put to one side until such time as the change of use itself has been agreed.

- 3.2 The change of use consent is conditional on satisfactory performance of a range of mitigating measures which are rehearsed below with some commentary on how each one is being addressed: -
- (i) Revised traffic assessment:  
A revised traffic assessment has been submitted to, and approved by, the County Council as Planning Authority.
  - (ii) Closure of Summerway to vehicular traffic:  
The County Council has submitted a draft Traffic Order to facilitate a road closure to HATOC, which is scheduled to consider the proposal at its meeting on 2 April 2009. A verbal report on the outcome of this meeting will be given to Executive. If the closure is approved, we would expect the road closure to be in place before the change of use took effect (i.e. before the facility became operational). If, however, the road closure is not approved, the City Council will have to consider whether alternative traffic calming measures are adequate to mitigate the impact of the recycling centre scheme. Members will be aware that the County Council have secured a planning consent conditional upon their using best endeavours to secure the closure of Summerway. In the event of this being unsuccessful, they are required by virtue of a unilateral undertaking given under that planning consent to fund traffic calming and additional road signage along Summerway. A plan of these works has been submitted to the City Council and has been reviewed by the Director of Economy and Development whose view is that such a scheme would be satisfactory. If HATOC decide to refuse the application for the closure of Summerway, Members will need to decide whether this alternative scheme for traffic calming of adjacent roads is acceptable to the City Council as landlord of the Pinbrook site.
  - (iii) Site Construction Management Plan:  
Devon County Council will submit the plan to the City Council for approval prior to the commencement of the construction of the new buildings.
  - (iv) Site Management Scheme:  
Devon County Council will submit this scheme to the City Council for approval, once the Environment Agency has issued the appropriate Environmental Permit to operate the site.
  - (v) Junction Protection Scheme:  
Devon County Council will submit details to the City Council for approval and have undertaken that the scheme will be in place before the centre becomes operational.
  - (vi) Acoustic Barrier:  
Devon County Council has submitted a revised plan for the proposed acoustic barrier to the City Council for approval. It is felt that the new design is acceptable and we will require it to be in place before the site becomes operational.
  - (vii) Landscaping Scheme along the Barrier:  
Devon County Council has submitted a landscaping/planting scheme to the City Council for approval. Subject to final agreement regarding species, the proposal is acceptable and we will require it to be in place (where appropriate as to planting season) before the site becomes operational.



- 5.2 That the position regarding the delay in granting the consent for alterations be noted;
- 5.3 That consent for the change of use and the lease variations associated with that use be granted by licence, such licence to be conditional upon approval of any outstanding mitigation measures by the Head of Estates Services in accordance with paragraph 3.2 above;
- 5.4 That the following mitigation measures as described in this report be approved: the scheme for traffic calming and signage in Summerway (should the road closure order be refused), the acoustic barrier and associated planting, the opening hours (subject to paragraph 5.5 below) and the proposals for the netting of vehicles, subject to any amendments to these measures being approved by the Head of Estates Services; and
- 5.5 That delegated authority to deal with any subsequent application regarding a change in the opening hours beyond 4pm on Sundays and to accord with the hours approved under the planning consent be given to the Head of Estates Services in consultation with the Head of Environmental Health Services in accordance with paragraph 3.2 (ix).

**David Prosser**  
**Head of Estates Services**  
**Economy and Development Directorate**

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

*Background papers used in compiling this report:-*

None

## EXETER CITY COUNCIL

EXECUTIVE  
7 APRIL 2009

### EXETER AND THE RECESSION

#### 1.0 PURPOSE OF REPORT

- 1.1 To advise Members of the current situation and the City's response to the recession and to consider potential initiatives in response.

#### 2.0 INFORMATION

- 2.1 With clear evidence emerging over the last few months of the substantial and growing impacts of the global recession on business, employment, housing and social conditions, a range of key stakeholders have been anxious to discuss the situation as it affects Exeter and to establish what measures could be taken, in a co-ordinated manner, to limit the impact of the recession and to identify ways of assisting the recovery. To this end, the City Council convened a session on 5 March, attended by a range of public and private sector stakeholders to review the situation and identify a number of key actions. To facilitate full openness of discussion the meeting was held under 'Chatham House' rules, but the key elements emerging from that meeting are outlined below.
- 2.2 It would seem that whilst local unemployment has increased significantly, the increase in Exeter is lower than that for the rest of Devon and for the South West as a whole. Young people are likely to be particularly affected with more Year 11's going into learning and a likely decline in apprenticeships, potentially of a significant scale. In terms of the City Centre, retail vacancies have risen but a very recent update indicates that these are still at only 8% where other towns and cities are recording significantly higher levels of such vacancies. The availability of credit for businesses is a national issue but funding through the banks and through the Enterprise Guarantee Fund are routes which should keep a significant number of businesses from facing administration or receivership. The development market in the City has declined dramatically with very low numbers of housing starts and a reduction in the level of commercial activity with a resultant effect on land values. There is a marked increase in people seeking credit advice, mortgage advice and guidance with dealing with re-possession. Volunteering has also increased markedly.
- 2.3 Set against this background there are significant areas of investment which will assist the basis for recovery in the form of:
- o Major expansion at the University worth in excess of £200 million to be implemented over the next three years.
  - o The establishment of a Science Park Company to deliver on behalf of the partnership a high quality, low carbon Science Park on the eastern edge of the City.

- o The granting of Consent for the Flybe Academy and associated hotel at Exeter Airport.
  - o The programming of a number of infrastructure enhancements for imminent implementation such as the track doubling on the Waterloo/Exeter line at Axminster (now on site) and the construction of the Clyst Honiton Bypass (where detailed design work is proceeding) and the submission of a detailed scheme for the enhancement of Junction 29 to provide capacity on this corridor for key elements of the New Growth Point developments.
  - o The selection of a joint venture partner by Devon County Council for the implementation of the Sky Park strategic employment site.
- 2.4 The meeting agreed to establish a vision for taking the City forward and out of the recession and an agreed range of key actions to be identified at a further meeting on 21 April. The Action Plan will be backed by the “Exeter Bites Back” campaign launched recently by the Express and Echo.
- 2.5 There are a number of emerging initiatives which the City Council should consider supporting or running, alongside the wide range of employment, enterprise, business support and voluntary sector support projects to which it already contributes very substantially. Existing budgets should be looked at in the light of prioritising spending on recession-related actions and, notwithstanding the severe current pressures on the authority’s finances, some use of specific LABGI funds should be considered.
- 2.6 An example of the former is Scrutiny Committee Economy’s support, at its last meeting, for a package of business advice, to be provided with a range of partners primarily through Business Link. This involves the establishment of a £25,000 fund to assist at least 100 small businesses with the provision of advice on marketing, financial management, employment law and achieving efficiencies. There is scope to expand this fund if it proves to be successful and valued by local businesses.
- 2.7 Given the expected marked decline in apprenticeships being offered at the present time, it is suggested that there should be a significant commitment to new apprenticeships on behalf of the City Council. There are in fact apprenticeship schemes for almost every professional and technical activity of the Council and it is recommended that a programme of these is brought forward for consideration and approval at a future meeting.
- 2.8 A further area which could be considered for additional attention is the marketing of key sectors of the City to assist economic regeneration and to take advantage of the expected increase in tourism arising from the recession and from the recent movement in the sterling/euro exchange rate.
- 2.9 Members may also wish to see greater support for advisory services helping individuals through the difficult economic circumstances. A range of potential additional services, tailored to the emerging problems caused by recession, is under discussion with CAB and others. These could involve additional use of our Customer Service Centre.
- 2.10 Discussions are also taking place with organisations such as the Federation of Small Businesses (FSB) on initiatives like the further stimulation of local procurement opportunities.

- 2.11 It is recommended that officers continue such discussions and have an open engagement with all key stakeholders to establish how any available resources can best be prioritised over the coming year.
- 2.12 A further report will be made to Executive in June to update Members on progress and to advise on further specific projects for approval.

### **3.0 RECOMMENDATION**

It is recommended that Members

- (i) endorse the approach being taken to co-ordinate activity within the City to minimise the impact of the recession and to support future economic recovery;
- (ii) agree that stakeholder consultation is carried out to establish the key priorities prior to reporting back to Executive in June.

**PHILIP BOSTOCK**  
**CHIEF EXECUTIVE**

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

***Background papers used in compiling this report:-***

None [or Titles of supporting documents]

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## EXETER CITY COUNCIL

EXECUTIVE  
7 APRIL 2009

### LEYPARK ROAD, FORMER BUILDERS YARD AFFORDABLE HOUSING DEVELOPMENT

#### 1. PURPOSE OF REPORT

- 1.1 To authorise the disposal of land at Leypark Road, Whipton Barton (see attached plan) to Sovereign Housing Association, at less than best consideration, to provide nine affordable homes.

#### 2. BACKGROUND

- 2.1 The site has previously been a council depot and more recently has been let as a builders yard. The site is not very attractive in its current form and Officers and Ward Councillors would like to see the site redeveloped for housing.
- 2.2 Executive on 4 July 2006 (Minute 64 refers) resolved that the Council should make use of Housing Revenue Account land to increase the provision of affordable housing within the city. Disposal of the land would be to a partner registered social landlord by way of a 125 year lease. Each parcel of land would be disposed of by delegated authority signed by the Head of Housing Services in consultation with the Portfolio Holders for Housing & Social Inclusion and Business Transformation & Human Resources (formerly Best Value & HR), together with the Head of Estates Services. This site is part of this programme.
- 2.3 The Portfolio Holder for Business Transformation and Human Resources has indicated she is unable to sign the delegated powers (DP) for this particular site due to a conflict of interest. The Council's constitution does not allow for substitutes except in urgent cases to sign the DP therefore this report has been prepared for consideration by Executive.
- 2.4 Consultation has taken place with the Ward Councillors and they all support the use of this site for affordable housing. Consultation has also been carried out with the local residents and no major issues were raised on the outline plans.
- 2.5 There has been consultation with the Planning Services who have indicated that the development in principle fits with local planning policies.

#### 3. PROPOSAL

- 3.1 It is proposed that the land be disposed of to our partner RSL, Sovereign Housing Association, at nil value under General Consent A, Section 25 of the Local Government Act 1988 for the disposal of land to registered social landlords. The land would be disposed by way of a 125 year lease to allow Sovereign Housing Association to undertake this development. The scheme will comprise 6 one bed flats and 3 two bed flats, for rent to people on the Home Choice register.
- 3.2 There are additional benefits associated with the delivery of this scheme:

- All of the homes will be designated as downsizing units, for people over 55 years of age, thus freeing up much needed larger family housing.
- The upper floors can be accessed via a lift, making it possible for each of the two bed flats (one on each floor) to be used for wheelchair users or those with mobility problems.
- It provides nine affordable homes for rent
- The Council will secure its investment in the scheme by way of a clawback clause in the Nomination Agreement. Thus, should any homes be sold the Council can either request that the receipt be used to fund a replacement home or receive a capital receipt for investing elsewhere.
- It makes excellent use of a Council asset for the provision of affordable housing.
- The Council will receive full nomination rights to all of the nine properties in perpetuity.
- All of the properties will be built to lifetime homes standards and to very high sustainability levels making them significantly cheaper to run than standard social housing
- All of the properties will have residential sprinklers.

3.3 In delegating authority for the disposal of this land the Executive report of July 2006 included the then Portfolio Holder for Best Value and Human Resources, based on the need to demonstrate best value in our activities. Since that date the scope of the portfolio has changed to one of Human Resources and Business Transformation. Given the change in remit it is now more appropriate for the delegated responsibility for the disposal of Council land to fall to the member with responsibility for the council's resources, currently the Leader of the Council.

3.4 However, it is also recognised that on occasions the need for these delegated authorities to be signed is fairly urgent and should one of the Portfolio Holders be absent there will need to be a nominated substitute. It is therefore proposed that the nominated substitute for either the Leader of the Council or the Portfolio Holder for Housing and Social Inclusion be a Portfolio Holder nominated by the Leader.

#### **4. FINANCIAL IMPLICATIONS**

4.1 On the basis of the proposed scheme, the land at Leypark Road has an estimated market value of £163,500 as assessed by the Head of Estates Services on the 4 September 2008.

4.2 It is proposed to transfer the land to Sovereign Housing Association at nil cost in exchange for the nomination rights, which will be granted in perpetuity.

4.3 The Council will secure its investment in the scheme by way of a clawback clause in the Nomination Agreement. Thus, should any home's be sold the Council can either request that the receipt be used to fund a replacement home or receive a capital receipt.

4.4 By transferring the land in this way the Council will benefit from Social Housing Grant.

#### **5. RECOMMENDED**

Subject to planning consent and the completion of a satisfactory nomination agreement it is recommended that:

- 1) The land at Leypark Road, Whipton Barton (see attached plan) be disposed of to Sovereign Housing Association on a 125 year lease at nil value in exchange for the nomination rights that will be granted in perpetuity.
- 2) That the delegated authority for the disposal of Council land be changed from the Portfolio Holder for Human Resources and Business Transformation to the Leader of the Council
- 3) That the nominated substitute for the disposal of Council land for either the Leader of the Council or a Portfolio Holder nominated by the Leader.

## HEAD OF HOUSING SERVICES

S:PA/LP/ Committee/409SCC1  
16.3.09

## COMMUNITY & ENVIRONMENT DIRECTORATE

**Local Government (Access to Information) Act 1985 (as amended)**  
**Background papers used in compiling this report:**

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## EXETER CITY COUNCIL

EXECUTIVE  
7 APRIL 2009

### RESULTS OF CONSULTATION ON MONT LE GRAND CONSERVATION AREA BOUNDARY CHANGES AND MANAGEMENT PLAN

#### **1 PURPOSE OF REPORT**

- 1.1 To consider representations received in relation to the draft Mont le Grand Conservation Area Appraisal and Management Plan (CAAMP) and proposed amendments to the document to be recommended for adoption.

#### **2 BACKGROUND**

- 2.1 On 16 September 2008 Executive agreed the draft Mont Le Grand Conservation Area Appraisal and Management Plan for public consultation.
- 2.2 Copies of the document were made available from the Civic Centre and on the Council website. Due to the lack of any suitable community facility in the area in which to hold a public exhibition, each household within the existing conservation area and the proposed additions was sent a letter with details of where the document could be viewed, a consultation form and an extract of the document outlining the proposed boundary alterations. A period of six weeks was allowed for comments.
- 2.3 Fourteen responses were received; 7 were in favour of the boundary amendments, 4 were partially in favour and 2 were opposed and 1 asked some questions but did not comment.
- 2.4 The main issues raised were:
- General agreement with the inclusion of Polsloe Road properties.
  - Differences of opinion on the merits of including North and South Avenue, the Occupational Health building on Heavitree Road and the terraces adjacent to Bicton Park.
  - Appearance and signage of the Costcutter store should be improved.
- 2.5 Officers considered that the boundary should remain as initially proposed with no further changes. These amendments will also affect the boundaries of Heavitree and Belmont Conservation Areas. A plan of each boundary is attached.
- 2.6 A proposed amended version of the draft CAAMP for adoption is in the Members' Room.

#### **3 PLANNING MEMBER WORKING GROUP**

- 3.1 In answer to a Member's question, the Conservation Officer stated the inclusion of Ladysmith School had been considered and whilst the school was interesting in terms of the social history of the area, the later buildings and extensions had altered its character substantially. However, a paragraph had been added to the appraisal to outline the history.

- 3.2 Members supported the adoption of the amended conservation area, the appraisal and management plan and the amended boundaries for Belmont and Heavitree Conservation Areas.

#### **4 RECOMMENDATION**

- 4.1
- i) That the amended Mont le Grand Conservation Area Appraisal and Management Plan be adopted and the boundary altered in accordance with the attached plan;
  - ii) That the amended boundaries for Belmont and Heavitree Conservation Areas be adopted and authority delegated to the Head of Planning and Building Control to update the documents to reflect these changes.

**RICHARD SHORT  
HEAD OF PLANNING AND BUILDING CONTROL**

**ECONOMY AND DEVELOPMENT DIRECTORATE**

**Background papers used in compiling this report:**  
None

## APPENDIX I

### SCHEDULE OF COMMENTS RECEIVED DURING PUBLIC CONSULTATION, MONT LE GRAND CONSERVATION AREA APPRAISAL & MANAGEMENT PLAN

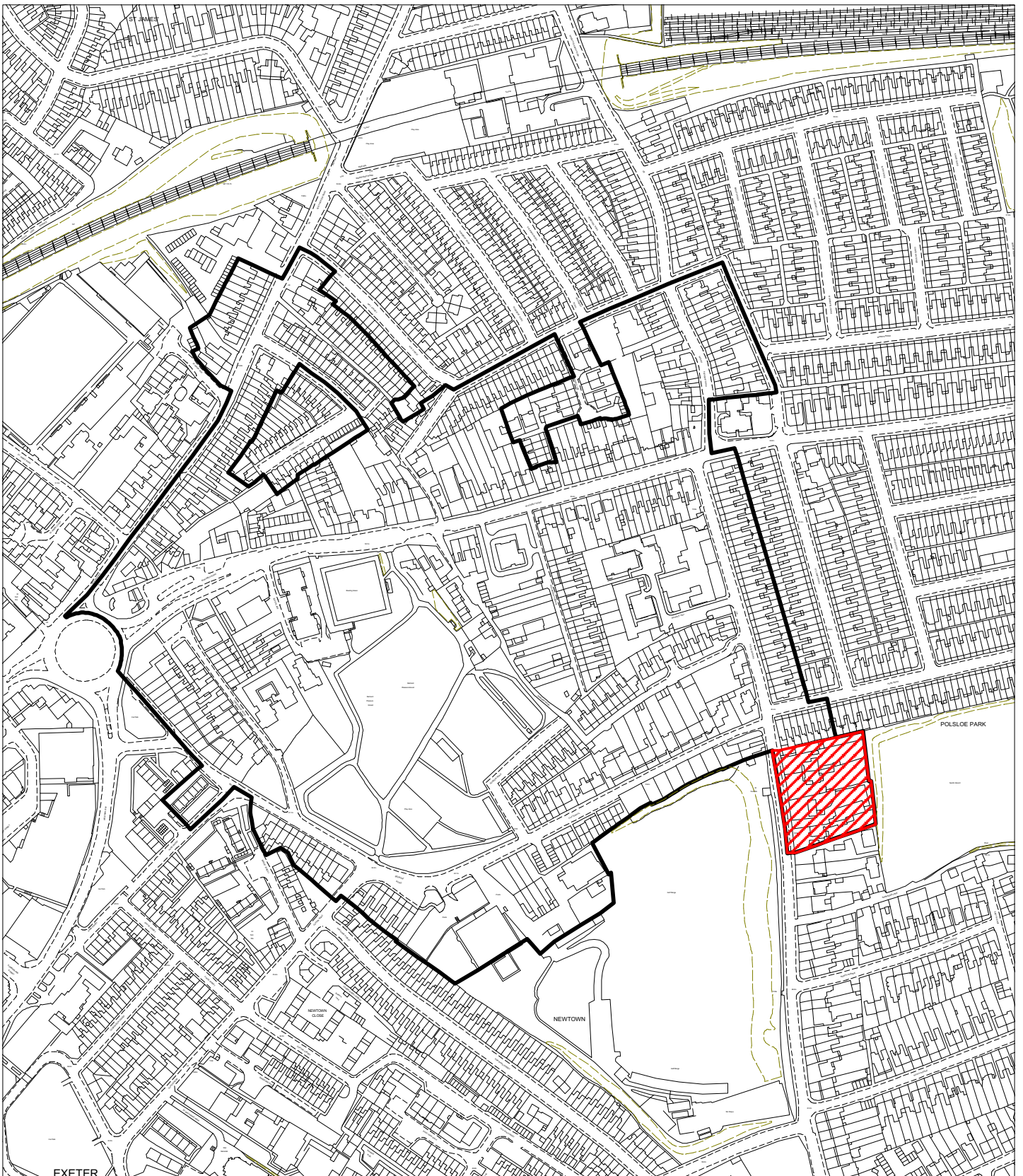
*Proposed response in italics*

Address	Comments
1. no address given	Agrees with proposed boundary amendments, houses in Polsloe Road deserve more care, as do houses to south of Baring Crescent. <i>No comments.</i>
2. 67 Polsloe Road	Proposed amendments give integrity to a refined neighbourhood. Pleased to see inclusion of Occupational Health Building on Heavitree Road. The new Jury's Inn Hotel on Western Way obscures views of Polsloe Road Ridge from Paris Street. Signage and advertisements at Costcutter on Polsloe Road are detrimental to the conservation area. <i>Comments noted. The Council considers carefully the impact on views as part of the decision process on all applications. However, in considering an application it must take a balanced view on all the issues raised by a proposal. Scope for improvements to signage at the Costcutter Store will be investigated</i>
3. 14 Grendon Road	Agrees that proposed amendments more fully reflect the historic area. The buildings and features are suitably covered in the appraisal document. It is important to conserve the many historic buildings in Exeter in this way. <i>Comments noted.</i>
4. 7 South Avenue	Proposed boundary amendments more fully reflect the historic area. Notes a house behind No. 1 South Avenue that appears to have been built without consent and subject to an enforcement case. Impressed by detail and comments within the appraisal and agrees with aspects of an Article 4 Direction (control over conversion of front gardens to parking). Notes that conservation area status would not necessarily prevent development. <i>The Enforcement case has been closed due to the property being over 4 years old and no evidence of it being a separate dwelling. Other comments noted</i>
5. By email, no address given	Supports boundary amendments but suggests conservation area be extended to include the open grassed area on the SW side of Gladstone Road/Polsloe Road junction and also the planting along the west side of Polsloe Road to the north of Gladstone Road. Notes that the appraisal does not go into as much detail on the areas proposed for inclusion as it does for the existing conservation area and suggests further analysis should be included. Points out two examples of local interest within the proposed inclusions; another Garlanded lamp column on South Avenue and the dark bricks that are used in many of the Victorian properties that came form the local brickworks. Comments that when finalising the

	<p>appraisal, the Council could identify some possible future priorities for small-scale improvements to the public realm. Would also like some funds to be allocated for the preparation of a leaflet for the community highlighting the history and character of the conservation area. Early OS maps should be reproduced to draw attention to local details.</p> <p><i>The areas proposed for inclusion will be more thoroughly covered within the text in the final version and the points of interested noted will be taken into account. The Management Plan section of the document identifies public realm enhancements. The appraisal document itself highlights the history and character of the conservation area in sufficient detail. Early OS maps are reproduced in the document.</i></p>
<p>6. 19 Mont le Grand</p>	<p>Agrees with the proposed boundary amendments; the current boundaries seem to be arbitrary given the nature of the proposed inclusions. Requests whether there is an opportunity to tackle the appearance of Costcutter on Polsloe Road. Asks whether there may be any material changes to the area such as to the traditional tiled street signs and the lamp posts. Will Bicton Place Park remain protected?</p> <p><i>The appearance of Costcutter has been noted within the document as having a negative impact on the conservation area and scope for improvements will be investigated. There is an enhancement project underway to restore/replace damaged Minton tiled street signs and an audit of the signs within the conservation area has been made. Bicton Place Park is an important area of open space within the conservation area and any development proposals that would damage its amenity or appearance would be resisted.</i></p>
<p>7. 1 North Avenue</p>	<p>Fully supports the extension of the conservation area. Was any consideration given to treating the boundaries of the former Polsloe Park Estate as conservation area? Asked whether consideration had been given to how to mark the extension of the area by and suggests an event with the Heavitree History Society.</p> <p><i>The former Polsloe Park Estate, bordered by Pinhoe Road, Ladysmith Road, Polsloe Road and South Avenue, takes in many typical Victorian properties which , whilst of interest, need to be considered against similar development over the whole of Exeter before designation could be proposed. The Heavitree Society will be approached after adoption of the document to see whether they wish to use it as the basis for an event.</i></p>
<p>8. 22 North Avenue</p>	<p>Objects to inclusion of properties in North and South Avenues, Bicton Place and Regents Park on the basis that they are pleasant late Victorian Houses but almost all of them have been altered in some way and therefore do not justify inclusion. Considers that there would be an additional level of bureaucracy without any real public benefit. Also objects to the inclusion of the Occupational Health Building on Heavitree Road by virtue that it is not of any merit and has no continuity with other properties on Heavitree Road. Agrees that houses on Polsloe Road should be included apart from no's. 63 – 65 which are more modern.</p> <p><i>One of the criteria by which amendments are considered is that</i></p>

	<p><i>changes in attitude to architecture and history should be addressed. There may be individual buildings that have had their character spoiled by unsuitable alterations, however, the townscape composition is still intact and therefore they are worthy of inclusion. There are additional controls placed on properties within conservation areas, however, these are not considered to outweigh the wider benefits for the community. The Occupational Health Building is similarly considered to be a building of merit due to its size, stature, detail, lack of visible intervention and its presence in the street scene. 63 – 65 Polsloe Road is a good group of 20<sup>th</sup> century buildings in terms of their scale, massing and detailing and are worthy of inclusion .</i></p>
9. 40a Polsloe Road	<p>Agrees with most of the proposed boundary amendments but comments that 39a – d and 40a Polsloe Road and 1 Sampsons Lane are modern infill and therefore should not be subject to conservation area restrictions, <i>The reason for this proposed extension is to protect the wider historic townscape and development of the ridgeline. Exclusion of individual properties would be counter to this, it is inevitable that some infill properties will be included within any conservation area.</i></p>
10. 39a Polsloe Road	<p>Boundary alterations seem to make no difference to the historic area. 39a – d and 40a Polsloe Road and 1 Sampsons Lane are modern infill and therefore should not be subject to conservation area restrictions, 36 – 39 Polsloe Road could remain in Belmont area and Mont le Grand could be extended as far as no. 40. <i>The reason for this proposed extension is to protect the wider historic townscape and development of the ridgeline. Exclusion of individual properties would be counter to this and it is inevitable that some infill properties will be included within any conservation area.</i></p>
11. 39d Polsloe Road	<p>Agrees with boundary alterations except for 39a – d and 40a Polsloe Road and 1 Sampsons Lane that are modern infill and therefore should not be subject to conservation area restrictions. 39d in particular does not have any street frontage. <i>The reason for this proposed extension is to protect the wider historic townscape and development of the ridgeline. Exclusion of individual properties would be counter to this and it is inevitable that some infill properties will be included within any conservation area.</i></p>
12. 19 South Avenue	<p>Does not welcome another layer of bureaucracy. Houses survive by allowing the owners to live in them and adapt them to their lives. Wants explanation as to what is being conserved and justification for the decisions. <i>The Council has a duty under the Planning (listed Buildings and Conservation Areas) Act 1990 to determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance and to designate those areas as conservation areas. Within Conservation Areas, it is the character of the area as a whole that is important and, unlike listed buildings where the decision to list lies with the Secretary of State, judgement is made by the Local Planning</i></p>

	<p><i>Authority on the basis of local and not national criteria. The City Council has set a list of criteria against which new conservation areas or alterations to existing boundaries are measured. In setting these criteria, it is essential that the “specialness”, in the local or regional context, is recognised and the City Council has sought to establish a consistent and responsible approach when considering the extent of designation and its adequacy across the whole of the city. Conservation area designation in itself is not a block to development and progression, it simply indicates that the area has architectural or historic value that should be carefully considered when determining any applications that may affect this character.</i></p>
<p>13. By email, no address</p>	<p>Does not think that the boundary amendments should go ahead due to ECC’s practice of building on conservation areas, in particular Rowancroft.</p> <p><i>Proposed boundary amendments are based upon the application of a consistent set on principles. Conservation areas are not themselves constraints to development, they merely apply a duty to preserve or enhance the character. The approval of the development at Rowancroft was a decision endorsed by an independent planning inspector.</i></p>
<p>14. By email, no address</p>	<p>Wants to know why 5 areas have been excluded; Ladysmith School; Ladysmith school playing field; 4 houses in North Avenue; All but 3 houses in East Avenue; Other 1900’s building on the Hospital site.</p> <p><i>Ladysmith School is a typical early twentieth century school building that has been greatly extended and altered. Whilst it is interesting in terms of the social history of the area, the later buildings and extensions have altered its character substantially, however a paragraph has been added to the appraisal to outline the history. The properties in North Avenue and East Avenue are not considered to be of sufficient quality to justify inclusion into the conservation area. The other buildings on the hospital site will be investigated further before Planning Member Working Group.</i></p>



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10 Feb 2008

## Belmont Conservation Area

Designated 24 April 1986

Extended 19 June 2007



Area moved to Mont Le Grand CA through appraisal of the Mont Le Grand area.

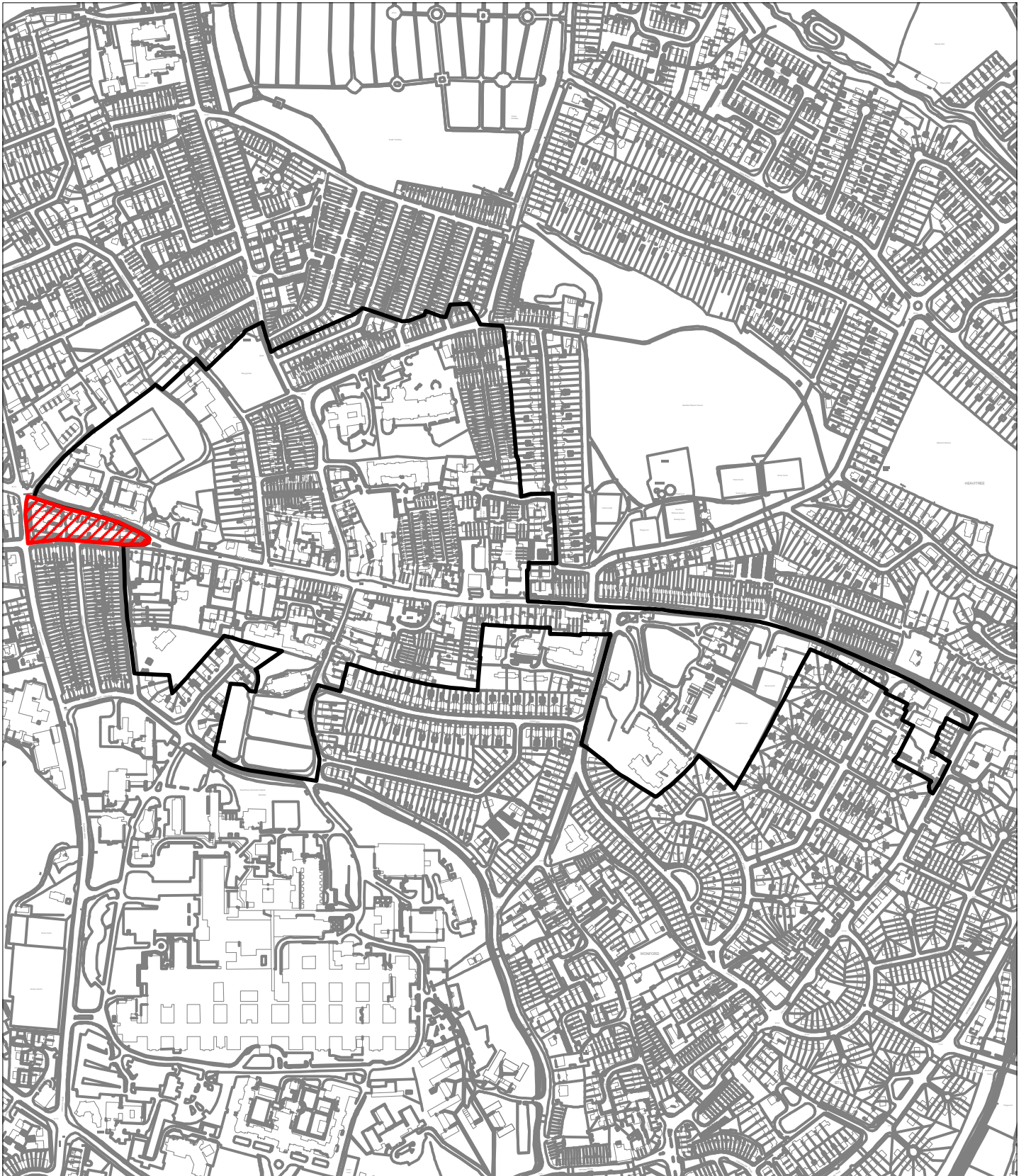
Planning Services, Exeter City Council, Civic Centre, Paris Street, Exeter, EX1 1NN

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## Heavitree Conservation Area

Designated 6 December 1983



Area added through appraisal of Mont Le Grand CA

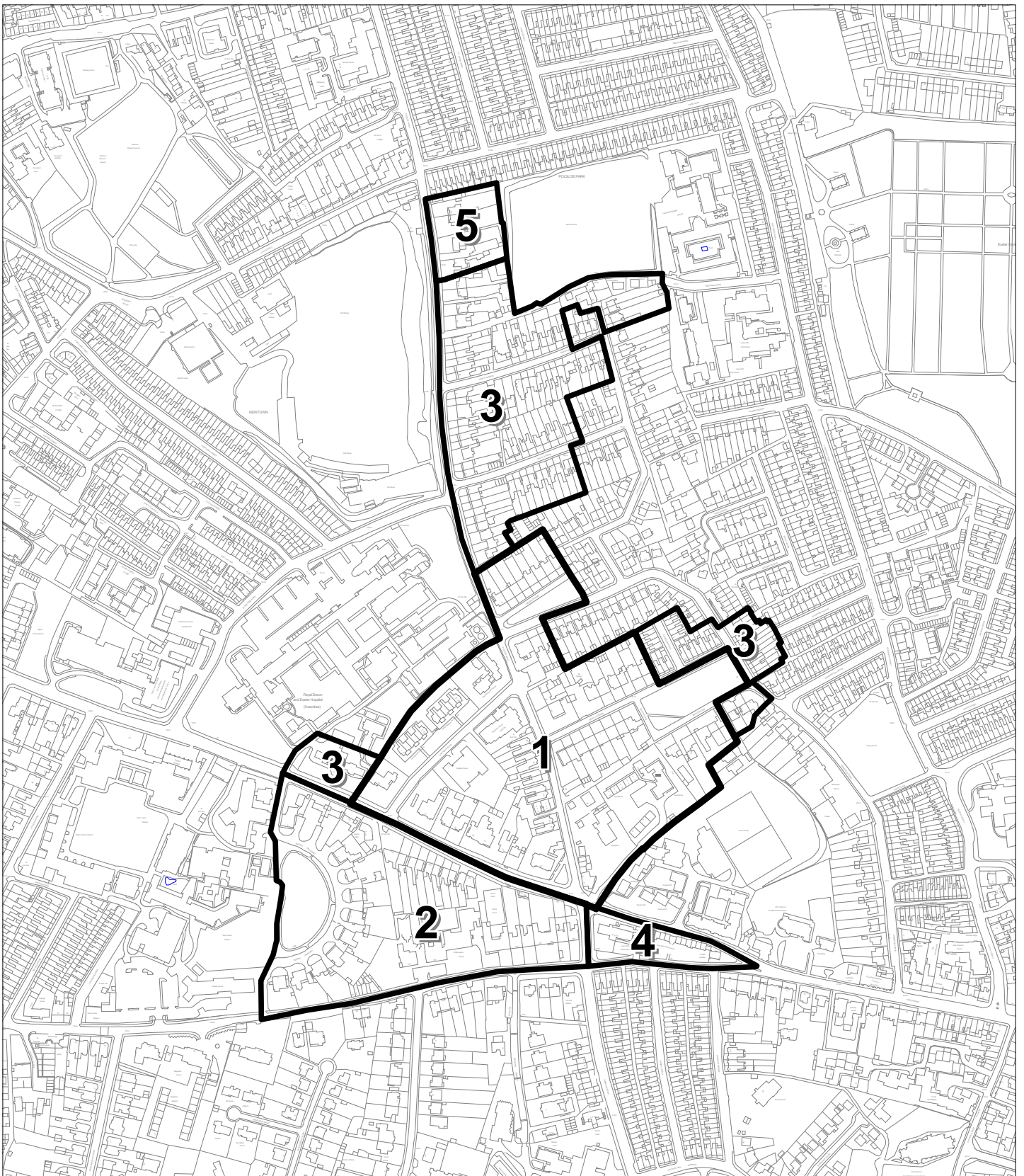
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01/07/2008

## Mont Le Grand Conservation Area Proposed Boundary Amendments

- 1 Existing Mont Le Grand Conservation Area, unchanged
- 2 Transferred to St. Leonards Conservation Area in March 2008
- 3 Proposed for inclusion
- 4 Existing Mont Le Grand Conservation Area proposed for transfer to Heavitree Conservation Area
- 5 Proposed for transfer from Belmont Conservation Area

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## EXETER CITY COUNCIL

EXECUTIVE  
24 MARCH 2009

### DRAFT SUPPLEMENTARY PLANNING DOCUMENT TREES IN RELATION TO DEVELOPMENT

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval from Executive for the draft Trees in Relation to Development supplementary planning document (SPD) to be published for public consultation. The SPD identifies the City Council's requirements in relation to trees and development. A copy of the proposed draft SPD is at Appendix 1.

#### 2. BACKGROUND

- 2.1 The City Council's adopted Local Development Scheme, that has been agreed by Government Office for the South West, identifies the need for an SPD with regard to trees and development.
- 2.2 The Council has adopted Supplementary Planning Guidance (SPG) dating from 2004 but in order to comply with the requirements of the Local Development Framework this needs to be amended and a new consultation procedure carried out to produce an SPD. There is an urgent need to provide guidance to developers on up to date good practice with regard to trees and development essentially because of the revision to British Standards Institute 5837 Trees in relation to construction in 2005 which superseded the 1991 document.
- 2.3 The draft SPD has regard to national guidance and good practice, making particular reference to BS5837:2005. It also draws attention to the need to consider both retained and new trees as part of the overall design process.
- 2.4 The document provides guidance to all those involved with development and trees, including householders as well as those involved in the development industry. The document will be available on-line and as a paper copy and, importantly, will include links to key national documents such as BS5837:2005 and Tree Preservation Orders – A Guide to the Law and Good Practice (The Government document) which provide detailed guidance beyond the scope of this SPD.

#### 3. PROPOSED CONSULTATION

- 3.1 The consultation period will be about 6-8 weeks, the results of which and the proposed response will be reported to Planning Member Working Group and Executive with a view to adoption later in the year.
- 3.2 The consultation will be publicised through the web site, press releases and letters to agents, interested organisations and to those members of the public who have already expressed interest in response to advanced publicity.
- 3.3 The draft SPD will need minor editing and formatting prior to publication.

#### **4 PLANNING MEMBER WORKING GROUP**

- 4.1 On 10 March the draft SPD was presented to Planning Member Working Group. Members welcomed the document and agreed that it should go forward to Executive.

#### **5. RECOMMENDATION**

- 5.1 It is recommended that Executive agree the draft SPD for public consultation.

**RICHARD SHORT  
HEAD OF PLANNING AND BUILDING CONTROL**

**ECONOMY AND DEVELOPMENT DIRECTORATE**



**Exeter City Council**

## **TREES IN RELATION TO DEVELOPMENT DRAFT SUPPLEMENTARY PLANNING DOCUMENT**



March 2009

## **Preface**

This draft Supplementary Planning document (SPD) was agreed as a basis for consultation by Exeter City Council's Executive Committee on 24 March 2009.

The closing date for comments is **15 May 2009**.

The following supporting document has been prepared:

- a Consultation Statement describing the consultation that was undertaken during the preparation of the document and the result including a Strategic Environmental Statement.

The Draft Supplementary Planning Document, the supporting document, relevant development plan and other documents referred to by the SPD and prepared by the City Council can be seen on the City Council's web site [www.exeter.gov.uk](http://www.exeter.gov.uk) or at the Council's Customer Service Centre, Civic Centre, Paris Street, Exeter.

Copies of the document and additional information can be obtained by contacting Mark Waddams on 01392 265228 or [mark.waddams@exeter.gov.uk](mailto:mark.waddams@exeter.gov.uk)

Comments should be addressed to  
Richard Short  
Head of Planning and Building Control  
Exeter City Council  
Civic Centre  
Paris Street  
Exeter  
EX1 1NN

Email: [planning@exeter.gov.uk](mailto:planning@exeter.gov.uk)

Respondents should be aware that representations received may be stored on an electronic database and details will be made available to the public.

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## **Introduction**

Trees are an important part of the environment and their successful retention in new development is for the benefit of the whole community. Trees enhance landscape and townscape character, provide habitats for wildlife, and reduce the effects of pollution. They are positive elements in the cultural and economic life of the city and this document has been produced to assist all those involved with development to successfully integrate trees into the built environment. Following the principles outlined will ensure that as many trees are retained and successfully incorporated as possible.

## **Purpose of the Supplementary Planning Document (SPD)**

This SPD identifies the minimum information required by Exeter City Council when dealing with applications for works to protected trees and when considering a planning application on a site that contains or is adjacent to trees. The document will be subject to consultation prior to adoption by the City Council. Together with other documents the Council will rely on this SPD to determine planning applications and defend decisions at appeal. Applications will need to comply with this SPD in order to be successful.

## **Planning Policy**

This SPD is designed so that it can be used in conjunction with both the Local Plan and subsequently the Local Development Framework. Tree and Landscape policy in the Local Plan is provided by Policy DG1 and paragraphs 13.10 to 13.14. This material will be replaced by the relevant Core Strategy policy and supporting text when this is submitted. Similarly, it will be amended in the light of any changes introduced by the Inspector's Binding Report.

The SPD is one of a series of documents produced by Exeter City Council for use in the planning process. Other SPD within the series are:

- Householder's Guide to Extension Design

## CHAPTER 1 LEGAL FRAMEWORK

Prior to undertaking any work to trees within or adjacent to a development site it is advised you contact the Council's Landscape and Tree Officer to ascertain if any trees are protected by Tree Preservation Orders, Conservation Area legislation or Planning Conditions. Email [Landscape and Tree Officer](#) or [Planning Services](#)

### Overview of Tree Preservation Orders

**1.1** Trees can be protected by a number of statutory instruments, the most widely known are Tree Preservation Orders (TPO). A TPO can protect individual trees, groups, areas and woodlands. The legislation regarding trees is encompassed within Part VIII the Town and Country Planning Act 1990 and in the Town and Country Planning (Trees) Regulations 1999. In addition to TPO's the Town and Country Planning Act makes provision for protecting trees within conservation areas.

**1.2** Information regarding both TPO's and trees within conservation areas can be found within a publication entitled Tree Preservation Orders A Guide to the Law and Good Practice produced by Communities and Local Government.

**1.3** An addendum sets out the Government's policy advice on changes to the Tree Preservation Order system. These changes include a mandatory standard application form and a fast-track appeals process administered by the Planning Inspectorate. The above changes arise from the Town and Country Planning (Determination of Appeals by Appointed Persons) (Prescribed Classes) (Amendment) (England) Regulations 2008, which came into force on 6 April 2008, and the Town and Country Planning (Trees)(Amendment)(England) Regulations 2008 which came into force on 1 October 2008. The following links can be used to download the publications referred to above.

[Tree Preservation Orders A Guide to the Law and Good Practice](#)

[Tree Preservation Orders A Guide to the Law and Good Practice Addendum](#)

**1.4** The following link to the government website provides answers to frequently asked questions:

[Protected trees: A guide to tree preservation procedures](#)

### Tree Preservation Orders

**1.5** TPOs are formal, documented designations with the backing of national law. It is a criminal offence to carry out works to a protected tree without consent.

- i) TPOs are made, and the files held, by the City Council
- ii) Any size tree can be protected, but the tree must have visual amenity, or the potential for future visual amenity
- iii) TPOs prevent pruning or felling, without consent from the Council
- iv) Applications to undertake work to a tree subject to a TPO must be on the standard form. Link: [Application form](#)

**1.6** Following receipt of the completed form the tree will be inspected by the Council's Landscape and Tree Officer. A decision to grant consent or refuse consent will normally be made within eight weeks.

- i) Applications are publicised by letter to local residents, site notices and/or placing advertisements in local newspapers.
- ii) If a tree is dead, dying or dangerous a formal application to the Council is not required but contractors or tree owners are advised to give five days notice of intended work.
- iii) Statutory Undertakers in certain instances are exempt from the necessity to apply to undertake work, for example when tree work is required in the interests of safety, and/or undertaking inspections, repairs or renewals. Statutory Undertakers are not exempt if tree work is required to construct site compounds or for the erection and or placement of site huts. ([See section 6.20](#) in the Tree Preservation Orders A Guide to the Law and Good Practice.)
- iv) The penalty for unlawful felling is a fine up to £20,000 and £2500 for unlawful pruning.
- v) If consent is refused an appeal can be made to the planning inspectorate. For more information contact

Environment Appeals Team  
 Room 4/04 Kite Wing  
 Temple Quay House  
 2 The Square  
 Temple Quay  
 Bristol BS1 6PN

Tel: 0117 372 8192  
 Email [environment.appeals@pins.gsi.gov.uk](mailto:environment.appeals@pins.gsi.gov.uk)  
 Website [Planning Inspectorate](#)

Guidance is available from [TPO appeal guidance](#)

## Trees within Conservation Areas

**1.7** Conservation areas are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance. Designation as a conservation area brings under control works to trees as follows:

- i) Prevents pruning or felling of any tree over 7.5cm diameter, at 1.5m above ground level, (or 10cm if thinning to help the growth of other trees) without giving the Council six weeks prior notification.
- ii) Notification can take any form (a section 211 notice). It must describe the work proposed and include sufficient particulars to identify the trees.
- iii) The six weeks notification allows time for the Council to create a TPO if appropriate
- iv) If a tree is dead, dying or dangerous notification to the Council is not required but contractors or tree owners are advised to give five days notice of intended work.
- v) Penalties for destruction of a tree are a fine up to £20,000 and £2,500 for unlawful pruning.

For additional information see [Chapter 9](#) in Tree Preservation Orders A Guide to the Law and Good Practice.

## **Planning conditions**

**1.8** Planning conditions are attached when planning permission (either outline or full) is granted and can cover a wide variety of activities and procedures. These can include restrictions regarding the future management and/or removal of trees, or may relate to protection of trees prior to and during development activity. Failure to comply with planning conditions may result in enforcement action. In a serious case the Council could apply for an injunction to halt work on the site.

**1.9** Notwithstanding the above planning conditions are now not regarded as the best way to protect trees in the long term. The Council will now protect new and retained trees with the use of TPOs on development sites.

## **Felling Licences**

**1.10** A felling licence is required for the felling of a relatively low volume of wood. However, five cubic metres of timber can be felled in any calendar quarter without a licence as long as no more than two cubic metres are sold. This amount of timber equates approximately to two or three large oak trees. Failure to obtain a felling licence may result in fines and requirements for re-stocking. Further information is available from:

South West England Office  
Forestry Commission  
Mamhead Castle  
Mamhead  
Exeter  
Devon  
EX6 8HD

Tel: 01626 890666

Fax: 01626 891118

Web: [Forestry Commission](http://www.forestry.gov.uk)

For additional information see [Section 6.28](#) in Tree Preservation Orders A Guide to the Law and Good Practice.

[Frequently Asked Questions](#) about Felling Licence Regulations.

## **Wildlife habitats**

**1.11** No works should contravene the Wildlife and Countryside Act 1981 (Section 1) as amended by countryside & Rights of Way Act 2000 (CROW Act) and must take into account any protected species including bats and nesting birds. An ecological evaluation should be carried out where it is likely that wildlife habitats may be present.

**1.12** Wildlife sites should be protected and, whenever possible enhanced as promoted in the Natural Environment and Rural Communities Act 2006. Contact the Council and/or Natural England to assess and advise if the development has the potential to have an adverse impact on the wildlife features of the site. Trees should be inspected for wildlife, including bat surveys. Hedges and other wildlife sites are vulnerable to construction works. The Council and Natural England can advise if the

development will have an adverse impact on the wildlife features of the site, and how to reduce or avoid these.

### **Covenants**

**1.13** Trees may be subject to covenants. They are a private matters of no concern to the Council. People should seek private legal advice if they are concerned about covenants.

### **Civil matters**

**1.14** In exceptional cases works may be carried out without consent to prevent or abate a nuisance . Landowners should contact the City Council to discuss the works in order to avoid criminal liability.

## CHAPTER 2 TREES AND DEVELOPMENT

### British Standard BS5837:2005 Trees in relation to construction

**2.1** British Standard 5837:2005 is a key reference document with regard to trees and development. The scope of the standard is as follows:

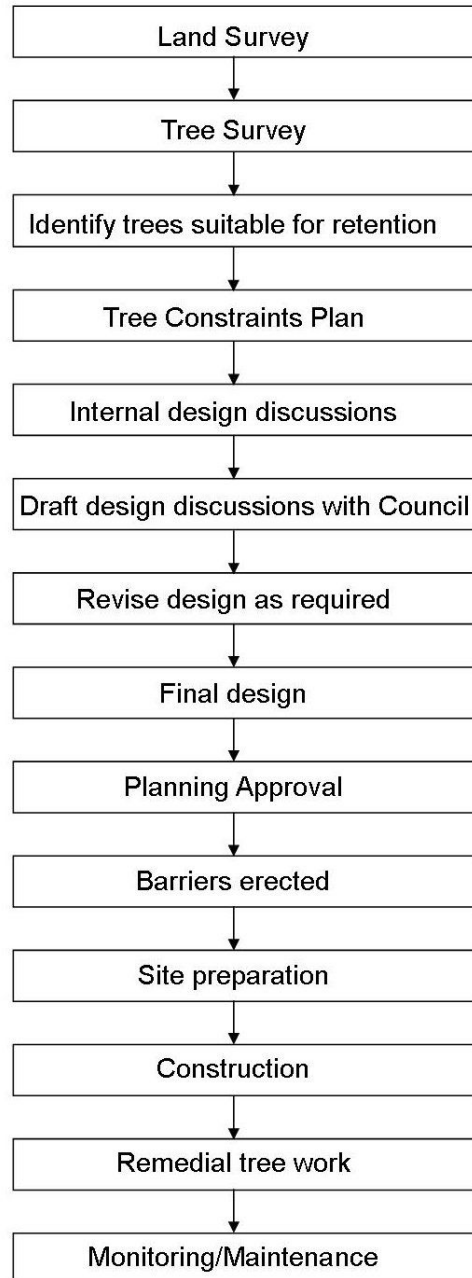
*“This British Standard gives recommendations and guidance on the principles to be applied to achieve a satisfactory juxtaposition of trees, including shrubs, hedges and hedgerows, with structures. It follows, in sequence, the stages of planning and implementing the provisions which are essential to allow development to be integrated with trees”*

**2.2** People involved with planning and managing development sites that contain or are adjacent to trees should be aware of this British Standard and its content. Copies of the British Standard can be purchased from [British Standard 5837:2005](#)

**2.3** Figure 1 within BS5837:2005 is a flow diagram, summarizing planning for trees on development sites, that should be followed. The chart clearly identifies the step by step process of integrating trees successfully into a development from initial land survey to first occupancy.

## Flow Diagram

The following is a simplified version of the flow diagram summarising the principle steps to be followed

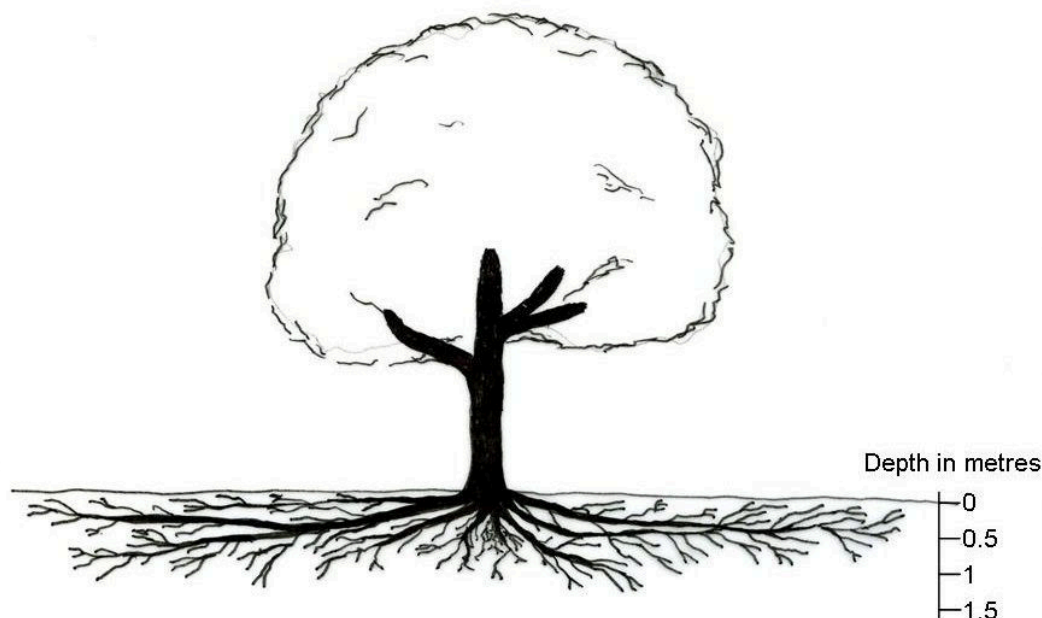


## Rooting structure

**2.4** Rooting structure is a key issue when dealing with trees and development. To ensure the survival of trees the British Standard Institute has introduced the concept of a Root Protection Area (RPA). The RPA is an area surrounding a tree that contains sufficient rooting volume to ensure the tree's survival and is represented in square metres. RPAs will need to be agreed with the City Council.

**2.5** The following diagram represents the typical rooting pattern of a tree. Note that 90% of the trees roots are usually located within the top 1m of soil and that roots may spread well beyond the canopy. Therefore, no works are allowed within the root area. Even a small trench 0.5 metres deep to accommodate a cable or drain may lead to the loss of the tree and would be unacceptable.

### Typical rooting structure of a tree



**2.6** To successfully integrate trees into a development it will be a planning requirement to allow enough space in the design to allow trees to mature and flourish and to agree protection measures during the entire construction phase. Trees should be considered at the earliest design stage to allow them to be successfully integrated into new development. A survey of trees on and adjacent to the site should be the first step in the process.

## **How can trees be damaged?**

### **Compaction of the soil**

**2.7** When soil is compacted, the soil structure is damaged by removing the spaces between soil particles preventing the exchange of gases and uptake of nutrients by trees. Compaction can be caused by the storage of materials, including bricks, soil, gravel and cement, and the movement of vehicles. One vehicle movement can cause sufficient compaction to damage the tree. Compacted ground will alter soil drainage, which may result in the ground becoming waterlogged. Storage of materials and the movement of vehicles will not be permitted within RPAs,

### **Excavations**

**2.8** Excavations within the RPA are likely to cause root severance. This may lead to loss of vigour, reduced uptake of water and nutrients, allow access for decay organisms and may compromise the tree's stability. Under exceptional circumstances, where excavation may be justified, hand digging will be required.

### **Ground level changes**

**2.9** Both reduction and raising of soil levels can be detrimental even if this is only by a few centimeters. Reducing ground levels may sever roots, and can increase the drainage of a site thereby reducing water availability. Raising ground levels can cause compaction, and suffocate roots. The raising or lowering of ground levels within RPAs will not be permitted.

### **Impact damage**

**2.10** This can be caused by machinery and includes torn branches, and damage to bark and trunk. Damaged areas of trees can allow the entry for decay organisms and reduced vigour. Machinery and equipment will not be permitted within RPAs.

### **Soil contamination**

**2.11** This can be caused by the spillage of oil, fuel and chemicals, mixing cement or other materials. To prevent leaching through the soil where significant tree roots can be found, all chemicals should be kept in a safe storage area down hill from trees at least 10m from the RPA. The mixing of materials will not be permitted within RPAs.

### **Fires**

**2.12** Conducted and radiated heat as well as flames will damage trees resulting in the loss and damage to both major and fibrous roots, and damage to the trees vascular system under the bark even if the bark does not appear burnt. Keep fires well away from trees, beware of flames drifting toward branches.

## Protective Fencing

2.13 To ensure that roots are successfully protected RPAs will be required to be fenced off using fencing to BS 5837:2005 specifications as indicated below.

### BS5837:2005 Protective barrier

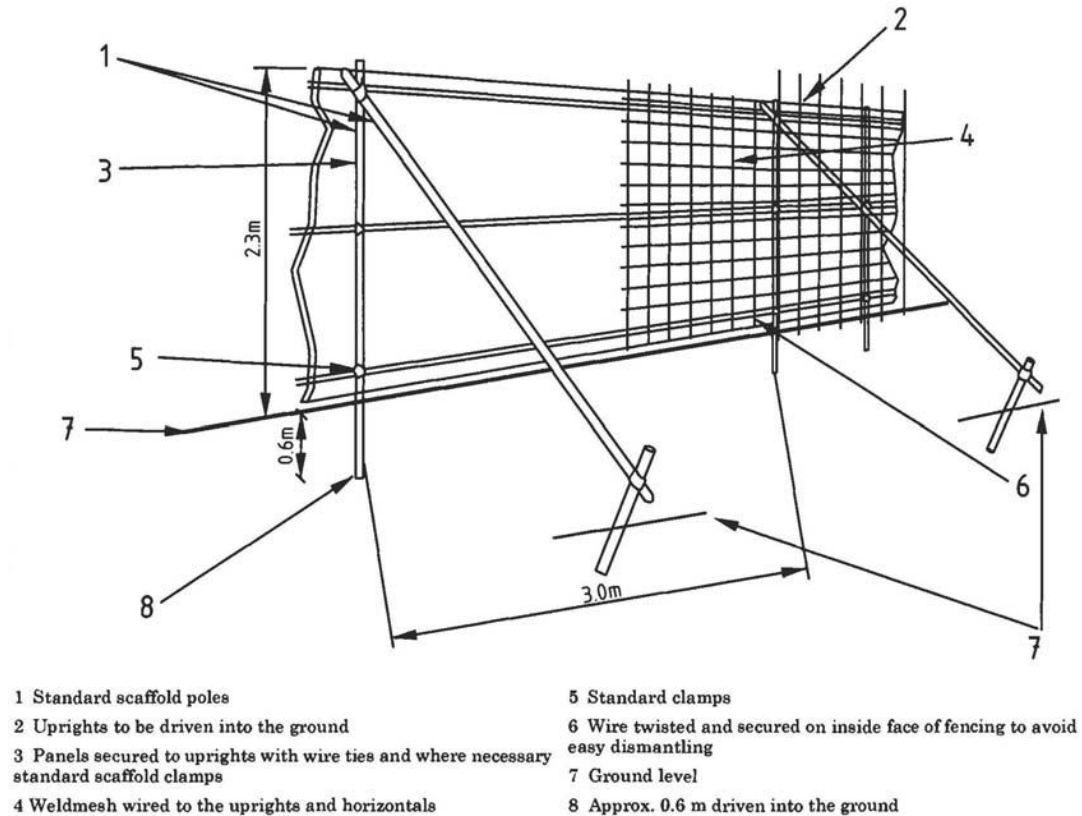


Figure 2 — Protective barrier

## Surveys

2.14 A tree survey should be submitted as part of a comprehensive survey of a development site. Should a site survey require vegetation clearance to reveal existing features this is to be undertaken by hand held machinery. Mechanized flails may be used in areas outside the RPA of trees, taking care not to damage the soil structure within areas identified for new planting.

## Quality of plans

2.15 All submitted plans and plans prepared for use during pre-application discussions must include the following

- Suitable, workable and recognized scale.
- North point.
- Key, all colours shown on the plan must be shown on the key

## Existing site plan

**2.16** To enable tree information to be seen within the context of other constraints, a site survey should be carried out covering the following:

- Existing buildings/structures.
- Existing hard surfaces.
- Water courses.
- Overhead cables.
- Underground services.
- Levels across the site.
- Location of all existing trees over 7.5cm in diameter measured at 1.5m above ground level within the site,
- All trees whose crown overhangs the site, or trees within a distance equal to 12 times their stem diameter (measured 1.5m above ground level) from the boundary, or 10 times their base diameter in the case of multi-stemmed trees.
- Accurate crown spread, if this is irregular it should be shown as such.
- Hedgerows and shrub masses, including a list of the woody species that they contain.
- Details of any features within hedges for example, banks or supporting walls.
- Wildlife features.
- Historical features.

## Tree survey

**2.17** A competent Arboriculturist (see BS5837:2005 section 2.2) with experience of working with trees on development sites should undertake the tree survey in accordance with British Standard 5837:2005 "Trees in relation to construction".

**2.18** The survey must show the location of all trees accurately, and include the following information, some of which may be presented on a separate table. The accurate submission of this information will allow for the full appraisal of the trees on the site, by both the developer and the Council.

- Reference number.
- Species.
- Height.
- Height of crown clearance.
- Crown spread of each tree (in relation to all four compass points).
- Diameter of the trunk measured at 1.5m above ground in millimeters on single stem trees and immediately above the root flare on multi-stemmed trees.
- Age class (e.g. young, middle age, mature, over mature, veteran).
- Assessment of the structural and physiological condition including trunk, crown and roots.
- Tree management recommendations.
- Trees to be felled as part of development proposal.
- British Standard category grading
- RPA

## **Identifying trees suitable for retention BS 5837:2005 Tree Categorisation**

**2.19** Table 1 within BS5837:2005 “Cascade chart for tree quality assessment” shows how trees should be categorised. Section 4.3 of the standard describes how the cascade chart should be used. Section 4.3.6 states that it should first be determined if a tree falls into the R (Remove) category. If a tree is in a satisfactory condition to be retained then consideration should be given to its inclusion into an A, B or C category. The categorisation of trees must be agreed with the Council.

**2.20** It should not be assumed that C category trees that constrain development may be removed. The Council will consider each site individually and on its own merit, giving consideration to the surrounding landscape, and existing tree cover.

**BS5837:2005 Table 1 - Cascade chart for tree quality assessment**

Category and definition	Criteria			Identification on plan
<p><b>TREES FOR REMOVAL</b></p> <p><b>Category R</b> Those in such a condition that any existing value would be lost within 10 years and which should, in the current context, be removed for reasons of sound arboricultural management.</p>	<ul style="list-style-type: none"> <li>Trees that have a serious, irremediable, structural defect, such that their early loss is expected due to collapse, including those that will become unviable after removal of other R category trees (i.e. where, for whatever reason, the loss of companion shelter cannot be mitigated by pruning)</li> <li>Trees that are dead or are showing signs of significant, immediate, and irreversible overall decline</li> <li>Trees infected with pathogens of significance to the health and/or safety of other trees nearby (e.g. Dutch elm disease), or very low quality trees suppressing adjacent trees of better quality</li> </ul> <p>NOTE Habitat reinstatement may be appropriate (e.g. R category tree used as a bat roost: installation of bat box in nearby tree).</p>			DARK RED
<p><b>TREES TO BE CONSIDERED FOR RETENTION</b></p>	<p><b>NOTE</b> Habitat reinstatement may be appropriate (e.g. R category tree used as a bat roost: installation of bat box in nearby tree).</p>			
<p><b>Category and definition</b></p>	<p><b>Criteria - Subcategories</b></p>			<p><b>Identification on plan</b></p>
<p><b>Category A</b> Those of high quality and value: in such a condition as to be able to make a substantial contribution (a minimum of 40 years is suggested)</p>	<p><b>1 Mainly arboricultural values</b> Trees that are particularly good examples of their species, especially if rare or unusual, or essential components of groups, or of formal or semi-formal arboricultural features (e.g. the dominant and/or principal trees within an avenue)</p>	<p><b>2 Mainly landscape values</b> Trees, groups or woodlands which provide a definite screening or softening effect to the locality in relation to views into or out of the site, or those of particular visual importance (e.g. avenues or other arboricultural features assessed as groups)</p>	<p><b>3 Mainly cultural values, including conservation</b> Trees, groups or woodlands of significant conservation, historical, commemorative or other value (e.g. veteran trees or wood-pasture)</p>	LIGHT GREEN
<p><b>Category B</b> Those of moderate quality and value: those in such a condition as to make a significant contribution (a minimum of 20 years is suggested)</p>	<p>Trees that might be included in the high category, but are downgraded because of impaired condition (e.g. presence of remedial defects including unsympathetic past management and minor storm damage)</p>	<p>Trees present in numbers, usually as groups or woodlands, such that they form distinct landscape features, thereby attracting a higher collective rating than they might as individuals but which are not, individually, essential components of formal or semi-formal arboricultural features (e.g. trees of moderate quality within an avenue that includes better, A category specimens), or trees situated mainly internally to the site, therefore having little visual impact on the wider locality</p>	<p>Trees with clearly identifiable conservation or other cultural benefits</p>	MID BLUE
<p><b>Category C</b> Those of low quality and value: currently in adequate condition to remain until new planting could be established (a minimum of 10 years is suggested), or young trees with a stem diameter below 150mm</p>	<p>Trees not qualifying in higher categories</p>	<p>Trees present in groups or woodlands, but without this conferring on them significantly greater landscape value, and/or trees offering low or only temporary screening benefit</p>	<p>Trees with very limited conservation or other cultural benefits</p>	GREY
<p>NOTE Whilst C category trees will usually not be retained where they would impose a significant constraint on development, young trees with a stem diameter of less than 150mm should be considered for relocation</p>				

## Plans required for pre application discussions and planning applications

### Root Protection Area Plan

**2.21** This is a plan showing the RPA required by individual trees, quantified in square metres, usually shown as an area within a circle around the tree although the shape will depend upon its location.

**2.22** The radius of the circle is calculated based on the diameter of a tree measured at 1.5m above ground level multiplied by 12, or 10 times their base diameter in the case of multi-stemmed trees.

**2.23** To calculate the RPA for trees the following formulas should be followed

Number of stems	Calculation
Single stem tree	$\text{RPA (m}^2\text{)} = \left( \frac{\text{Stem diameter (mm) @ 1.5m} \times 12}{1000} \right)^2 \times 3.142$
Tree with more than one stem arising below 1.5m above ground level	$\text{RPA (m}^2\text{)} = \left( \frac{\text{Basal diameter measured immediately above root flare (mm)} \times 10}{1000} \right)^2 \times 3.142$
NOTE The 12x multiplier is based on NJUG 10 and published work by Matheny and Clark	

RPAs must be agreed with the City Council.

### Buffer Zones

**2.24** A buffer zone is an area beyond the crown spread of a tree within which building should not normally take place. There is no formula for defining a zone although its area and shape is worked out taking into account tree species, potential for future growth, orientation and topography. In all cases a buffer zone is required and must be agreed with the Council. Roads and underground services may be included within buffer zones but site planning must take account of the need to avoid any ground works within RPAs

The buffer zone will ensure:

- A good spatial relationship between buildings and trees, ensuring that trees or buildings do not dominate each other and that the visual amenity of trees is retained.
- A high quality outlook for the occupants of buildings
- Sufficient light levels, both direct and ambient
- That occupants are comfortable with the proximity of trees to buildings, avoiding perceptions of danger and of inconvenience from leaves, debris and honeydew.

**2.25** When seeking to agree buffer zones with the Council consideration must be given to the following:

- Crown clearance above ground.
- Change of levels.
- Orientation of the site
- Whether the trees are evergreen or deciduous
- The number and species of trees
- The effect of trees on daylight (direct or ambient)
- The ability to construct the development without any impact upon trees
- The need to protect the present and future visual amenity of the trees
- Sufficient space to allow trees to thrive

**2.26** Normally no new building will be permitted within six metres of the existing canopy spread of a tree.

### **Explanatory plans and drawings**

**2.27** The following sketches give examples of various aspects of design to consider when determining the size and shape of the buffer zone, it is for information only and does not attempt to cover all eventualities.

#### *Photo's / drawings required with supporting text*

- i) *Evergreen tree Yew macracarpa (lafrowda) Barrack Lane*
- ii) *Imposing Oak or Beech*
- iii) *Light and fluffy Birch or Robinia*
- iv) *Tree on ground sloping up, sloping down, on flat ground*
- v) *Single tree*
- vi) *Dark row of trees (Crossmeads) Barrack Lane*
- vii) *Plans showing 45 degree arc as described above*

*Also see Horse Guards, Line of Poplars between Gras Lawn and PEOH*

### **Tree Constraints Plan**

**2.28** This is a plan combining RPAs and Buffer Zones and should be agreed at the earliest possible stage to allow negotiations on development proposals to proceed. **Example of TCP:**

### **Tree Protection Plan**

**2.29** This is a plan/document showing the final layout, including tree and landscape protection, arboricultural method statements, location of site huts, storage areas and access roads. Where it is absolutely necessary that construction takes place close to trees the plan should include an arboricultural method statement to minimise impact upon trees. Planning consent will not be issued without this plan. Note: An arboricultural method statement is a detailed description of work and construction techniques designed to minimise direct and indirect damage to trees. The advice of an arboricultural consultant and engineer should be sought when preparing a statement. It will require approval by the City Council.

## **CHAPTER 3 THE PLANNING PROCESS**

### **Pre-application discussions**

**3.1** The City Council places great importance on pre-application advice. Prospective developers should contact the City Council at the earliest stage to obtain constructive advice and to identify the key issues with regard to trees which need to be addressed. For major applications a protocol is in place.

### **Design and Townscape**

**3.2** Trees to be retained on a development site should be integrated into the layout so that they make a positive contribution to the townscape and to ensure a satisfactory spatial relationship between buildings and trees. Large trees, or trees with significant growth potential should normally be located in public areas where they may be an asset to the townscape, rather than in private gardens, where they may be less appreciated and cause amenity problems. In many circumstances, particularly in the case of rows or large groups of trees, it will be appropriate to arrange buildings to face trees with access roads located between trees and buildings as in the example below at Gras Lawn. Roads may be located within buffer zones which allows efficient use of spaces which, otherwise, have to be kept clear of development.

**3.3** When considering the layout of a development, trees should be integrated into the overall design concept and space should be agreed with the City Council which allows retained trees to flourish. Space should be sufficient to allow for the planting of large new trees or groups of trees in key visual locations. Both retained and new trees should be considered as part of a landscape framework. Designs which resort to trees and other landscape features being restricted to awkward, left-over pieces of land are unlikely to achieve planning permission.



Gras Lawn

**3.4** When giving consideration to the size and orientation of private gardens the City Council will give significant weight to the position of trees. Any requirement for a particular size of garden will exclude the space under the crown spread of a tree to be retained.

**3.5** The boundaries within a development are particularly important in defining the character of a site. Where a boundary includes trees or consists of a hedgerow including trees, particular consideration must be given to how the boundary is defined or reinforced. Boundaries involving significant foundations or changes in levels will not be permitted owing to the damage which may be caused to trees. Layouts which include rear gardens backing onto rows of trees should generally be avoided because of the difficulty in designing appropriate boundaries.

**3.6** A minimum of 10% of the development area is required to be provided as Public Open Space (POS) (Exeter Local Plan First Review para 13.44). This space is required to be adopted by the City Council and should be capable of being used for recreation; for example to play football, fly kites, picnic and exercise. Proposals for open space which include significant tree cover, particularly including trees that are dressed closely to the ground, resulting in unusable space, will not be acceptable. However, because there may be landscape advantages in retaining or providing trees in open space, their inclusion is not entirely ruled out. Developers should discuss at an early stage proposals for open space which include trees.

### **Submitting planning applications involving trees**

**3.7** The Council has a validation check list for both outline and full planning applications. Copies of the validation check list, help notes and application forms can be downloaded from the following link and are included within [appendix \(iii\)](#).

#### [Planning Application Forms](#)

**3.8** To allow registration, applications must include a tree survey and details of arboricultural implications, including tree constraint plans, tree protection plans and arboricultural method statements.

**3.9** All required information must be supplied at the time of making an application. Validation and registration will be delayed if information is missing or if plans are incorrect.

### **Planning conditions**

**3.10** Owing to the above there will be few tree related planning conditions.

### **Monitoring/liaison with and by ECC and/or arboricultural consultants**

**3.11** Prior to the commencement of work on site, developers are advised to engage the services of an Arboricultural Consultant to monitor the erection of protective fences and ensure all work undertaken in proximity to trees complies with the tree protection plan and method statements agreed with the Council. Dependent on the site and work program it is advised the Arboricultural Consultant visits on a regular programmed schedule but should be available to visit and assist the developer as and when required or when unforeseeable problems arise.

**3.12** The Arboricultural Consultant should record visits and recommendations on a monitoring form (eg [shown here](#) [\(and in appendix X\)](#)) The Council will request sight of forms to ensure compliance with the Tree Protection Plan and associated Method Statements. The Council encourages self monitoring, which will reduce the necessity for monitoring by the Council's Arboricultural Officer.

### **Review of TPOs and new TPOs on development sites**

**3.13** On completion of development the Council will review existing TPOs to ensure retained and newly planted trees are adequately protected. The Order may be modified to reflect any trees felled during the development process and to include newly planted trees. Where no existing TPO exists a new TPO may be issued to protect newly planted trees.

## **CHAPTER 4 LANDSCAPE WORKS**

**4.1** In order to be registered, full planning applications which involve physical development must include a comprehensive landscape plan including hard and soft features. Trees will frequently be a requirement of any landscape scheme and these must be planted prior to the occupation of buildings. Prospective new owners of properties should be made aware of all landscape plans and tree planting which may affect the new property. In considering landscape schemes the Council will pay particular attention to the space allowed for planted trees to become full-sized specimens without causing nuisance to built structures, occupants and highway movement.

**4.2** Developers will be required to agree the landscape plan at an early stage to ensure that the foundation design of buildings takes account of the effect of tree and shrub growth on ground conditions

**4.3** Tree planting should be designed as part of an overall townscape concept. Trees should be used to define space, frame views and create attractive places such as avenues and squares. The planting of a single large specimen tree as a feature may be effective in defining a space such as a square or circus, or terminating a view. Trees should be used to complement the overall design not be used in mitigation for poor townscape or architecture.

**4.4** There should be a clear rationale for the choice of species of tree. A large site, for example, may require a hierarchical landscape plan whereby the broad structure is defined by larger species and the more intimate spaces, closer to buildings, planted with smaller, more ornamental trees and shrubs. Random planting of multiple species will seldom produce a scheme which will be acceptable to the Council. Areas of single species planting appear more natural and are easier to establish and maintain. Using a limited number of species for particular locations can characterize different areas of a development.

**4.5** Early strategic planting may be beneficial prior to the development commencing to lessen the visible impact of development.

**4.6** To protect the soil structure, prevent soil compaction and soil contamination during development, the Council will require areas of proposed soft landscape and tree planting to be enclosed with BS 5837:2005 fencing which must be shown on the tree protection plan.

**4.7** To avoid damage to retained trees during work to prepare ground for new planting, all landscape plans, relating to works within the RPAs must be accompanied by a method statement to be approved by the Council detailing how work will be undertaken. The use of machinery within RPAs will not be permitted.

**4.8** To ensure their successful establishment all trees must be container grown (see Section 2.5 BS3936-1 1992). The quality, standard and method of planting must be shown on the approved landscape plan. The selection of trees must usually be agreed with the Council immediately after consent has been granted. On large sites, this will involve the Council's nominated officer and a representative of the applicant visiting and selecting trees at the applicant's expense. This will be formalized within a Section 106 agreement. The successful establishment of trees with excellent form and structure will remove developers' requirements to carry out replacement planting .

**4.9** Planning conditions will continue to be used to secure the successful maintenance of all landscape schemes. Accordingly details of planting specifications and post planting maintenance must accompany any submitted landscape plan.

## Appendix (NOT COMPLETE)

### i) Contacts

- Mark Waddams, Landscape and Tree Officer  
Exeter City Council, Civic Centre, Paris Street, Exeter, EX1 1NN  
Tel: 01392 265228  
Fax: 01392 265431  
Email: [mark.waddams@exeter.gov.uk](mailto:mark.waddams@exeter.gov.uk)  
Web: [www.exeter.gov.uk](http://www.exeter.gov.uk)
- Arboricultural Association  
Ampfield House, Romsey, Hampshire SO51 9PA  
Tel: 01794 368717  
Fax: 01794 368978  
Email: [admin@trees.org.uk](mailto:admin@trees.org.uk)  
Web: [www.trees.org.uk](http://www.trees.org.uk)
- The Tree Advice Trust (formerly known as the Arboricultural Advisory and Information Service).  
Alice Holt Lodge, Wrecclesham, Farnham, Surrey, GU10 4LH  
Tel. 09065 161147 (Premium rate calls charged at £1.50 per minute)  
Email: [admin@treehelp.info](mailto:admin@treehelp.info)  
Web: [www.treehelp.info/](http://www.treehelp.info/)
- Devon and Cornwall Constabulary  
Partnerships Architectural Liaisons Officer, Devon and Cornwall  
Constabulary, Exeter Police Station, Heavitree Road, Exeter, EX1 2LR.  
Tel: 0845 2777444
- Government Office for the South West  
Customer Service Team, Corporate Services Directorate, 2 Rivergate,  
Temple Quay, Bristol, BS1 6EH  
Tel: 01179 900 1700  
Fax: 0117 900 1900  
Email: [swcontactus@gosw.gsi.gov.uk](mailto:swcontactus@gosw.gsi.gov.uk)  
Web: [Government Office of the South West](http://Government Office of the South West)
- Natural England (Devon)  
Level 8, Renslade House, Bonhay Road, Exeter, EX4 3AW  
Tel: 01392 889770  
Fax: 01392 352007  
Email: [devon@naturalengland.org.uk](mailto:devon@naturalengland.org.uk)  
Web: [Natural England](http://Natural England)

### ii) Useful References:

- British Standards Institute - BS 5837:2005 "Trees in relation to construction".
- British Standards Institute - BS 3998:1989 "Recommendations for tree works".
- British Standards Institute - BS 8206, Part 2: 1992 "Lighting for buildings".

- Buildings Research Establishment 1998, "Site layout planning for daylight and Sunlight: A guide to good practice".
- National House Building Council NHBC 2003, "Chapter 4.2 - Buildings near trees".
- The Tree Advice Trust (AAIS) Arboricultural Practice Notes (APN 1) 1996, "Driveways close to trees".
- The Tree Advice Trust (AAIS) Arboricultural Practice Notes (APN 5) 1999, "Shaded by trees".
- Department of Environment Transport and the Regions 2000, "Tree Preservation Orders: A Guide to the Law and Good Practice".

### **iii) Submitting your application**

- Copies of Validation checklist for both outline and full planning applications help notes and application forms.

### **Acknowledgements**

Permission to reproduce extracts from BS 5837 (2005) is granted by BSI. British Standards can be obtained in PDF or hard copy formats from the BSI online shop: [www.bsigroup.com/Shop](http://www.bsigroup.com/Shop) or by contacting BSI Customer Services for hardcopies only: Tel: +44 (0)20 8996 9001, Email: [cservices@bsigroup.com](mailto:cservices@bsigroup.com).

**This document is available in large print. Please contact Mark Waddams, Landscape and Tree Officer on 01392 265228 or email [mark.waddams@exeter.gov.uk](mailto:mark.waddams@exeter.gov.uk)**

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## EXETER CITY COUNCIL

**EXECUTIVE**  
**7 APRIL 2009**

### **EXETER VISION: THE CITY'S SUSTAINABLE COMMUNITY STRATEGY**

#### **1 PURPOSE OF REPORT**

- 1.1 This report presents the Exeter Vision (the Vision), the city's Sustainable Community Strategy and seeks both Executive support for the Vision and for it to be adopted by the Council.

#### **2 BACKGROUND**

- 2.1 The Local Government Act 2000 (as amended by the local Government and Public Involvement in Health Act 2007) requires local authorities to produce a Sustainable Community Strategy for their area, which seeks to improve the economic, social and environmental well-being of the area in a way which contributes to sustainable development.
- 2.2 Sustainable Community Strategies should contain:
- The long-term vision based firmly on local needs – this will be underpinned by a shared evidence base informed by community aspirations.
  - Key priorities for the local area, based upon this vision which may be realistically be achieved in the medium term.
- 2.3 This updated Vision builds on Exeter's first Community Strategy (also known as the Vision) published in 2003, and sets out the long term sustainable ambition for Exeter , providing a framework to guide the work of all agencies and organisations in delivering this.
- 2.4 The Vision has been developed by Exeter Vision Partnership, the city's Local Strategic Partnership (LSP). The LSP reflects a wide cross section of key interests in Exeter covering economic, social and environmental areas. Council representation on the LSP comprises the Leader and Chief Executive.
- 2.5 In order to ensure the Council's work directly contributes to achieving the Vision, the Council strategic objectives are aligned with those Vision themes we can have most impact on. This relationship is set out in the Council's Corporate Plan.

#### **3 DEVELOPMENT OF THE STRATEGY**

- 3.1 The statutory guidance stresses the importance of seeking to consult representatives of local people, businesses and third sector organisations when developing Sustainable Community Strategies. In addition to this, research was conducted to assess the current state of Exeter in order to provide a measurable evidence base and ensure links to National Indicators within the Devon Local Area Agreement.

- 3.2 The Council commissioned Local Futures to produce a State of Exeter report in May 2008, which set out the economic, social and environmental issues for the city. The Exeter Vision Partnership adopted both this report and the Climate Change analysis undertaken by the University of Exeter's Centre for Energy and Environment in 2007 (CEE) as the baseline for the Exeter Vision. Analysis from the Council's Geography of Deprivation report (2008) has also been used to inform actions. The baseline will be updated with the results of the 2008 Place Survey once available.
- 3.3 Vision themes and priorities were developed and tested using both existing consultation information and through undertaking specific consultation:
- Best Value user satisfaction survey (2006)
  - Getting the Most Out of Life, older people's consultation event (July 07)
  - Communities First, voluntary and community networking event (Nov 07)
  - Youth in the City, where young people were asked what the ten existing Vision themes meant to them (Nov 07)
  - Information gathered through "My Neighbourhood" community engagement activities
  - Wavelength 18 survey questionnaire on the importance of themes and priority actions (Nov 08)
- 3.4 As a result of the Wavelength consultation, it was agreed the "Electronic City" theme should be removed as it had been linked to a specific initiative to install broadband across the city, and that "A Cultural and Fun place to be" is re-titled "An Inspiring City" to cover the full range of activities that fall under the definition of culture. The strategy now covers nine themes:
- A Prosperous City: The economy is buoyant, supported by a highly skilled resident workforce, sound infrastructure, and sustainable investment.
  - A Learning City: Aspirations and ambitions are high, learning is valued and people have access to quality learning opportunities, allowing them to fulfill their full potential.
  - An Accessible City: Transport infrastructure allows improved access to services and communities and there is reduced dependence on travelling by car.
  - A City with Strong Communities: Local governance and engagement allows individuals and organisations to play a full and active part in Exeter's social, economic, political and cultural life.
  - A City that is Healthy and Active: Well-being is promoted and ill-health prevented, so every citizen is able to live their life as fully, actively and independently as they want to.
  - A Safe City: Residents, workers and visitors enjoy being in a safe place, with low crime, where people with different beliefs are tolerant and respectful of one another.
  - A City where the Environment is Cared for: The environment and eco systems are supported and valued, and communities are developing in a sustainable way.
  - A City where Everyone has a Home: There are sufficient homes to meet housing need, with a range of appropriate developments which are well-designed, maintained and affordable.
  - An Inspiring City: Where residents, visitors and workers enjoy the vitality of the city and participate in a wide range of leisure, cultural, spiritual and community activities.

- 3.5 The draft Vision was circulated for comment to all LSP members and their networks, key Council staff and to a range of reference groups representing interests covered by the themes.

## **4 THE STRATEGY**

- 4.1 It was widely agreed that a brief and engaging, summary of the Vision should be produced in the form of a booklet to act as a signpost to more detailed web-based information. The attached text forms the basis for the summary, setting out:
- The Introduction to the Sustainable Community Strategy.
  - Our Strategy: A simple overview of what the Vision is and reflection of current challenges facing Exeter.
  - Our Vision for the Future: Nine priority themes shown against the dimensions of economy, society and environment.
  - Exeter Today: A summary of key baseline statistics against each theme.
  - Making it Happen: Actions that will be taken over the next three years.
  - Each theme will have a summary section at the rear of the document that sets out the aspirations in more detail (under “A city where” in the attached text) and sets out the scale of the challenge.
- 4.2 The desire to move to a web-based strategy is in-line with a number of leading LSPs, and means that the Vision is more dynamic, sustainable and accessible and easy to update. A wide range of detailed background information will be readily available with links to the substantial evidence base, the performance management framework, key strategies (Local Development Framework, Housing Strategy etc), detailed delivery plans, information about the Exeter Vision Partnership, the Local Area Agreement, Comprehensive Area Assessment and relevant government initiatives (such as the Sustainable Communities Act 2007).
- 4.3 This approach and the Vision content was approved by the LSP at their meeting on the 18 March 2009.

## **5 NEXT STEPS**

- 5.1 A number of further areas of work are now underway:
- Development of comprehensive web pages.
  - Development of detailed delivery plans.
  - Reviewing the delivery mechanisms for the Vision priority areas and the membership structure.
  - Development of key targets and a performance management framework.

## **6 RESOURCE IMPLICATIONS**

- 6.1 All costs for the development of the Vision summary are contained within existing budgets.

## **7 RECOMMENDED**

- (1) That Executive support the Vision and recommend that Council adopt the Vision as the Sustainable Community Strategy for Exeter under section 4 of the Local Government Act 2000 (as amended).

- (2) That any necessary drafting amendments before publication be delegated to the Chief Executive, in consultation with the Leader and the Chair of the LSP.

CHIEF EXECUTIVE

CHIEF EXECUTIVE'S DEPARTMENT

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

**Background papers used in compiling this report:-**

The Local Government Act 2000 (as amended by the local Government and Public Involvement in Health Act 2007).

Date 23 March 2009

# The Exeter Vision

## Our City, Our Future

### What is the Exeter Vision?

#### **The Exeter Vision is Our City's Sustainable Community Strategy.**

Sustainable communities are places where people choose to live and work. They are safe places, offering opportunities for everyone, where the environment is respected and with the housing, amenities, schools, hospitals, and transport links that people need to live well.

This strategy sets out Exeter's vision for the future, and shows the current actions planned to reduce inequality, raise attainment and aspiration and ensure that quality of life improves without affecting the well-being of future generations.

To ensure Exeter develops in a sustainable way the Exeter Vision Partnership will continue to bring together the public, community, voluntary and business sectors so organisations and services support one another and work together to focus on the priorities that matter most to us all.

\*\*\*\*

We want Exeter to be a sustainable city that balances the economic, social and environmental aspects of our community.

\*\*\*\*

We recognise that the city is currently facing serious economic challenges and all communities are feeling the impact of the recession. However, Exeter has achieved a great deal in recent years and it is important to look the future so we are ready to build on these achievements and take advantage of new opportunities.

If by 2011 Exeter becomes a unitary authority, the Exeter Vision Partnership will work with Exeter's communities to develop a new Exeter Vision that ensures the needs of all our communities are met as the city develops.

<p><b>A Prosperous City - The Challenges</b></p> <p>Over recent years Exeter has enjoyed a buoyant and growing economy by regional and national standards, supported by a highly skilled workforce. Many factors have an impact on the city's prosperity, including the accessibility of education and training, the transport network within and to and from the city, job opportunities and income levels, the provision and affordability of housing and tourism potential.</p> <p>The current difficulties of access to finance and increased unemployment present a challenge to achieving this goal in the short term, but the long-term strategy remains a key focus for the city. There are a number of partners who have a role to play in developing the positive conditions needed for sustainable growth and employment. It is important that all partners in the city ensure that Exeter's reputation as a serious business location, and the components of its dynamic, knowledge-based economy are maintained and further developed. The University of Exeter, the Peninsula College of Medicine and Dentistry and the Met Office will play a major part in this.</p> <p>The average annual income for Exeter's residents is below national and regional levels, and the employment rate has, until recently, been the lowest in Devon, which reflects the fact that a large number of workers live outside the city and commute in to work, and we need to ensure residents have the required skills, motivation and aspirations to fill the jobs available.</p> <p>The recent marked successes in scientific, technological and educational aspects of the economy raise the challenge of how to build upon these so Exeter's significant contribution to the economic prosperity of the region continues to grow. The Science Park, developments to the east of the city, development of Exeter International Airport and Science Base initiatives present the opportunity to take up this challenge.</p>	
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Our Vision We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen over the next three years:	Who will deliver this?	Links to the LAA
<p><b>A Prosperous City</b> (Our Economy)</p>	<ul style="list-style-type: none"> <li>There is a wide range of well-paid jobs; career and training opportunities, particularly for young people, and local residents have the confidence, skills and aspiration to secure them.</li> </ul>	<ul style="list-style-type: none"> <li>Exeter has higher levels of employees with further and higher education qualifications than the national average.</li> <li>The average annual income for residents is below national, regional and local levels. Average annual income was £21,300 in 2008, below the average of £25,360 for England and Wales, although Exeter has seen healthy growth in average incomes, just above the national level of growth.</li> <li>A high proportion of Exeter's workforce live outside the city. Whilst there are higher quality</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinate activity through the Employment and Skills Board for Exeter to improve the match between local skills supply and demand.</li> <li>Raise aspiration and attainment through co-ordinated activity with Exeter 4 Learning, Exeter College and the University of Exeter and other initiatives such as Positive Steps.</li> <li>Review and promote targeted initiatives to help people who face complex barriers to employment and training.</li> </ul>	<p>The Exeter and Heart of Devon Economic Partnership</p> <p>The Exeter and Heart of Devon Employment Skills Board</p>	<p>Links to Devon Local Area Agreement (LAA):</p> <p>LAA 14 Provide co-ordinated support to unlock the economic potential of Devon's most disadvantaged communities. ***</p> <p>LAA 15a Work towards the economic inclusion and social integration of vulnerable populations. ***</p> <p>LAA 17 Develop and harness skills to achieve a competitive economy.</p> <p>Measures: National Indicator 164 –</p>

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	<ul style="list-style-type: none"> <li>• There are sufficient employment opportunities to encourage growth and inward investment.</li> <li>• Infrastructure is sustainable and meets the needs of the population.</li> <li>• The city is recognised as a regional, national and international location and gateway for developing scientific research and knowledge-based businesses.</li> </ul>	<p>and higher paid jobs in the city, these are frequently held by those choosing to live elsewhere.</p>			<p>Working age qualified to at least level 3 or higher. ***</p> <p>LAA 24 Reduce the gap in benefit claims rates and unemployment rates between priority communities and the average for Devon.</p> <p>Measures: National Indicator (NI) 146 - Adults with learning disabilities in employment.</p> <p>Working age out of work benefit claim rate.</p>
	<ul style="list-style-type: none"> <li>• The city has approx. 40 ha of land with planning permission allocated.</li> <li>• The Local Development Framework (LDF) Core Strategy, which covers the period to 2026 will ensure a range of employment, housing and retail sites continue to be identified and developed.</li> <li>• Knowledge-driven activities generate increased demand for 'higher end' occupations including managerial, professional and technical workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue employment development processes through the LDF.</li> <li>• Implement the LDF Core Strategy infrastructure schedule for ECC to ensure co-ordinated delivery.</li> <li>• Progress the Science Park and Science Base initiative.</li> <li>• Encourage University graduates to stay on in Exeter and attract skilled graduates from other areas.</li> </ul>	<p>Exeter City Council</p> <p>The Exeter and Heart of Devon Economic Partnership</p> <p>The Exeter Science Park Partnership</p>	<p>LAA 19</p> <p>Develop an innovation strategy and delivery network across Devon to achieve an economic uplift and increased GVA.</p>	
	<ul style="list-style-type: none"> <li>• The business community is strong and sustainable and makes a significant contribution to the economic prosperity of the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop business innovation and enterprise support, drawing on the strengths of the Innovation Centre, and building upon the Exeter Business</li> </ul>	<p>The Exeter and Heart of Devon Economic Partnership</p> <p>Innovation Centre Strategy Board</p>	<p>LAA 19</p> <p>Develop an innovation strategy and delivery network across Devon to achieve an economic uplift and increased GVA.</p>	

Our Vision We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen over the next three years:	Who will deliver this?	Links to the LAA
		<p>upward national trend affecting most business sectors.</p> <ul style="list-style-type: none"> <li>The city is a major gateway for tourists.</li> </ul>	<p>Support initiative and working relationships with the business community.</p> <ul style="list-style-type: none"> <li>Explore potential for employment in local food growth and production, and in the renewable energy sector.</li> </ul>		
	<ul style="list-style-type: none"> <li>The city centre is buoyant and attractive, providing the focus for entertainment, shopping and learning for over 300,000 people living with thirty minutes travel to the city.</li> </ul>	<ul style="list-style-type: none"> <li>The city is the recognised regional centre, economic driver and location for a wide range of events attracting thousands of visitors.</li> <li>The new Princesshay development has improved the quality of retail and dining on offer.</li> <li>The current national economic climate is resulting in the loss of some retail businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue activities to enhance the city centre through the City Centre Strategy and LDF.</li> </ul>	<p>Exeter City Council</p> <p>City Centre Management partnership</p>	<p>LAA 12 Increase Participation in cultural activities.</p>
	<ul style="list-style-type: none"> <li>The University of Exeter is ranked in the top tier of research organisations nationally.</li> </ul>	<ul style="list-style-type: none"> <li>The University is ranked amongst the best in the country on a number of assessments</li> </ul>	<ul style="list-style-type: none"> <li>Continue with the University's development strategy, enhancing its facilities and research strengths.</li> </ul>	<p>The University of Exeter</p> <p>The Exeter Science Park Partnership</p>	<p>LAA 17 Develop and harness skills to achieve a competitive economy.</p> <p>Measures: National Indicator 164 – Working age qualified to at least level 3 or higher.</p>

**A Learning City - The Challenges**

Learning makes a vital contribution to the prosperity of the city and to people's quality of life. Learning underpins most of the themes within this strategy and includes learning for life, leisure, and recreation as well as gaining more formal qualifications and employment. Learning needs to be a part of everyday life, alongside work, sport, leisure and family activities.

Exeter has significant challenges to be addressed and although attainment at age 16 has recently improved, due in part to investment in schools, this improvement needs to continue. Opportunities and encouragement for adults to increase their level of skills and qualifications also need to be developed further. The education and training sector together with the community and voluntary sectors are responsible for delivering learning to many thousands of people, both from within the city and from the region and beyond. It includes pre-school, school, college, university and lifelong learning, and covers academic and vocational areas plus full and part-time courses.

Strong communities are built and maintained by individuals with the skills, knowledge and confidence to engage in active citizenship. The economic prosperity of the city is increasingly dependent on a knowledge and skills based economy. The provision of appropriate education and training opportunities will ensure people gain the necessary skills to allow the development of diverse, innovative, productive and sustainable communities. It is also increasingly important that education about sustainable development enables people to develop the knowledge, values and skills to participate in decisions about the way we do things individually and collectively, both locally and globally that will improve the quality of life now without damaging the planet for the future.

Raising the quality of education, training and lifelong learning for everyone will promote social inclusion and support sustainable economic development by ensuring today's young people can access jobs in the future.

Our Vision We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen over the next three years:	Who will deliver this?	Links to the LAA
A Learning City (Our Economy)	<ul style="list-style-type: none"> <li>Aspirations are high and learning is valued.</li> </ul>	<ul style="list-style-type: none"> <li>Exeter's pupils are closing the achievement gap with Devon - 59% achieved 5 GCSEs at A*-C in 2007/8</li> <li>Pupils from the most deprived parts of the city are nearly three times less likely to achieve five or more passes at A*-C at GCSE level, including English and maths than pupils living elsewhere.</li> <li>Low attainment at school-level compared with the high level of adult skills indicates a mismatch between locally generated</li> </ul>	<ul style="list-style-type: none"> <li>Work with Exeter 4 Learning to raise attainment at school.</li> <li>Work with parents to develop their skills and encourage them to support their child's learning and development.</li> <li>Consider how to increase numbers of Exeter's pupils going on to top universities / linking schools to the University and summer schools.</li> </ul>	Exeter Children and Young People's Delivery Group (tbc). Linked to Exeter Children's Trust  The Exeter and Heart of Devon Skills Board  The Exeter and Heart of Devon Economic Partnership  Exeter 4 Learning	LAA 29 Narrow the gap between the lowest attaining 20% and most vulnerable children and the rest by improving their rate of progress and raising their levels of achievement.  Measures: DFCS NIs. NI 117 – 16 – 18 year olds who are not in education, employment or training (NEET).

Our Vision We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen over the next three years:	Who will deliver this?	Links to the LAA
	<p>skills and jobs in Exeter. This has implications for future local opportunities open to young residents.</p>	<p>There is a large share of skilled workers with NVQ Level 3 (26.07%) in Exeter but there are gaps where further skills are needed.</p> <ul style="list-style-type: none"> <li>The proportion (more than 20%) of the working population with basic skills is low compared to national and regional figures.</li> <li>There is a below-average proportion of residents with 'high skills' (NVQ4 or above), compared to areas just outside of Exeter and regional and national levels.</li> <li>Eighteen local neighbourhoods within Exeter fall into the worst 25% nationally for Education Skills and Training and seven are within the worst 10%.</li> </ul>	<ul style="list-style-type: none"> <li>Support work by Positive Steps and Exeter 4 Learning to encourage people to develop their skills, raise their attainment and achieve their ambitions.</li> <li>Help raise the aspirations of local people through learning and progress through work.</li> <li>Co-ordinate activity through the Employment and Skills board for Exeter, with a focused approach aimed at improving training and skills development.</li> <li>Work with the Children's Trust to address social factors affecting low attainment.</li> <li>Focus on Literacy, speech and language skills for young people.</li> </ul>	<p>Exeter Children and Young People's Delivery Group (tbc). Linked to Exeter Children's Trust</p> <p>The Exeter and Heart of Devon Skills Board</p> <p>The Exeter and Heart of Devon Economic Partnership</p> <p>Exeter 4 Learning</p>	<p>LAA 17</p> <p>Develop and harness skills to achieve a more competitive economy.</p> <p>Measure: NI 164 - Working age population qualified to at least level 3 or higher.</p>
	<ul style="list-style-type: none"> <li>People have access to training and skills development and levels of participation and achievement are high.</li> </ul>	<ul style="list-style-type: none"> <li>The intake for Exeter's secondary schools is lower than the Devon average.</li> <li>2008 GCSE results for Exeter show an impressive improvement of over 20% compared to 2007 results.</li> </ul>	<ul style="list-style-type: none"> <li>Exeter's schools achieve Sustainable School status.</li> </ul>	<p>Exeter 4 Learning</p> <p>Devon County Council</p> <p>Exeter Children and Young People's Delivery Group (tbc). Linked to Exeter Children's Trust Exeter 4 Learning</p>	
	<ul style="list-style-type: none"> <li>Pupils attend a school near to where they live.</li> <li>There are well-performing local schools, further and higher education institutions, and a wide range of opportunities for life-long learning.</li> <li>The University and College are recognised</li> </ul>				

Our Vision We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen over the next three years:	Who will deliver this?	Links to the LAA
	internationally and nationally and have high- quality facilities.				
	<ul style="list-style-type: none"> <li>Attainment and take up of subjects related to science, technology, engineering and maths are high.</li> </ul>		<ul style="list-style-type: none"> <li>Develop a programme of activities encouraging and developing engagement in science, technology, engineering and maths under the banner of the Science Base initiative.</li> </ul>	Science Base Initiative and Exeter 4 Learning.	

<p><b>An Accessible City - The Challenges</b>  It is anticipated that there will be significant growth in the number of people living and working in the Exeter area over the next 20 years. New developments will have significant implications for transport that will need to be addressed. More people will be living in the city and want to travel around the city easily. More people will want to be able to travel into and out of the city from the surrounding areas and further afield to access work and other services.</p> <p>Increasing car use is not sustainable if residents want to continue to enjoy the current quality of life in the city, as the number of cars and low speeds are already resulting in air pollution and other environmental problems. Increased car use can generate additional safety hazards for road users and vulnerable groups such as pedestrians, cyclists and motorcyclists. There are also adverse social consequences of the current over-reliance on cars, whereas walking, cycling and public transport are healthier and create a greater sense of well-being than travelling by car.</p> <p>A step change in transport provision and the way we use it is required, and there needs to be a focus on sustainable land use planning, good cycling and walking provision, limited highway construction and effective demand management. There is widespread recognition that these changes are necessary: putting them into practice is more difficult. Commitment needs to be shown by local people, public agencies, and transport operators to manage and shape these changes to ensure that everyone benefits from the drive for increased prosperity.</p>	<table border="1"> <thead> <tr> <th data-bbox="612 103 767 479">Our Vision: We want Exeter to be:</th> <th data-bbox="612 479 767 855">A city where:</th> <th data-bbox="612 855 767 1229">Where are we now? Exeter Today:</th> <th data-bbox="612 1229 767 1603">What do we need to do? Making it happen (over the next three years)</th> <th data-bbox="612 1603 767 1977">Who will deliver this?</th> <th data-bbox="612 1977 767 2130">Links to the LAA</th> </tr> </thead> <tbody> <tr> <td data-bbox="767 103 876 479"> <p><b>An Accessible City</b> (Our Economy)</p> </td> <td data-bbox="767 479 876 855"> <ul style="list-style-type: none"> <li>Transport infrastructure is available so people can travel within and between communities with a reduced dependence on cars.</li> <li>There are excellent facilities for safe local walking and cycling.</li> <li>Public car-parking policies are in line with local plans to manage road traffic demand.</li> </ul> </td> <td data-bbox="767 855 876 1229"> <ul style="list-style-type: none"> <li>Congestion has an effect on travelling time in the city, due in part to the effect of high levels of in-commuting in Exeter.</li> <li>It is estimated that road transport contributes to 22% of total carbon emissions in the city.</li> </ul> </td> <td data-bbox="767 1229 876 1603"> <ul style="list-style-type: none"> <li>Improve sustainable transport through work with Devon County Council to provide better public transport, cycling and walking strategies.</li> <li>Improve infrastructure through support for initiatives such as the Major Schemes Bid and Regional Infrastructure Fund.</li> <li>Continue to pursue a step change in public transport provision through securing funding for the implementation of high quality bus routes, linking the east of the city with the centre and business parks, and</li> </ul> </td> <td data-bbox="767 1603 876 1977"> <p>Devon County Council and Exeter City Council plus the Exeter Environment Delivery Group (tbc)</p> </td> <td data-bbox="767 1977 876 2130"> <p>LAA 20 - To improve level of use of sustainable modes of travel and ensure expeditious movement by all transport modes, through awareness raising coupled with the adequate provision and management of transport infrastructure.</p> <p>Measures:  Local bus journeys originating in the authority area.  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			public transport interchanges. Demand management will encourage a significant modal shift over the next ten years.				
			<ul style="list-style-type: none"> <li>Lobby hard for improved rail links both within the region and between Exeter and national centres.</li> </ul>		Devon County Council and Exeter City Council	LAA 21 - Deliver major infrastructure improvement schemes which form part of the Regional Transport Strategy.  Measure: Progress in the delivery of key regional transport priorities.	
	<ul style="list-style-type: none"> <li>Regional, national and international communications networks are accessible.</li> </ul>	<ul style="list-style-type: none"> <li>Jobs, key services and facilities can be accessed by public transport, walking and cycling.</li> <li>A good range of public, community, voluntary and private services (e.g. retail, fresh food, commercial, utilities, information and advice) are accessible to all communities.</li> </ul>	<ul style="list-style-type: none"> <li>Over 40% of jobs are taken by non-residents.</li> <li>Compared to regional and national standards, Exeter has a large share of residents who travel to work by foot or bicycle rather than by car.</li> <li>There are differences in how accessible different social groups find the city, particularly regarding older and younger residents.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on ways to make current facilities work better by restricting parking on bus routes, increasing the number of bus lanes to improve the reliability of bus journeys, ensuring more cycle lanes and good walkways for pedestrians to encourage walking and cycling.</li> </ul>	Devon County Council and Exeter City Council plus the Exeter Environment Delivery Group (tbc)		

**A City with Strong Communities - The Challenges**

People want choice over the services they receive, influence over those who provide them and higher service standards. Strong, clear and effective leadership is critical in achieving this and has been crucial to the recent development of Exeter.

Communities and individuals can feel excluded from society, community life and from decisions that affect them. We want to build on recent work and enable our Councillors to be champions for their local community, having more powers to sort out local issues and encouraging our citizens to have a bigger say in the services they receive and the decisions we make, including those people that are traditionally hard to reach, such as disabled people, young people and those suffering multiple disadvantage.

Individuals need to have the skills and confidence to become as involved with their community as they want to be, and services need to be easy to access for those who most need them. There are areas that need to be improved, including showing more effectively how consultation feedback influences service delivery, offering more sustained engagement work with users rather than ad hoc surveys, and making better use of technology to engage with people.

Communities within Exeter are changing, and the population is becoming more diverse as more people choose to come to the city to work, study and live. By promoting understanding and learning between different cultural and faith groups, and by sharing experiences, communities will become stronger.

Our Vision: We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen (over the next three years)	Who will deliver this?	Links to the LAA
<p><b>A City with Strong Communities</b> (Our Society)</p>	<ul style="list-style-type: none"> <li>• People enjoy engagement with the community at a neighbourhood level and have power, influence and responsibility to make local decisions that affect their lives.</li> <li>• Local governance has active and effective participation from individuals and organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Exeter has the youngest population within Devon with the average age at 38.3 years.</li> <li>• The young average age is driven by a large share of residents aged 15 to 24 years old, and aged 25 to 44 years old, due in part to the number of students attending the University of Exeter.</li> </ul>	<ul style="list-style-type: none"> <li>• Build on the Exeter Neighbourhood Engagement Pilot to develop resident participation and decision-making processes.</li> <li>• Support local people and organisations to act on Government initiatives such as the Sustainable Communities Act.</li> <li>• Encourage councillors to become more involved in canvassing students on campus.</li> </ul>	<p>Exeter City Council in partnership with Social Health and Inclusion Partnership (SHIP)</p>	<p>LAA 13 – Maintain and increase levels of physical activity and sport.  Measure: NI 8 Adult participation in sport and active recreation.  LAA 16 - Promote active, empowered and influential communities.  Measures: NI 4 - % of people who feel they can influence decisions in their locality.  NI 7 - Environment for a thriving third sector.</p>
	<ul style="list-style-type: none"> <li>• Communities consider the needs of future generations in their decisions and actions and respect the rights and</li> </ul>	<ul style="list-style-type: none"> <li>• Exeter's population grew by 12.2 per cent between 1991 and 2005, well above the average growth in districts nationally of 4.8</li> </ul>		<p>Exeter City Council in partnership with Social Health and Inclusion Partnership (SHIP)</p>	

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	<p>aspirations of others.</p> <ul style="list-style-type: none"> <li>• Service providers involve users and local residents in shaping policy and practice and think and act long-term.</li> <li>• The community and voluntary sector is strong, inclusive and sustainable.</li> </ul>	<p>per cent.</p> <ul style="list-style-type: none"> <li>• The Exeter CVS has 140 members.</li> <li>• The Exeter Volunteer centre has 975 registered volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the way in which we consult with residents.</li> <li>• Build on the good practice developed through the Tenant and Leaseholder Committee (TALC)</li> <li>• Work with the community and voluntary sector to explore the possibilities of developing a hub for community groups and social enterprise.</li> </ul>	<p>Exeter City Council in partnership with Social Health and Inclusion Partnership (SHIP)</p>	
	<ul style="list-style-type: none"> <li>• People from different cultures, backgrounds and beliefs flourish, and engage with each other and recognise individuals' rights and responsibilities.</li> <li>• People are proud of their community identity and enjoy a sense of civic value and take responsibility for their neighbourhood</li> </ul>	<ul style="list-style-type: none"> <li>• There has been significant in-migration from within and outside of the UK, as measured by the 2001 Census.</li> <li>• Approximately 10% of Exeter's population are students at the University.</li> <li>• Recent data suggests that in-migration is also high, with the number of new National Insurance number registrations from overseas nationals above local, regional and national levels.</li> <li>• Diversity is moderate by national standards but may have repercussions for social cohesion. In fact, almost a quarter of residents surveyed felt that racist attacks are a fairly/very big problem in their local area in 2003/04, a little above the national average.</li> </ul>	<ul style="list-style-type: none"> <li>• Build active links between local communities and students.</li> <li>• Work with and support organisations working to strengthen inter-faith relationships.</li> <li>• Explore the relationship between social inclusion, community development and environmental improvements.</li> </ul>	<p>Social Health and Inclusion Partnership (SHIP)</p> <p>Exeter Community Safety Partnership</p>	

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	Strong, informed and effective partnerships lead by example (e.g. government, business, community). Everyone has good life chances.			Exeter Vision Partnership Social Health and Inclusion Partnership (SHIP)	
	Communities consider the needs of future generations in their decisions and actions and respect the rights and aspirations of others.	<ul style="list-style-type: none"> <li>Exeter's population grew by 12.2 per cent between 1991 and 2005, well above the average growth in districts nationally of 4.8 per cent.</li> </ul>	<ul style="list-style-type: none"> <li>Review actions to work with the most deprived neighbourhoods within Exeter.</li> </ul>	Social Health and Inclusion Partnership (SHIP)	
				Exeter City Council in partnership with Social Health and Inclusion Partnership (SHIP)	

**A City that is Healthy and Active - The Challenges**  
 Although Exeter overall is a healthy city, there is more that can be done to improve health and well-being. Recent studies show there are significant inequalities in health between different areas within the city. People living in disadvantaged areas are more likely to have poor health than people living in more affluent areas. Health is inextricably linked to and affected by many factors, including education and aspiration, low income, housing, diet, crime, environment, mental well-being and lifestyle choices, and needs to be seen in this wider context. The challenge for Exeter is to ensure nobody is disadvantaged by where they live or who they are.

Looking at particular health issues, Exeter like many cities has problems relating to lifestyle, and especially to smoking, drug and alcohol abuse and homelessness. Tackling these issues can have a major impact on improving an individual's health and can have wider benefits for the whole community.

People are also living longer, and they will have specific needs that must be met in respect of care, health, mobility, housing and many other services. In the long term there needs to be a focus on a broad range of interventions in Exeter's priority communities, with all partners, at all ages, working on the broader determinants of health and social care.

Our Vision: We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen (over the next three years)	Who will deliver this?	Links to the LAA
<p><b>A City that is Healthy and Active</b> (Our Society)</p> <ul style="list-style-type: none"> <li>Every citizen is able to live their life as fully, actively and independently as they want to.</li> <li>The population's physical and emotional health and well-being is improving.</li> <li>Opportunities for cultural, leisure, community, sport religious, spiritual and other activities, including those for children and young people, are readily available.</li> </ul>	<ul style="list-style-type: none"> <li>Average life expectancy in Exeter is above the national average at 80.6 years.</li> <li>For older people, income deprivation is often coupled with poor health and poor well-being.</li> <li>High fuel prices affect the health and well-being of Exeter's residents. It is estimated that 2,370 of Exeter's households, some 6%, live in fuel poverty.</li> <li>Over a quarter of households in Exeter have at least one health problem affecting their housing needs.</li> <li>Good levels of health in Exeter translate into below-average levels of 'worklessness', as measured by the latest incapacity benefit claimant rate.</li> </ul>	<ul style="list-style-type: none"> <li>Help people to give up smoking.</li> <li>Work to reduce fuel poverty with Exeter's most vulnerable residents in "Warm Zones".</li> <li>Encourage sensible drinking.</li> <li>Promote the role played by the voluntary sector in alleviating loneliness and improving mental health.</li> <li>Work with projects such as Exeter Wild City, which combine health, social inclusion and environmental improvements are concerned.</li> <li>Encourage healthy eating and physical activity.</li> <li>Encourage people to grow their own food in gardens and on allotments.</li> </ul>	<p>Social Health and Inclusion Partnership (SHIP)</p>	<p>LAA 13 – Maintain and increase levels of physical activity and sport.                      Measure:                      NI 8 Adult participation in sport and active recreation.***                      LAA 30 - Promote Health and reduce health inequalities.                      Measures:                      NI 120 – All age all cause mortality rate.                      NI 53 – Prevalence of breast-feeding at 6-8 weeks from birth.                      NI 56 – Obesity in primary school children in Year 6.***                      LAA 33 - Improve the energy performance of the housing stock and reduce fuel poverty.</p>	

Our Vision: We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen (over the next three years)	Who will deliver this?	Links to the LAA
		<ul style="list-style-type: none"> <li>Life expectancy is still lower than the average for Devon.</li> <li>The infant mortality rate is just below the British average.</li> <li>Exeter's population is generally in good health, however, there are large numbers of residents who smoke compared to local, regional and national levels.</li> <li>Mortality rates from the cancer and heart disease are also above average.</li> <li>Obesity rates are low.</li> </ul>			<p>Measure: NI 187 – Tackling fuel poverty, % of people receiving income based benefits living in homes with a low energy efficiency rating.</p>
	<ul style="list-style-type: none"> <li>Nobody is disadvantaged by the area of the city they live in.</li> <li>There are high-quality local health care and social services, integrated with other services in communities where people need them.</li> <li>Public and green spaces are accessible and offer opportunities for "green" exercise and learning, and have appeal and facilities for everyone including children and older people.</li> <li>Buildings and public spaces are designed to make people feel safe while they exercise.</li> </ul>	<ul style="list-style-type: none"> <li>In some areas of the city, teenage pregnancy rates are high.</li> <li>Around 16% of the population aged over 60 live in areas where the risk of income deprivation is high.</li> </ul>	<ul style="list-style-type: none"> <li>Work to reduce teenage pregnancy and promote good sexual health.</li> <li>Take Action to assist the most deprived neighbourhoods within Exeter.</li> </ul>	<p>Social Health and Inclusion Partnership (SHIP)</p>	
				<p>Social Health and Inclusion Partnership (SHIP)  The Exeter Environment Delivery Group (tbc)</p>	

**A Safe City - The Challenges**  
 Exeter is a comparatively safe city with a low level of crime. However, the effects of crime are widely felt, with the costs to those affected being significant both in personal and financial terms, and influencing the perceptions people have about crime. Many people perceive crime to be a problem in the city and it is often listed as a top concern. This fear of crime can have a damaging impact as it can constrain people's lives, affect confidence in public agencies, and deter investment.

There are some parts of the city where crime is a very real issue, and we are working to meet the challenges in those particular areas. All public agencies need to work together and with communities to address the issue of community safety. For example, well-designed homes, commercial buildings and spaces can significantly reduce crime and improve people's feeling of safety, and well-used public and green space minimizes the opportunity for crime and anti social behaviour.

This means understanding the complex relationship between crime and social factors like poor housing, unemployment, truancy, ill health and alcohol misuse. Significant benefits will result if we can meet this challenge, not least in gaining widespread public reassurance and confidence in community safety across the city.

<b>Our Vision: We want Exeter to be:</b>	<b>A city where:</b>	<b>Where are we now? Exeter Today:</b>	<b>What do we need to do? Making it happen (over the next three years)</b>	<b>Who will deliver this?</b>	<b>Links to the LAA</b>
<p>A Safe City (Our Society)</p>	<ul style="list-style-type: none"> <li>Residents, workers and visitors enjoy being in a safe place.</li> <li>Where the perception of safety is enhanced and the risk of anti-social behaviour minimised</li> </ul>	<ul style="list-style-type: none"> <li>Home Office data for the period 12 months to 31/01/09 measures Exeter against 14 Most Similar Crime and Disorder Reduction Partnerships with results as follows:-                             <ul style="list-style-type: none"> <li>All Crime per 1000 residents Exeter 84.8 Average 111.4</li> <li>Burglary Dwelling per 1000 households Exeter 12.6 Average 16.4</li> <li>Vehicle crime per 1000 residents Exeter 7.6 Average 12.5</li> <li>Violent crime per 1000 residents Exeter 18.2 Average 24.6</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase community engagement in public and green space, especially in regard to young people.</li> </ul>	<p>The Exeter Community Safety Partnership</p>	<p>LAA 32 - Reduce the harm caused by alcohol and drugs.                      Measures:                      NI 20 – Assault with injury crime rate.                      ***</p> <p>LAA 37 - Tackle the most harmful offending behaviour.                      Measure:                      NI 16 – Serious acquisitive crime rate.                      NI 30 Re-offending rate of prolific and priority offenders</p>
	<ul style="list-style-type: none"> <li>Levels of crime, drugs and anti-social behaviour are low.</li> </ul>	<ul style="list-style-type: none"> <li>Police data for 2008/9 shows that on average instances of anti-social behaviour have fallen by</li> </ul>	<ul style="list-style-type: none"> <li>Reduce illegal alcohol sales and work with young people to cut underage drinking.</li> </ul>		<p>LAA 34 - Reduce antisocial behaviour.                      Measure:</p>

<p>NI 27 – Understanding of local concerns about anti social behaviour and crime by the local council and police.</p>		<ul style="list-style-type: none"> <li>• Tackle drug and alcohol related crime, violent crime, and anti-social behaviour.</li> <li>• Develop diversionary activities for young people.</li> </ul>	<p>150 per month compared to 2007/8 figures.</p> <ul style="list-style-type: none"> <li>• However, perception of anti-social behaviour is well above the national average. This reflects the generally higher level of perceived anti-social behaviour in Devon and the South West.</li> <li>• The share of residents perceiving alcohol problems in public places as a fairly/very big problem in the local area was above the national average rather than vandalism or drugs problems.</li> </ul>		
	<p>The Exeter Community Safety Partnership Exeter City Council</p>	<ul style="list-style-type: none"> <li>• Pursue relevant design policies through the LDF.</li> </ul>	<ul style="list-style-type: none"> <li>• An above-average share of residents surveyed felt fairly/very safe during the day and after dark.</li> </ul>	<ul style="list-style-type: none"> <li>• Policing is visible and community-friendly.</li> <li>• Buildings and public spaces are designed to reduce crime and make people feel safe.</li> <li>• Neighbourhoods and public spaces are clean, safe and green, with minimal litter and graffiti.</li> </ul>	
	<p>The Exeter Community Safety Partnership</p>	<ul style="list-style-type: none"> <li>• Develop new initiatives to combat domestic violence and prejudice and hate crime.</li> <li>• Focus on combating prejudice and racial discrimination against the student population.</li> </ul>		<ul style="list-style-type: none"> <li>• There is a sense of community identity and belonging, and people with different cultures, backgrounds and beliefs are tolerant and respectful of one another.</li> <li>• People feel socially included and there are good life chances for all.</li> </ul>	

**A City where the Environment is Cared for - The Challenges**  
 The city needs to do more to ensure that it develops in a balanced and sustainable way. The natural environment is the most valuable and precious asset that we possess and we need to recognise that natural eco systems support our lives. We depend on it for our quality of life, including food, resources, energy, recreation and for the success of the economy.

The long-term benefits that can be achieved if we support a sustainable environment are enormous, and include improved health, enhanced biodiversity, visual and recreational appeal, and continuing pride in the city. The city enjoys a high-quality environment, with valley parks, formal city parks, the Exeter Ship Canal, the Exe Estuary, important wildlife sites and Dartmoor National Park close by. The environment is a key contributor to people's quality of life in the city. It influences many facets of life, including, for example, opportunities for informal recreation, learning and self development and the city's ability to attract visitors and inward investment.

The importance of the environment is such that it cannot be taken for granted. Although we presently enjoy a good environment, it is under threat from many different sources, some of which are highlighted, and we must take action to address these issues. In particular, natural environments and biodiversity are at risk from inappropriate development, poor management and the effects of climate change. In addition over the next 20 years EU legislation will make fundamental changes to many environmental regulations relating to issues such as waste disposal, requiring significant changes to be made by both businesses and public agencies.

Our Vision: We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen (over the next three years)	Who will deliver this?	Links to the LAA
<p><b>A City where the Environment is Cared for</b>                      (Our Environment)</p>	<ul style="list-style-type: none"> <li>Biodiversity is protected and improved.</li> <li>Wildlife thrives and is able to withstand development pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Green space and wildlife habitats must be enhanced, protected and reinstated so they can respond to pressures of growth.</li> </ul>	<ul style="list-style-type: none"> <li>Develop community activities and multi agency activities such as those developed through Exeter Wild City.</li> <li>Develop and enhance people's enjoyment of wildlife and natural environments to foster a caring attitude to the natural world.</li> <li>Implement the Green Infrastructure Strategy.</li> </ul>	The Exeter Environment Delivery Group (tbc)  Exeter City Council	Links to Devon LAA:  LAA 2 – Improve quantity, quality and accessibility of public spaces and green infrastructure.  Measure: NI 5 % of people who feel they belong to their neighbourhood.  LAA 3 - Identification and prioritisation of, OR improved understanding of the principal vulnerabilities in Devon to potential climate change impacts projected during the period covered by the Devon Sustainable Community Strategy.  ***  LAA 8 – Targeted

<p>conservation and enhancement of Devon's biodiversity and geology.</p> <p>Measure:  NI 197 Improved local biodiversity, proportion of local sites where positive conservation management is or has been or is being implemented.</p>				<ul style="list-style-type: none"> <li>Communities actively seek to minimise climate change, including through energy efficiency and the use of renewable energy.</li> </ul>	<p>LAA 5 - Reduce carbon dioxide emissions.</p> <p>Measure:  NI 186 – Per Capita reduction in CO2 emissions in the LAA area. ***</p> <p>LAA 33 - Improve the energy performance of the housing stock and reduce fuel poverty (see Healthy and Active).</p> <p>Measure:  NI 187 – Tackling fuel poverty, % of people receiving income based benefits living in homes with a low energy efficiency rating.</p>
<p>The Exeter Environment Delivery Group (fbc)</p>		<ul style="list-style-type: none"> <li>Work to reduce fuel poverty through increasing energy efficiency in "Warm Zones" (see Healthy and Active).</li> <li>More energy efficient and renewable energy schemes are negotiated through planning applications.</li> <li>Work with partners to ensure opportunities for use of energy and heat from the planned "Waste to Energy" plant are realised</li> <li>Review evidence and develop practical proposals to reduce carbon emissions, particularly in the business sector.</li> <li>Pursue policies through the LDF.</li> </ul>	<ul style="list-style-type: none"> <li>The city as a whole needs to reduce carbon dioxide (CO2) emissions by 30% by 2020 (from a 1990 baseline) to protect the environment.</li> </ul>	<ul style="list-style-type: none"> <li>Pollution on land, in water and in the air is minimised.</li> </ul>	<p>Exeter City Council</p> <p>The Exeter Environment Delivery Group (fbc)</p> <p>Exeter City Council</p>
<p>LAA 1 - Reduce quantities of municipal waste arising and</p>		<ul style="list-style-type: none"> <li>Review actions in the Air Quality plan</li> <li>Continue work with residents and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Air quality is poor compared to local, regional and national standards.</li> <li>In 2006/7 33.9% of domestic waste in Exeter</li> </ul>	<ul style="list-style-type: none"> <li>Waste is minimal and disposed of in accordance</li> </ul>	<p>Exeter City Council</p> <p>The Exeter Environment Delivery Group (fbc)</p> <p>Exeter City Council</p>

	with good practice.	was recycled or composted.	to promote recycling and composting with the aim of 40% of domestic waste and 20% of commercial waste being recycled by 2011. <ul style="list-style-type: none"> <li>• Provide support for the voluntary sector to undertake recycling initiatives.</li> </ul>	landfilled.  Measure: NI 193 – Percentage of municipal waste landfilled. ***
	<ul style="list-style-type: none"> <li>• People make efficient use of natural resources, and encourage sustainable production and consumption.</li> </ul>		<ul style="list-style-type: none"> <li>• Develop more strategic partnership approaches related to housing and transport.</li> <li>• Use the ECC Sustainable Procurement and Community Strategy as a basis to review and drive forward best practice.</li> </ul>	Exeter City Council  The Exeter Environment Delivery Group (tbc)
	<ul style="list-style-type: none"> <li>• Negative environmental impact is reduced as people choose lifestyles with positive impacts (e.g. by reducing noise pollution, creating opportunities for walking and cycling reducing dependence on cars).</li> </ul>		<ul style="list-style-type: none"> <li>• Identify the risks and vulnerabilities of Exeter to Climate Change and identify/develop appropriate adaptation measures</li> <li>• Review emergency plans in and predict areas vulnerable to flooding.</li> </ul>	The Exeter Environment Delivery Group (tbc)
	<ul style="list-style-type: none"> <li>• The quality and value of the surrounding countryside and coastline are enjoyed and respected.</li> </ul>			The Exeter Environment Delivery Group (tbc)
	<ul style="list-style-type: none"> <li>• Developments and buildings are sited in sustainable locations and are high quality, mixed-use, durable, flexible and adaptable, using materials that minimise negative environmental impacts.</li> </ul>		<ul style="list-style-type: none"> <li>• Incorporate policies covering strategic issues relating to sustainable construction, biodiversity, green infrastructure, air and water quality in to the Core Strategy of the Local Development Framework.</li> </ul>	The Exeter Environment Delivery Group (tbc)

**A City Where Everyone has a Home - The Challenges**  
 Housing is vital to the quality of life people experience. It can affect many areas of life including health, safety, community spirit, employment and levels of poverty. In Exeter many housing issues mirror national trends and concerns, particularly rising prices and shortages in supply. There are also specific local issues relating to houses in multiple occupation, homelessness and land availability. Affordability is a major concern as it can price key workers out of the market, reduce disposable income and can lead to an increase in homelessness and poverty. All these issues need to be addressed.

The aim is to ensure there are enough well-designed, maintained and affordable homes, which are properly managed in attractive and safe settings for the people of Exeter. The focus will be on improving standards in existing homes, providing good quality new housing in well-designed environments and ensuring that all homes are managed and maintained to a good standard by owner-occupiers and landlords. The homes provided also need to be affordable to the local population, taking into account the range of incomes across the community. Homelessness must be tackled and prevented as far as possible.

All members of the community should be provided with a decent home.

Our Vision: We want Exeter to be:	A city where:	Where are we now? Exeter Today:	What do we need to do? Making it happen (over the next three years)	Who will deliver this?	Links to the LAA
<p><b>A City Where Everyone has a Home</b> (Our Environment)</p> <ul style="list-style-type: none"> <li>• There are sufficient homes to meet housing need.</li> <li>• There is a range of appropriate, safe accommodation for those who do not own their own</li> </ul>	<ul style="list-style-type: none"> <li>• Housing is well-designed, well-maintained, affordable and properly managed.</li> </ul>	<ul style="list-style-type: none"> <li>• Despite the below-average incomes in Exeter, house prices are above the average for the South West and Britain. Whilst this reflects wealth for house-owners, it also raises the question of affordability for those yet to buy a property.</li> <li>• Over a quarter of households in Exeter have at least one health problem affecting their housing needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue housing delivery through the Local Development Framework and New Growth Point work.</li> <li>• Implement actions in the Housing Strategy</li> </ul>	<p>Exeter City Council in partnership with Social Health and Inclusion Partnership (SHIP)</p>	<p>LAA 23 - Increasing housing delivery, especially at strategically significant cities and towns and their associated new communities.</p> <p>Measure: NI 154 – net additional homes provided. ***</p> <p>LAA 26 - Increase the delivery of affordable housing.</p> <p>Measure: NI 155 Number of affordable homes delivered (gross). ***</p>
	<ul style="list-style-type: none"> <li>• There are sufficient homes to meet housing need.</li> <li>• There is a range of appropriate, safe accommodation for those who do not own their own</li> </ul>	<ul style="list-style-type: none"> <li>• In 2008 there were 15 rough sleepers on Exeter's streets.</li> <li>• The average household size in Exeter was 2.38 people in 2001, below the national average of 2.41.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue housing delivery through the LDF.</li> <li>• Continue to work with partners in the wider Housing Market Area.</li> <li>• Support multi agency initiatives to provide</li> </ul>	<p>Exeter City Council in partnership with Social Health and Inclusion Partnership (SHIP)</p>	<p>LAA 27 - Improve housing options for the homeless and vulnerable clients.</p> <p>Measure: Number of statutory homelessness acceptances</p>

	<p>home</p> <ul style="list-style-type: none"> <li>The distinctive local character of the community is complemented by developments of appropriate size, scale, density, design and layout, including mixed-use development.</li> <li>Homes are built and designed to conform to best standards of energy efficiency and incorporate renewable energy.</li> </ul>	<p>However, this was just above the Devon and South West averages.</p> <ul style="list-style-type: none"> <li>There are approx 6,000 eligible households on the Housing register and 200 homeless households in temporary accommodation.</li> <li>Exeter records a large share of one person households, above the British average.</li> <li>The district also records a below-average share of married couples (with and without children), when compared locally, regionally and nationally. More recent figures show that the share of lone parent households was larger than all three.</li> </ul>	<p>support to vulnerable people.</p> <ul style="list-style-type: none"> <li>Challenge: to start an Emmaus Community Group.</li> <li>Implement new sub-regional choice based lettings scheme, improving joint working with local housing associations and giving benefits and employment advice</li> <li>Implement actions in the Housing Strategy</li> </ul>		<p>for 16-17 year olds and 18-21 year old care leavers.</p>
			<ul style="list-style-type: none"> <li>New housing is designed to incorporate renewable energy for heating and lighting systems, use of grey and rainwater and facilities for home composting.</li> </ul>	<p>Exeter City Council</p>	

<p><b>An Inspiring City - The Challenges</b></p> <p>Exeter has much to be proud of in terms of its great character and rich heritage as well as well-established arts, civic events and community-based activities. Exeter Cathedral is internationally recognised for its religious, spiritual and architectural significance. The city has a good mix of well-known high street chains and range of stylish shops, along with plenty of cosmopolitan restaurants, cafes, pubs and clubs. There are excellent sporting facilities. Exeter is a centre for culture and leisure in the region but it also has huge potential to expand this role. The focus will be on maximising what is already in place and using it to develop further investment and choice.</p> <p>It is important to the city's economy and culture that character and heritage is maintained as the quality, diversity and access to cultural and leisure facilities improves. It is equally important to encourage innovation so high quality contemporary facilities are created which will stand the test of time. This will bring economic and social benefits to the city, encourage cultural creativity and allow everyone to enjoy activities that are fun, educational and inspirational. The task facing us is to balance the need for growth with protection of the historic environment.</p> <p>Balancing the relationship between growth in the built infrastructure of Exeter, its existing historic buildings and sense of place will be a major challenge. The quality and character of the built and natural environment is of prime importance, not only to residents but also in attracting new commercial investment to the city and in the development of Exeter as a centre for tourism. If not properly managed, rapid growth could result in damage to those qualities that form the basis of Exeter's attraction.</p>					
<p><b>Our Vision We want Exeter to be:</b></p> <p><b>An Inspiring City</b> (Our Environment)</p>	<p><b>A city where:</b></p> <ul style="list-style-type: none"> <li>Everyone, particularly children, young people and increasingly diverse communities, have opportunities to participate in and enjoy cultural, leisure, spiritual, religious, community, and active recreation activities including Play and positive activities.</li> <li>Creative and physical activities are seen as vital for personal, social and economic well-being.</li> <li>Residents and visitors alike actively enjoy the vitality of the city and participate in what it has to offer.</li> </ul>	<p><b>Where are we now? Exeter Today:</b></p> <ul style="list-style-type: none"> <li>Exeter has a well-developed base of local amenities and events compared to the national average, so visitors, residents, workers and businesses alike are able to take advantage of a good variety of shops, restaurants, theatres, cinemas, libraries and facilities for indoor and outdoor sport, recreation and entertainment.</li> <li>Exeter has a well-preserved and presented heritage, with a range of national heritage sites, visitor attractions and listed buildings. Access to these facilities is better than the national,</li> </ul>	<p><b>What do we need to do? Making it happen (over the next three years)</b></p> <ul style="list-style-type: none"> <li>Concentrate on improving the quality of our leisure buildings, activities and spaces to increase opportunities for education, health and fun for all.</li> <li>Provide more opportunities for outdoor Play</li> <li>Strengthen the cultural infrastructure and support and encourage innovative artistic activity and creative production in the city.</li> <li>Capitalise on the national opportunity afforded by the re-opening of the Royal Albert Memorial Museum.</li> </ul>	<p><b>Who will deliver this?</b></p> <p>The Exeter Culture Delivery Group (tbc)</p> <p>Exeter City Council</p> <p>Exeter Environment Delivery Group (tbc)</p>	<p><b>Links to the LAA</b></p> <p>LAA 12 Increase participation in cultural activities</p>

		<ul style="list-style-type: none"> <li>regional and Devon average as Exeter has good transport links.</li> <li>The sustainability of some organisations and facilities is under threat as sources of funding are diverse, amounts are reducing and there is regional competition for all funding.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the way that events are publicised and marketed within the city, and make sure they are as attractive and as accessible as possible.</li> </ul>		
<ul style="list-style-type: none"> <li>Public and green spaces have facilities for and are easily accessible to everyone from the youngest to the oldest.</li> <li>Green spaces connect through the city to the surrounding countryside.</li> </ul>			<ul style="list-style-type: none"> <li>Work to ensure residents who are under 18 and over 50 have access to the same opportunities as everyone else.</li> <li>Implement the Green Infrastructure Strategy.</li> <li>Provide opportunities for people to access and enjoy green infrastructure and participate in volunteering and learning initiatives.</li> </ul>	<p>The Exeter Culture Delivery Group (tbc)</p> <p>Exeter City Council</p> <p>Exeter Environment Delivery Group (tbc)</p>	
<ul style="list-style-type: none"> <li>The environment is clean and safe and respected by the city's residents and institutions.</li> </ul>			<ul style="list-style-type: none"> <li>Work to improve the quality of our leisure buildings, spaces and activities to increase opportunities for education, health and fun for all.</li> </ul>	<p>Exeter City Council</p> <p>Exeter Environment Delivery Group (tbc)</p>	<p>LAA 2 - Improve the quality, quantity (clean green and safe) and accessibility of public spaces and green infrastructure.</p> <p>Satisfaction with parks and open spaces (was BV119E).</p>

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## EXETER CITY COUNCIL

### EXECUTIVE

7 APRIL 2009

#### DEVON DISTRICTS' DRAFT BLUEPRINT FOR INTEGRATED DEVON

#### 1 PURPOSE OF REPORT

- 1.1 This Report informs Members of the proposals that have been developed to facilitate closer working between Devon Authorities.

#### 2 BACKGROUND

- 2.1 The Government White Paper 'Strong and Prosperous Communities' published in 2006 invited local areas to develop cases for Unitary Status or Pathfinders for Enhanced Two-Tier. As Exeter City Council began the development of its Business Case for Unitary Status, the remaining Districts and the County Councils began work which although not seeking Pathfinder status, was designed to develop closer working between the Devon Districts and the County Council.

#### 3. Development of the Draft Blueprint for Integrated Devon

- 3.1 The Devon Local Government Steering Group (DLGSG) is currently working to develop high level proposals for the implementation of the outcome of the current review of Local Government structures in Devon. Membership of the DLGSG comprises the Leaders and Chief Executives of the nine Devon Local Authorities affected by the current Review of Local Government Structures in Devon being conducted by the Boundary Committee for England, together with the Chair and Secretary of the Devon Association of Parish Councils. The DLGSG is working on each of the three possible outcomes: a single unitary council for Devon, two unitary councils for Devon and Integrated Devon. The latter alludes to closer working between local authorities in the event that the status quo is retained.
- 3.2 In relation to the third scenario described above, Devon District councils have worked over the last two years through various facilitated workshops to develop the proposals for closer and more joined up working between Devon local authorities. The most recent of these workshops took place at the Guildhall on 20 February and was attended by District councils. At that meeting, the final document was agreed for submission to individual councils for their endorsement. Attending that workshop from the City Council were the Leader of the Council, Leader of the Conservative Group, the Chief Executive and Assistant Chief Executive. A further workshop is planned which will include the County Council.
- 3.3 The City Council has been involved to a degree in the on-going discussions on the understanding that our aim is to secure unitary status. Officers felt that it was necessary to be aware of the developing proposals to ensure that they delivered positive outcomes for the City should unitary status not be secured. In any event, the City Council has always worked positively with other Devon Districts to plan and

deliver services jointly. Regardless of the outcome of the unitary debate the Council is likely to continue with this approach where there is a persuasive business case to do so.

#### **4 PROPOSAL**

- 4.1 The Blueprint is attached as an Appendix to this report and is structured to address: The Business Case Design Principles, the Service Delivery Design Principles, Governance, Organisational Structure and the Support Infrastructure.
- 4.2 The Blueprint proposes four cluster areas for service delivery. These Clusters are:
- East (East and Mid),
  - South (Teignbridge, South Hams and West Devon) ,
  - North (Torridge and North Devon),
  - Exeter
- 4.3 Members may wish to note that the Draft Blueprint for Integrated Devon was considered at a meeting of DLGSG on 23 March. The County Council indicated that whilst the Districts could obviously choose to organise their service delivery between themselves according to any cluster that Districts considered appropriate, the County Council would not endorse the four-cluster approach and would adopt the most appropriate service delivery model for their services on a case by case basis. A form of words to go some way towards bridging this gap is currently being negotiated.

#### **5. RESOURCE IMPLICATIONS**

- 5.1 There are no resource implications arising from the recommendations of this Report.

#### **6 RECOMMENDED**

- (1) That Members consider the proposals contained in the Draft Blueprint for Integrated Devon.
- (2) That Members specifically indicate their support for the four-cluster approach defined in the Blueprint and communicate this to the Devon District and County Councils.

#### **CHIEF EXECUTIVE**

CHIEF EXECUTIVE'S DEPARTMENT

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

#### **Background papers used in compiling this report:-**

Titles of supporting documents

Date 24 March 2009

## **APPENDIX**

### **Draft Blueprint for Integrated Devon**

#### **1. INTRODUCTION**

##### **Purpose**

To set out the vision, principles and design of an 'Integrated Devon' to show how two tier local government in Devon will undertake a joint approach for the benefit of customers and communities.

##### **Objectives**

Be used by all Devon councils as a basis for joint working and collaboration  
Enable a review and monitoring of shared services and joint working

##### **Background**

Initial agreement to improved joint working following the publication of the White Paper on Strong and Prosperous Communities and to seek approval for a way ahead.

In 2007 Devon Councils agreed:

- i) that an "Integrated Devon" would be developed by Devon District Councils, the County Council and other key partners with the aim of improving service for local people and communities and achieving efficiencies;
- ii) over the coming months to work together to develop more detailed action plans to deliver change;
- iii) to consult and work with other stakeholders, particularly Parish and Town Councils and the Devon Unitary Authorities;
- iv) to authorise officers to pursue the above and, where possible and appropriate, involve Members informally and to bring back to an appropriate Council body any matters requiring a Member decision and note the establishment of a Devon Programme Management Group comprising the Leaders of Devon Local Authorities.

##### **Background**

1. Devon Authorities have customarily been working together for several years on a countywide and sub-county basis in search of improved service delivery, improved access and public engagement, delivery of major projects and greater efficiency. A mixed picture of arrangements has grown up and, since the Commitment to Improve Two-Tier Working was signed in January 2007, confidence in relationships has grown and the benefits of further joint working have been recognised

The October 2006 Local Government White Paper, "Strong and Prosperous Communities", provides a platform to reform local government and challenges local

councils to make significant transformational change. This submission has been prepared by the local authorities in the Devon two-tier (county) area in response to Government's invitation to come forward with innovative proposals for improved ways of working. Sections 2 and 3 set out our vision, ambitions and guiding principles.

For some time now all tiers of local government in Devon have been working effectively together for the benefit of the community. The Local Strategic Partnerships and other local partnership arrangements have brought about real, tangible change and improvement.

The range and extent of improvements which have been achieved are a reflection of a range of historical, geographical and political differences between authorities. In the last year a mutual understanding of the need for more significant and accelerated change has emerged. The Leaders of Devon's district and county authorities are committed to a collaborative approach to transform services and improve quality of life for Devon's communities. They have also committed themselves to involving our unitary neighbours, parish and town councils, national park authorities and other public sector partners in that work.. This will be a long term programme. Leaders recognise the need to create capacity and trust and to motivate and empower Members and staff to deliver.

## **2. THE TRANSFORMATION/BUSINESS CASE DESIGN PRINCIPLES**

### **Vision**

(based on the 'Transforming Public Services in Devon' paper – Integrated Devon)

**We will work together to provide cost-effective services which are designed around the needs of the people who use them and address the priorities of local communities.**

By working together, our shared ambitions are to:

- Support, empower and respond to the aspirations and needs of the people and communities of Devon
- Strengthen communities through engagement with local people
- Provide effective local democratic control of appropriate services
- Transform services so as to improve them, simplify access to them and reduce costs
- Remove duplication of effort; simplify systems and processes and maximise economies of scale
- Work in partnership with other public, private, voluntary and community sector agencies and organisations

- Deliver quality and value for money services to all Devon's communities.

### **Design principles**

#### (a) Fundamental

In delivering our shared Vision, we will have regard to the following principles:

- Improve access to and quality of services for all
- Provide strong customer service facilities using trained staff with local knowledge
- Take decisions at the lowest reasonable level and provide effective opportunity for public input
- Recognise the different needs of different communities and plan services and facilities accordingly
- Decisions should be based on evidence supported by knowledge of the differing needs of individuals and communities
- Achieve cost effective services which enable resources to be released
- Flexibility – recognise that some initiatives and services are best delivered across Devon, others will benefit from a more local focus
- The benefits of relevant activity planned and delivered across the public sector and take advantage of the opportunities to work with the voluntary and private sectors
- Provide town and parish councils with opportunities to strengthen their role through devolved functions, powers and responsibilities
- Strong and effective community leadership through clearly linked political and partnership management arrangements

**NB** – The statutory role of Members in decision making and their accepted regulatory role, such as Planning and Licensing functions, will be built into any proposals. It is likely that existing office sites will be retained and exploited to grow a range of employment opportunities in these locations.

#### (b) Service Transition/Transformation

In delivering our vision we recognise that the key drivers of transformation change management in local government arise due to the clear need to achieve greater economies of scale, cost reduction, efficiency and flexibility in delivering robust services.

### **3. THE APPROACH/SERVICE DELIVERY DESIGN PRINCIPLES**

#### **Operating environment**

Information on future demographic and other relevant changes which will impact on service delivery, local residents and communities will be shared across Devon.

#### **Services**

Services will continue to be provided, based on resource allocations, local community needs and expectations.

As a starting point, we will look to a Four Cluster approach across Devon. These Clusters will be –

- East (East and Mid),
- South (Teignbridge, South Hams and West Devon) ,
- North (Torrige and North Devon),
- Exeter.

Spatially delivered services are likely to be particularly suited to this approach. There will be other services and activities where the business case may identify a different approach, be that County wide, joint cluster, District based or at market town level, which would result in better outcomes

We accept that there will be local differences and the need to take managed risks, but will work together on areas of mutual interest and benefit to the community. We aim to reduce costs through initiatives such as shared management arrangements and reducing overheads. We will also take the opportunity to work with neighbouring councils, such as Torbay and Plymouth, and other partner organisations when mutual benefits are identified.

#### **Locality working**

Flexible and shared working arrangements will need to be put in place to ensure a minimum of travelling and wasted resource. Best use will be made of technology such as video conferencing, Sharepoint (for information) and other software. Advantage will be taken of mobile technology to achieve equal access to services.

Certain services, particularly 'back office' support, may be provided from one central point across Devon. In such cases there will need to be access to, and by, officers in other geographical areas. Officers from different services should be able to access information conveniently and work across councils, where reasonable.

#### **Customer experience/access**

Customers will need access to services at an appropriate level. Because Devon has a large number of rural, isolated communities, local residents will want to access a range of service information and advice either face-to-face or by telephone. Although much can be accessed through websites, with on-line forms or payments available, we will ensure that there are sufficient alternative ways of accessing services and information. A joint approach to the provision of advice and information will be taken, where possible, to include a range of Devon councils and other

relevant partners. The use of visiting officers taking a range of public sector services out to communities will be investigated as part of the service transformation.

## **4. GOVERNANCE**

### **4.1 Decision Making**

Joint decision-making involving all Devon councils will be required, to agree on various aspects of the programme. It is envisaged that existing structures will be used where possible, such as the Devon Local Government Steering Group. A Project Team and workstreams will be required to ensure progress, depending on the programme to be delivered.

For services, decision making structures will vary, depending on the operating and constitutional implications of the model which is chosen.

A strong performance management culture and systems will be essential so that Integrated Devon delivers benefits for the people and communities of Devon.

### **4.2 Political Management**

This blueprint is prepared on the basis that existing local authorities in Devon, and current electoral arrangements will continue.

### **4.3 Partnerships**

The principle of working with other service providers in the public, voluntary and business sectors will remain a key part of Integrated Devon's approach. A common approach to partnership working will be sought based on cluster arrangements.

## **5. ORGANISATION STRUCTURE**

### **5.1 High Level Organisational Design**

There are many operational models which can be adapted for shared services. In some cases services may be provided by one local authority or partner and supplied to other Devon authorities.

The appropriate operating models will be determined on a service by service basis. A key initial task in the transition to Integrated Devon is to develop a Design model which is fit for purpose and based on strong business planning methodology.

An important principle on which Integrated Devon will be based is that of distributed work/access hubs and not solely on centralisation of services. Optimum locations should be determined on a service by service basis and other material factors.

### **5.2 Staff**

People who deliver services at all levels are Integrated Devon's most valuable resource.

Effective change management which guides people through the process of change and maintains a motivated and skilled workforce is essential. Integrated Devon will

not achieve success unless there is effective communication, support, training, and leadership.

Comprehensive human resource planning will be a key element of the Organisation Design model which is developed for Integrated Devon.

Maximising the use of flexible, remote and mobile working is essential.

## **6. SUPPORT INFRASTRUCTURE**

### **6.1 ICT Infrastructure**

Integrated Devon will be based on streamlined and consistent business processes.

ICT provides the platform which allows shared services to operate.

A key part of the process of transition to Integrated Devon is the preparation of a Devon Technology Integration plan, which is flexible enough to adjust to changing situations.

In drawing up the Technology Integration Plan, the basic objective will be to create a consistent architecture which will support the most appropriate customer focused IT systems.

### **6.2 Property & Other Infrastructure**

Other key information includes the assets of each council to enable informed decisions to be made around service delivery and customer access. This could also include the assets of partner agencies such as other public service organisations and town and parish councils.

By virtue of paragraph(s) 1, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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