



**Exeter City Council**

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**AGENDA FOR  
EXETER CITY COUNCIL  
SCRUTINY COMMITTEE - ECONOMY**

The Scrutiny Committee - Economy will meet on **THURSDAY 10 NOVEMBER 2011**, commencing at **5.30 pm**, in the Rennes Room, Civic Centre, Paris Street, Exeter to consider the following business. If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Member Services Officer on **Exeter 265115**.

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

Pages

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

**1** **MINUTES**

To sign the minutes of the meeting held on 8 September 2011.

**2** **DECLARATIONS OF INTEREST**

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

**3** **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

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

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

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

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

*Details of the questions should be notified to the Assistant Chief Executive at least three working days prior to the meeting. Further information and a copy of the procedure are available from Member Services (Exeter 265115) and also on the Council's web site <http://www.exeter.gov.uk/scrutinyquestions>*

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

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

**MATTER FOR CONSIDERATION BY SCRUTINY COMMITTEE - ECONOMY**

6 **ENVIRONMENT AGENCY PRESENTATION**

To receive a presentation by the Environment Agency on the Exeter Flood Risk Management Scheme.

7 **PORTFOLIO HOLDERS HALF YEAR REPORT**

Councillor Sutton (Portfolio Holder for Sustainable Development and Transport) and Councillor Denham (Portfolio Holder for Economy and Tourism) will present their respective reports and take questions.

8 **CAR PARKING TASK AND FINISH GROUP - TERMS OF REFERENCE**

To receive a verbal report from the Head of Operational Services and Transport.

**PERFORMANCE MONITORING**

9 **CAPITAL PROGRAMME MONITORING**

To consider the report of the Director Economy and Development– *report circulated*

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- 10            **SCRUTINY COMMITTEE - ECONOMY FINANCIAL STEWARDSHIP TO  
SEPTEMBER 2011**  
To consider the report of the Head of Treasury Services – *report circulated*            5 - 10
- 11            **HALF YEAR RESULTS OF PERFORMANCE MONITORING 2011/12**  
To consider the report of the Director Economy and Development – *report  
circulated*            11 - 16
- 12            **RISK MANAGEMENT**  
To consider the report of the Head of Audit – *report circulated*            17 - 22
- 13            **PROPERTY VOIDS AND DEBTS**  
To consider the report of the Acting Head of Estates Services – *report circulated*            23 - 28

**MATTERS FOR CONSIDERATION BY SCRUTINY COMMITTEE - ECONOMY**

- 14            **ANNUAL FESTIVALS AND EVENTS REVIEW 2011**  
To consider the report of the Head of Economy and Tourism – *report circulated*            29 - 42
- 15            **WINDING DOWN OF EXETER ARCHAEOLOGY**  
To consider the report of the Director Economy and Development - *report  
circulated*            43 - 48

**DATE OF NEXT MEETING**

The next **Scrutiny Committee - Economy** will be held on Thursday 19  
January 2012 5.30 pm

**FUTURE BUSINESS**

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

**Membership -**  
Councillors Cole (Chair), Prowse (Deputy Chair), Bialyk, Bull, Choules, Crow, Dawson, Morris,  
Payne, Robson, Ruffle, Thompson and Wardle

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.**



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**EXETER CITY COUNCIL**  
**SCRUTINY COMMITTEE – ECONOMY**  
**10 NOVEMBER 2011**

**CAPITAL PROGRAMME MONITORING**

**1. PURPOSE OF REPORT**

- 1.1. This report advises Members of the current position with regard to the 2011/12 capital programme for the Economy and Development Directorate.

**2. INFORMATION AND ANALYSIS**

- 2.1 This report provides a summary of the current position, with Appendix 1 containing a complete list of capital projects for the Directorate. The Appendix compares expenditure on projects during the year with budgets and indicates what is likely to be carried forward to cover estimated deferred expenditure in 2012/13.
- 2.2 The right hand column in the Appendix provides comments in relation to the various schemes.

**3 RECOMMENDATION**

- 3.1 That Members note the contents of this report, and indicate whether they wish to receive further information on any particular issues.

**KARIME HASSAN**  
**DIRECTOR ECONOMY AND DEVELOPMENT DIRECTORATE**

**ECONOMY AND DEVELOPMENT DIRECTORATE**

Local Government Act 1972 (as amended)  
Background papers used in compiling this report:-  
None.

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**CAPITAL PROGRAMME 2011/12**

1	2	3	4	5	6	7	8	9	10	11	12	13
Project	Code	Lead officer	Budget 2011/12 £	Total Spend to 30 September	Commitments (ie value of orders raised, not yet paid) £	Budget 12/13 £	Beyond £	Value of estimated Deferred Expenditure into 12/13 £	Date deferment estimate made (by whom)	Latest estimate of total project variance (underspend)/overspend £	Date under/over spend estimate made (by whom)	Project Progress Update (and contingencies employed/actions taken since last report, if project slippage/anticipated deferment/cost variance)
Basin/Quayside <i>(redevelopment of canal basin; refurbished listed buildings; improved public access to area &amp; continued activity on water)</i>	Z1139	MC	648,990	14,482	0	536,260						Refurbishment scheme for the Old Electricity Building substantially completed and new lease to be granted shortly. Sutton Harbour schemes have not come forward and ECC and ECQT are considering alternative delivery possibilities. Devon County Council have confirmed their intention to deliver the new Outdoor Education Centre and work is well advanced to facilitate a start on site early in 2012. Tree planting and seating improvements will be carried out along Haven Banks during the year.
City Centre Enhancements	Z1116	RPS (Chris Westlake)	407,220	85,976	29,857	200,000	200,000	267,220	CW - 17/08/11			£140,000 to be spent in 2011-12 on Gandy St (now complete), Northernhay Gate and Rougement Garden gate. Remainder to be carried over to 2012-13 to be spent on London Inn Square (Paris St/New North Road/Sidwell St). Northernhay Gate works delayed by RAMM reinstatement works: work underway but likely to be further delayed by problem of basements in Queen St : extent of delay being assessed.
Corn Exchange Improvements	Z1131	MC	7,550	0	0							Toilet refurbishment complete. Remaining monies required to address continuing water pressure problems.
Corn Exchange - Haystack Lantern	Z1216	MC	17,240	20,865	0					3,625	14/10/11 - PMc/MC	Works now complete.
Cowick St Environmental Imps	Z1113	RPS (Paul Osborne)	100,000	50	0	100,000						Programme of works currently being developed. To be implemented in 2012 - may need to carry over some of 2011-12 budget to 2012-13.
Cowick Street	Z1208	TJ	130,710	460	0							The budget is made up of £108,634 of s106 money plus £22,076 from Age concern. Work started Sept 11 and is anticipated to be complete Jan 12. It is intended to be leased to Age Concern as soon as the works are complete.
National Cycle Network	Z1107	DH	31,360	11,817	2,215							Schemes are continually being designed and constructed for DCC. We then invoice them for works plus 10% for fees throughout the year. Latest scheme to go out to tender is Pinhoe Station Road. DCC now allow us to carry out cycleway maintenance and seek reimbursement.
Floodlighting	Z1156	RPS (Andy Pye)	1,120	0	0							Bulk of budget frozen shortly after PMWG had agreed priorities for future work. The £1,120 represents residue of budget that was not frozen, and should be carried over in order to deal with any issues arising from installed schemes.
Ibstock Environmental Improvements	Z1407	MC	3,240	0	0							Monies retained for environmental consultant in the event of land transfer
King William St CP Refurb Stage 1	Z1201	RDC (Steve Carnell)	218,300	23,085	22,915			195,000	SC - July 2011			Remainder to be carried over to 2012-13 for London Inn Sq (Paris St, New North Road and Sidwell St improvements)
King William St CP Refurb Stage 2	Z1202	RDC (Steve Carnell)	900,000	0	0			875,000	SC - July 2011			Tenders sent out 13/10/11 and due back mid November. Contractor to be appointed late December/early January. Work due to commence on site mid March with work scheduled to be completed by the end of July 2012.
Mincinglake / Northbrook Study	Z1242	DH	63,730	2,382	0							Work will continue this year with flow monitoring etc. Any unspent money goes back to EA/DEFRA.
18 North Street Panelling	Z1106	RPS (Andy Pye)	2,720	750	1,100							Panelling has been reinstalled; some publication and interpretation material remains to be completed.

**CAPITAL PROGRAMME 2011/12**

1	2	3	4	5	6	7	8	9	10	11	12	13
Project	Code	Lead officer	Budget 2011/12 £	Total Spend to 30 September	Commitments (ie value of orders raised, not yet paid) £	Budget 12/13 £	Beyond £	Value of estimated Deferred Expenditure into 12/13 £	Date deferment estimate made (by whom)	Latest estimate of total project variance (underspend)/overspend £	Date under/over spend estimate made (by whom)	Project Progress Update (and contingencies employed/actions taken since last report, if project slippage/anticipated deferment/cost variance)
Planting Improvements in Riverside Valley Park	Z1408	RPS (Paul Osborne)	14,250	0	0							On hold awaiting confirmation of EA Flood Alleviation Proposals - unlikely to be spent in 2011-12.
Quay House Visitor Centre Improvements	Z1135	RB	2,010	422	1,669							Residual work left from refurbishment last year now being completed.
Riverside Valley Park	Z1254	DH	2,570	45	0							Balance remaining of section 106 contribution.
Science Park	Z1150	RB	761,730	0	0							Infrastructure for the site progressing well. Alternative approach to taking forward the development of the first buildings currently under consideration.
Signage	Z1117	RPS (Paul Osborne)	31,600	0	0							Work progressing with DCC to deliver interactive monoliths by March 2012.
Verney House Works from Stock Condition Survey	Z1259	MC	45,000	0	0							Design work in hand.
Well Oak Footpath / Cycleway	Z1193	RPS	80,000	0	0			80,000	RPS - Oct 2011			Awaiting progress on Shakespeare Road development. It is anticipated that the Section 106 will be signed and the permission issued shortly. Construction expected to start in the spring with completion towards the end of 2012, with the footpath/cycleway being provided towards the end of construction. Well Oak Park residents have been informed that they will be consulted on the detailed design of the footpath/cycleway, likely to take place next summer.
<b>Total</b>			<b>3,469,340</b>	<b>160,334</b>	<b>57,755</b>	<b>836,260</b>	<b>200,000</b>	<b>1,417,220</b>	<b>0</b>	<b>3,625</b>	<b>0</b>	

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - ECONOMY 10 NOVEMBER 2011

#### ECONOMY SCRUTINY STEWARDSHIP TO SEPTEMBER 2011

#### 1. PURPOSE OF REPORT

1.1 This report advises Members of any forecast variations to the budget, based on the first six months of the financial year 2011/12.

#### 2. INFORMATION

2.1 This report highlights any differences by management unit to the outturn forecast for the first six months of the financial year up to 30 September 2011 compared with the approved annual budget.

2.2 During this period the total of the variances indicate that the overall net expenditure for this committee will increase by £445,500. This includes supplementary budgets of £125,170. Notional charges in respect of IAS19 Pension Costs and Capital Charges have been deducted from this to provide the total budget for management accounting purposes.

2.3 The main variations by management unit are detailed below:

	£
<b>2011-2012 REVISED ESTIMATE Less NOTIONAL CHARGES</b>	<b>(2,567,770)</b>

<b>83A1 PROPERTY &amp; ESTATES SERVICES</b>	<b>27,850</b>
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Property income is anticipated to be lower than expected at various properties due to a general increase in void periods and downward pressures on rent levels across the portfolio.

It is anticipated that the National Non Domestic Rates budget will be overspent due to the liability for this charge falling on the council for void units.

<b>83A3 CAR PARKING</b>	<b>216,970</b>
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Income from off street car park fees and season tickets is 4.9% below the budgeted income figure as at 30 September 2011. This is due to the economic climate and weakness in consumer spending. If this trend continues the income budgets will fall short of the budgeted figure for the year. The National Non Domestic rates and printing budgets will be exceeded and additional expenditure will be incurred in respect of the opening and closing of Council Car Parks.

The expected shortfall of income and the anticipated additional expenditure will be offset by a saving on the insurance and employee budgets due to a number of vacant posts within the Management Unit.

<b>83A4</b>	<b>ECONOMIC DEVELOPMENT</b>	(9,150)
	Employment costs are anticipated to be less than the budget due to a vacant post for part of the year. The savings being made on Salaries, National Insurance and Superannuation budgets.	
<b>83A5</b>	<b>FESTIVALS &amp; EVENTS</b>	2,740
	Costs will be incurred in respect of Pay protection resulting in a small overspend on employment budgets.	
<b>83A8</b>	<b>DISTRICT HIGHWAYS &amp; FOOTPATHS</b>	(3,630)
	Income has been received in respect of an insurance claim	
<b>83B2</b>	<b>ADMINISTRATION SERVICE</b>	(21,140)
	Employment costs are anticipated to be less than the budget due to a number of vacant posts within the management unit. The savings being made on Salaries, National Insurance and Superannuation budgets.	
	The savings made will be recharged back to the various management units within this committee at the end of the financial year.	
<b>83B5</b>	<b>PLANNING</b>	65,880
	Additional expenditure will be incurred due to costs awarded against the council in respect of a planning appeal at Hill Barton Farm.	
<b>83B7</b>	<b>ARCHAEOLOGICAL FIELD UNIT</b>	268,420
	Income and expenditure figures as at 30 September indicate that the cost of closure will now be in the region of £268,420	
	There are a number of uncertainties that could result in this figure changing; these are detailed in a separate report to this committee.	
<b>83B9</b>	<b>MARKETS &amp; HALLS</b>	(95,660)
	Expenditure on employment costs in the management unit is expected to be less than the budget with savings being made on National Insurance and Superannuation budgets, the savings on these budgets will be partially offset by an anticipated overspend on overtime and enhancements due to the increased number of events being staged.	
	A saving will be made on the National Non Domestic Rate Budgets at the Livestock Centre and Exeter Corn Exchange.	
	An overspend is expected on the expenditure budget in respect of event promotion at Exeter Corn Exchange. This overspend will be more than offset by the income generated	

from the events staged.

Additional income is expected from various sources at the Livestock Centre particularly livestock auctions, the Sunday Market and income from the rental of external areas.

**83C1 WATERWAYS** (6,780)

A saving will be made on the employment budgets in the management unit due to the retirement of the Canal Manager.

The saving on the employment budgets will be partially offset by an anticipated overspend in respect of the cost of marine insurance and consultants fees.

**2011-2012 EXPECTED FINAL OUTTURN** (2,122,270)

3. **RECOMMENDED** that Members note the contents of this report.

HEAD OF TREASURY SERVICES

CORPORATE SERVICES DIRECTORATE

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

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

None

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**SCRUTINY COMMITTEE - ECONOMY  
STEWARDSHIP**

**APRIL 2011 TO SEPTEMBER 2011**

<b>ANNUAL BUDGET</b>	<b>SUPPLEMENTARY BUDGET</b>	<b>NOTIONAL CHARGES***</b>	<b>REVISED BUDGET</b>	<b>CODE</b>		<b>CURRENT OUTTURN FORECAST</b>	<b>FORECAST VARIANCE</b>
<b>£</b>	<b>£</b>		<b>£</b>			<b>£</b>	<b>£</b>
(2,601,490)	0	6,730	(2,608,220)	83A1	PROPERTY & ESTATES SERVICES	(2,580,370)	27,850
81,680	1,500		83,180	83A2	TRANSPORTATION/CONCESSIONARY FARES	83,180	0
(3,378,900)	0	149,180	(3,528,080)	83A3	CAR PARKING	(3,311,110)	216,970
655,030	43,370	8,700	689,700	83A4	ECONOMIC DEVELOPMENT	680,550	(9,150)
207,960	0	1,110	206,850	83A5	FESTIVALS & EVENTS	209,590	2,740
444,400	0	7,170	437,230	83A6	TOURIST INFORMATION	437,230	0
26,000	0		26,000	83A7	ARCHAEOLOGY IN EXETER	26,000	0
355,700	0	138,350	217,350	83A8	DISTRICT HIGHWAYS & FOOTPATHS	213,720	(3,630)
65,490	0	4,800	60,690	83A9	BUILDING CONTROL	60,690	0
129,070	0	6,070	123,000	83B1	LAND DRAINAGE	123,000	0
0	0	2,070	(2,070)	83B2	ADMINISTRATION SERVICE	(23,210)	(21,140)
0	0	2,550	(2,550)	83B3	DIRECTOR ECONOMY & DEVELOPMENT	(2,550)	0
0	0	5,380	(5,380)	83B4	ENGINEERING & CONSTRUCTION SERVICES	(5,380)	0
1,147,180	0	23,690	1,123,490	83B5	PLANNING SERVICES	1,189,370	65,880
66,960	18,000	5,790	79,170	83B6	CONSERVATION	79,170	0
118,070	29,300	13,770	133,600	83B7	ARCHAEOLOGICAL FIELD UNIT	402,020	268,420
0	0		0	83B8	MAJOR PROJECTS	0	0
80,580	3,000	21,940	61,640	83B9	MARKETS & HALLS	(34,020)	(95,660)
345,710	30,000	39,080	336,630	83C1	WATERWAYS	329,850	(6,780)
0							
<u>(2,256,560)</u>	<u>125,170</u>	<u>436,380</u>	<u>(2,567,770)</u>		<b>NET EXPENDITURE</b>	<u>(2,122,270)</u>	<u>445,500</u>

\*\*\* Includes:

Capital Charges  
IAS19 Pension Costs

**Reserve Transfers**

**OVERALL FORECAST EXPENDITURE FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES (2,122,270)**

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - ECONOMY 10 November 2011

#### HALF YEAR RESULTS OF PERFORMANCE MONITORING 2011/12

#### 1. PURPOSE OF REPORT

- 1.1. To report the half year figures for those statutory and local performance indicators that relate to services provided by the Economy and Development Directorate.

#### 2. BACKGROUND

- 2.1. Performance indicators are used to measure progress against the Council's strategic objectives. Regular monitoring ensures that the Council is on track to meet its targets. It also assures that remedial action is taken where necessary.
- 2.2. Local indicators are chosen by the Council to reflect specific priorities and to provide useful management information. National Indicators are prescribed by the Government. In October 2007, the Government published a set of 198 National Indicators which replaced all previous indicators. The majority of these apply to single tier/county councils. Currently the future of the National Indicator Set is uncertain, with many likely to be deleted.
- 2.3. Members play an important role in reviewing performance and ensuring data quality. The attached tables contain figures for those national and local indicators that relate to services supplied by the Economy and Development Directorate. Commentary is provided on the results to give context and to explain any variance from targets and any remedial action taken.

#### 3. PERFORMANCE OVERVIEW

- 3.1 Of the 9 indicators collected by the Economy and Development Directorate, 1 is below its half year target, 1 is on target and 7 are above target. Three of these indicators have performed worse in the half year 2011/12 compared with the half year 2010/11. One indicator has remained the same and 5 indicators have improved.

#### 4. RECOMMENDATION

- 4.1. That members consider the report and identify where further information is needed on any indicators.

**KARIME HASSAN**  
**DIRECTOR**

**ECONOMY & DEVELOPMENT DIRECTORATE**

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

*Background papers used in compiling the report:*

None

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# Performance Summary Half Year 2011/12

## How to interpret the performance report

Performance is shown as a comparison to the half year target. A tolerance is set for each indicator, allowing performance to be shown as on target even if it is below target by 10 percent.

The following symbols are used.

-  The green star shows that performance is better than target
-  The blue circle shows that performance is on target, within the tolerance
-  The red triangle warns that performance is below target by more than 10%
  
-  The green tick indicates that the half year figure for 2011/12 is better than the half year figure for 2010/11
-  The black arrow indicates that there is no change between the half year figure for 2010/11 and 2011/12
-  The red cross indicates that the half year figure for 2011/12 is worse than the half year figure for 2010/11



Performance Summary						
Economy & Development	7	1	1	5	1	3

Actual recorded figure for Quarter Two

Cumulative figure for the year to date

Symbol to show if indicator is on target

Symbol to show if indicator is above or below 10/11 half year figure

Performance Indicator	Service	Year End 10/11	Actual Q1 11/12	Actual Q2 11/12	Half Year 11/12	Target Half Year 11/12	Performance Half Year 11/12	Compared to Half Year 10/11	Target Year End 11/12	Commentary
LPI ES1 % of local searches carried out in 7 working days	Estates	100	100	100	100	97			97	Above target

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SO5: Ensure that Exeter is a buoyant, dynamic and innovative city with sustainable growth										
Performance Indicator	Service	Year End 10/11	Actual Q1 11/12	Actual Q2 11/12	Half Year 11/12	Target Half Year 11/12	Performance Half Year 11/12	Compared to Half Year 10/11	Target Year End 11/12	Commentary
NI157a % of major planning applications processed within 13 weeks	Planning & Building Control	70.21	60	66.67	64.29	60	★	✓	60	
NI157b % of minor planning applications processed within 8 weeks	Planning & Building Control	77.73	71.11	86.11	74.11	65	★	✗	65	
NI157c % of other planning applications processed within 8 weeks	Planning & Building Control	84.43	77.22	87.56	80.63	80	★	✗	80	
SO7: Use resources effectively & provide high performing, value for money services that focus on customer needs										
Performance Indicator	Service	Year End 10/11	Actual Q1 11/12	Actual Q2 11/12	Half Year 11/12	Target Half Year 11/12	Performance Half Year 11/12	Compared to Half Year 10/11	Target Year End 11/12	Commentary
LPI ES1 % of local searches carried out in 7 working days	Estates	100	100	100	100	97	★	✓	97	Above target
SO8: Promote an extremely positive image & reputation & ensure high levels of customer satisfaction										
Performance Indicator	Service	Year End 10/11	Actual Q1 11/12	Actual Q2 11/12	Half Year 11/12	Target Half Year 11/12	Performance Half Year 11/12	Compared to Half Year 10/11	Target Year End 11/12	Commentary
LPI ET1 % of overall impression of the TIC was excellent/good	Economy & Tourism	91	91	94	94	95	●	✓	95	The Information Centre exceeded last years actual performance and was only 1% down on this year's target.
LPI ET3 % overall impression of Underground Passages was excellent/good	Economy & Tourism	97	97	96	96	95	★	✗	95	Staff at the Underground Passages continue to provide a good service to visitors, the half year result is 1% above the annual target.
LPI ET4 % stated overall the Quay House Visitor Centre was excellent/good	Economy & Tourism	96	96	96	96	95	★	▲	95	A good performance for the Quay House Visitor Centre staff, in continuing to be recognised for good customer service.
LPI ET5 No. of visitors to Exeter's Underground Passages	Economy & Tourism	19854	5165	8164	13329	12750	★	✓	20600	A small increase in group bookings has helped maintain visitor numbers. New external pedestrian signage is being installed this autumn which should help increase visitor numbers.
LPI ET6 No. of visitors to Exeter Visitor Information & Tickets	Economy & Tourism	76977	24895	28401	53296	60850	▲	✓	100000	Performance has been good this summer, visitors to the Information Centre are up by over 300 visitors on the same period from last year. We expect to exceed last years performance, though the target of 100,000 is probably over ambitious in the light of annual trends.

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - ECONOMY 10 NOVEMBER 2011

#### RISK MANAGEMENT

#### 1. PURPOSE OF THE REPORT

- 1.1 To advise the Committee of the risks identified that relate to its areas, and of the actions taken and proposed to mitigate the risks concerned

#### 2. BACKGROUND

- 2.1 An annual risk management report is now made to both the Economy and the Community Scrutiny Committees of the risks that relate to their areas

#### 3. RISK REGISTER

- 3.1 The Corporate Risk Management Group and relevant officers consider the hazards that have been identified and, based upon the measures already taken, assess the Impact and Likelihood of their occurrence. The Impact and Likelihood is scored on the basis of 1 (low) to 4 (high), and the resulting total is expressed as either High, Medium or Low.

- 3.2 The latest review has resulted in the following risk changes that relate to this Committee:

##### 6. Environmental

- **Flooding** – increased from Medium to High as climate change assessments suggest there will be an increase in the likelihood of such events in the future

##### 8. Financial

- **Planning appeals** – increased from Low to Medium due to the impact of a significant award against the Council

##### 10. Partnership/contractual

- **Archaeological field unit** – reduced from High to Low as the staged closure has occurred and the backlog of work is being addressed

#### 4. RECOMMENDATIONS

That the Scrutiny Committee – Economy

- 4.1 notes the risks relating to its areas and
- 4.2 undertakes ongoing monitoring to ensure that the risk register remains current, risk assessments are valid and that proposed mitigating actions are achieved by the agreed target dates.

Originator: Edmund Heaton  
Head of Audit

**CORPORATE SERVICES DIRECTORATE**

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

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

None

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

6. Environmental															
<b>1. Flooding</b>															
<b>a) Risks &amp; threats:</b>															
<ul style="list-style-type: none"> <li>River Exe overtopping the flood defences</li> <li>Other flooding (e.g. Northbrook)</li> <li>Climate change assessments suggest likelihood of more events in future</li> </ul>															
<b>Consequences:</b>															
<ul style="list-style-type: none"> <li>risk of drowning</li> <li>damage to Council and other properties</li> <li>displacement of large numbers of people</li> <li>health risks</li> </ul>															
<b>b) Benefits &amp; opportunities:</b>															
<ul style="list-style-type: none"> <li>Reduction in possible effects of such an event</li> <li>Potential increase in property values</li> <li>Decrease in insurance premiums</li> <li>Increase amount of developable land</li> </ul>															
4	3	12		<ul style="list-style-type: none"> <li>Major Incident Plan prepared in conjunction with Environment Agency, Devon CC &amp; other district councils</li> <li>Revised response team</li> <li>Flood training provided</li> <li>Emergency response measures in place</li> <li>Environment Agency has raised height of flood barriers in Exwick &amp; detailed flood modelling of River Exe &amp; its tributaries</li> <li>DEFRA funding to carry out flood alleviation work at Pinhoe</li> <li>Considered in climate change risk plans</li> </ul>	4	3	12	H	<ul style="list-style-type: none"> <li>Identify utilities that are vulnerable to flooding</li> <li>Review Council policies in line with the Pitt Report</li> <li>Strategic Flood Risk Assessment in place</li> <li>Flow monitoring on Northbrook to verify model</li> <li>The EA have commissioned consultants to review Exeter's flood defences &amp; will table a short list of options in 2011</li> <li>Consultation in 2012-13 followed by update in 2014 &amp; design work in 2015 would enable EA to carry out work in 2016-17. EA will look to stakeholders to bridge funding gap of c£10m after government contribution, but a risk remains that there will be a significant funding shortfall</li> </ul>	<ul style="list-style-type: none"> <li>2016/17</li> </ul>	Engineering & Construction Manager	7b	↑		
<b>5. Topsham lock</b>															
<b>a) Risks &amp; threats:</b>															
<ul style="list-style-type: none"> <li>The leak from the canal under the lock pit into the river could affect the canal bank/towpath</li> <li>Site investigations</li> </ul>															
4	3	12		<ul style="list-style-type: none"> <li>In the mid 1970s the lock was sheet piled off from the canal, this greatly reduced the flow but not completely</li> <li>Further work has temporarily stopped the</li> </ul>	3	2	6	M	<ul style="list-style-type: none"> <li>Continue site investigations to understand the ground conditions &amp; causes of the leak to determine the scope for a potential repair scheme</li> </ul>	<ul style="list-style-type: none"> <li>2011/12</li> </ul>	Head of Operational Services & Transport	7b	⇒		

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

<p>carried out but are not conclusive</p> <ul style="list-style-type: none"> <li>Further work has temporarily slowed leak but it has re-established itself</li> <li>Additional loss of water from river to canal</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>A total collapse would cause a rush of water, cause damage &amp; render the canal un-navigable incurring costs &amp; resulting in loss of income</li> <li>Salmon unable to navigate weir, to detriment of quality/ quantity of fish; potential claim by fisheries interests</li> </ul> <p><b>b) Benefits &amp; opportunities:</b></p> <ul style="list-style-type: none"> <li>A working lock would attract visitors</li> </ul>												<ul style="list-style-type: none"> <li>Depending on outcome of tests, design &amp; implement scheme to stop the leak</li> <li>Consider bringing the lock back into use</li> </ul>	<ul style="list-style-type: none"> <li>2012/13</li> <li>Ongoing</li> </ul>			
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8. Financial																	
<p><b>2. Car parks income</b></p> <p><b>a) Risks &amp; threats</b></p> <ul style="list-style-type: none"> <li>Significant reduction in demand</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>significant loss of income</li> </ul>				3	4	12		<ul style="list-style-type: none"> <li>Strategy formulated to promote Exeter</li> <li>Parking Strategy to be reviewed to maximise opportunities for income generation</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 attract customers</li> <li>Implement a tariff policy which reflects underlying economic conditions</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<p>Head of Economy &amp; Tourism</p> <p>Head of Operational Services &amp; Transport</p>	7	⇒



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

<b>3. Superannuation (pension) fund</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Underperformance of the pension fund</li> </ul> <b>Consequence:</b> <ul style="list-style-type: none"> <li>increased contributions causing revenue burden</li> </ul>				3	4	12	<ul style="list-style-type: none"> <li>Potential increased revenue costs considered within the Medium Term Financial Strategy</li> </ul>	3	3	9	M	<ul style="list-style-type: none"> <li>Government led review of fund valuation &amp; employees' contribution levels</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Head of Treasury Services	7	⇒
<b>9. Planning appeals</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Significant award of costs against the Council</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 targets &amp; standards</li> </ul>				4	4	16	<ul style="list-style-type: none"> <li>Officers advise Members if potential risk at Planning Committee</li> <li>Treatment of telecom applications amended following award</li> </ul>	4	2	8	M	<ul style="list-style-type: none"> <li>Active monitoring of officer reports &amp; any appeals by Development Manager &amp; Planning Solicitor</li> <li>Involvement of members in any decisions to refuse</li> <li>Proceed to adoption of core strategy &amp; community infrastructure levy as soon as possible</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Head of Planning & Building Control	7 8	↑
<b>14. Science park</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Company incurs significant cost liabilities</li> </ul> <b>Consequences:</b> <ul style="list-style-type: none"> <li>loss of investment in the company</li> <li>adverse media &amp; public criticism</li> <li>adverse affect on the Council's reputation</li> <li>adverse affect on jobs &amp; commercial growth</li> </ul>				3	3	9	<ul style="list-style-type: none"> <li>Regular &amp; transparent monitoring of project &amp; development finances.</li> </ul>	3	2	6	M	<ul style="list-style-type: none"> <li>Senior level overview of company performance.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Head of Economy & Tourism	5 7 8	⇒
<b>15. Boats using the canal</b> <b>a) Risks &amp; threats:</b> <ul style="list-style-type: none"> <li>Third party accidents</li> </ul>				3	2	6	<ul style="list-style-type: none"> <li></li> </ul>	3	2	6	M	<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>Apr 12</li> </ul>	Head of Operational Services &	3 7	⇒

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

caused by or involving uninsured boats <b>Consequences:</b> • possible liability of the Council to meet costs of losses or damages														compulsory part of the use of the canal & laying up contract		Transport			
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	-----------	--	--	--

10. Partnership/contractual																				
2. Archaeological field unit <b>a) Risks &amp; threats:</b> • Residual liability for unfulfilled contractual obligations <b>Consequences:</b> • Claims by former clients				2	3	6	• Staged closure of Unit to clear backlog of work • Prioritisation of work, reported to Archaeological Advisory Committee (AAC)				2	2	4	L	• Clear backlog according to priority list reported to AAC		• Mar 12	Director Economy & Development	3 7 8	↓
4. Bus & coach station redevelopment <b>a) Risks &amp; threats:</b> • Legal challenge to selection of developer <b>Consequences:</b> • Redevelopment delay • legal costs <b>b) Benefits &amp; opportunities:</b> • Informed Master Plan/ viability analysis • Quality scheme				3	3	9	• External legal advice sought • Early announcements made to trigger any potential challenge				2	2	4	L	• Ensure legal advice on procurement is followed		• Ongoing	Head of Estates Services	3 5	⇨

## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - ECONOMY 10 NOVEMBER 2011

#### PROPERTY VOIDS AND DEBTS

#### 1.0 PURPOSE OF REPORT

- 1.1 To inform Members of the position regarding void properties as at 30 September 2011 and commercial rent debts for the four quarters ending on the September 2011 quarter day.

#### VOID PROPERTIES

#### 2.0 BACKGROUND

- 2.1 The situation regarding void properties as at 30 September 2010 was reported to the Scrutiny Committee – Economy on 11 November 2010.
- 2.2 For the purpose of the report a void is defined as any unused or un-let land or building which is not used for the provision of services but with the following assumptions:
- Includes commercial properties and undeveloped and surplus land
  - Excludes parks and community spaces, allotments and garden plots, grazing land, all highway land, pavement cafes, showcases, parking spaces and residential properties.
- 2.3 Any property remaining un-let for more than one year is treated as a long-term void for the purposes of this report.

#### 3.0 LONG TERM VOIDS

- 3.1 The offices at 21a North Street have been let, subject to contract, to a small local charity. However, an inordinate amount of time is being taken to complete this letting and we have to regard the premises as still being on the market.
- 3.2 89 South Street remains unlet for no obvious reason. It is perhaps too small a unit to appeal to someone wanting a standard sized shop, but we have had a fair bit of interest and an accepted offer in respect of a sandwich bar operation only failed to proceed to completion due to the unexpected serious illness of one of the parties involved. However, we are, as always, hopeful of an early letting.
- 3.3 The former Council depot at Locarno Road, reported last year, was finally let to the charity MIND for community purposes. Committee will recall that there really has been almost no interest in these premises since they last became vacant in early 2007, largely due to the very restrictive planning use attached to them. In the end it was felt sensible to allow MIND to take occupation at a minimal rent to remove from the Council the burden of the business rates and the maintenance/repair liabilities.
- 3.4 In April the whole of 1a Hamlin Lane (also reported last year) was let to an Events and Marketing company at the rent of £9,750 per annum.

3.5 The long term voids as at 30 September 2011 are summarised in Table A below.

**Table A**  
**Long term voids**

Address	Area m <sup>2</sup> Approx	Rental Value £	Date Vacated	Notes
89 South Street	31	10,750	07/07/10	See note 3.2 above
21a North Street	33	2,250	28/07/09	See note 3.1 above
<b>Total</b>	<b>64</b>	<b>13,000</b>		

#### 4.0 SHORT TERM VOIDS

4.1 Since last year's report the following premises have been let:

2 South Street – Chinese restaurant  
 7 South Street – Chinese medicine shop  
 Ground Floor 1a Hamlin Lane – Events & Marketing company  
 120/121 Sidwell Street – Turkish convenience store  
 First floor rear office 115 Sidwell Street – dental surgery  
 Second floor offices 115 Sidwell Street - registered charity offices

4.2 89 South Street remains unlet – see 3.2 above.

4.3 90/92 Fore Street (formerly Specsavers) is a new void. These premises are let, subject to contract, to a local charity for use as a retail shop. The legal formalities are taking far longer than usual, but we are hopeful of early completion here.

4.4 204 High Street (formerly Ernest Jones, jewellers) became vacant in May, and following interest shown by various parties it was agreed later that month to let the premises to a local bakery chain. However, after a couple of months of progress towards completion they decided after all not to proceed. The premises are therefore still on the market and we would hope for renewed interest shortly. A short term Christmas let has been arranged in the meantime.

4.5 87 South Street became vacant in June when the tenant, a tanning shop proprietor, became bankrupt. Interest is continually being shown and an early re-letting is hoped for.

4.6 174/175 Cowick Street, previously used by the Police and Traffic Wardens as their St Thomas Centre, became vacant very recently and is re-let, subject to contract, for use as a Polish food shop.

4.7 The Swan Yard Warehouse had for many years been the home of Bartletts the printers, but their parent company has recently been reorganised and the operation at Swan Yard has ceased. The premises became vacant in April and discussions have been taken place with Turntable, the furniture recycling charity, with a view to their taking a tenancy when they leave their current premises at Tan Lane. For this reason these premises are not being actively marketed.

4.8 During the year 12/13 South Street, previously an estate agency, became vacant and this has been re-let to a fish pedicure business.

**Table B**  
**Short term voids**

Address	Area m <sup>2</sup> Approx	Rental Value £	Date Vacated/Available	Notes
90/92 Fore Street	510	70,000	01/05/11	See note 4.3 above
204 High Street	119	69,950	07/05/11	See note 4.4 above
87 South Street	65	21,150	16/06/11	See note 4.5 above
174/175 Cowick Street	207	23,000	29/09/11	See note 4.6 above
Swan Yard Warehouse	848	20,000	11/04/11	See note 4.7 above
<b>Total</b>	<b>1749</b>	<b>204,100</b>		

## 5.0 UNDEVELOPED AND SURPLUS LAND

5.1 Since the last report no land in this category has been disposed of.

**Table C**

Land	Area Hectares	Descriptions	Comments
Exhibition Fields (Eastern Fields)	2.6	Development site	Linked to infrastructure provision

## 6.0 CONCLUSION

6.1 The position on void units compared to the four previous reports is:

**Table D**

	No of Void Units	Total Area of Void Units in m <sup>2</sup>	Annual Rental of Void Units (£)
September 2007	4	325	79,950
September 2008	5	400	67,600
September 2009	8	836	81,450
September 2010	10	853	99,200
September 2011	7	1813	217,100

6.2 Our embarrassment this year results from two of our most highly rented properties being returned to us through the operation of “break” clauses in the leases. Specsavers have moved to a more prestigious location in the High Street and Signet, the parent company of Ernest Jones, have moved that business into a larger refurbished flagship unit previously occupied by H Samuel, another of their businesses, next door to Marks & Spencer. Marketing of both these shops had been going well and the notes above explain the positions here. This is especially frustrating because, were it not for these two very large rent voids, the current situation would be an enviable one for any landlord to be in with the void units representing only £77,150 per annum in lost rent – and most of these voids actually being let, subject to contract. As with the position this time last year, the ratio of voids to fully let properties is extremely low.

- 6.3 The market, however, is still difficult. We know that there are premises being returned to us during the coming year and although there is an ever increasing interest from purveyors of ethnic foodstuffs for example, this interest may well not be enough to fill all of the shops which will become available: it is almost certain that any shops which are re-let will be done so at a lower rent than is currently passing.

## **RENT AND DEBT COLLECTION**

### **7.0 BACKGROUND**

The table overleaf summarises the amount of rent invoiced for each of the four quarters up to the quarter ended 28 September 2011, and the outstanding amounts at various points up to the date of compilation, the 30 September 2011. The first three columns of the table summarise the invoices as sent; the fourth column the amount of rent outstanding at 28 days, along with the percentage of the original total which these figures reflect; the fifth at 90 days, and the final one as at the date of compilation of this table.

### **8.0 PERFORMANCE INDICATORS**

- 8.1 Targets have been set for debt management where the rent is billed on a quarterly basis. The Council has agreed that debts outstanding 90 days after billing should be less than 2% of the total sum invoiced.

### **9.0 CURRENT POSITION**

- 9.1 £117,730 outstanding at 90 days, reflecting 3.78% of the total invoiced on the M001-M006 cost centres is – although better than last year's figures of £186,260 and 5.56% respectively – far too large an amount of rent to have unpaid. However Committee will be aware of the continuing difficulties in the retail market and in any case will note that the total outstanding as at 30 September 2011 had reduced to 1.02% of the rents invoiced during the previous year.
- 9.2 Again during this past year the Council's portfolio has not suffered as much as have those of other large commercial landlords in the City. However, one of our tenants has been made bankrupt during the period and his rent debts will have to be written off.
- 9.3 A number of other tenants continue to find life difficult and patience has been needed in the management of their rent accounts. This, though, is seen to be preferable to forcing the issue perhaps resulting in uncollectable rent debts and more void properties.

### **10.0 RECOMMENDED that:**

- 10.1 the Report on Voids and Debts, reporting on the relatively robust performance of the portfolio against national and regional trends, be noted.

## TABLE

**COMMERCIAL DEBT RAISED AND OUTSTANDING  
AS AT 30 SEPTEMBER 2011**

Summary	Items	Amount	Outstanding at 28 days	Outstanding at 90 days	Outstanding as at 30.9.11
		£	£	£	£
Billed September 2010	215	704,629	Not Available	32,846	5,374
% outstanding			Not Available	4.66%	0.76%
Billed December 2010	225	689,861	137,307	36,623	2,959
% outstanding			19.90%	5.31%	0.43%
Billed March 2011	256	923,512	279,620	24,257	0
% outstanding			30.28%	2.63%	0.00%
Billed June 2011	232	796,369	103,324	24,004	23,425
% outstanding			12.97%	3.01%	2.94%
<b>Total</b>	<b>928</b>	<b>3,114,371</b>	<b>Not Available</b>	<b>117,730</b>	<b>31,758</b>
<b>% outstanding</b>			<b>Not Available</b>	<b>3.78%</b>	<b>1.02%</b>

The unavailability of the figures in the 28 day column results from an apparently very unlikely amount being reported by ASH on being interrogated as to the state of the account as at that date – possibly due to a temporary misallocation: this will probably only have shown for a short time and in any case will have been corrected by the time of the 90 day interrogation. Although obviously the Total Outstanding (together with the Total % Outstanding) at 28 days as against the Total amount billed over the previous four Quarters can also not be reported, none of the remaining figures are affected.

**MICHAEL CARSON  
ACTING HEAD OF ESTATES SERVICES  
ECONOMY & DEVELOPMENT DIRECTORATE**

Local Government (Access to Information) Act 1985 (as amended)  
Background papers used in compiling this report:- None

13/10/2011 - 3

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE – ECONOMY 10 NOVEMBER 2011

#### ANNUAL FESTIVALS AND EVENTS REVIEW 2011

##### 1.0 PURPOSE OF REPORT

- 1.1 To review and report back on the performance of the festivals and events portfolio which comprises Autumn Festival 2010 and in 2011 Animated Exeter, Vibraphonic, Respect, and Summer in the City.

##### 2.0 BACKGROUND

- 2.1 The City has and continues to support a number of arts related festivals and events as part of its year round programme. Animated Exeter, Vibraphonic and Exeter Respect are grant aided by the City Council and are run at arms length either by independent companies and voluntary management boards. In addition, the City Council provides a small level of support to Exeter Open Studios which has run in conjunction with the Autumn Festival for a number of years.

- 2.2. Each festival, while serving specific target audiences or genres, has key themes or characteristics that link back into the strategic priorities of the Exeter Vision and the Arts and Media Strategy 2009 – 2012 as follows:
- to develop and strengthen the arts and media infrastructure and support and encourage innovation and creative production in the City
  - to develop further the City's portfolio of Arts and Media Festivals and explore opportunities to create a festival of regional/national significance
  - to support creative industries growth and development
  - to develop access to arts programmes and opportunities within community settings to encourage greater participation and involvement with the arts and media by residents of Exeter
  - to work in partnership with relevant agencies and partners to provide more opportunities for people from diverse backgrounds, and in particular young people, to engage in arts education and learning programmes.

- 2.3 The budget for delivering Festivals and Events was reduced in February 2011 as part of the City Council's overall budgets savings for 2011/12. As a result the Exeter Autumn Festival will not happen in 2011 and as agreed at Scrutiny Committee on 9 June 2011 the former Exeter Summer Festival budget was used to deliver a programme of summer events called Summer in the City.

##### 3.0 Programme Autumn 2010 – Summer 2011

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

###### **Autumn Festival 2010:**

- provided a showcase event to give local performers and artists a higher profile
- enabled local groups to create and manage their own programmes by

supporting them with financial assistance and advice where appropriate

- encouraged interest and participation by residents
- provided events that were accessible to those on low incomes, young people and those with learning disabilities

**Exeter Open Studios 2010:**

- an artist led event, with support from City Council officers, which opened studios and exhibitions of city based artists to the public over a weekend in Exeter Autumn Festival

**Animated Exeter 2011:**

- operated by an independent company with financial and City Council officer support
- promoted Exeter as a learning city – providing access and learning opportunities in new technologies especially for young people
- helped to develop creative industries – showcasing and supporting the work and training needs of local film and media companies

**Vibraphonic 2011:**

- an annual festival, operated externally to the Council, attracting both regional and local audiences to urban and non mainstream music from all over the world
- worked with a wide variety of venues and spaces to encourage the development of promoters, artists, and new audiences thereby helping to develop the city's arts and media infrastructure

**Exeter Respect:**

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

**Summer in the City:**

- a new programme of arts events delivered in partnership with local promoters and young local artists/producers. The Arts and Events team supported the delivery of the events. The City Council provided a small amount of funding towards production support as necessary through event development, fundraising, production, marketing and box office management and stewarding
- in house production of the free Midsummer Party on the Quay

3.2 A more detailed review for each event is covered in Appendix 1.

## 4.0 REVIEW

4.1 The Festivals and Events portfolio remains under review in the light of continued financial constraints and Members are asked to note and consider the issues on the current and potential future portfolio raised below. At the time of writing this report, the budget position for 2012/13 has not been clarified. Recommendations for continued funding therefore are made with the understanding that the available budget may well change.

4.2 **Exeter Open Studios** remains a low risk, cost effective event managed by the artists themselves. The event is supported by a small grant as well as limited officer support. Participating artists and audiences increase year on year and the event is an excellent means of demonstrating that Exeter is a creative city. It is recommended that support for Exeter Open Studios continues.

- 4.3 **Animated Exeter** 2011 was successful, with attendance increasing from 18,420 in 2010 to 21,505 in 2011, primarily due to the exhibitions and high profile digital commission on Exeter Cathedral which attracted national press and regional television coverage. Attendance by schools was also markedly higher; however attendance at film screenings and other ticketed workshops was down.  
The festival was unsuccessful in applying for National Portfolio funding (the Arts Council's new three year revenue fund 2012 - 15) because of it being a newly independent company without a three year business plan and because the company needs to improve and strengthen its board. Nevertheless the Arts Council recognise the expertise of the festival in its production of high quality commissions and has advised that the festival should apply for Grants for the Arts funding for a new commission in 2012 and a separate bid for organisational development. The festival awaits the outcome of the first Grants for the Arts application for the commission for 2012.
- 4.4 It is recommended that the City Council should continue to support Animated Exeter in 2012/13 with grant funding on the condition that the festival is able to raise sufficient future funding from Arts Council and other sources before the end of the current financial year.
- 4.5 **Vibraphonic** 2011 was successful despite being on a smaller scale as result of reduced funding. The number of main events was down from 25 to 18, and accordingly the festival produced a much smaller brochure. Attendances held up well with 4500 ticket sales compared with 5734 in 2010.
- 4.7 **Vibraphonic** 2012, with less City Council support, will need to make concerted attempts to raise alternative funding either from Grants for the Arts or other sponsorship. It is recommended the City Council should continue to support Vibraphonic in the coming financial year (2012/13) on the condition that the festival is able to raise additional funding from alternative sources by September 2012.
- 4.8. **Exeter Respect** 2011 was a resounding success with over 20,000 people passing through the park over the weekend. The festival was included in the Summer in the City programme. The City Council supports the event with a small grant and officer time. It is recommended that the City Council continue to fund and offer support for 2012.
- 4.9 **Summer in the City** while it did not have the profile of the former Summer Festival, managed to garner positive regional and local press and radio coverage and some 30,000 people attended the various events. The PR company established a very successful Summer in the City Facebook site which attracted over 48,000 hits. Despite several events, specifically Midsummer Party on the Quay and the three Rougemont Sessions, which took part on some of the wettest days this summer, the event can still be considered a success. Four events in the programme - Burn the Curtain Theatre, Exeter Respect, the Classical Music Event and Midsummer Party on the Quay made successful applications, with the help of the City Arts Officer, to Grants for the Arts to gain a total of £33, 673 using City Council support as match funding. (See item 6.2 Summer in the City Budget breakdown)
- 5.0 WAY FORWARD**
- 5.1 The City Council reached a difficult decision to no longer deliver the Exeter

Summer Festival as a result of reduced budget pressures. To have tried to run an event of similar scope with less money would inevitably have drawn negative comparisons. The Summer Festival 2010 had developed strong working partnerships with the venues and businesses, including the production or commissioning of exciting and innovative outdoor events (Flash Opera, Circus Parade, and Theo Jansen sculpture).

This break may allow the development of a new look festival which would aim to:

- focus on the best of former events and allows for a new approach.
- include the production of large scale free events to large audiences
- happen slightly later in the year, perhaps bridging the gap timewise between the former Summer and Autumn Festivals to take place in September.
- retain the close partnership working developed with key venues in the previous Summer Festival
- work collaboratively with the City's core venues and other partners to maximise benefit and minimise risk to the Council
- produce a programme which benefits the local economy and enhances the City's cultural image regionally and nationally as a vibrant visitor destination

5.2 One of the strategic aims for the City Council is to promote Exeter as a regional centre of culture. Innovative arts events provide excellent opportunities to project the cultural image of the city. The successful press and media campaign of Summer Festival 2010 highlighted this. By employing an effective specialist arts PR company, the City can gain national press and regional TV coverage which help to:

- develop Exeter's profile as an ambitious regional centre for the arts
- highlight Exeter City Council's leadership role at producing accessible arts events and its continued support for the arts
- portray the city as a thriving cultural centre to encourage business and key employee relocation
- help to generate audiences and increase economic benefit to the city

5.3 The Arts and Events team have established worthwhile links with city venues, promoters, key Higher Education institutions and other organisations, through partnership working on the delivery of a range of events. There is also a wealth of knowledge about arts marketing and arts PR companies and good working relationships with relevant officers of the Arts Council. In addition the new structure of the Council will enable even closer working partnerships with RAMM, and the team has already established good working links with other internal event providers, Park and Open Spaces and Rivers and Canals. With the support of Members, there is potential to develop the shape of any future festival in partnership across the public, commercial and voluntary sectors. These links will provide a sound platform for the development of a new festival.

5.4 There are indications that the Arts Council, using the funding set aside for "theatre in the city", are minded to support a new festival of theatre in the city and are currently in discussion with the City Council about processes and ways forward. In approaching the City Council with this option the Arts Council have recognised the City Council's expertise of running major festivals in the city. However this funding is from the National Lottery and will have to be applied for in an open application process.

- 5.5 The successful 2010 Children's Literature Festival partnership, comprised the University of Exeter, Exeter College, Exeter Phoenix, Devon Library Service, Cyprus Well, Spacex, Exeter Northcott, RAMM, Bike Shed, DAISI and Double Elephant and Waterstones is currently in the process of making an application to the Arts Council Grants for the Arts for £35,000 towards the delivery of a broader Exeter Literature Festival for 2012/13. The City Council is a key partner and could be in a position to offer to contribute a small amount of match funding together with Devon County Council to the application to act as leverage for Grants for the Arts funding.
- 5.6 In light of the potential Arts Council funding both for a new Festival and also the Exeter Literature Festival it is recommended that the current Arts and Events budget of £65,000 is retained as match funding as follows: £5000 towards Exeter Literature Festival and £60,000 towards delivery of the proposed new festival for Exeter.

## 6.0 FINANCIAL IMPLICATION

- 6.1 City Council funding for the festivals covered in this report is as follows:

<b>Festival/event</b>	<b>Budget (£) 2011/12</b>
Autumn Festival	13,000
Animated Exeter	20,000
Vibraphonic	7,000
Exeter Respect	2,000
Exeter Open Studios	1,350
Summer in the City/Festival	65,000
Literature Festival	0
<b>TOTAL</b>	<b>108,350</b>

## 6.2 Summer in the City Budget Breakdown

	<b>Expenditure (£)</b>	<b>£ leverage from Arts Council Grants for the Arts (GFA)</b>
<b>Overall Programme</b>		
Marketing	12,130	
Production	7,451	
<b>In House production:</b>		
Party on the Quay	41,405	9,110
<b>ECC Partnership support:</b>		
Burn the Curtain Theatre	1,483	9,225
Classical Music Event	2,515	9,223
Exeter Respect	2,000	6,115
Rougemont Sessions x 3	3,595	
<b>Sub Total</b>	<b>72,387</b>	
Less GFA for Party on the Quay	9,110	
<b>TOTAL</b>	<b>63,277</b>	<b>33,673</b>
<b>Balance</b>	<b>1,723</b>	

6.3 There is no box office breakdown for Summer in the City as the financial risk on shows was not taken by the City Council.

**7.0 RECOMMENDATION that:**

7.1 Members note and comment on the report and its recommendation for the future development of the arts and events portfolio in 2012/13.

**RICHARD BALL  
HEAD OF ECONOMY AND TOURISM**

**ECONOMY AND DEVELOPMENT DIRECTORATE**

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

Background papers used in compiling this report:-

Exeter Arts and Media Strategy 2009 – 2012  
Exeter Arts and Media Strategy Action Plan 2009 - 2012

## APPENDIX 1 - INDIVIDUAL REVIEW OF EXETER FESTIVALS

### 1.0 AUTUMN FESTIVAL 2010

1.1 The Autumn Festival took place between 29 October and 16 November 2010. The core programme featured 33 events and culminated in the Christmas Lights Switch On.

1.2 Attendance figures are based on evaluation forms completed by 25 of the 33 events. Audience numbers were down from 12691 in 2009 to 9006 in 2010 as were the number of events and there was a sharp drop in the number of free events:

	2010	2009	2008
Number of events	33	64	56
Number of organisations taking part	29	42	48
Number of free events	6	35	17
Number of ticketed events	27	29	39
Audience totals	9,006	12691	7594
Artists/performers	573	1142	722
Volunteers	179	295	170

1.3 The Exeter Festival Awards scheme was established in 2004 to provide a low level of financial assistance to encourage community and youth groups, clubs, organisations and individuals to develop activity for performance at Exeter Barnfield Theatre during the festival. The awards covered the hire fee and technical support at the theatre.

Two awards were made in 2010:

**Multi-Cultural Celebration** produced by the Centre for Human Rights and Social Equality

**The Merry Wives of Windsor** produced by the Countess Wear Community Theatre.

1.4 The festival also incorporated the following events:

- EXE-treme Imagination, the first Exeter Children's Literature Festival led by Exeter University with support from Arts Council Grants for the Arts and the City Council. This event was produced in partnership with Exeter Phoenix, Exeter Northcott, DAISI, RAMM, Spacex, Cyprus Well, Devon Library Service, Riptide, CCANW and Waterstones. The festival comprised 23 events across the city with a strong workshop programme in schools across the region.
- Theatre Alibi's Exeter school tour of 10 shows and their residency at Exeter Phoenix, a further six shows;
- Like Music a partnership event initiated by the City Council with 4 music venues underwritten by and part of the Like Minds Conference - a conference focused on creative and innovative networking for business and individuals with an emphasis on social media.

### 1.5 Finance

The City Council's overall budget for the 2010 festival was £13,000 and the total costs of delivering the festival came to £12,084 as summarised below:

<b>Expenditure</b>	<b>£</b>
Marketing	8,570
PR	2,000
Awards + production support	1,514
<b>Total</b>	<b>12,084</b>

## 2.0 EXETER OPEN STUDIOS

2.1 Exeter Open Studios 2010 took place in the Autumn Festival on 5 – 7 November. The event is now entirely managed by the artists themselves with a small grant of £1350 from the City Council and some officer support. 68 artists and group shows took part compared to 50 in 2009. The event which continues to attract over 4,000 visitors from across the region, previewed with a popular auction of postcard sized work donated by participating artists. The auction raised over £1500 towards the cost of the brochure. Overall sales by artists were slightly lower than in 2009, from £25,000 to just over £23,000, which probably reflects the general economic downturn.

## 3.0 ANIMATED EXETER 2011

3.1 **Attendance:** The overall audience figures for 2011 showed an increase 21,979 compared to 18,440 in 2010. This was due to an increase in schools activities from 13 in 2010 to 28 in 2011 and the events where attendance rose from 1,798 to 7,012, the figures for 2011 notably increased as a direct result of the *Isca Obscura* commissioned projection on Exeter Cathedral. Attendance at other workshop and film screenings was down.

3.2 **Events:** 17 events took place including the Careers Day, Essential weekend and the Isca Obscure commission. Numbers fell by over 50% at the Careers Day and Essential Weekend despite wide advertisement at schools and higher education institutions across the region. During the Essential Weekend it was clear that the events from a more commercial background, for example, *Ugglies*, an event for families based on a popular CBBC series or events featuring recognised animators such as Joanna Quinn sold out whereas other simply did not.

3.3 **Commission:** Funded by Arts Council Grants for the Arts the spectacular, high profile festival commission *Isca Obscura* on Exeter Cathedral provided the festival's high point. The event was covered by both BBC Spotlight and ITV West Country and attracted some 6,400 people. This event drew the largest audience ever recorded for a single event at the festival.

3.4 **Film Screenings:** 21 screenings took place during the festival attracting an audience of 777 compared to 1142 in 2010. The festival extended its partnership to include the Plough Arts Centre in Torrington sharing programme costs. The Polish Classics screening, also featured in Kinoteka, the Exeter Polish Film Festival programme, attracted the highest attendance of 99 in Exeter.

**Competition Films:** There was a total of 80 entries across this programme which included *Best of the West*, open to students from South West England and South Wales; *Screen Out Loud*, open to independent animation across the UK and *ExAnimation* open to under 18s in the South West.



3.5 **Workshops and Education:** The festival and its partners, Spacex and Thelma Hubert Gallery (Honiton) ran 12 open and family focussed workshops during the festival attracting 1224 participants. The festival delivered 28 workshops for schools throughout the year attended by 781 children. In particular, Young + Animated, a group of young animators aged 10 – 16 were awarded £30,000 through the First Light fund to work alongside industry professionals to produce a short animated film Memory Train which premiered at the 2011 festival.

3.6 **Marketing:** 20,000 brochures were delivered to venues across the region and some 2800 mailed to the festival's mailing list. The audience surveys showed that double the number of people get their information from the brochure rather than the website. Nevertheless the festival website attracted 140,000 hits and the regular e-mail newsletter campaign increased numbers by 150 over the festival period. The festival also launched Twitter and Facebook campaigns in 2010.

**PR:** Watershed PR delivered an effective media campaign as follows:

TV	2 x regional pieces: BBC Spotlight and ITV West Country
PA Video	Syndicated to over 35 online news resources
Radio	1 x national and 9 x regional interviews
Print	6 x national, 16 x regional 2 x animation trade reviews
Online	22 online pieces

3.7 **Evaluation:** Information was gathered throughout the festival from audience survey sheets, comments books and festival volunteers undertaking questionnaires, broadly the evaluation highlighted the following points:  
Majority attendance was in family groups  
Majority age group is under 18 followed by 36 – 46  
Majority travelled under 10 miles followed by 11- 20 miles  
Majority additional spend (after ticket) was under £15

3.8 **Finance:**

**Expenditure**

Artistic expenditure	34,500
Organisational development	600
Marketing/Audience Development	15,590
Staffing	35,350
Overheads	22,651
<b>TOTAL</b>	<b>108,691</b>

**Income**

Arts Council	38,446
Exeter City Council	20,000
South West Screen	5,000
Devon County Council	2,500
First Light	30,000
Sponsorship	2601
Ticket income	10,459
Carried Forward from 2010	1,427
<b>TOTAL</b>	<b>110,433</b>
<b>Surplus Balance</b>	<b>1,742</b>

### 3.9 **Festival Funding 2012 and beyond.**

The festival has secured City Council funding for the festival in 2012. An application for £38,615, on the advice of the Arts Council, has been made to cover the costs of a large scale commission and exhibition programme and the outcome will be known on 18 October. The Festival has secured £6,300 from the British Film Institute's Transitional fund. The festival is working to a Plan A if the Arts Council funding is secured and a Plan B without the commission and subsidised exhibition programme.

Looking beyond 2012 the festival's application to the Arts Council new revenue fund, the National Portfolio Fund 2012-2015, was not successful on the grounds that as a newly independent organisation, Animated Exeter did not meet all the criteria sufficiently. A key area of concern was the governance, and the Arts Council have recommended that the festival apply for some organisational development funding both to strengthen the Board but also to develop a three year business plan.

### 4.0 **VIBRAPHONIC 2011**

4.1 2011 was the festival's fourth year of running at arms length from the City Council. The reduction in funding from the City Council from £14,000 in 2010 to £7,000 in 2011 has led to the number of events in the core programme being scaled down from 25 in 2010 to 18 in 2011. The core programme took place at Exeter Phoenix with the exception of two concerts, one at Exeter Northcott and one at the University's Lemon Grove. However despite the economic climate, attendances held up with over 4500 ticket sales. The popular Jack to Phono event featured 31 different events across the following music venues in the city: The Amber Rooms, Angel, Cavern, Klass A, Mama Stones, Old Firehouse and Timepiece. The festival presented a strong workshop programme that included a live jazz improvisation session with Pete Canter and the extremely popular daylong Analogue to Digital event which attracted 1000 young people.

4.2 The contribution of the City Council is limited to the grant of £7000. Individual promoters take the risk on expenditure and ticket sales of their own concerts. The city council funding contributed towards the cost of marketing and brochure production, and overheads:

#### **Expenditure**

Marketing (10,000 brochures, adshels, banners, advertising)	2,700
Overheads (co-ordinators, accounts, phone, bank charges)	3,985
Programme Support	450
<b>TOTAL</b>	<b>7,135</b>

#### **Income**

City Council	7,000
Sponsorship	200
<b>TOTAL</b>	<b>7,200</b>
<b>Balance (surplus)</b>	<b>(65)</b>

4.3 With a further reduction in funding in 2012 from £7000 to £2000 it is unlikely

that Vibraphonic remains sustainable in its current form from both in this financial year and in the future, unless additional funding is obtained through sponsorship or other funders.

## 5.0 EXETER RESPECT

- 5.1 Respect in the Park – a two free day festival held in early June in Belmont park. Respect 2011 was the first event in the Summer in the City programme of events. The festival is run by a voluntary board made up of interested people from the local community and aims to ensure the board is representative of Exeter's diverse community. There are no paid staff; however the festival is timed to allow a large number of volunteers from the University of Exeter's Event Management course to participate.
- 5.2 The festival continues to expand, and the successful application to the Arts Councils' Grants for the Arts added the Community Dance stage run by Dance in Devon to the existing three music stages, children's play area, crafts, food, community information stalls and bar. Over 20,500 people passed through the park over the weekend and the event was well run and there were no incidents.
- 5.3 Arts officers attend the board's planning meetings in an advisory capacity and are instrumental in ensuring that liaison between relevant Council departments is smooth and that the event production is run under best practice and adheres to all health and safety regulations.

## 6.0 SUMMER IN THE CITY

- 6.1. **Background:** The Summer Events Programme report was agreed at Scrutiny Committee, Economy in June 2011. As a result of significant budget reductions in the arts and festivals budget for 2011/12 the proposal was to produce an interim programme of events in 2011 to replace the former Summer Festival.
- 6.2 The programme was to include a large scale free event, Midsummer Party on the Quay, as well as to work in partnership using the officer expertise to help a certain number of events produced by local promoters, and young up and coming independent theatre and events producers. The support consisted of small amounts of funding, fundraising support, production advice and marketing. The overall budget was £65,000, while officers advised and helped run box offices leading up to and during events, the individual promoters took the risk on ticketed events.
- 6.3 **Programme:** The programme included nine events in total featuring *Exeter Respect* (see Item 5) ; *Midsummer Party on the Quay* featuring a performance of *Wishful* by London's foremost celebratory arts company, Emergency Exit Arts; *Rougemont Sessions*, four music events in Rougemont Park programmed by Exeter Phoenix and two other independent city based promoters; *War Veterans Exhibition* by local artist John McDermott in Exeter Castle; *Exeter Armed Forces Day Parade and military bands concert* on Cathedral Green ; *Burn the Curtain* theatre's promenade production of the *Adventure of Uncle Lubin*, a family show specially adapted and created by local director Joe Hancock (this toured the region and also performed in London); *Miracle Theatre's* touring production of *The Death of Sherlock Holmes* (Cornwall's foremost touring company);

*Exeter's Classical Music Event at Exeter Castle* , a free event and a day of classical music from young composers and performers; and *Exeter Fringe Festival* over 40 fringe theatre events in venues across the city, which was supported by City Council funding of the Fringe Brochure and also Production Management.

- 6.4 **Attendance:** All the events were asked to complete evaluation forms so that attendance could be monitored as follows:

<b>Event</b>	<b>No of days/performances</b>	<b>Overall Attendance</b>
Exeter Respect	2	20,500
Rougemont Sessions*	4	520
Midsummer Party on the Quay*	1	2,000
Armed Forces Parade/concert	1	2,500
War Veterans Exhibition	10	1,400
The Adventures of Uncle Lubin	5 (one cancelled)	108
Death of Sherlock Holmes	3 schools workshops	120
Classical Music	3	460
	1	657
		700 live webcast
Fringe	40	2,000
<b>TOTAL</b>	<b>70</b>	<b>30,965</b>

\* indicates where adverse weather affected attendance

- 6.5 **Marketing:** The event was a core part of the Summer in the City leaflet and produced in conjunction with City Tourism officers. 150,000 were printed and distributed across the region through tourism and arts networks. Some 19,000 brochures were mailed to former festival as well as tourism address lists. A further 5000 leaflets just including the programme of events was produced and distributed city wide, backed up by an adshel and banner campaign in key locations, Exeter Quayside, the bus station and Castle Street . Individual events also carried out their own marketing and publicity.

**PR:** Watershed PR were contracted to provide PR/Media support for the entire event programme focussed around key objectives:

- Summer in the City is a diverse, exciting new season of arts events promoting regional, emerging talent and making the arts accessible and affordable.
- Summer in the City has replaced Exeter Summer Festival in 2011.
- Exeter is a regional centre for the arts and a desirable cultural destination. Traditional media techniques were run alongside a Facebook page, specifically created for Summer in the City.

**Press coverage summary:**

- 22 pieces of regional press coverage
- 7 regional radio interviews
- 1 radio promotion
- 1 regional TV feature

Plus over 48,000 hits on Facebook

- 6.6. **Finance:** The programme came in on budget and attracted additional leverage of £33,673 from successful Arts Council Grants for the Arts applications, three made by partner organisations with the support of the Arts and Events team and one made directly by the Arts team for the production of Wishful at Party on the Quay.

#### Summer in the City Budget Breakdown

	Expenditure (£)	£ leverage from Arts Council Grants for the Arts (GFA)
<b>Overall Programme</b>		
Marketing	12,130	
Production	7,451	
<b>In House production:</b>		
Party on the Quay	41,405	9,110
<b>ECC Partnership support:</b>		
Burn the Curtain Theatre	1,483	9,225
Classical Music Event	2,515	9,223
Exeter Respect	2,000	6,115
Rougemont Sessions x 3	3,595	
<b>Sub Total</b>	<b>72,387</b>	
Less GFA for Party on the Quay	9,110	
<b>TOTAL</b>	<b>63,277</b>	<b>33,673</b>
<b>Balance</b>	<b>(1,723)</b>	

- 6.7 Summer in the City can be considered successful as a one off event both in attracting leverage funding, event promotion and also attendance. The City Council support to independent producers was appreciated and has led to new projects on behalf of Burn The Curtain theatre and Ondrej Pochyly, the producer of the Classical Music Event. A new partnership has been formed between the Bike Shed Theatre, Exeter Phoenix, Exeter Northcott, Cygnet Theatre and the City Council to develop a Fringe Theatre Festival for 2012.

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## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE - ECONOMY 10 NOVEMBER 2011

#### WINDING DOWN OF EXETER ARCHAEOLOGY (THE AFU)

#### 1. PURPOSE OF REPORT

1.1 To advise Members regarding:

- A. The measures being taken to manage Exeter Archaeology's (EA) archive during the run up to, and following, the final closure of the Service in March 2012 (as requested by Scrutiny Committee and Executive last March);
- B. Progress in fulfilling EA's remaining current, recent commercial commitments and completing chargeable work;
- C. Progress and strategy for dealing with EA's backlog of commitments.

#### 2. BACKGROUND

2.1 Members will recall the arrangements for the closure process that were agreed last March at Scrutiny Economy Committee and Executive. These included:

- The retention of a skeleton staff of five until the end of March 2012, based at the Custom House, to undertake and complete as much of the above as they are able to, within the limits of the available funding and time;
- Overall monitoring of progress and strategic issues by the Archaeology Officer (Planning Services) on behalf of the Director Economy & Development;
- Reporting on progress to Scrutiny Economy Committee.

2.2 It is also relevant to note the financial provision that was agreed by Executive back in November 2009, for dealing with A & C above. This included:

- **Archives:** £45,500 per annum for 2010/11 and 2011/12 for staff costs for dealing with and depositing archive material (retained finds and records of remains that have since been destroyed) in the appropriate museums and other places with public access (A above);
- **Storage charges ("box money") levied by Museums:** £22,500 per annum for 2010/11 and for 2011/12 (A above);
- **Work on backlog:** £40,000 per annum for 2010/11 and for 2011/12 (C above).

2.3 In addition, there is a budget of £26,000 for 2011/12 for economy and tourism projects, as reported to this Committee last January.

2.4 There is also some remaining funding for commercial projects, such as Princesshay and St Loyes (B above).

### 3. A - PROGRESS ON ARCHIVES

3.1 The EA archives are in several forms:

- i. **Finds and records from excavations of remains and sites that have since been destroyed.** These are usually the only record of the latter, and span a 40 year period of activity by EA/the AFU throughout the South West. With the building records below, these form the bulk of the material still held by EA, despite a concerted attempt by the last management to deposit as much as possible in the appropriate museums. It is important to note however that these archives do not contain all material and every find that was recovered from a site; a large proportion of the unimportant and uninformative material was discarded when it was dug up, and further weeding out takes place after the analysis of the results is complete and before deposition in a Museum. This process is likely to be even more rigorous in future, as the RAMM and others become ever more selective in what they consider worth keeping. When the finds and archives reach the museum, some are put on display (as in the new RAMM galleries), whilst others are kept back for later display on rotation, and/or stored for future scientific and other research.
- ii. **Records of historic buildings and surveys.** These are similar, but do not include finds. They may be deposited in Museums, or potentially also in Record Offices. Both options are being pursued.
- iii. **Historic maps and other source material.** Arrangements for passing this material to the county record office and/or the relevant historic environment record are being pursued.
- iv. **Project reports.** EA currently holds a library of top copies of these, numbering some 2270 in total. For many projects, such reports, represent the only reasonably detailed account of the discoveries. Generally only a very limited number of copies were produced, were sent to their clients and usually to the relevant historic environment record, and only occasionally to the local studies library. To get these and the discoveries that they describe out to a wider audience, a bid for external funding to digitise around 1200 of the most useful reports and put them in a national online library has been made in partnership with the University of York. The result of this bid is expected shortly. If successful, it is proposed to administer the budget through Planning Services and commission the work freelance from ex-employees of EA who have the relevant expertise and knowledge of the material. Most of the work would be undertaken in 2012/13, and would not therefore conflict with the completion of outstanding chargeable work. Following digitisation, the top copies of the reports would be offered to record offices and historic environment records.
- v. **Project documentation.** This includes commercial and financial documents. Apart from material less than six years old (which Legal Services advise is kept for the time being) or relating to outstanding issues, this is being discarded.



3.2 The bulk of the material held in the Custom House falls into categories i & ii above. Since September 2009, when EA held a total of approx 1100-1200 separate archives in these categories, some 450 have been deposited in appropriate museums, leaving a total of about 650-750 in the Custom House (as of September 2011). Of these, around 350-400 fall within the RAMM's collection area, whilst the remainder (approx 300-350) are due to go to other regional museums in the south west and, in a few cases, to English Heritage and possibly the relevant Cathedral authorities and/or record office.

3.3 It is clear that it will not be physically possible for the Finds and Archives Officer to sort out and deposit all of the remaining archives by the end of March 2012, even assuming she stays in post until then and does not obtain another job in the meantime.

**Financial position.**

3.4 As a result of the reduction in staff numbers and the prioritisation of commercial work in order to retrieve the maximum possible income from that source during the closure, not all the grant agreed by Executive in 2009 for staff time to sort out and deposit the archives, and for "box money" for museums, will be spent by the end of March 2012.

3.5 In order to progress the completion of the work agreed in November 2009, principally the deposition of the non RAMM archives, an option would be to use some of the unspent grant (which was intended to fund staff time) to fund the Finds and Archives Officer post for a further year until the end of March 2013. No further extension of this post beyond that time would be proposed and any remaining archives that are left at the end of this period will be dealt with in consultation with the RAMM.

3.6 It is proposed to use any grant monies remaining after this to assist with any shortfall in C below and to use any remaining after that to assist the RAMM to deal with the RAMM destined archives left after March 2013.

**4. B - PROGRESS ON COMMERCIAL COMMITMENTS**

In November 2009 EA had some 250 outstanding commercial commitments on their books. By the time of the closure last June this had been reduced to some 48 chargeable commercial commitments awaiting completion. Since then, the remaining 5 skeleton staff has finished a further 23, and a further 12 are due for completion well before March next year. Of the remaining 13, some should be finished by the end of March, and the remainder will be completed on a freelance basis by former members of staff.

**5. C - PROGRESS ON BACKLOG**

5.1 This includes dealing with outstanding legal, financial and reputational obligations as reported previously to Executive and to this Committee. Good progress has been made and a creative approach has been adopted with considerable success, bringing in outside expertise and working in partnership with Exeter and other universities for example. This has resulted in some valuable input from present and recently retired university staff at nominal or reduced cost, enabling the Council's funding to be stretched as far as possible.

- 5.2 The backlog projects are designed to be as cost effective as possible, preferably meeting several obligations in one go, and to result in publications that are self contained and of as much public interest as possible. Highlights include four books – on Exeter’s Elizabethan records (book launch planned for next March), the medieval Exe Bridge (substantially complete), the Underground Passages and water supply (to be done by Southampton University, 2011-12), and Exeter’s medieval monasteries, including the city owned St Nicholas Priory and the remains of the Blackfriars found under Princesshay. These cover several scheduled monuments and related legal obligations.
- 5.3 Two of these projects – the Elizabethan records and the Underground Passages will feature in Michael Wood’s new series “The Making of England” (working title) to be broadcast on BBC 2 just before the Olympics next year This will help serve to bring Exeter and its heritage much more into the public eye on a national level and raise the profile of the city generally.
- 5.4 Despite considerable progress on what is a large task it will not be possible to complete them all before March next year. When the proposal was made and agreed in November 2009 complete closure was not envisaged and was on the basis that there would be 15 AFU staff to work on these projects over the next two and a half years. Whereas, since June there have only been five staff and their main priority has been to complete chargeable commercial commitments and thus recoup as much external income as possible for the Council. The timescales and existing commitments of the external universities and personnel being used also extend beyond next March and they have to programme in the Exeter work around their other commitments. Therefore, whilst most of the available funding has been committed it will not all be spent by next March.
- 5.5 It is therefore proposed that the remaining funding from all sources (including the grant agreed by Executive in 2009, this year’s Economy & Tourism grant, and remaining funding attached to Princesshay) is carried over into 2012/13, and is administered after March 2012 through the Planning Services Unit by the Archaeology Officer on behalf of the Director. It should be noted that no additional funds from the Council are involved, although, as always, any opportunities for obtaining external help will be actively explored (as with the digitisation project see 3.1 (iv) above).

## **6. FINANCIAL SUMMARY**

- 6.1 The report to Executive and Scrutiny Economy Committee in March 2011 projected the staged cost of closure to be £287,621. The revised cost of closure is now anticipated to be in the region of £268,421 based on the income and expenditure figures for the service at 30 September 2011 and on estimated income levels for the remainder of the year.
- 6.2 It should be noted however that this figure cannot be exact and may well change due to the following:
- One or more staff may leave before the end of March if they find other jobs (thus saving some costs, but also meaning that there will be less people to do the work and thus obtain or use the anticipated income);

- The remaining commercial income may suffer from a proportion of bad debt through clients going into administration;
- The difficulties of estimating exactly what the final external and internal income figures will be at the end of the year.

6.3 The projected variation of around £19,200 in the estimated costs of closure given above is due to these factors and that the current projected figures now include estimated commercial income, but do not now include a large part of the internal grant income which is needed to pay external costs and to be carried over to next year to pay for existing commitments when these are completed.

## 7. PROPOSAL

7.1 In summary, to ensure that as much as possible of the outstanding work and commitments are completed and that the remaining budgets are used in the most cost effective manner to achieve this it is proposed to:

- carry over any unspent funds into 2012/13 to deal with existing commitments and towards the completion of outstanding work;
- fund – out of the existing grant - the Finds and Archives Officer post for a further year to help achieve this;
- administer this process via the Archaeology Officer in the Planning Services Unit, on behalf of the Director Economy & Development.

## 8. RECOMMENDATION

8.1 That Members note the report including the considerable progress made by the former and remaining EA staff in reducing the outstanding commitments and maximising the retrieval of income from their commercial clients; the contribution to the city's national profile and reputation that will be made by the publication of many of the important discoveries made during the 40 year life of the AFU/EA (as evidenced in the forthcoming media coverage); and agree the proposals set out in section 7 for the conclusion of this work.

**KARIME HASSAN  
DIRECTOR**

**ECONOMY AND DEVELOPMENT DIRECTORATE**

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

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

None

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