

## **SCRUTINY COMMITTEE - ECONOMY**

Date: Thursday 18 June 2015  
Time: 5.30 pm  
Venue: Rennes Room, Civic Centre, Paris Street, Exeter

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

If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Democratic Services Officer (Committees) on 01392 265115 or email [sharon.sissons@exeter.gov.uk](mailto:sharon.sissons@exeter.gov.uk)

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

### *Membership -*

Councillors Brimble (Chair), Branston, Brock, Bull, Crew, Harvey, Henson, Lyons (Deputy Chair), Prowse, Robson, Vizard, Wardle and Williams

### Agenda

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

##### **1 Apologies**

To receive apologies for absence from Committee members.

##### **2 Minutes**

To sign the minutes of the meeting held on 5 March 2015.

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

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

Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

##### **4 Local Government (Access to Information) Act 1985 - Exclusion of Press and Public**

**RESOLVED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the consideration of Item 16 on

the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part I, Schedule 12A of the Act.

## 5 **Questions from the Public Under Standing Order 19**

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

*Details of questions should be notified to the Corporate Manager Democratic and Civic Support at least three working days prior to the meeting. Further information and a copy of the procedure are available from Democratic Services (Committees) 01392 265115 and also on the Council web site.*

<http://www.exeter.gov.uk/scrutinyquestions>

## 6 **Questions from Members of the Council Under Standing Order 20**

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

## 7 **Portfolio Holders' Statements**

Councillor R Sutton (Portfolio Holder for City Development) and Councillor R Denham (Portfolio Holder for Economy and Culture) will provide an update on the 2014/15 priorities.

(Pages 5 -  
14)

### **ITEMS FOR EXECUTIVE**

## 8 **Annual Scrutiny Review Report 2014/15**

To consider the report of the Scrutiny Programme Officer.

(Pages 15  
- 32)

## 9 **Rugby World Cup 2015 Update**

To consider the report of the Assistant Director Economy.

(Pages 33  
- 40)

### **ITEMS FOR DISCUSSION**

## 10 **Scrutiny Committee - Economy - Final Accounts 2014/15**

To consider the report of the Assistant Director Finance.

(Pages 41  
- 50)

## 11 **The Future of Exeter Quay Task and Finish Group Report**

To consider the report to be presented by the Chair of the Future of Exeter Quay Task and Finish Group.

(Pages 51  
- 62)

12 **Exeter Cultural Action Plan 2015 - 2018**

To consider the report of the Museums Manager & Cultural Lead and Assistant Director Economy. (Pages 63 - 68)

13 **Unemployment in Exeter**

To consider the report of the Economy and Tourism Manager. (Pages 69 - 82)

14 **Invest in Exeter Marketing Activity**

To consider the report of the Economy and Tourism Manager. (Pages 83 - 94)

**ITEMS FOR INFORMATION**

15 **Legacy Leisure Working Group Minutes and Nominations**

To confirm the membership of the Legacy Leisure Working Group (formerly the Parkwood Leisure Working Group). The Terms of Reference are attached for information. (Pages 95 - 100)

(Date of Next Meeting 23 June 2015)

Proposed Membership:-  
Councillor Denham  
Councillor Brimble  
Councillor Robson  
Councillor Henson  
Councillor Morris (Chair)

To receive the minutes of the *Parkwood* Leisure Working Group meeting held on 10 February 2015 for information. (*The meeting on 14<sup>th</sup> April 2015 was cancelled*)

**Part II: Items for Consideration with the Press and Public Excluded**

16 **Exeter and Heart of Devon Board Minutes**

To receive the minutes of the meetings held on 23 February and 21 May 2015. (Pages 101 - 118)

**Date of Next Meeting**

The next **Scrutiny Committee - Economy** will be held on Thursday 10 September 2015 at 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.

## **Individual reports on this agenda can be produced in large print on request to Democratic Services (Committees) on 01392 265107.**

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

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## SCRUTINY COMMITTEE (ECONOMY)

18th June 2015

### Update on Portfolio Holder Priorities 2014/15 (Covering Note)

A progress update against the Portfolio Holders' priorities for 2014/15 is set out in the attached document (Appendix A).

The update has been presented in a table format and sets out the following information:

Portfolio Holder Priority	Portfolio Holders' priorities for 2014/15
Target/Milestone	What the Council aims to deliver during the year
Progress December 2014	What has been achieved against the priority up until December 2014
Progress May 2015	What has been achieved against the priority up until May 2015
Owner	Assistant Director who is responsible for delivering the priority
PH	Portfolio Holder who is responsible for delivering the priority.

Over the coming months, Portfolio Holders will be working closely with officers to develop their priorities for 2015/16. Once finalised, these will be published in the Council's Corporate Plan 2015/16.

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

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	A	B	C	D	E	F
1	<b>Portfolio Holder Priorities 2014/15 - Annual update</b>					
2						
3						
4	<b>PH Priority</b>	<b>Target/Milestone</b>	<b>Progress - December 2014</b>	<b>Progress - May 2015</b>	<b>Owner</b>	<b>PH</b>
5	Continue to require that all new housing developments include 35% social and affordable housing	By June 2015 we will: <ul style="list-style-type: none"> <li>ensure that 35% of all new housing developments is affordable (this applies to developments of 10 or more homes)</li> <li>have completed 300 affordable homes and transferred to either a registered housing provider or the City Council.</li> </ul>	35% policy took effect from December 2013. Where this is viable, 35% is being achieved, unless a commuted sum is taken (in exceptional circumstances). To date since April 1st 2014, 58 affordable homes have been delivered with 241 further affordable homes consented and in the pipeline for national house builders.	62 affordable homes (46 social rent, 16 shared ownership) were delivered on S106 sites in 2014/15. Financial contributions for off site provision are negotiated where appropriate such as at Magdalen School. Government has now prevented affordable housing requirements from being applied on sites of ten or less homes or 1,000 sq m of floorspace	AD CD	RH
6	Build 20 new council houses on council-owned land and continue to look for funding to increase this number	By June 2015 we will: <ul style="list-style-type: none"> <li>have provided 20 new, defect-free council homes</li> <li>have a programme and timetable for providing additional council homes and we will have identified feasible sources of funding.</li> </ul>	20 new Council homes will be completed by June 2015, with a further 26 under construction for completion later in the year. A Council Own Build Wave 3 programme has been identified and a number of funding sources reviewed.	20 new council homes to be completed by July 2015, with a further 26 scheduled to start on site subject to planning in Autumn 2015.	AD Housing	RH
7	Explore new solutions to providing affordable homes, including co-operative housing and self-build housing	By June 2015 we will: <ul style="list-style-type: none"> <li>be able able to provide a summary of potential solutions for providing affordable homes, including co-operative housing and self-build housing.</li> </ul>	Co-operative housing scheme awaiting Devon County Council land coming forward in Alphington.	No further progress - Devon County Council have yet to bring forward their land for development and a planning application which has been imminent for them for the last 6 months remains imminent. Exeter Eco-Homes remain active and keen to progress their cooperative housing scheme pending a s106 opportunity on DCC land.  Since December 2014, meetings have taken place in February with a small group of Exeter residents who were interested in setting up a self build project. A number of potential sites were put to them but rejected on the grounds that they were seeking to self-build on land allocated for landscape protection (contrary to planning policy).	AD Housing	RH
8	Introduce schemes to improve the quality of private rented accommodation.	By June 2015 we will: <ul style="list-style-type: none"> <li>introduce an additional HMO licensing scheme.</li> </ul>	Additional HMO Licensing Scheme agreed by Executive for introduction in February 2015. Also working with Exeter CVS to establish a multi-agency Private Rented Sector Forum to identify issues facing tenants and promote effective solutions. Research underway to identify policy interventions in other cities and their applicability for Exeter.	Additional HMO Licensing Scheme introduced. Multi-agency Private Rented Forum has also been established in partnership with Exeter CVS and draft Landlords' Guide produced for publication in the coming months.	AD Housing	RH
9	Continue to work towards the redevelopment of the Bus and Coach Station and the delivery of a new energy-efficient swimming pool that is fit for a growing population and future climate change.	By June 2015 we will: <ul style="list-style-type: none"> <li>set up the arrangements for overseeing the programme</li> <li>appoint a design team for the project</li> <li>prepared a feasibility study and options and selected a preferred design option</li> <li>have received an outline planning application from Crown Estates for the scheme and the new bus station and depot.</li> </ul>	Programme Board set up and governance structure in place for the leisure complex and design consortium to be selected by 17th December 2014 and thereafter. Feasibility study anticipated May 2015. An outline application for Princesshay Leisure development, including a replacement bus station, is expected to be submitted in January 2015.	The Programme Board has been established. There are three principal project work streams - Estates, Build and Operations and each work stream has been appointed a client lead. The Sub Committee has been established and is made up of Council Members and Officers who meet at specific Gateway Points ensuring that the project maintains its aims, budget and timescales. The Sub Committee meetings are open to the public. To date EC Harris have been appointed Project Mangers, QS and CDM Co-ordinators for the project and they would work alongside Emma Osmundsen to ensure the Build is delivered successfully. One of their tasks has been to assist in the lengthy OJEU procurement process to appoint a Design Consortium to design the new facility. AFLS+P were appointed in January of this year to lead the design team which consists of Arup as engineers, Gale and Snowden as Building Biologists, Climate Change Advisors and Passivhaus designers, LDA, as planning consultants, Continuum as Leisure Business Advisors and SLM as Consultant Operator Advisors. Between them, the Design Consortium had successfully delivered over 150 leisure centre and pool projects including the Aquatic Centre at the London Olympic Park. The Design Consortium are currently working up their design feasibility work which included examining the options for the new facility to be as low energy as possible. This work will be completed in May of this year with the intention of more detailed design being developed through the summer ahead of a planning submission in autumn 2015. Works are scheduled to start on site in autumn 2016 with  anticipated completion set for summer 2018.	Emma Osmundsen	RD

	A	B	C	D	E	F
4	PH Priority	Target/Milestone	Progress - December 2014	Progress - May 2015	Owner	PH
10				anticipated completion set for summer 2018. The property considerations for the comprehensive redevelopment of the Bus and Coach Station site will be considered by Executive on 23 June 2015.		
11	Support the development of a local currency (e.g. Exeter Pound) to support local small businesses and independent traders	By June 2015 we will: • support our partners to create an independently constituted organisation that will take the project forward.	Accommodation, ongoing support and £12,000 pump priming funding being provided to help establish the project. It is anticipated that the organisation and currency will be up and running by September 2015.	The scheme is still on track to be launched in September 2015 to coincide with the Rugby World Cup and the design of the £15 note will incorporate an Exeter Chiefs related image.  The project will help to boost the local economy, encourage people to use local businesses and build a stronger community identity for the City. A key feature will be to keep money within the local economy.	AD Economy	RD
12	Work with the University and others to develop the knowledge economy to create more graduate and higher paid jobs and help businesses and residents benefit from developing, attracting and retaining a highly skilled workforce.	By June 2015 we will: • set up three sector working groups to implement actions from the Knowledge Economy Strategy • develop three sector plans to develop the knowledge economy within and surrounding Exeter • implement inward investment marketing activity to attract more business interest in investment in the city	Working groups being created involving the University and businesses to develop and take forward actions related to the Water and Health sectors. Science Park Centre construction progressing well which will increase the availability of start up space and accommodation for growing knowledge based businesses providing new employment opportunities. Programme of business advice, support and increased access available for businesses with the high level knowledge base of the University will be put in place. Initiative to identify and progress opportunities arising from the Met Office supercomputer investment underway.	The Innovation Exeter initiative will now take this agenda forward with the involvement of the University, MetOffice, County Council and RD&E Hospital Trust committing to support it. Richard Ball seconded to team to drive this forward with the intention of making proposals to Government for significant funding. Outline programme of proposals developed and being worked up in more detail.	AD Economy	RD
13	Recognise the contribution that Arts and Culture make to the Exeter economy and encourage initiatives to support the city centre	By June 2015 we will: • submit funding bid(s) to secure additional capacity to support the work of the Cultural partnership to deliver its priorities to support and grow cultural activity, increase awareness of the high level of cultural activity already existing in the city and work collaboratively to support organisations against the difficult funding background	A bid is being made together with the University and led by Exeter Cultural Partnership for funding for a Coordinator to develop and deliver a communications plan to raise the profile of cultural activity in the city; also overseeing the development of a cultural brand and growing digital communication channels. The City Council is making a contribution of £10k from an underspend in the Arts and Events budget. This will be critical not just to the city's image and presentation nationally and internationally but also to improved communications and networking within the city, leading to stronger collaboration and management of collective opportunities. Initiatives supported include the Unexpected festival, Respect Festival, the opportunity to have a large programme of activity using the fanzone infrastructure and the programme of grant funding enabling a range of organisations in the city to deliver a wide ranging programme of visual and performing arts.	A successful application to the Arts Council England's Grants for the Arts Scheme is enabling a programme of work titled 'Exeter Cultural Connections'.  Led by Exeter Cultural Partnership, the work includes the appointment of a Culture Director; development and implementation of a communications strategy linked to the creation of a 'cultural brand' for the city. Recruitment to the role of Culture Director is underway. A full progress update report on the Exeter Cultural Action Plan has been prepared for the Scrutiny Economy Committee meeting 18th June 2015.	AD Economy	RD
14	Promote the Living Wage amongst Exeter employers	By June 2015 we will: follow up the research undertaken by the University exploring strategies and possible solutions to the range of identified problems with a number of stakeholders.	• Eight areas have been identified for further investigation as covered by the report going to Scrutiny Committee including working with the LEP to access funding to support initiatives, including working with young people in schools to provide better careers advice, greater availability of sound financial advice and access to more affordable, ethical credit.	Improvements to the careers advice given to young people has become a priority of the LEP across both Devon and Somerset and the Employment and Skills Board have made this one of their priorities. Agencies such as the Citizens Advice Bureau continue their good work to promote and provide sound financial advice to those who need it. As time allows other initiatives raised by this report will be looked at to see how they can be progressed.	AD Economy	RD



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4	<b>PH Priority</b>	<b>Target/Milestone</b>	<b>Progress - December 2014</b>	<b>Progress - May 2015</b>	<b>Owner</b>	<b>PH</b>
15	As part of the planning application process, negotiate with developers to employ local workers and provide training opportunities for local people	<p>By June 2015 we will:</p> <ul style="list-style-type: none"> <li>• have adopted a DDDPD and SPD</li> <li>• have put in place and implemented a policy and guidance framework to enable negotiation of agreements requiring developers to employ local workers and provide training opportunities for local people</li> <li>• signed agreements within criteria reflecting provisions</li> <li>• reviewed compliance by developers with S106 agreement</li> </ul>	<p>The DDDPD has been delayed by the need to consider the implications of the Home Farm appeal decision and await the results of the Council's legal challenge. The SPD can come forward once it is adopted. In the meantime officers are in a position to continue local labour agreements on a development by development basis.</p> <p>ECC, EDDC and MDDC are due to sign a Construction Skills Concordat. The Concordat will ensure that when the Councils award contracts for capital programme and maintenance work, they give favourable consideration to those companies that have a clear and well evidenced approach to supporting the development of the skilled workforce, for example in terms of taking on apprentices and recruiting locally.</p> <p>In addition the Councils have agreed to work with partners to support the roll out of the Construction Industry Training Board's Client Based Approach which enshrines and enforces commitments to employment and skills in construction projects over £1 million in value. The Councils will also support and promote the roll out of the South West Shared Apprenticeship scheme. By providing flexible access to a pool of people this will overcome a key barrier to increasing the use of apprentices cited by the industry.</p>	The DDDPD and therefore SPD remains unadopted. Officers are however, working with developers to agree labour and skills agreements with client based approach.	AD CD	RS/RD
16	Work with employers and training providers to make sure local residents have the right skills to take advantage of new jobs at the Exeter Science Park and other areas of growth	<p>By June 2015</p> <ul style="list-style-type: none"> <li>• Exeter and the Heart of Devon Employment and Skills (EHOD ESB) will have provided 160 workers from the hospitality industry with free training and the opportunity of accreditation in preparation for Rugby World Cup.</li> <li>• will have held an event for 80 Big Data practitioners, academics, influencers and businesses to design solutions to the Human Capital shortages which are potential barriers to growth</li> <li>• will have planned, proposed and begun the implementation of a aligned approach to Construction Skills and Employment across East Devon, Exeter City Council, Devon County Council and Teignbridge District Councils and have sought funding for a Project Manager to implement the Construction Industry Training Board's Client Based Approach which contractually requires construction contractors to deliver local employment and skills training to pre-set Key Performance Indicators. EHOD ESB will have facilitated the implementation of the South West Shared Apprenticeship Scheme for construction. Local employment and skills opportunities will increase for projects valued at over £1 million.</li> <li>• EHOD ESB partners will have worked with 12 NEETs (not in education, employment and training) from Exeter and Heart of Devon to progress them in to employment with training, traineeships, the Hitz Programme or full-time education.</li> <li>• EHOD ESB members will have begun to pilot a new</li> </ul>	<p>Programme in place for the RWC training. Arrangements in place for the Big Data event. Joint approach agreed between Exeter, East Devon and Teignbridge Councils to progress the aligned approach to require construction contractors to be involved in delivering employment and skills training</p>	<p>* HOSPITALITY - 160 free places have been provided by 20th May for hospitality sector on one day courses at Sandy Park with the option of a Level 2 C&amp;G qualification which 97% have opted to take so far. A further 100 free places are being offered due to our successful bid to the Skills Funding Agency of which 32 can be for employees within business of 250+. Feedback has been excellent.</p> <p>* BIG DATA - 80 Big Data practitioners and influencers participated in a successful free event at the Met Office which has subsequently informed the HoSW LEP Digital strategy and built new links within the industry. Funding for this event was secured via the DCC in their capacity as HOSW LEP PEOPLE strand. There is a demand to do more work to build upon this event.</p> <p>* CONSTRUCTION - EDDC, TDDC and ECC have signed a concordat to align approaches to employment and skills in construction. They have agreed to adopt the Construction Industry Training Board's Client Based Approach (CITB CBA) which sets KPI for contractors around training and local employment. Joint funding for a CITB CBA post is being pursued by Cllr Edwards from EDDC and TDDC for a coordinator post. Until the CITB CBA is operational 106s will be used. South West Apprenticeships has been formed to employ construction apprentices for contractors to the industry.</p> <p>* NEETS – The first Rugby Empowering Employment Programme (REEP) funded by RWC 2015 Legacy Fund achieve 100% completion of the 10 day programme by the Young People. 4/9 now have full-time jobs and the remainder are on track undergoing training etc. They are all</p>	Oenone Thomas	RD

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4	PH Priority	Target/Milestone	Progress - December 2014	Progress - May 2015	Owner	PH
17		carousel or multiple employer host approach to an apprenticeship in Business Administration for five apprentices. • EHOD ESB will represent the best interests of local residents within the Heart of South West Local Enterprise Partnership (HoSW LEP) PEOPLE group and other skills and employment fora, and sought funding for skills development initiatives.		being mentored by volunteers trained by the programme. The generosity of in-kind support meant that REEP came in under budget and a second REEP has just started. Any further projects will need to find alternative funding. *APPRENTICESHIPS – EHOD ESB with partners successfully ran an Apprenticeships Summit and an evening event at River Cottage HQ at the start of National Apprenticeship Week. Funding was from the National Apprenticeship Scheme. The EHOD ESB employers are now working together to develop a carousel apprenticeship model for trial.		
18	Continue to offer apprenticeships, develop work experience for those with disabilities, mental health problems and other barriers to work, and work with employers to expand these schemes	By June 2015 we will: • have provided 8 apprenticeship posts and helped them to achieve a minimum of a Level II qualification in their chosen field • Have provided permanent employment to two apprentices	We have eight apprentices working across the Council.  We have appointed two apprentices into full-time employment.  We have worked with Devon County Council and The Brandon Trust (an organisation which helps to find employment opportunities for young people with learning difficulties) to provide a two week work experience placement at the MRF. We are continuing to liaise with Exeter College and other agencies to explore further options for work experience for those with disabilities and mental health problems.	We have 3 vacant apprentice posts which we will be recruiting into during the summer to start in September 2015. We continue to work with Devon County Council and The Brandon Trust (an organisation which helps to find employment opportunities for young people with learning difficulties). We will also continue to liaise with Exeter College and other agencies to explore further options for work experience for those with disabilities and mental health problems.	David Knight	PE
19	Continue to invest in community projects through community grants and the Local Infrastructure Grant schemes, and work with communities to build the capacity for new projects in the future.	By June 2015 we will: • implement the Devon Local partnership • have fully allocated the Local Infrastructure Fund towards 19 projects.	We have received 64 ward grant applications, so far, during 2014/15 and awarded a total of £11,200. There is still £24,800 remaining in the budget.  Local Infrastructure Grant Fund fully allocated for 2014/15. The Council is considering how best to assist community projects in the future.  The Grants process will be reviewed during 2015/16. As part of that process, the Council will be appointing a Funding Officer who will be responsible for identifying funding to support Council priorities and community groups and organisations.  Planning to implement Devon Local in partnership with other statutory and voluntary and community sector partners in the city in the New Year. This will enable the council to liaise with residents/community groups/partners via community forums and ensure that good communication systems are established at the earliest opportunity to enable collaborative approaches to new models of service delivery.	Work is progressing on implementing Devon Local in Exeter through supporting Exeter Community Forum to develop a community engagement strategy and through discussions with ICE (Integrated Care Exeter) on enabling people to improve and promote their own health and wellbeing.  Community grants - Ward grants - £25,420 awarded , £10,580 c/f to city grants for 2015/16.  The position regarding Local Infrastructure Fund grants remains the same as in December.	Dawn Rivers	PE
20	Continue to protect our parks and play areas as important community hubs, and work with communities to explore creative uses for parks and other open spaces	By June 2015 we will: • endorse the principle of asset transfer to community organisations • Consider and progress any expressions of interest for asset transfer • Hold discussions with clubs associated with council-owned facilities with a view to supporting them to take on responsibility for these assets over the next two years • Highlight to Government the barriers that the high cost of insurance can create for community groups.	The principle of asset transfer to community organisations was endorsed in November 2014 • Expressions of interest for asset transfer have been considered and committee approval was given in November to progress transfers to three organisations •The principle of granting a lease or licence on the tennis facilities at Heavitree Park to Tennis for Free was agreed in November • Approval to start discussions with clubs associated with the council-owned bowling and croquet greens and facilities with a view to supporting them to take on responsibility for these assets over the next two years was agreed in November. Initial discussions have taken place with Heavitree Bowls Club	Good progress is being made on the transfer of Flowerpot Playing Fields to Exeter College. The transfers to Devon Wildlife Trust and the Saracens have stalled as a result of a change of direction by the two organisations. Discussions with clubs associated with the council-owned bowling and croquet greens other than Heavitree have not been progressed since November. The high cost of insurance for community groups has been highlighted to the Government.	AD PR	KO

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4	<b>PH Priority</b>	<b>Target/Milestone</b>	<b>Progress - December 2014</b>	<b>Progress - May 2015</b>	<b>Owner</b>	<b>PH</b>
21	Develop a register of local assets to be protected for the benefit of the community, such as pubs and community centres, and explore opportunities to support community groups through collective purchasing of insurance, energy, maintenance and other goods and services.	By June 2015 we will: <ul style="list-style-type: none"> <li>• have mapped community facilities across the city</li> <li>• continue to encourage the registration of local assets for protection for the benefit of the community</li> </ul>	We have compiled a statutory list of assets of community value (ACVs). We have received no ACV applications to date, but an application is imminent in respect of all allotments west of the Exe.  Mapping largely complete. This will be shared with Exeter Board in January 2015 and then promoted to community groups to update. This information will be shared with the CIL process to help identify priorities for future spend.  Collective purchasing has not yet been pursued due to capacity issues.	Mapping of community facilities - this work will be continued through the work of the Exeter Community Forum as part of its identification of city wide priorities to inform use of the neighbourhood proportion (15%) of the Community Infrastructure Levy.	CM Property	OP
22	Work with partners to increase access to affordable and ethical credit	•By June 2015 we will: • mitigate the impact of the end of Local Welfare Support	We are developing a specification to ensure that residents have the appropriate access to credit, debt advice and money management skills, as well as encouraging saving.	Local Welfare Support Funding has been granted for a further year from 1 April 2015, therefore the Exeter Money Advice Partnership pilot has been extended to offer residents access to impartial money advice. Project management resource identified for 4 months from 1 June to monitor effectiveness.	AD CA	RH
23	Develop a strategy to become and energy neutral Council (by 2030)	By June 2015 we will: <ul style="list-style-type: none"> <li>• have developed a set of criteria which will enable the Council to monitor how much of the Council's energy use is off-set by the production of its own energy.</li> <li>• have formulated a programme to increase the number of low emission vehicles (LEV) in our fleet;</li> <li>• identified appropriate fuel reduction devices for fleet vehicles that are not LEVs;</li> <li>• have formulated a proposal to reduce grey fleet mileage and transfer it to LEV pool vehicle mileage;</li> <li>• have a draft Low Emission Strategy that has been consulted upon and ready for Council approval;</li> </ul>	Investment in renewables has commenced and energy generated measured. Solar PV projects in delivery mode and new schemes being developed. Key milestones to be set out in a new energy strategy.  2 electric vehicles have been added to fleet as staff pool vehicles.  An electronic booking system has been implemented for staff pool vehicle use and is working well.  Fuel reduction devices are being piloted on 4 refuse collection vehicles.  The draft Low Emission Strategy is currently subject to consultation;	Investment in renewables and energy saving schemes has commenced. In 2014/15, all projects progressed, notably the LED light replacement work at three car parks and the Civic Centre Offices. The Car Park Canopy PV Scheme contract was awarded and work is underway at Mary Arches and John Lewis Car Park. A solution was found which will enable the PV panels to be fixed to the lantern roof structures at the RAMM, and work is to commence this Spring. The Boiler Replacement Project is progressing and it is hoped the installation of the new gas boilers will be completed ahead of the heating season in October. Further PV projects include the Livestock Centre and Climb Centre where feasibility work is underway. Key milestones to be set out in a new energy strategy.  A Low Emission Strategy has been adopted.	CM Property/ AD Environment	OP
24	Continue to work with other local authorities and organisations to improve recycling rates in the city	By June 2015 we will: <ul style="list-style-type: none"> <li>• completed a comprehensive review of recycling bring-sites and identified new opportunities;</li> <li>• expanded the range of materials collected at sites, with improved signage;</li> <li>• determined whether a waste partnership with Devon CC, East Devon DC and Teignbridge DC, (DEET) which will significantly increase recycling rates, is achievable;</li> <li>• in partnership with Devon CC and Exeter University and Student Guild, formulated a protocol on waste minimisation and increased recycling amongst the student population.</li> </ul>	A review of bring-sites is being finalised, new micro-sites introduced, and opportunities for recycling extra materials identified.  A business case for DEET was presented in December 2014, and is currently under consideration by partners.  Joint work with DCC, University and Guild is progressing.	Monitoring of recycling performance across different neighbourhoods in Exeter is being undertaken. Data will be used to target communications to areas of low participation.  The 'DEET' (Devon, Exeter, East Devon & Teignbridge) waste management shared service proposal has been postponed indefinitely due the East Devon's decision to tender its waste collection service individually in March 2015. This makes the remaining 'cluster' too small to operate a viable shared service, however DCC has indicated a willingness to continue discussions about sharing the waste disposal savings that would arise if Exeter increases its recycling rate. This would require up-front investment, with support from DCC. The detailed business case for a shared service was published in Dec 2014 and the work carried out for this study could still be used to potentially redesign our service.	AD Environment	KO
25	Work with partners to improve public transport in the city and ensure adequate public transport provision for areas of significant housing development in the East and South West of the City.	By June 2015 we will: <ul style="list-style-type: none"> <li>• have new rail stations open at Newcourt and Cranbrook</li> <li>• have a plan in place for the replacement of the Bus Station.</li> </ul>	Both stations currently under construction.  An outline application for the Princesshay Leisure development, including replacement bus station, is expected to be submitted in January 2015.	Newcourt Station now due to open in Summer 2015, and Cranbrook in Autumn 2015. It is anticipated that a Planning application for the bus station will be submitted in Autumn 2015.	Ross Hussey	RS



	A	B	C	D	E	F
4	<b>PH Priority</b>	<b>Target/Milestone</b>	<b>Progress - December 2014</b>	<b>Progress - May 2015</b>	<b>Owner</b>	<b>PH</b>
26	Work with partners to protect and improve habitats for wildlife across the city, protect allotments and explore the use of public open spaces for community food production	By June 2015 we will: <ul style="list-style-type: none"> <li>retain the current allotment site provision</li> <li>investigate the costs and feasibility of the use of public open spaces for community food production</li> </ul>	The Devon Wildlife Trust are looking into improving habitats for wildlife as part of the Wild City project.  No change is proposed to the current allotment site provision. We are in the process of working with allotment associations to form an allotment users forum, which was one idea that was welcomed as part of the allotments consultation last year. The idea of using public open spaces for community food production has been explored as a Rugby World Cup legacy project but while there was a great deal of enthusiasm for the idea there appears to be insufficient capacity locally to do this work at the moment.	The current allotment site provision has been retained and 21 unusable overgrown plots have been brought back into use, with more in the pipeline.	AD PR	KO
27	Work with Exeter Health and Well-being Board and other partners to increase levels of physical activity in the city and promote the sustainable use of the river, canal and other green spaces for outdoor leisure activities	By June 2015 we will: <ul style="list-style-type: none"> <li>work with Active Exeter to formulate an action plan to progress the ambition of Exeter being the most physically active city in the SW by 2018;</li> <li>produced a first draft of an overarching Physical Activity and Sports Strategy via Active Exeter</li> </ul>	The 4 priorities set last year of 1) Physical Activity; 2) Alcohol ill-health; 3) Cold homes and falls; 4) Health of the most disadvantaged; were re-endorsed at the November 2014 Board meeting, together with the Exeter District Public Health Plan 2014/15 (an annual update of health & Wellbeing in Exeter). The 'Everybody Active, Everyday in Exeter' social marketing scoping report has been produced and endorsed, and the formulation of an overarching Physical Activity and Sports Strategy through ECC and Active Exeter has been agreed.  Last summer saw a highly successful Ping Exeter! project in the city with thousands of people playing table tennis at dozens of locations. It is hoped to repeat this exercise this year. The Active Exeter group is progressing a number of activity bids and has been approved to deliver a project funded by a grant of £41,620 from the Alcoa Foundation of Alco Howmet based at Sowton for a local community activity project in Cowick Barton in 2015. Other potential funding streams are also being explored.	The Exeter Health and Wellbeing Board, through its sub-group 'Active Exeter' has formulated the 'Get Active Exeter' project which forms the basis of the multi-agency and community bid made through the auspices of Exeter City Council for funding from the Sport England's Community Activation Fund. The bid is for over £190,000.  Get Active Exeter (GAE) will motivate and engage new people in the city of Exeter to take part in regular sport and physical activity opportunities to realise an ambition to make Exeter one of the most active cities in the South West by 2018. The project will engage a key target group of inactive 'busy adults' and seek to change their behaviour towards participation in sport by providing regular activity in Workplace and Community settings. Get Active Exeter will seek to blend delivering a targeted menu of regular local sport opportunities alongside a high profile city-wide promotional campaign.  The GAE project is ambitious, and aims to raise over 2000 inactive citizens to participate in beneficial physical activity on a sustained basis. The core activities will focus on walking, running, cycling and swimming – around 90 mini-projects initiated over a 3 year period will help achieve the target.  The proposed project has solid partner support from members of the Exeter Health & Wellbeing Board, which  will have a formal governance role in scrutinising the progress of the project, its performance against set targets and the outcomes derived. In terms of overseeing the project operationally, the Active Exeter task group that was formed by the Board to drive its top priority of raising physical activity levels, will fulfil this role and report to the Board on a quarterly basis. The Active Exeter task group is chaired by Active Devon and includes members from ECC, DCC, New Devon CCG, Public Health, Exeter Chiefs, Exeter City FC, University of Exeter, Exeter College, St. Luke's Science and Sports College, and Parkwood Leisure; it is well placed to carry out this role for the project.  The 'Get Active Exeter' project clearly aligns with the Board's top priority of raising physical activity of citizens, helping to realise the ambition of Exeter becoming the most physically active city in the South West by 2018. It will also build upon the earlier survey work commissioned by the Board in 2014 to examine the barriers to adults taking up or re-engaging with physical activity, and how to overcome them.  A successful bid will certainly strengthen the Board's ability to deliver on this important priority, and see an up-lift in	AD Environment	KO
28						

	A	B	C	D	E	F
4	<b>PH Priority</b>	<b>Target/Milestone</b>	<b>Progress - December 2014</b>	<b>Progress - May 2015</b>	<b>Owner</b>	<b>PH</b>
29				in community-based physical activities, utilising the existing green spaces, cycle lanes and swimming facilities that Exeter enjoys.		

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**REPORT TO:** SCRUTINY COMMUNITY, SCRUTINY ECONOMY AND SCRUTINY RESOURCES COMMITTEES  
**Date of Meetings:** 16<sup>th</sup> June, 18<sup>th</sup> June and 1<sup>st</sup> July 2015  
**Report of:** The Scrutiny Programme Officer,  
Democratic Services and Civic Support  
**Title:** Annual Scrutiny Review Report

**Is this a Key Decision?**

No

**Is this an Executive or Council Function?**

Council

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

To provide an annual update to the respective Scrutiny Committees as to the Scrutiny work achieved during the municipal year 2014/2015.

**2. Recommendations:**

- i) The Annual Scrutiny Report is noted and approved.

**3. Reasons for the recommendations:**

- a) To provide an opportunity for Members to monitor the progress of the Scrutiny function and process at Exeter City Council.
- b) To provide Members with the opportunity to comment as to the progress and direction of Scrutiny over the past year, together with the proposals for the forthcoming year.
- c) To ensure that the Scrutiny Committees are kept fully up to date as to the issues investigated through specific Task and Finish Groups.
- d) To illustrate how effectively Scrutiny continues to work at Exeter City Council contributing towards an accountable, transparent and democratic process.
- e) To acknowledge the results achieved through Scrutiny during the municipal year 2014/2015.
- f) To promote confidence in the democratic process.
- g) To raise the profile of Scrutiny at Exeter City Council.

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

None.

**5. Section 151 Officer comments:**

This report raises no issues for the Section 151 officer to consider.

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

None.

**7. Monitoring officer Comments**

This report raises no issues for the Monitoring officer to consider.

**8. Report Details:**

Members continue with the opportunity to become directly involved in Scrutiny at Exeter City Council which, in turn, can have an effect upon the development of Council policy through review and exploration of topics identified by Members for specific Task and Finish Group investigation. Effective Scrutiny allows Members to ensure that the work of the Council is subject to democratic checks and that the provision and delivery of services is continually improved wherever possible. A continued outward looking and pro-active approach are essential components to successful scrutiny.

The detail of this report can be divided into six main areas:-

- (a) The Scrutiny Work Programme
- (b) Task and Finish Group investigations
- (c) The Scrutiny process
- (d) Training and profile
- (e) Future improvements
- (f) Timetable for the forthcoming municipal year

The substance of this report appears in the accompanying Appendix and concentrates on these areas to provide Members with an overview of the work, achievements and proposed direction of Scrutiny for the forthcoming year.

For Members' immediate ease of reference, priority topics identified for Task and Finish Group investigation (through the Annual Scrutiny Work Programme Meeting) were:-

- The Future of Exeter Quay
- Review of Income Generating Measures
- Community Patrol/Out of Hours Operatives/Anti Social Behaviour
- Health Issues – Review of the Public Health Plan
- Social Media
- Council's Role in the Community and Tackling Isolation
- Procurement
- Growth and Marketing Exeter
- Scrutiny Spotlight Review of the Parking Review
- Continuation of the work of the Cost of Living Forum



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

Not applicable.

**Anne-Marie Hawley : Scrutiny Programme Officer,  
Democratic Services and Civic Support  
Local Government (Access to Information) Act 1972 (as amended)**

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

Contact for enquiries : Anne-Marie Hawley  
Phase I : Room 2.3  
(01392) 265110

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## **ANNUAL SCRUTINY REPORT 2014/2015**

### **APPENDIX**

#### **(a) The Scrutiny Work Programme 2014/2015**

The Annual Scrutiny Work Programme Meeting which took place in July 2014 allowed Members to establish whether they were satisfied with the substance and direction of the proposed Scrutiny Work Programme for 2014/2015. All Members were invited to put forward their suggestions for Task and Finish Group topics (prior to the meeting) and those topics were prioritised taking into account the Council's current aims and objectives.

Topics identified which resulted in Member Briefings included:-

- Pensions
- The HRA re-structure
- The Local Enterprise Partnership.

#### **(b) Task and Finish Group Investigations (Priority Topics)**

Were established as:-

- The Future of Exeter Quay
- Review of Income Generating Measures
- Community Patrol/Out of Hours Operatives/Anti Social Behaviour
- Health Issues – Review of the Public Health Plan
- Social Media
- Council's Role in the Community and Tackling Isolation
- Procurement
- Growth and Marketing Exeter
- Scrutiny Spotlight Review of the Parking Review
- Continuation of the work of the Cost of Living Forum

#### **The Future of Exeter Quay (Scrutiny Committee Economy)**

Group Objectives:-

To promote:-

- Tourism within the Quay area.
- Development and Commercialisation of the Quay area.

To explore ways of improving:-

- Accessibility to the Quay and between the Quay and the City Centre.

To ensure that:-

- The recommendations contained within the Masterplan for the Quay area have been actioned;

And:-

- To continue to work with stakeholders and local businesses to achieve these key objectives.

Group Recommendations:-

- Encourage the formation of a Quay Traders Association.
- Ensure that promotional material covers the wider Quay area and the Basin.
- Support a meeting of Cllr Denham (Portfolio Holder for Economy and Culture), Cllr Owen (Portfolio Holder for Environment, Health and Well Being) and the Assistant Director, Economy to discuss the different areas of the Quay and the feedback obtained from Quay Traders.
- Liaise further with Stagecoach and Devon County Council to ensure that the new promotional branding for the Quay, once available, is featured and advertised through the local public transport system and promotional literature.
- Approach Ring and Ride providers to enquire whether they could provide a circular transport route linking the City and the Quay during the weekends/school holidays.
- Obtain a costing, subject to the recommendations of the Parking Review, as to essential improvements to the Quay Car Park.
- Support a formal partnership for management of the Quay involving stakeholders and traders.
- Investigate opportunities, in the long term, for externally funded improvements to the Quay area.
- Request that the Planning Members' Working Group review the Master Plan for the Quay area to establish whether it requires updating and whether it meets with the Council's current aims and priorities.
- Monitor the progress of these recommendations with an update to be provided to the Scrutiny Committee Economy in 12 months' time.

The Group had the benefit of a visit from Mr Philip Ardley, Consultant, Asset Management Service, Regeneration & Economic Development, Gloucester City Council, who spoke about the waterways regeneration in Gloucester.

The Future of Exeter Quay Task and Finish Group report will be submitted to the Scrutiny Economy Committee on the 18<sup>th</sup> June 2015 for approval.

**Review of Income Generating Measures (Scrutiny Committee Resources)**

Group Objectives:-

- To review/identify what income generating measures the Council has already in place.
- To identify aspects that the Group will not wish to consider to avoid duplication of work.
- To obtain a broad sense of the types of areas which could generate further income with consideration to the available resources.

Group ideas:-

- A Solar Photovoltaic site on Council owned land.
- A dedicated member of staff to bid for external funding.
- Use of St Nicholas Priory for weddings and maximising the use of RAMM for corporate events.
- Selling external advertising on the outside of car parks in a prominent place.
- Exeter has a number of parks and open spaces which are not utilised to their maximum potential. The Council could look into:-
  - holding events (eg concerts) in parks
  - licensed ice cream vendors in parks
  - open air cinemas
  - weddings
  - more car parks
  - more paid facilities in parks
- Museum – voluntary donations for entry.

Group Recommendations:-

- To consider and comment upon the ideas submitted by the Group.
- To approve the selection of income generating ideas detailed within the report with a view to business cases being submitted for consideration to the Scrutiny Committee Resources.
- Decide upon a timescale for the provision of those business cases to the Committee.

- Review progression either at a point in time agreed by the Committee under the above recommendation or 6 months from the date of this report, whichever the sooner.

The Review of Income Generating Measures Report was submitted to the Scrutiny Committee Resources on the 28<sup>th</sup> January 2015 and the recommendations approved (Minute 12).

**Community Patrol/Out of Hours Operatives/Anti Social Behaviour**  
**(Scrutiny Committee Community)**  
**A Spotlight Review**

An update on the current position was provided to the Group by the Housing Solicitor, Assistant Director Environment, Senior Environmental Health Officer, Environmental Health Manager and the Community Safety and Enforcement Service Manager.

This Spotlight Review found that the new team and system which had replaced the old Community Patrol did not have as high a profile as its predecessor. However, Members were satisfied that this did not mean that the new team and system were lacking by comparison. The new team and system were found to be successful in delivering a targeted and focussed approach. The new service was generating good results and this had not been adversely affected by the loss of late night patrollers as was initially thought to be the case by Members. The introduction of the new Anti Social Behaviour legislation in October 2014 and the review of the current service by the Senior Environmental Health Officer were welcomed by Members as positive steps forward for the continued improvement of this service.

**Group Recommendations:-**

- That the Group's findings are noted and that Scrutiny Committee Community are content with the Review.
- Scrutiny Committee Community support a further meeting of the Review Group once the new anti social behaviour legislation has been implemented fully so that any impacts on service delivery can be considered.

A report was submitted to Scrutiny Community on the 11<sup>th</sup> November 2015 which was noted (Minute 51).

**Ancillary to the Review:-**

- An e-mail was circulated to all Councillors with details of the relevant officers in Housing, Environmental Health and Legal Services so that they would know who to approach for advice in respect of anti social behaviour and noise nuisance complaints which they may receive from their constituents.

The Environmental Health Manager will submit an update report to the Scrutiny Committee Community (as per the Group's second recommendation) on the 16<sup>th</sup> June 2015.

**Health Issues – Review of the Public Health Plan  
(Scrutiny Committee Community)**

The Scrutiny Programme Officer advised Members of the Group that following enquiries with Devon County Council in October 2014, it seemed that the Public Health Plan was due to be reviewed by the Health and Well Being Board on the 11<sup>th</sup> November 2014.

The main question identified was whether it would prove necessary for a Task and Finish Group to review this?

It was established that the terms of reference for the Health and Well Being Board are:-

- To develop and update an annual Exeter Health and Wellbeing Plan setting out evidence based priorities and actions;
- To ensure that all key plans and policies appropriately reflect the health and well being priorities identified through the joint needs assessment process;
- To establish “expert” task and finish groups where additional needs, analysis or guidance on the evidence of the effectiveness of interventions is required.

In order to save Members’ time and ascertain whether any issues would require Task and Finish Group assistance, the Scrutiny Programme Officer attended the Health and Well Being Meeting on the 11<sup>th</sup> November 2014 ensuring that there was provision on the Agenda to specifically consider this point. The Health and Well Being Board decided that Task and Finish Group assistance would not be required on this occasion and that there was no need to investigate any issues surrounding the current Public Health Plan with which the Board were content.

The Assistant Director, Environment agreed to provide an update to the Scrutiny Community Committee in this respect.

**Social Media (Scrutiny Committee Resources)**

**Group Objectives:-**

To explore:-

- The social media landscape
- The council’s use of Twitter
- The council’s use of Facebook
- Measures of success
- Engaging with communities
- Ideas for future developments

**Group Recommendations:-**

- Scrutiny Resources have the opportunity to consider and comment upon the findings of the Task and Finish Group;

- Social media training should be incorporated into the Councillors' induction training programme.
- Acknowledge the Group's finding that the Council's current use of and presence through social media is currently of a high standard and as such, no further improvements are considered necessary at this point in time.
- Agree that this Task and Finish Group should meet once more in 9 months' time to review the position to see if it remains the same or whether further improvements can be suggested.
- The Group will report back to the Scrutiny Committee Resources after October 2015 with a review on the position together with any further recommendations.

A report was submitted to the Scrutiny Committee Resources on the 18<sup>th</sup> March 2015 and the recommendations were approved (Minute 11).

**Council's Role in the Community and Tackling Isolation**  
**(Scrutiny Committee Community)**

At the first meeting of this Group a presentation was provided by the Community Involvement and Inclusion Officer to give an overview of the current position and work in progress. It was recognised at an early stage that there was a significant risk of duplicating work given the enormity of the topic associated with the wide ranging areas of existing work. Some areas were identified as already dealt with through existing Council work streams together with the work of outside community organisations and the Health and Well Being Board. A clear focus for the Group would be paramount if realistic and useful recommendations were to be put forward.

The Group highlighted that:-

- Social isolation is an ongoing concern in particular and recognised the valuable work of Community Organisers.
- That the drive is very much towards mobilising services and organisations around individuals.
- The success of the current trial of the Neighbourhood Health Watch project in St Thomas would be reported back to the Health and Well Being Board for consideration.
- Mapping of organisations, services and facilities was recognised as a real challenge in so far as collation and accuracy of information was concerned.

The Group heard from Exeter CVS representatives and Community Organisers from Wonford, Cowick and St Thomas.

The Group established the following points upon which recommendations should be based:-

- To ensure that the Scrutiny Committee Community are kept fully informed and up to date on a regular basis with Community Engagement work which was not the case at present.



- The Scrutiny Committee Community should have the opportunity to investigate any areas of concern which may be highlighted at any point in the future by the Community Involvement and Inclusion Officer.
- To continue to support Exeter communities in so far as the Council is able with consideration to available resources and capacity.
- To encourage stronger communities in line with the Exeter Vision.

#### Group Recommendations:

- The Community Involvement and Inclusion Officer will provide an update to the Scrutiny Committee Community twice a year detailing work in progress, results of work and any areas of concern.
- The Group will hear from the two new Community Organisers in 6 months' time to find out what progress they are making and what issues they may identify as needing attention. The Group will then report back to the Scrutiny Committee Community.
- The Community Involvement and Inclusion Officer, at any point in time, can ask for this Task and Finish Group to reconvene and consider any areas which she would suggest merit further investigation, with a direct reporting line between the Group and the Scrutiny Committee Community.

The Report will be submitted to the Scrutiny Committee Community on the 16<sup>th</sup> June 2015.

This Task and Finish Group is a prime example of how Members and Officers carefully navigated a huge topic and adapted the way in which they approached the subject to avoid duplicating work and to reach both realistic and practical recommendations which would add value and compliment existing work.

#### **Growth and Marketing Exeter (Scrutiny Committee Economy)**

##### Group Objectives:-

- To identify the opportunities within the City which are not being progressed or not being progressed in the way they should be.
- To find out who our competitors are – what are they doing marketing wise and who are their partners?
- Draw comparisons with areas which have strong inward investment and marketing campaigns. What are other cities doing that we are not?
- Identify ways in which the Council can persuade our neighbours, big stakeholders and businesses to contribute.

##### Current Progression:-

- The Group wished to hear from Cambridgeshire County Council given that Cambridge is also a University City and has undertaken significant growth and economic development in recent times. On the 9<sup>th</sup> April 2015 the Business Manager, Enterprise and Economy from Cambridgeshire County Council visited and provided an overview and presentation to the Group followed by a question and answer

session which Members found both interesting and helpful. The next meeting of the Group will be scheduled towards the end of June 2015 when the CEO of a South African Company which has recently re-located to Exeter, will attend to speak with the Group as to why the company specifically chose to re-locate to Exeter. Following this the Group should be in a position to identify recommendations which will be submitted to the Scrutiny Economy Committee during the September 2015 cycle of Scrutiny. It is anticipated that these recommendations will help identify any new ways in which further growth may be supported together with possible new ways and styles of marketing the City.

### **Consideration of the Parking Review (Scrutiny Committee Economy)**

As a result of the Annual Scrutiny Work Programme Meeting (July 2014), Members highlighted that they would like a Task and Finish Group to review the outcome of the Parking Review once the Report is available. The Task and Finish Group would then submit their findings to the Scrutiny Economy Committee.

Officers have liaised at regular points over the last 4 months to monitor progress in respect of the provision of the Parking Review Report so that a timely meeting of this Task and Finish Group can be arranged and is now due to take place on the 27<sup>th</sup> May 2015.

### **The Cost of Living Forum (Scrutiny Committee Economy)**

The Cost of Living Forum membership consisted of Members and Officers together with representatives from outside organisation and support services.

#### **Key Objectives:-**

- Gather evidence to establish a baseline on wages and cost of living in the City of Exeter.
- Gather and analyse evidence on the impact that low wages and high relative cost of living has on residents in the City of Exeter (taking a broad perspective on impacts and to include Health and Wellbeing).
- Gather and analyse evidence on particular problems.
- Explore (in partnership with a broad range of stakeholders) strategies and solutions to problems identified following the gathering of evidence for this Forum.

Following approval from both the Scrutiny Committee Economy and the Executive a report was commissioned from Exeter University to gather detailed, accurate and localised information and statistics particularly in respect of Housing and Wages which were two particular areas identified by the Forum, at an early stage, as requiring further investigation.

#### **Areas Identified for Future Work:-**

1. Working with young people in schools to provide better careers advice and to raise awareness as to what is available in the local economy.
2. Availability of financial advice – it was suggested that the private and voluntary sectors could work together to achieve this.

3. Debt strategy – to look at the immediate future as more families need access to more finance.
4. Availability and access to affordable and ethical credit.
5. Procurement – with particular attention as to how the Council procures and reviewing what powers the Council has under the Social Value Act (with particular reference to the Living Wage).
6. Skills agenda relating to productivity (Knowledge Economy Strategy).
7. Grants – liaising with Local Enterprise Partnership (LEP) to ensure that the Council make the most of any available grants and funding.
8. A need to put forward a business case to all small businesses with particular reference to tangible statistics.

Group Recommendations:-

- a) To hold an ESIF (European Structural and Investment Fund) information event in association with LEP and the Federation of Small Businesses to which private and voluntary sector organisations and stakeholders will be invited to attend.
- b) To hold a 6 month review of ongoing, relevant Council work streams identified by the Forum, reporting back to the Scrutiny Committee Economy with an update.
- c) To promote the Living Wage by putting information on the Council's website, the Exeter Citizen and through social media highlighting the work of the Cost of Living Forum and providing case studies reflecting the Council's success in implementing the Living Wage along with an interview with a local business which has implemented the Living Wage successfully.
- d) The Cost of Living Forum should continue to meet annually.
- e) To engage with existing businesses via their networking events to raise the profile of the Living Wage and the Cost of Living Forum work.
- f) To provide Council staff with information to increase their knowledge of the Living Wage which they can share with outside organisations.
- g) To share the Cost of Living Forum reports with East Devon District Council and Teignbridge Council.

Reasons for the recommendations:-

- (i) To encourage collaborative working between the Council, private and voluntary sectors and stakeholders in relation to ideas and submitting bid applications for ESIF funding. A combined approach to bids may increase the chance of successfully securing funding.
- (ii) To monitor progress in respect of the Council's existing and relevant work streams in direct relation to the work of the Cost of Living Forum.

- (iii) To ensure that the Scrutiny Committee Economy remains up to date on the issues and work taking place in respect of (ii).
- (iv) To ensure that ongoing issues surrounding the Cost of Living and the difficulties faced by Exeter residents are monitored, so that finding further strategies and solutions to tackle these difficulties remains at the forefront of the Council's priorities.
- (v) To highlight the benefits of implementing the Living Wage to businesses and the probable effect on productivity.
- (vi) To identify networking opportunities where the Council may be able to talk about the Living Wage and the Cost of Living Forum work amongst the local and wider business community.
- (vii) To work collaboratively, on a cross boundary basis, with our neighbouring authorities to address this national issue.
- (viii) To invite comments from Members of the Scrutiny Committee Economy in respect of the report, the work of the Cost of Living Forum to date and its final recommendations which all contribute towards a robust and accountable scrutiny process.

**The Current Position:-**

The next Cost of Living Forum (review) meeting is scheduled for 28<sup>th</sup> January 2016 in line with recommendation (d).

The Scrutiny Programme Officer is working with the Chair of the Group, the Council's Economy Department and Media Officer and The Federation of Small Businesses in respect of recommendations (c) and (f).

The Exeter University Report has been forwarded to Teignbridge and East Devon District Councils as per recommendation (g).

A verbal update to the Scrutiny Committee Economy in respect of the proposed ESIF event (recommendation (a)) and progress on existing work streams (recommendations (a), (b) and (e)) is due to be provided at the next Committee meeting on the 18<sup>th</sup> June 2015.

**Procurement (Audit and Governance Committee)**

This Task and Finish Group recognised that there is now an agreed budget in place for a dedicated Procurement Officer and that the Corporate Manager, Legal Services and the Housing and Contracts Officer have already worked together on updating the Regulations.

Although a dedicated Procurement Officer has not yet been appointed, an interim Procurement Officer is currently in post.

The Group decided that it would be both sensible and of greater benefit to wait until a full time permanent Procurement Officer is in post before proceeding further. It was recognised that a permanent officer would undertake an imperative role within the Group. The main danger in progressing now with input from the interim Procurement Officer, could be a lack of consistent approach between the interim officer and the permanent officer both of whom may present, at differing points in time, conflicting professional views and suggestions on best working practice. This would have a

detrimental effect on previously proposed and indeed, any approved recommendations. This in turn would only serve to complicate and undermine the procurement process and system. A double review of procurement would be undesirable at best, given the inevitable duplication of work and would also put an unnecessary strain on limited time, resources and capacity of both Members and Officers.

### **(c) Scrutiny Process**

The cross party Scrutiny Review Working Group continue to meet regularly to consider improvements to the scrutiny process. The meeting of this Group provides an additional mechanism to ensure that suggestions are dealt with quickly and efficiently thereby avoiding unnecessary delays and provides a direct reporting line to Executive.

#### **Developments 2014/2015:-**

- **Scrutiny Arrangements**

A report was submitted to the Executive on the 7<sup>th</sup> October 2014 updating Members as to the implementation of the new Scrutiny arrangements following the report of the cross party Scrutiny Review Working Group to Executive dated 9 April 2013 (Executive Minute 46) and Council, 23<sup>rd</sup> April 2013 (Minute 22). The 2014 report reviewed implementation of the previous scrutiny arrangements and Committee structure which recommended, amongst other things, the need for a dedicated Scrutiny Officer to support Scrutiny Members.

The 2014 report recommendations were approved by Council on the 15<sup>th</sup> October 2014 (Minute 52).

- **Scrutiny System**

A report was submitted to the respective Scrutiny Committees updating Members as to the success of the changes to the Scrutiny Agendas and structure of meetings which were trialled during the September and November 2014 cycles of Scrutiny. The report outlined the findings of the cross party Scrutiny Review Working Group and comments received from both Members and Officers. Members agreed that the changes had improved the efficiency and quality of the Scrutiny Committee meetings and resolved that the findings of the Scrutiny Review Working Group together with other Member/Officer comments should be noted. It was recommended to Full Council that the trial changes be implemented on a permanent basis with immediate effect and that the arrangements should be reviewed in 12 months. The recommendations were approved by Executive (9<sup>th</sup> December 2014: Minute 125) and by Full Council (16<sup>th</sup> December 2014: Minute 66).

- The Scrutiny Topic Proposal Form

This newly devised form was made available to Members on the 25<sup>th</sup> November 2014 under the documents section of their ipads. This allows Members to highlight topics or issues, throughout the municipal year, which they consider should be the subject of Task and Finish Group investigation.

- Scrutiny presence through Twitter

Will be trialled through the Council's Corporate Twitter Account as soon as the 2015/2016 Task and Finish Groups are established. Groups will decide at their initial meeting whether it is appropriate and of potential benefit to use social media to gain public feedback on the topics.

#### **(d) Training and profile**

- Scrutiny training for Members is now a regular feature of the Members' Induction Training Programme and 2014 provided the highest number of attendees for a Members' induction training session.
- As a new initiative this year Exeter are taking the lead in the providing joint Members' scrutiny training in conjunction with East Devon District Council and Teignbridge Council. This is scheduled to take place on the 16<sup>th</sup> July 2015 at the Guildhall, Exeter.
- Mid Devon and Gloucester Councils have approached Exeter to find out more about the way in which we currently run our scrutiny process which is developing a reputation as an example of good practice within the South West Region.
- The South West Charter for Member Development was awarded to the Democratic Services Team this year with particular mention of scrutiny:-

["The development of Scrutiny and how it is used to shape policy was seen as good practice by the assessment team and an area where there was scope to share ideas and developments with other Councils".](#)

- Current discussions are underway for Exeter to host the next South West Network Overview and Scrutiny event to be held in October 2015.
- The Association of Democratic Service Officers' conference in October 2014 provided a good opportunity to compare Scrutiny practice with other Authorities in which Exeter, Gloucester and Devon County Council Scrutiny Officers took the lead on discussions.
- The Democratic Services Team were awarded runners up place in the Association of Democratic Service Officers' Awards 2015.

#### **(e) Future Improvements**

- The Scrutiny Review Working Group will explore whether committee meetings/cycles can be compacted in future and whether it would be of benefit for two consecutive Scrutiny Committee meetings to take place during each cycle for each respective Scrutiny Committee where one meeting will

deal with the usual Scrutiny Committee Agenda and the second meeting will allow time for specific presentations and debate upon areas of particular interest to Members.

- A running list of Task and Finish Group topics and outcomes (year by year) to be made available in spreadsheet form so that progress of approved recommendations may be tracked, updates provided and reviews carried out where appropriate. This will ensure continuity and a check system for follow up of work resulting from approved recommendations and will also provide a quick point of reference to identify those topics which have already been investigated in recent times.
- The Strategic Management Team will be informed of the topics for Task and Finish Group investigation following the Annual Work Programme meeting. This will ensure (for the most part) the availability of Senior Officers for the Group meetings and will allow detailed and helpful information to be sourced for Members at an early opportunity.

**(f) Timetable for forthcoming municipal year:-**

19/05/15	:	Annual Council meeting (Membership of Scrutiny Committees to be decided)
03/06/15	:	Scrutiny Induction training for Exeter Members
16/06/15	:	First Scrutiny Committee Community Meeting
18/06/15	:	First Scrutiny Committee Economy Meeting
24/06/15	:	First Audit and Governance Committee Meeting
01/07/15	:	First Scrutiny Committee Resources Meeting
09/07/15	:	Annual Scrutiny Work Programme Meeting
16/07/15	:	Joint Local Authority Scrutiny Training initiative
28/07/15	:	Full Council and confirmation of Task and Finish Group membership nominations
01/08/15	:	Commence with first tranche of Groups.

**Conclusion**

The Scrutiny process at Exeter City Council continues to provide Members with the chance to examine the workings of the Council and get directly involved in the development of Council policy. Through effective scrutiny, Members can ensure that the work of the Council is subject to democratic checks and that the provision and delivery of services is continually improved wherever possible. Task and Finish Group investigations are an integral part of that process as are the Members who give up their time to participate and to whom I would like to extend my thanks for their time and effort.





## REPORT TO SCRUTINY COMMITTEE ECONOMY AND EXECUTIVE

Date of Meeting: 18 June 2015 and 1 July 2015

Report of: Assistant Director Economy

Title: Rugby World Cup 2015 Update

### Is this a Key Decision?

No

\* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

### Is this an Executive or Council Function?

Executive

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

- 1.1 To continue the process of updating Members on the preparation for Exeter being a 'Host City' for the Rugby World Cup tournament taking place between 18 September and 31 October 2015, including work being undertaken to ensure that there is a legacy from the city's involvement. Some of the information provided has been included in previous updates but are repeated for Member who have not previously received them.

#### 2. Recommendations:

- 2.1 That Scrutiny Committee Economy supports and requests Executive to endorse the programme of legacy projects, the preparations for the Fanzone and activities to promote the city leading up to the Tournament.

#### 3. Reasons for the recommendation:

- 3.1 To update Members on progress with preparations for the tournament.

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

- 4.1 The City Council has approved expenditure up to a total of £300,000 to support the city's preparation for and delivery of its responsibilities as a 'Host City' as designated by the International Rugby Board having worked with Exeter Rugby Club Ltd to secure the opportunity for the benefit of the city. This expenditure includes an allocation of £50,000 to support a range of legacy projects which are summarised in the report. The remainder is solely expenditure related to the delivery of the Fanzone.
- 4.2 Additional staff time is devoted to the delivery of the programme of activities which has increased as preparation progresses.

#### 5. Section 151 Officer comments:

- 5.1 There are no additional financial implications raised in the report.

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

- 6.1 The City Council has signed a formal Host City Agreement as the lead body responsible for working with the venue – Sandy Park and for the provision of a Fanzone in the city during the tournament. The details of this have previously been reported to Committee. Other key responsibilities include being responsible for commercial rights protection, activities during the tournament supporting sponsors and the tournament organisers, England Rugby 2015 (ER2015).

## 7. Monitoring Officer's comments:

This report raises no issues for the Monitoring Officer.

## 8. Overview:

- 8.1 The Rugby World Cup is the third largest global sporting event and will be hosted in England and Wales from 18 September to 31 October 2015. Exeter has been chosen as one of twelve locations as a Host City. Three games will be played at Sandy Park stadium in the preliminary group stages. As a Host City the Council accepts responsibility for the provision of a Fanzone during the tournament and a number of the activities including supporting Sandy Park on games days.
- 8.2 The city's involvement as a Host City presents a unique opportunity to use this international sporting event to have a lasting impact on the city by promoting it through the world media which will undoubtedly be extensive both in the lead up to and during the tournament. It is intended that there will also be lasting impact, a legacy from the contributions rugby can make to the development of young people.
- 8.3 The City Council and Sandy Park have been working through a steering group overseeing the preparations for the tournament as a Host City and the responsibilities which the venue have to undertake in hosting these games. A number of working groups have been working on key areas of activity including marketing and communication, the Fanzone, commercial rights protection, city dressing, volunteering, transportation and the legacy of the tournament. The working groups report back to the steering group in order to ensure all effort is coordinated.
- 8.4 Effective marketing is important from attracting as many visitors as possible to the city and Fanzone during the tournament but also to take advantage of the scale of promotional activity that will take place nationally and internationally. The city's profile will be given a high level of international exposure providing the opportunity to attract visitors before and after the tournament and to encourage them to stay longer during the period of the three games taking place at Sandy Park. The opportunity to showcase the economic development of the area is also to be a focus of the marketing and business legacy effort. The following points summarise examples of marketing activity in hand:
- [www.heartofdevon.com/rugbyworldcup](http://www.heartofdevon.com/rugbyworldcup) is the main call to action for all things RWC. This website is updated on a weekly basis and includes a wide range of information on rugby related blogs, matches, places to visit, teams playing in Exeter, the Festival of Rugby, places to stay, things to do in and surrounding Exeter and the RWCvolunteers – The Pack.
  - The Heart of Devon Tourism partnership has been targeting away teams and their supporters clubs to stay longer for matches played at Sandy Park, prior to RWC, to increase the awareness of Exeter as a short break destination
  - ER2015 has a large web and media presence which continually includes references and information on Exeter
  - Developed an online marketing campaign for Easter entitled #ExeEggChase which was a treasure hunt along the Exe Estuary Trail encouraging people to cycle along the trail and for them to find hidden chocolate rugby balls along the route. The prize was a Host City rugby ball, bike hire and a selection of tickets to local attractions and events
  - Working on a wide range of media and PR opportunities related around the launch of the Fanzones, Welcome Ceremony announcements, additional RWC2015 tickets going on sale, Fly The Flag (flag bearers) competition, 100 days to go, domestic Trophy Tour, 50 days to go and the start of RWC in Exeter

- Lots of regular tweets through @HeartofDevon on RWC encouraging people to visit the area for a short break. RWC focused tweets on @RWC2015Exeter related to rugby in general
- Assisting Exeter Pound with a rugby themed note, which includes England cap Jack Nowell
- Working with Exeter Airport to install 'Welcome to Exeter' posters, raising the awareness of Exeter as RWC2015 Host City
- Encouraging local businesses and event organisers to participate in the national Festival of Rugby so that there is a wide range of rugby related events during the period of RWC2015
- As part of City Council sponsorship of the annual Exeter Festival of SW Food & Drink, our marquee was rugby themed promoting RWC2015 and the European Rugby 7s Grand Prix
- Exeter attended Confex in London, an exhibition promoting conferences and meetings, to promote Exeter & the Heart of Devon for business tourism. Exeter were located on the Visit England stand, with a RWC2015 focus
- Working with Matford Land Rover branding a Land Rover Discovery and developing a competition to win tickets for matches at Sandy Park
- Developing inward investment marketing activities relating to RWC2015:
  - A5 flyer – to be placed in hotel rooms promoting available sites for investment
  - PR – promoting opportunities for business relocations & inward investment – Met Office supercomputer will be a big driver for PR work
  - Advert – within match day programmes for Sandy Park, Twickenham and Manchester promoting Exeter for inward investment
- Going forward, majority of marketing and PR activity will be related to promoting the Exeter Fanzone, including days open and events taking place

8.5 The International Rugby Board (IRB) and the Rugby Football Union (RFU) have set out an objective to secure a rugby legacy from the tournament. At the level of the Host City, Exeter is collaborating with the wider South West RFU organisation and are setting out to find ways of benefiting a range of people and organisations in a wide variety of ways.

8.6 Progress with these areas of activity and the specific responsibilities in being a Host City are set out below.

#### *Provision of Fanzone*

8.7 As Host City the City Council is committed to and has progressed detailed plans for the provision of a Fanzone in Northernhay gardens during the tournament with the minimum capacity of 5,000 showing agreed matches over 13 days, including a big screen, a stage area and an area for food and drink suppliers. A programme of entertainment is being organised around the screening of the games to contribute to the atmosphere of the event.

8.8 The availability of the site has been promoted to a number of event promoters and organisations for both Fanzone and 'non-Fanzone' days in order to take advantage of the structures which will be in place and to develop a exciting programme of activity over the period of the tournament which may also produce additional income to offset costs. At the time of writing the report five additional events are being programmed the details of which may have been confirmed by the date of the Committee.

A community crafting project led by the independent business quarter of the city was launched in mid-May involving local and regional craft organisations alongside local

businesses, charities and social groups. It aims to cover the parts of the city that are not included in the official RWC-branded city dressing plans in handmade bunting and 'yarn-bombing'. It is intended to create a unique and memorable atmosphere throughout the city centre and is reliant on generosity of local businesses and volunteers to help produce bunting and knitting which will be installed at the same time as the official dressing from 6 August through to 31 October.

#### *City Dressing*

- 8.9 The City Council is responsible for arranging for the necessary infrastructure to be in place to display the relevant signage, banners, flags and other 'look and feel' (e.g. flagpoles, hanging frames etc) together with all the necessary licences, consents and permissions. The City Council is working with the County Council over the provision and funding of the lamppost banner fittings and the use of the variable message signs. ER2015 is responsible for the provision of all signage, banners, flags and other 'look and feel' for display. A city centre retailer is leading a working group aiming to add to the atmosphere and welcome of the city centre during the tournament.

A community crafting project led by the independent business quarter of the city was launched in mid-May involving local and regional craft organisations alongside local businesses, charities and social groups. It aims to cover the parts of the city that are not included in the official RWC-branded city dressing plans in handmade bunting and 'yarn-bombing'. It is intended to create a unique and memorable atmosphere throughout the city centre and is reliant on generosity of local businesses and volunteers to help produce bunting and knitting which will be installed at the same time as the official dressing from 6 August through to 31 October.

#### *Commercial Rights Protection*

- 8.10 The City Council is responsible for ensuring that the Fanzone and the area around Sandy park are free from unauthorised promotional material and selling of related goods at all times during the tournament. The Environmental Health and Licensing Manager has been leading a multi-agency working group on this activity. A comprehensive operational plan has been submitted to ER2015 which is currently being reviewed. At the heart of that plan will be joint enforcement teams made up of officers from the Police, Trading Standards and Environmental Health and Licensing with support from the extensive CCTV camera network that both Exeter City Council's control room and Devon County Council Highways have offered to provide.

#### *Transport Management Support*

- 8.11 Officers at Devon County Council are working with ER2015 to make sure there will be an adequate commercial public transport service in terms of quality, efficiency and timing to enable team supporters and spectators to attend open training sessions and matches including the following:
- provision of park and ride scheme based on Westpoint;
  - additional trains and buses for the matches;
  - improving signage for pedestrians and cyclists, plus cycle parking;
  - temporary road closures;
  - stewarding and traffic wardens;
  - Police liaison including Team/VIP Police escorts

The County Council has accepted the responsibility of conducting this area of work and is coordinated with other preparations for RWC by the overview steering group.

### *Volunteers Support*

- 8.12 City Council officers have continued to work alongside E2015's volunteer programme ensuring the two separate teams (City-based volunteers managed by E2015, and Fanzone-based volunteers managed by the Council) are viewed as 'one team'. 30 volunteers have now been engaged by the City Council to help with the Fanzone activities and another 270 have been appointed by E2015 as part of 'The Pack' to be involved in supporting the matches at Sandy Park and around the city centre and at key city gathering points during the tournament.

Bespoke training will be created for the Fanzone volunteers and will also be available to E2015 to use in their training sessions. It will include a range of visitor information to keep fans and visitors in the Exeter and Heart of Devon area for longer during their stay. E2015 will also share their own training materials for use in the Fanzone team training sessions thereby reducing or eliminating additional costs.

City Council officers are working with other organisations to increase longer-term volunteering across the city for other sporting and cultural events, promoting opportunities through events such as the Devon County Show and the national Workforce Kick-Off event in Milton Keynes for The Pack. Links have also been made with Join In UK and the Youth Sports Trust and Active Devon are supporting the Council in maximising the opportunities from the high profile media coverage for organisations such as these.

### *Legacy Activities*

- 8.13 The City Council is playing a very active leadership role in stimulating and where necessary coordinating the following:
- Tag festival taken place at Crealy Park working with Express&Echo and Radio Exe to deliver a tournament to over 500 children in the Exeter and surrounding areas involving commercial sponsors and collaborative working by local media companies. A second tournament is now being planned for later on in the summer as well as a school's tournament at Sandy Park prior to the World Cup in September
  - Development of participation of more women in rugby resulting in the formation of the Exonians ladies team who have now had South West league approval and are forming a second team for the new season in September. We are now working to set-up another women's team at Exeter Saracens following the success of the Exonians
  - Active Exeter's Sport and well-being festival will take place on 19<sup>th</sup> July at Exeter Quay. 5000 plus visitors attended the event in 2014 and an increase of 380 participant sign-ups received on the day. 26 exhibitors signed-up to date
  - REEP programme – Rugby Empowering Employment Programme launched January this year. REEP uses sporting values: preparation, commitment, hard work, skill and collaboration as the essential elements of a programme for any young person between 16-24 years struggling to take first steps on their career ladder regardless of their interest in sport or rugby. Young people from the first REEP group are still on track. They are demonstrating their determination, newly acquired skills and confidence, whilst continuing their valuable relationships with trained volunteer mentors. Five of the nine are now in employment, two are returning to education, one is currently in voluntary employment and has applied for the Army. Only one is still receiving job seekers allowance. As a result of the success of the first, a second REEP project started on Monday 11 May 2015
  - Exeter Hawks Wheelchair rugby team launched and are now playing in the regional league. This project incorporates after school sessions from 11-16 year olds (currently 13 registered) and a community session for 11 adults. Funding from Sport England

- Distribution of 'MY First Rugby Ball' book to all Reception/yr1&2 pupils in Exeter schools. This includes a CPD teachers' programme/assemblies package/interactive web development and links with local rugby clubs and schools to run tots programmes. The first has now begun at St Leonard's Primary School. The book aims to adopt the values and morals of rugby into an academic environment whilst increasing interest in the game of rugby and overall multi-skills and has been received extremely well by the twenty three schools taking part. This project is now likely to be rolled out nationally.
- Two Economic Business Benefits Conferences have taken place, bringing together all of the key players in business/industry as well as City Centre independents to encourage opportunities and engagement with business/inward investment/tourism/increased visitor stay etc. The emphasis is on businesses 'doing it for themselves'. Several sub groups now up and running working on the various areas of discussion – marketing, city dressing, transport etc. All to support main steering group activity
- RAMM to run two Photographic exhibitions during the duration of the tournament. Both projects are working with local rugby clubs and being promoted via a strong social media presence; one is aimed at social enhancement and the other links to world culture
- Cash for Communities: £10,000 has been launched in January 2015 through Express & Echo to city community groups to bid for grants from the Legacy fund based on detailed criteria. Groups that benefited include: Men in Sheds, Excite Poetry, Wessex RFC, Lunchbox, Newcourt Community Association, 100 Club Countesswear, Alphington Village Hall, Exeter Youth Rugby, Topsham RFC, Junior Park Run
- Healthy Lifestyle Initiative in partnership with DCC Public Health, Create a Lifestyle initiative linked to RWC2015, includes walking groups and pop-up cooking.
- Trophy Tour: Webb Ellis Cup to visit the region as part of England Rugby's Domestic Trophy Tour. On 8<sup>th</sup> July there will be a promotional opportunity for the area involving the Lord Mayor's of Exeter and Plymouth at Haytor. Friday 10<sup>th</sup> July it will visit the local team bases and host stadium. Saturday 11<sup>th</sup> July will celebrate the cup being in the city with a Civic reception at the Guildhall and then moving on to the Cathedral for public activity. The day has been supported by Princesshay and we hope to encourage local clubs and organisations to be a part of proceedings and bring the City alive as part of the Festival of Rugby

#### *Staff Time*

- 8.13 In addition to the City Council's revenue allocated primarily to the Fanzone and legacy activity, the City Council and members of the steering group are allocating increasing levels of staff time to delivering Exeter as a successful Host City.

The opportunity for commercial activities to raise additional funding to offset the costs of the Fanzone are being pursued. There are limitations within the Host City Agreement to such commercial activity where it might challenge the promotion activity and rights of the main sponsors.

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

Involvement in Rugby World Cup is enabling the Council to work with Sandy Park and other organisations to make a significant contribution towards the stated priority of running a successful event aiming to bring wider economic and social benefits to the city and the region.

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

The Steering Group is aware of the risks relating to transport, crowd management, safety and security relating to a number of aspects of the tournament at and near to the venue and

in the city centre. Desk-top exercises to simulate and discuss mitigation to risks and problems are taking place together with the police, fire and ambulance services.

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

The breadth of legacy and other activities being planned will have extensive impact on these groups as listed and described in the report.

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

None at this point.

**Richard Ball, Assistant Director Economy**

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

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

None

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

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**REPORT TO:** SCRUTINY COMMITTEE ECONOMY  
**Date of Meeting:** 18 JUNE 2015  
**Report of:** Assistant Director Finance  
**Title:** Economy Final Accounts 2014-15

**Is this a Key Decision?**

No

**Is this an Executive or Council Function?**

No

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

To advise Members of any major differences, by management unit, between the approved budget and the outturn for the financial year up to 31 March 2015 in respect of Economy Committee.

An outturn update in respect of the Economy Capital Programme is also incorporated into this report in order to help provide a comprehensive financial update in respect of the Scrutiny Committee – Economy Budgets.

**2. Recommendation:**

**That Members of Scrutiny Committee – Economy assure themselves that Officers review areas with significant variances and undertake the necessary actions to address the issues that the variances may cause.**

**3. Reasons for the recommendation:**

Local authorities have a statutory duty to set and monitor their budgets during the year and to take any actions necessary because of potential overspending or potential shortfalls in income. Members are therefore presented with a quarterly financial update in respect of Economy Services and this is the final report for 2014-15.

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

The financial resources required to deliver Economy Services during 2014-15 are set out in the body of this report.

**5. Section 151 Officer comments:**

This report has been prepared on behalf of the Section 151 Officer to set out the financial position of Economy Committee, as at 31 March 2015, ahead of inclusion in the Council's annual Statement of Accounts.

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

Part 2 of the Local Government Act 2003 provides the legislative framework for the process of setting and managing budgets. In particular, Section 28 of the 2003 Act requires local authorities to monitor their budgets during the financial year.

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

The report raises no issues of concern to the Monitoring Officer.

**8. Report Details:**

**Economy Committee Final Accounts to 31 March 2015**

### 8.1 Key Variations from Budget

The final actual outturn has now been calculated and the report below highlights the major differences by management unit from the approved annual budget after adjusting for supplementary budgets.

The total variance for the year shows a surplus of £743,912 after transfers from reserves and revenue contributions to capital, as detailed in Appendix 1.

8.2 The significant variations by management are:

MU Code	Management Unit	Over / (Underspend)	Detail
83A1	Estates Services	135,870	<ul style="list-style-type: none"> <li>Rental income for the property portfolio is less than the budget</li> <li>The expenditure on AIM lease requirements and Asset Improvement Maintenance fund less than budget</li> <li>Additional expenditure on rates due to void properties at South Street</li> <li>Capital Charges and Support Service recharge exceeded budget</li> </ul>
83A3	Parking Services	(142,748)	<ul style="list-style-type: none"> <li>Income from car parking fees exceeded the budgeted target</li> <li>Expenditure on AIM reactive repair, service and maintenance and utilities budgets less than annual budget</li> <li>Additional expenditure on security patrol offset saving on rates and other maintenance budgets</li> <li>Saving on pay, superannuation and overtime budgets</li> </ul>
83A8	District Highways & Footpaths	59,547	<ul style="list-style-type: none"> <li>Support Service recharge from Engineers more than budgeted</li> <li>Additional external income received for recharge of works</li> </ul>
83A9	Building Control	68,264	<ul style="list-style-type: none"> <li>Additional legal costs incurred and provision for liability in respect of search fee refunds included</li> <li>Income from Land Charges exceeded the annual budget</li> </ul>
83B1	Land Drainage	(36,744)	<ul style="list-style-type: none"> <li>Sub contractors budget overspent. The additional expenditure funded by income from external sources</li> <li>Support Service Recharges exceeded the budget</li> </ul>
83B5	Planning Services	(82,471)	<ul style="list-style-type: none"> <li>Additional income from Planning Application Fees</li> <li>Additional expenditure on legal costs due to appeals</li> <li>Additional consultant fees, partly offset by transfer from reserve</li> <li>Underspend on Support Service recharge in respect of Legal Services</li> </ul>

MU Code	Management Unit	Over / (Underspend)	Detail
83B6	Conservation	(83,113)	<ul style="list-style-type: none"> <li>• AIM reactive repair budget underspent.</li> <li>• Support Service recharge from Engineers less than budget</li> </ul>
83B8	Major Projects	(38,940)	<ul style="list-style-type: none"> <li>• Expenditure in respect of consultant fees less than the annual budget</li> </ul>
83B9	Markets & Halls	(244,981)	<ul style="list-style-type: none"> <li>• Increase in net income from lettings, livestock auctions and Corn Exchange events</li> <li>• AIMS, utilities and NNDR (National Non Domestic Rates) costs were less than the estimates</li> </ul>
83C1	Waterways	(41,248)	<ul style="list-style-type: none"> <li>• AIM reactive repair and service and maintenance budget underspent</li> <li>• Underspend on commission budget</li> <li>• Additional rental income</li> </ul>
83C2	Museum Service	(115,538)	<ul style="list-style-type: none"> <li>• Appeal against rateable value resulted in reduced NNDR costs.</li> <li>• Pay costs for the RAMM were less than estimated, offset by the cost of a redundancy</li> <li>• AIMS and utility costs were less than estimated</li> <li>• Income exceeded the estimate</li> </ul>
83C3	Contracted Sports Facilities	165,214	<ul style="list-style-type: none"> <li>• Expenditure on consultants and the tender exercise for the proposed new leisure complex will be funded from the New Homes Bonus.</li> <li>• Expenditure on works at the Isca Centre will be funded from an earmarked reserve</li> <li>• Additional income under the contract</li> <li>• Reduced expenditure on utilities</li> </ul>

## 9. Economy - Capital Budget Monitoring to 31 March 2015

To advise members of the financial performance in respect of the 2014-15 Economy Capital Programme.

### 9.1 Revisions to the Economy Capital Programme

The 2014-15 Capital Programme, including commitments brought forward from 2013-14, was last reported to Scrutiny Committee – Economy on 5 March 2015. Since that meeting the following changes have been made to the programme:

### 9.2

Description	£	Approval/Funding
<b>Capital Programme, as reported to Scrutiny Committee – Economy, 5 March 2015</b>	<b>6,286,300</b>	
Budget Deferred to 2015-16 & Beyond at Quarter 2	(49,850)	Approved by Executive on 9 December 2014
Overspends/(Underspends) reported at Quarter 2	(44,280)	

RAMM Passenger Lift	45,000	Approved by Executive on 9 December 2014
Other	(7,000)	
<b>Revised Capital Programme</b>	<b>6,230,170</b>	

### 9.3 Performance

The current Economy Capital Programme is detailed in Appendix 2. The appendix shows a total spend of £5,119,893 in 2014-15 with £515,861 of the programme deferred until 2015/16.

### 9.3 Capital Variances from Budget

The main variances and issues concerning expenditure that have arisen since 31 December are as follows:

Scheme	Estimated Overspend / (Underspend) £	Reason
Replacement of Car Park Pay & Display Machines	(26,341)	The under-spend is a result of being able to purchase good quality refurbished machines rather than brand new ones.

### 9.4 Capital Budgets Deferred to 2015-16

Schemes which have been identified since 31 December as being wholly or partly deferred to 2015/16 and beyond are:

Scheme	Revised 14-15 Budget £	Budget to be Deferred £	Reason
Exhibition Way Bridge Maintenance	39,980	39,980	Progress has been delayed while access agreements are negotiated with Network Rail
Repairs to Turf Lock Gates	60,000	55,316	There is a very small window of opportunity when these works can be carried out due to needing low tides. Unfortunately there has been a delay with the supply of materials necessary to dam the canal so consequently there is significant budget carry forward to 2015-16.
Replace Running Track at Exeter Arena	783,000	205,723	Snagging works still to be completed.

## 9.5 Achievements

The following schemes have been completed during the final quarter of 2014-15:

- **Replacement of Car Park Pay & Display Machines**

All 57 pay & display machines have been either replaced or upgraded to enable remote interrogation of the machine's status (tickets remaining, cash within box, faults etc). This has enabled more focused visits to car park sites (particularly quieter peripheral ones) to undertake routine maintenance such as restocking tickets. The under-spend is a result of being able to purchase good quality refurbished machines rather than brand new ones.

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

Economy Committee contributes to 3 key purposes, as set out in the Corporate Plan; maintain the assets of our city; well run Council and customer access to help me with my housing and financial problem.

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

Areas of budgetary risk are highlighted in this report. An action plan addressing the key areas of budgetary risks within Economy Services will be included if and when they arise.

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

No impact

## 13. Are there any other options?

No

## Assistant Director Finance

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

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

None

Contact for enquiries:

Democratic Services (Committees)

Room 2.3

(01392) 265275

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**SCRUTINY COMMITTEE - ECONOMY  
OUTTURN**

**APRIL 2014 TO MARCH 2015**

<b>CODE</b>	<b>APPROVED BUDGET</b>	<b>OUTTURN</b>	<b>OUTTURN VARIANCE</b>	<b>QUARTER 3 FORECAST VARIANCE</b>	
	£	£	£	£	
83A1	PROPERTY & ESTATES SERVICES	(2,786,330)	(2,650,460)	135,870	133,070
83A2	TRANSPORTATION	44,460	61,580	17,120	3,500
83A3	PARKING SERVICES	(3,803,350)	(3,946,098)	(142,748)	97,150
83A4	ECONOMIC DEVELOPMENT	626,930	620,624	(6,306)	3,130
83A5	ARTS & EVENTS	202,500	199,202	(3,298)	0
83A6	TOURIST INFORMATION	431,580	428,599	(2,981)	(5,780)
83A8	DISTRICT HIGHWAYS & FOOTPATHS	398,490	458,037	59,547	(11,210)
83A9	BUILDING CONTROL	48,580	116,844	68,264	(20,000)
83B1	LAND DRAINAGE	136,780	100,036	(36,744)	0
83B4	ENGINEERING/CONSTRUCTION SERVICES	20,000	0	(20,000)	(54,040)
83B5	PLANNING SERVICES	813,770	731,299	(82,471)	(47,870)
83B6	CONSERVATION	125,250	42,137	(83,113)	(7,500)
83B7	ARCHAEOLOGICAL FIELD UNIT	0	15,442	15,442	0
83B8	MAJOR PROJECTS	75,000	36,060	(38,940)	(35,000)
83B9	MARKETS & HALLS	(259,490)	(504,471)	(244,981)	(109,040)
83C1	WATERWAYS	284,420	243,172	(41,248)	(5,550)
83C2	MUSEUM SERVICE	2,316,420	2,200,882	(115,538)	(6,770)
83C3	CONTRACTED SPORTS FACILITIES	994,050	1,159,264	165,214	0
83C4	PROPERTIES	(4,380)	(19,768)	(15,388)	0
83C5	PROPERTY MAINTENANCE TEAM	0	0	0	(47,000)
	<b>NET EXPENDITURE</b>	<b>(335,320)</b>	<b>(707,619)</b>	<b>(372,299)</b>	<b>(112,910)</b>

**TRANSFERS TO / (FROM) EARMARKED RESERVES**

83A2 - Green Travel Plan	(7,090)
83A3 - Car Parking - New Homes Bonus	(36,581)
83A4 - Economic Development	19,601
83B1 - Building Control	(48,664)
83B5 - Planning	(14,141)
83B7 - Archaeological Field Unit	(15,442)
83C2 - Museums Service	(8,082)
83C3 - Contracted Sports Facilities - New Homes Bonus	(241,729)
83C3 - Contracted Sports Facilities - Earmarked Reserve	(32,446)
83C5 - Expenditure funded by Redundancy Reserve	(7,040)

**REVENUE CONTRIBUTION TO CAPITAL**

83A1 - Property & Estates Services	20,000
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<b>OUTTURN FOR THE YEAR AFTER MOVEMENTS TO/FROM RESERVES</b>	<b>(1,079,232)</b>
<b>REVISED BUDGETS</b>	<b>(335,320)</b>
<b>OUTTURN VARIANCE AFTER TRANSFERS TO/FROM RESERVES &amp; CONTRIBUTIONS TO CAPITAL</b>	<b>(743,912)</b>

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## CAPITAL MONITORING TO 31 MARCH 2015

	2014/15 Revised Capital Programme	2014/15 Spend to 31 March	2014/15 Budget to be Carried Forward to 2015/16 and Beyond	2014/15 Programme Variances (Under)/Over
	£	£	£	£
<b>ECONOMY</b>				
<b>KEEP PLACE LOOKING GOOD</b>				
Canal Basin and Quayside	49,360	53,048		3,688
Exhibition Way Bridge Maintenance	39,980		39,980	
John Lewis Car Park Refurbishment	2,130	2,130		
Replacement of Car Park Pay & Display Machines	47,770	21,429		(26,341)
Canal Bank Repairs & Strengthening	10,880	9,821	1,060	
Northbrook Flood Alleviation Scheme	150		150	
Major Flood Prevention Works	3,000,000	3,000,000		
National Cycle Network	27,700	23,200	4,500	
Repair to Turf Lock Gates	60,000	4,684	55,316	
<b>PROVIDE GREAT THINGS FOR ME TO SEE &amp; DO</b>				
Replace Running Track at Exeter Arena	783,000	577,277	205,723	
Sports Facilities Refurbishment	43,890	33,325	10,565	
RAMM Development	384,000	1,616	382,384	
Passenger Lift at RAMM	45,000		45,000	
RAMM Shop	68,000		68,000	
Storage of Archives	48,950	27,930	21,020	
Livestock Market Electrical Distribution Boards	55,000	42,346	12,654	
Wonford Community Centre Boiler	14,250	13,185		(1,065)

## CAPITAL MONITORING TO 31 MARCH 2015

	2014/15 Revised Capital Programme	2014/15 Spend to 31 March	2014/15 Budget to be Carried Forward to 2015/16 and Beyond	2014/15 Programme Variances (Under)/Over
	£	£	£	£
<b><i>DELIVER GOOD DEVELOPMENT</i></b>				
Newcourt Community Hall (S106)	56,110	46,115	9,995	
Countess Wear Community Centre (Grant Towards Build)	1,420	1,416		(4)
Newcourt Community Association Centre	60,240	32,000	28,240	
Exe Water Sports Association (Grant Towards Build)	12,240	12,242		2
Devonshire Place (Landscaping)	20,810	15,806	5,004	
St Thomas Social Club (New Roof)	17,000	16,995		(5)
St James Forum (Queens Crescent Garden)	8,100	8,100		
2nd Exeter Scouts & Park Life ('Urban Village Hall' Heavitree Park)	10,000	10,000		
Citizens Advice Bureau (Building Improvements)	10,000	10,000		
Newtown Community Centre (2nd Grant)	1,000	988		(12)
Alphington Church	16,000	16,000		
Exeter City Football in the Community	6,000	6,000		
City Centre Enhancements	22,220	13,963	8,257	
Well Oak Footpath/Cycleway	740	740		
Paris Street Roundabout Landscaping & Sculptural Swift Tower	62,430	37,586	24,844	
Heavitree Environmental Improvements	22,880		22,880	
Ibstock Environmental Improvements	3,240		3,240	
Local Energy Network	149,000	81,950	67,050	
<b><i>HELP ME RUN A SUCCESSFUL BUSINESS</i></b>				
Science Park Loan	500,000	1,000,000	(500,000)	
<b>ECONOMY TOTAL</b>	<b>5,659,490</b>	<b>5,119,893</b>	<b>515,861</b>	<b>(23,736)</b>

**REPORT TO:** SCRUTINY ECONOMY COMMITTEE  
**Date of Meeting:** Scrutiny Economy Committee – 18<sup>th</sup> June 2015  
**Report of:** Cllr Denham,  
Chair of the Future of Exeter Quay Task and Finish Group  
**Title:** The Future of Exeter Quay Task and Finish Group Report

**Is this a Key Decision?**

No

**Is this an Executive or Council Function?**

Council

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

To report the findings and recommendations of this Task and Finish Group to the Scrutiny Economy Committee.

**2. Recommendations:**

The Scrutiny Economy Committee approve recommendations to:-

1. Encourage the formation of a Quay Traders Association.
2. Ensure that promotional material covers the wider Quay area and the Basin.
3. Support a meeting of Cllr Denham (Portfolio Holder for Economy), Cllr Owen (Portfolio Holder for Environment, Health and Well Being) and the Assistant Director, Public Realm to discuss the different areas of the Quay and the feedback obtained from Quay Traders.
4. Liaise further with Stagecoach and Devon County Council to ensure that the new promotional branding for the Quay, once available, is featured and advertised through the local public transport system and promotional literature.
5. Approach Ring and Ride providers to enquire whether they could provide a circular transport route linking the City and the Quay during the weekends/school holidays.
6. Obtain a costing, subject to the recommendations of the Parking Review, as to fundamental improvements to the Cathedral and Quay Car Park.
7. Explore the opportunity to establish a formal partnership for management of the Quay involving stakeholders and traders, bearing in mind wider ongoing discussions around the future management of the waterways.
8. Support a formal partnership for management of the Quay involving stakeholders and traders.
9. Investigate opportunities, in the long term, for externally funded improvements to the Quay area.

10. Request that the Planning Members' Working Group review the Master Plan for the Quay area to establish whether it requires updating and whether it meets with the Council's current aims and priorities.

11. Monitor the progress of these recommendations with an update to be provided to this Committee in 12 months' time.

**3. Reasons for the recommendation:**

- To recognise the work of this Task and Finish Group and to provide the Scrutiny Economy Committee members with an opportunity to comment.
- To promote tourism of the Quay and the wider Canal Basin area.
- To enhance economic development and increase the prosperity of the Quay area in general and the City of Exeter overall.
- To make the Quay and the wider Quay area a place that more people will want to visit.
- To address the current difficulties faced with access to the Quay area, signage and the car park.
- To encourage effective and collaborative working between the Council, stakeholders and Quay Traders in order to improve the area and provide a "joined up" approach.
- To investigate internally and externally, funding options which may be available to improve the Quay and Canal Basin areas in the long term.
- To determine, on a practical and operational level, what could be improved upon or changed and to assess what could be done by the Council internally and what could possibly be achieved externally with the cooperation and assistance of stakeholders.
- To work with stakeholders, traders and local charities to improve transport links between the City and the Quay, to encourage an increase in visitor numbers to the Quay and surrounding areas whilst also supporting local charity organisations which could provide transport services.
- To review the Master Plan for the Quay area to ensure that it is still fit for the purpose for which it was intended and to consider whether it requires updating to reflect the wider Quay area and the Council's current aims and priorities.

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

None at present as all proposals/recommendations are purely investigatory.

**5. Section 151 Officer comments:**

Although the report contains no financial implications, any funding requirements identified as part of the reviews recommended above will need assessing against other funding priorities owing to the current financial climate of the Council

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

None.

**7. Monitoring officer Comments**

This report raises no issues for the Monitoring officer to consider.

**8. Report Details:**

The "Future of Exeter Quay" was identified as a high priority topic for Task and Finish Group investigation at the Annual Scrutiny Work Programme Meeting which took place in July 2014. The start of this Group was seen as timely given that the Council was starting to look at the Future of Waterways through consultation.

Membership of the Group consisted of:-

Councillors:-

Cllr Denham (Chair)  
Cllr Branston  
Cllr Brimble  
Cllr Brock  
Cllr Bull  
Cllr Donovan  
Cllr Henson  
Cllr Holland  
Cllr Lyons  
Cllr Williams

Council Officers:-

Mark Parkinson (Deputy Chief Executive)  
Richard Ball (Assistant Director, Economy)  
Sarah Ward (Assistant Director, Public Realm)  
Mike Carson (Corporate Manager, Property)  
Roger Crane (Service Manager, Public Realm)  
Anne-Marie Hawley (Scrutiny Programme Officer)

The key objectives of the Group were:-

- (a) To promote tourism, development and commercialisation of the Quay area.
- (b) To explore ways of improving accessibility to the Quay and between the Quay and the City Centre.

- (c) To ensure that the recommendations contained within the Master Plan for the Quay area have been acted upon;
- (d) To continue to work with stakeholders and local businesses, where possible, to achieve these key objectives.

The Group met on six occasions, one of which involved a site visit to the Quay incorporating a meeting with Quay traders to obtain their views. Another meeting involved a visit and presentation by Philip Ardley FRICS, Consultant, Asset Management Service, Regeneration & Economic Development, Gloucester City Council as to the re-development of the waterways in the Gloucester area and a further meeting involved a visit from the Commercial Director of Stagecoach to discuss possible solutions to the transport problems in getting to and from the Quay by bus from the City Centre and the outskirts of the City.

The Group identified the following main issues:-

- Appearance
- Maintenance and cleanliness
- Access, signage, car parks
- More events to be held at the Quay

A brief summary of the Group's main investigations are set out below to provide the Scrutiny Economy members with a flavour of the areas and depth of enquiries rather than an exhaustive list of every area discussed.

### **Existing promotion of the Quay**

The Council's Visitor Facilities Officer gave a brief outline as to the current promotion of Exeter and the Quay area and leaflets/literature were made available so that the Group could fully appreciate what is currently in place. Some of the literature and leaflets are provided by Exeter City Council and some are provided by others such as Devon County Council which includes the Exe Estuary, Explorer and Heritage leaflets. The Council are already liaising with the Quay traders to see if the literature and leaflets could be improved.

The leaflets and literature are currently placed around businesses at the Quay, the Tourist Information Centre, Underground Passages and the Museum and the Council's leaflets are also available in PDF form on the Council's website but those provided by other organisations are not.

### **Transport**

Transport issues considered related to routes (on foot, by bus and by car) and promotion of routes and public transport to and from the Quay area, particularly in respect of linking the City with the Quay area. It was established that the G and Park and Ride (Matford) are the only buses which run around the vicinity of the Quay area but there is no bus available from the commercial quay area after 3.30 pm and this was viewed as a major concern.

The G service runs between 10 am and 3 pm and is an hourly off peak service. Stagecoach indicated that it is an off peak service in order to keep running costs to a minimum. There is not a lot of existing use on the current G service and Stagecoach commented that extra service would require extra funding.

The Park and Ride (Matford) service allows people to alight at Haven Banks and cross over the bridge to access the Quay. Stagecoach runs this route on the basis of how many people the route carries – they do not receive funding for the Park and Ride. The last bus runs at 6.45 pm.

The Group discussed with Stagecoach the possibility of branding the G and Park and Ride buses in respect of the Quay promotional material and it was decided that discussions could be resumed once ECQT has settled on suitable branding, signage and logos.

### **Signage**

ECQT are currently looking at branding/logo options and are seeking views from local traders to see if they have any major objections to current proposals. It was agreed that signage needs improving from the City Centre and that the Council could possibly share the branding with Stagecoach.

It was discussed whether it would be possible to put together a PDF branded document showing the bus route options to the Quay area and display this on existing routes and timetables. Stagecoach agreed that this could be a viable option and that the Green Park and Ride route could display the branding.

The Group agreed that once ECQT had decided on a final version of the branding the Council could then contact Stagecoach to take this suggestion further. The Council could also arrange for the branding to feature on the Heart of Devon and ECQT websites. In addition to this promotional material could be displayed at bus stops indicating that the Quay is only 5 minutes away together with signs and information to show where the public could catch buses to the Quay area.

Stagecoach indicated that they could also put promotional material in the form of maps and branding at St Thomas if there is the space to do so.

It was established that there needs to be more promotion of the Park and Ride service in relation to the Quay. It would be sensible to have information at the bus stops on the Haven Bank side signposting people to cross over the bridge to access the Quay.

### **Events**

It was agreed that Quayside events and particularly the food markets attract lots of visitors and are highly popular. It was also noted that Jazz events were also incredibly popular and the Visitor Facilities Officer confirmed that there is already a schedule of regular events for the Quay area in place for this year to capitalise upon the popularity.

### **Visit from Gloucester City Council**

The Group asked many questions including:-

1. What transport links are there between the City and the Quay area?

2. How far away is the Quay from the City Centre?
3. Have Gloucester regenerated their old existing warehouses or have they built any new properties specifically developing new areas?
4. What kinds of activities and attractions are available at the Quay and what is the main focus?
5. What are the night time and seasonal trade patterns like?
6. How do Gloucester manage to attract visitors to the Quay all year round?

A map and promotional literature was provided to show what Gloucester waterways used to look like and what it looks like now and how the area is promoted so that the Group could see what had been achieved.

Salient points from the meeting with Gloucester:-

- Management of the docks is dealt with by a management company consisting of 6 directors. The Council appoint 2, the Trust 1 and the Residents 3. This acts as a voice for all stakeholders as to how the Quay and Docks area is run and how it is budgeted for. One management agent looks after all the blocks so there is only one point of contact and less room for confusion.
- It is important to get the stakeholders involved and separate meetings are held with stakeholders for this purpose.
- Links between the Cathedral and Docks are seen as important and are promoted heavily.
- It is important to ensure easy, user friendly access for walkers and this is something in which the Public Realm at Gloucester have invested quite heavily.
- A lot of money is spent on public transport links.

Philip Ardley's observations in relation to Exeter Quay:-

Philip Ardley visited Exeter Quay earlier in the afternoon before the Group meeting and the points he made were as follows:-

- He spoke with a leaseholder at the Quay who said that he liked the location and it is lovely in the summer but absolutely dead in the winter.
- The car park is dire. It is dark and shabby. The staircase is not good because of its design and people using the car park after dark probably feel uncomfortable and unsafe using the stair case. There were at least 5 skateboards using it as a skate park at the time of his visit and it is generally not welcoming to visitors.

*NB : (The Group recognised that the Parking Review would look at the Quay car park as part of the review process. There is a resource issue but the general consensus of the Group was that something needs to be done).*



- There aren't any boats!
- The walkway down to the Quay is downhill and quite steep with overgrown bushes to the side and this is not welcoming to visitors walking to and from the Quay.
- **Access and transport are obviously Exeter's biggest challenges in respect of the Quay area.**

The Group suggested that an Asset Management Company could be of benefit in developing a strategy and action plan which could be kept under constant review and that this should be considered.

An Asset Management Strategy could help Exeter to determine what should be created at the Quay.

### **Filming/Waterways**

Philip Ardley of Gloucester City Council was able to provide various contact details and it was agreed that it would be of benefit for Exeter City Council to contact Creative England and the British Film Commission (concerning possible filming opportunities at the Quay) and also the River and Canal Trust. The Economy Department have established contact with the former whilst the Assistant Director, Public Realm has established contact with the River and Canal Trust who are due to provide a presentation to the Scrutiny Economy Committee in June 2015 detailing their expertise and functions.

### **Access Routes**

The Group identified that there is a need to look at the Quay area in relation to accessibility from the cycle routes and Haven Banks and not just from the City. Access via these routes is generally much better.

### **Site meeting/meeting with the Quay Traders**

Quay Traders had already completed a form which had been sent to them by ECQT entitled "What is not happening at the Quay but should be". The completed forms were shared with the Council and circulated amongst the Task and Finish Group prior to the site meeting. Some of the suggestions and questions were touched upon at the meeting but it became apparent that further information was required. It was agreed that the Council would put the questions and suggestions into a tabular form and provide responses on the points and suggestions raised. The document is due to be circulated to the Quay Traders very shortly.

The Group were particularly interested to hear Traders views as to:-

- a) What are their top priorities for the area?

In response, the Traders identified the following issues:-

- Cleanliness of the area and problems with the car park

- Signage
- Where will this go if ECC drive it forward?

In response to the above point, the Group suggested that it would be really helpful if the Traders formed a Traders Association so that the Council had a specific point of contact and could have regular meetings to address issues and discuss ideas for ongoing improvements.

- What is ECQT's role?

The Chair of ECQT who was present at the meeting explained.

- Did they wish to become more involved in plans for the area?
- How did they think they could be involved in the management of the area?

Broadly speaking the Traders welcomed the opportunity to meet with the Group, were keen to become involved where they could and meet with the Council in the future to discuss possible improvements and any issues. The Group asked the Traders to provide contact/details for their spokesperson once they had formed a Traders Association, following which arrangements could be made to initiate regular meetings.

### **Update on the Master Plan**

Please see Appendix A attached to this Report.

### **Issues identified and resolved ancillary to Group's main objectives:-**

As a result of discussions with the Traders, the following information has been sourced and provided at their request:-

- Contact details for the Council's Service Manager, Public Realm and for Devon County Council's Street Lighting Department responsible for lighting at the Quay car park and surrounding areas respectively.
- Direct contact details for the Environment Agency to improve communication over queries, enquiries and works.
- Direct information from the Environment Agency as to the timetable for the Flood Defence work, the stage it is at and the envisaged completion date.
- A map of the Quay and surrounding areas clearly showing which organisation is responsible for which area so that Traders know who to contact in the event of a problem within a specific area.
- Contact details for ECC's Projects Officer, Economy and Tourism in relation to the Rugby World Cup 2015 so that Traders may obtain further details and assist with promotion (at their suggestion).
- Contact details for the local police Neighbourhood Beat Manager and PCSO's in the event of any specific problems involving anti social behaviour on both the City side of the Quay and Haven Banks side, which do not merit an emergency call.
- Confirmation that the Council's SHOT team has added further early morning outreach checks to the Quay Car Park and that the Cleansing and Housing Team will continue to liaise in relation to any homelessness issues which may arise within the Quay area.

- In so far as current resources allow, increased random visits to the Quay area by the Community and Safety Enforcement officers to monitor dog fouling issues and act as a deterrent in respect of uncooperative dog owners.

**9 What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, Economy safety and the environment?**

Not applicable.

**Cllr Denham, Portfolio Holder for Economy and  
Chair of the Future of Exeter Quay Task and Finish Group**

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

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

None

Contact for enquiries: Anne-Marie Hawley, Scrutiny Programme Officer, Democratic Services and Civic Support  
Room 2.3, (01392) 265110

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# **CANAL BASIN MASTERPLAN DELIVERY**

**Provided by  
Corporate Manager Property**

The current position on each site as identified in the Canal Basin Masterplan is as follows:-

## Site A

This site has been redeveloped with a retail unit on the ground floor and affordable housing on two floors above.

## Site B

This site remains vacant. There are no current plans for promoting it for redevelopment.

## Site C

The Water Sports Association have secured planning consent for the provision of a new water sports centre on part of this site. They are in the process of securing funds and have given indications that they will be looking to start construction of part of their new facility in the near future.

## Site D

This site has been redeveloped as the new Haven Banks Outdoor Education Centre.

## Site E

This site remains in use as the Council's canal office. There are no current plans to promote redevelopment.

## Site F

The public art public realm improvements have been carried out to this site.

## Site H

This building has been redeveloped as the Climb Centre.

## Site G

This site has been redeveloped as a residential block with a retail unit and car parking at ground floor level.

### Site I – 60 Haven Road

ECQT are involved in negotiations with a developer to refurbish this building and bring it back into active usage.

### Site J

ECQT have granted an Exclusivity Agreement to the Bike Shed Theatre to allow them to explore the possible refurbishment of these premises as an arts-led project.

### Boat Laying-Up Areas

The identified boat laying-up areas have been retained.

### Haven Road Car Park

The chandlery building has been relocated on part of this site, together with a new winter boat storage facility.

## REPORT TO SCRUTINY COMMITTEE ECONOMY

Date of Meeting: 18 June 2015

Report of: Museums Manager & Cultural Lead

Title: Update on Exeter Cultural Action Plan

### Is this a Key Decision?

No

\* One that affects finances over £1m or significantly affects two or more wards. If this is a key decision then the item must be on the appropriate forward plan of key decisions.

### Is this an Executive or Council Function?

Executive

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

1.1 This report provides a progress update on the Exeter Cultural Action Plan.

#### 2. Recommendations:

2.1 Members recognise the progress made in taking forward the Cultural Action Plan and endorse the approach adopted by Exeter Cultural Partnership.

#### 3. Reasons for the recommendation:

3.1 This report is for information and provides a scheduled progress update on delivery of the Exeter Cultural Action Plan. The plan is a shared document jointly owned by Exeter City Council and Exeter Cultural Partnership.

3.2 Formed in 2010 Exeter Cultural Partnership represents the city's cultural organisations including libraries, museums, sport, arts, health, education, business and tourism organisations. It now has over 250 members across the city and sub region, representative of the city's diverse cultural landscape. The collaborative approach represented by the Action Plan is intended to maximise the impact and economic, social and educational benefits of culture to the city's life, in terms of differentiating Exeter's special character; enhancing the quality of life offered by the city and creating a sense of belonging with the community.

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

4.1 There will be some administrative and financial support required from RAMM to support management of Exeter Cultural Partnership's (ECP) Grants for the Arts Award from the Arts Council, England for 'Exeter Cultural Connections'.

4.2 The funding has been made available to undertake a defined programme of work which takes forward some of the priorities outlined in the Cultural Action Plan. These include developing and implementing a communication strategy which is externally focussed but also addresses internal sector needs. This will help with the membership act and work together as a more cohesive whole.

4.3 The plan covers ECP's own further development as an organisation, as well as the creation of a 'cultural city' brand for Exeter. Importantly the plan includes appointment of a Culture Director to help lead ECP and to shape and manage its work. The role will provide ECP with the dedicated capacity it currently lacks. Progress to date has been

achieved through the voluntary efforts of ECP members including the local authority. Inevitably this has been limited by constraints around time and competing work pressures.

- 4.4 This new role will provide resource within ECP, acting as a focus for enabling and delivering its priorities and initiatives.

**5. Section 151 Officer comments:**

- 5.1 The Grants for the Arts Award and partner funding will be held as a separately identified cost code within RAMM's cost centre. There are no additional requests for funding in the report.

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

- 6.1 The Council will be subject to the Arts Council, England ACE terms and conditions.

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

Whilst the monitoring officer generally has no issues to raise on the principle of this report, the ACE standard terms and conditions have not been considered by Legal services. As a result, the MO is not in a position to comment on the contractual implications of accepting the grant funding.

**8. Report details:**

- 8.1 The Cultural Action Plan was presented to the Scrutiny Economy Committee on 14 November 2013. Authored by Exeter Cultural Partnership with support from the City Council, it was informed by an extensive independent consultation exercise conducted with the city's cultural sector. This examined their views and explored the sector's own sense of identity; role within the city, identification of issues and opportunities and aspirations. The consultation was funded through a previous Arts Council England, Grants for the Arts award. The importance of the Action Plan as a shared document jointly 'owned' by the City Council and ECP was highlighted in the committee presentation. Culture's quality of life contribution to the city's offer as a visitor destination, national profile and draw for inward investment, created strong connections to the city's Tourism; City Centre and Knowledge Economy strategies. The presentation also emphasised the Action Plan as a 'living and growing' document which would need to develop alongside the city's sector.
- 8.2 The launch of the Action Plan was held on 9 May 2014. The Chair and Vice Chair of ECP introduced the Action Plan to over 100 attendees at a sector forum. The networking event was used to profile key forthcoming cultural events in the city (i.e. Rugby World Cup 2015; reopening the Central Library; Cloisters Plus Programme) and included a key note address from Charles Landry, author of 'The Creative City'. Networking meetings and the opportunity to understand the city's cultural aspirations in a broader context had been identified as communication needs in the consultation.
- 8.3 The priorities of the Cultural Action Plan have informed ECP's further planning and a successful second application to the Arts Council, England Grants for the Arts scheme for a programme of work titled 'Exeter Cultural Connections'. The application to the Arts Council, England was written and submitted by RAMM on behalf of ECP. The successful bid is for an award of £95,000 and is offered under standard Arts Council



England terms and conditions which have been made available for review by Legal Services.

8.4 Local financial support was key to unlocking this award and came from the University, City Council and Cathedral as partners. Exeter City Council committed the revenue sum of £10,000 (14/15) as partnership funding to Exeter Cultural Connections.

8.5 Exeter Cultural Connections is based on a detailed work strand, programme and budget. The appointment of a Culture Director forms part of this programme of work which is funded until 28-02-2017. Planning for the sustainability of our activity beyond this date will form part of the Cultural Director's task. Delivery of eleven work strands form the defined work programme of Exeter Cultural Connections:

8.5.1 Project Governance

'Exeter Cultural Connections' is a significant programme of work. A governance structure will be put in place to support and monitor its delivery and also to communicate progress to the wider membership. Additionally an Advisory Board of stakeholders is planned to ensure the project is well integrated within the wider life of the city.

8.5.2 Culture Director

The Culture Director's schedule of work will be shaped by the eleven work strand headings of the programme. The Culture Director appointment is a key component of the Exeter Cultural Connections programme. The post will create much needed capacity within ECP. To date ECP's progress has been made on the basis of volunteered commitment from individuals and organisations. This will continue to be critical to ECP, but the paid role of Culture Director will enable ECP to operate at a new level, contributing to the leadership and direction for ECP, taking responsibility for guiding policy, representing the sector, leading priorities and overseeing major initiatives.

8.5.3 Communications Strategy

The Communications Strategy covers the internal communications needs of the city's cultural sector (including organisation of conferences and events); networking with other sectors and agencies and external messaging beyond Exeter.

8.5.4 Development of City Cultural Brand

This will be linked to the Communications Strategy. Brand development and its visual expression will assert the city's cultural identity and aspirations for the future.

8.5.5 Digital communications

Digital communication channels will be used to support the growth of audiences for culture and their engagement, plus connectivity/information sharing by the city's cultural organisations.

8.5.6 Social Media Strategy

Formulation and implementation of a social media strategy will support audience development, marketing, communications and networking by the city's cultural sector.

8.5.7 Coordinating cross city activity

The Rugby World Cup and WWI Centenary are examples of international and national events driving a broader local response. The work plan includes forward

planning for similar events and coordinating a city response to facilitate joint working and profile.

8.5.8 Learning from best practice

Research and understanding of best practice from comparative cities will be used to inform ECP's future planning.

8.5.9 ECP organisational development

As part of the programme, ECP will make plans and undertake activity to support its own further development.

8.5.10 Identification and pursuit of funding opportunities

The Culture Director will take responsibility for identifying and pursuing emerging funding opportunities that support ECP's objectives and its sustainability beyond the end of this funding award.

8.5.11 Facilitating collaboration

The Culture Director working with ECP's Steering Group will pursue and support collaborations that support ECP's objectives. Potentially these might operate at a range of levels, from local, through to international partnerships.

8.6 The ambitions of ECP remain for the sector to play a full part in the city becoming a cultural destination of regional, national and international significance.

8.7 The role of Cultural Director was advertised nationally and interviews held on May 20<sup>th</sup>. The panel included the Portfolio Holder for Economy & Culture. Others on the interview panel included Arts Council England and representatives from ECP's Steering Group. The panel was unable to make an appointment on the basis of the shortlist and has decided to re-advertise having explored the option of making the Culture Director an employed part time role (rather than a freelance/contracted one as previously advertised).

8.8 Once a successful appointment is made the Culture Director is expected to commence work by meeting with key partners and stakeholders. This is likely to include the Business Improvement District which has been going through its own appointment process.

8.9 There are already strong crossover links between the BID and ECP and their plan includes some similar priorities such as city promotion, which ECP will instruct the new Culture Director to explore.

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

9.1 Strategic collaborations such as the one that exists between Exeter City Council and Exeter Cultural Partnership contribute to building a stronger sustainable city by encouraging 'joined up' working around shared priorities. The aspirations of ECP and Exeter Cultural Connections feed into several corporate purposes, the most obvious being 'Provide great things for me to see and do'. However there are also strong links between culture and economic development by, for instance, supporting the local and visitor economies. Contributions to place making and community engagement; health and well being, education, means this work also delivers outcomes around 'Help me run a successful business', and 'Keep me/ my environment safe and healthy'.

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

- 10.1 This report is a progress update on Exeter Cultural Action Plan which is being led by Exeter Cultural Partnership, an independent organisation. The report focuses on the Exeter Cultural Connections work programme which has received financial support from the Arts Council, England. ECP is responsible for delivering the work programme. Appropriate arrangements have been put in place for governance. ECP's Steering Group includes ECC representatives (officer and Portfolio Holder for Economy & Culture). There is a detailed budget associated with the work programme.
- 10.2 ECC (RAMM) 'holds' the ACE grant on behalf of ECP and will oversee draw downs from the ACE. Expenditure will be monitored by an ECP sub group to ensure it is in line with approved expenditure and cash flow. RAMM budget monitoring means there is also a secondary check within the system.
- 10.3 RAMM is familiar with the Arts Council, England Grants for the Arts programme having received and handled previous awards in its own right.

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

- 11.1 This report concerns progress being made by Exeter Cultural Partnership and its member organisations, many of which are actively engaged in addressing these issues.

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

- 12.1 This is a report for information only and does not require decision.

**Assistant Director, Economy  
Museums Manager & Cultural Lead**

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

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

None

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

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**REPORT TO:** SCRUTINY COMMITTEE ECONOMY  
**Date of Meeting:** 18 June 2015  
**Report of:** Economy & Tourism Manager, Economy  
**Title:** Unemployment in Exeter

**Is this a Key Decision?**

No

**Is this an Executive or Council Function?**

Executive. This report is for information only.

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

1.1 To update members on the levels of unemployment in Exeter, comparing the city with our neighbours and against regional and national trends.

1.2 This report also provides an update on the support available to people who are currently unemployed in Exeter.

**2. Recommendations:**

2.1 That Members note and comment on the report and agree to a watching brief through an annual update on unemployment within the city, unless trends change.

2.2 Going forward, data will be collected and reported on for the wider area of Exeter, East Devon, Mid Devon and Teignbridge.

2.3 A report is brought back to Scrutiny Committee Economy detailing trends in employment, salary levels, skills and qualifications for Exeter and the wider area, with comparisons nationally.

**3. Reasons for the recommendation:**

3.1 That Members are made aware of any issues and trends regarding unemployment within the city.

3.2 Going forward, Members are aware of changes within the employment sector within and surrounding Exeter.

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

4.1 There are no financial or significant personnel implications as a result of this report. The Economy & Tourism Manager keeps a monthly watching brief on unemployment levels within the city, which are reported to SMT on a monthly basis.

**5. Section 151 Officer comments:**

5.1 There are no financial implications contained in this report.

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

6.1 None.

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

7.1 This report raises no issues of concern to the Monitoring Officer.

## 8. Unemployment trends in Exeter

8.1 Being long-term unemployed is damaging to an individual, their family and the community in which they live. Research suggests that being unemployed affects mental and physical health, and holds back economic growth. Older people who are out of work can find it more difficult to get a job and they are more likely than younger people to remain unemployed for longer, as shown within graph 2 within this report.

8.2 The following tables and graphs give you a visual representation of the numbers and trends in Jobseekers' Allowance and Key Benefit Claimants, of those living in Exeter over an 18 month period.

8.3 The number of claimants in Exeter had reduced by 31.69% (from 1,240 to 847) across the board over the previous 12 months, as shown in the table below and within Appendix 1. The most notable reduction is with people claiming JSA for 6 – 12 months a reduction of 58.43% (from 175 to 85) and people claiming JSA for 12 months plus +, a reduction of 57.89% (from 285 to 120).

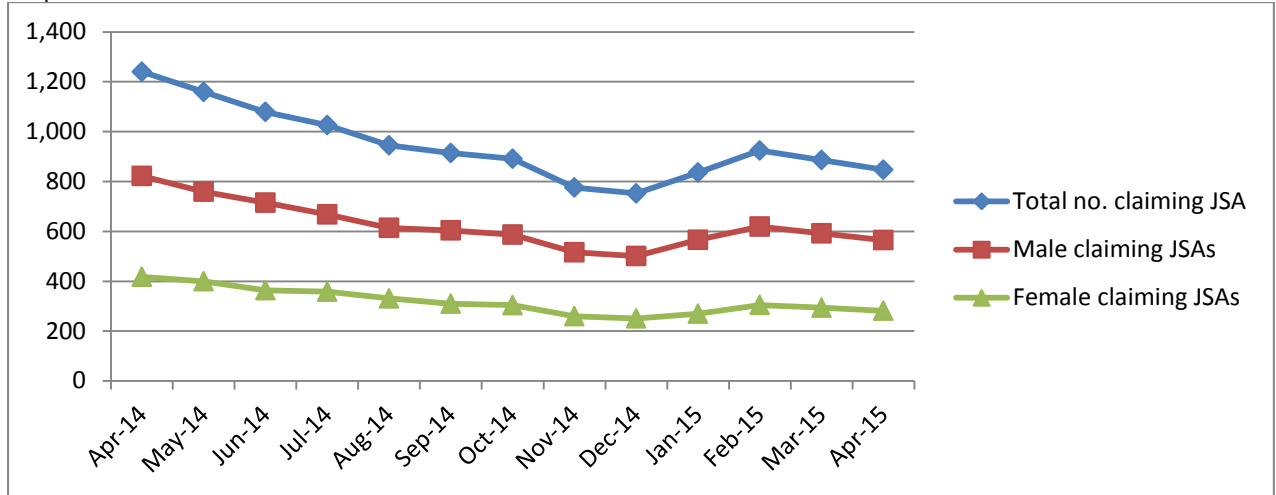
8.4 The table below highlights changes within unemployment over the previous 12 months within Exeter, and comparing the city with the rest of the South West. The city has fared well for those claiming JSA for 6 months or more, reducing by over 50% for both categories: 6 – 12 months and 12 months +.

<b>April 2015 compared to April 2014</b>	<b>Exeter</b>	<b>South West</b>
Number of JSA claimants	-31.69%	-35.48%
Number of male claimants	-31.27%	-35.58%
Number of female claimants	-32.54%	-35.29%
JSA claimants for less than 6 months	-17.15%	-28.15%
JSA claimants for 6 – 12 months	-58.43%	-43.51%
JSA claimants for 12 months +	-57.89%	-43.20%
JSA claimants aged 18 – 24 years	-39.29%	-40.64%
JSA claimants aged 25 – 49 years	-31.47%	-34.26%
JSA claimants aged 50 – 65 years	-21.28%	-25.55%
Key benefit claimants in Exeter	-5.15%	-5.37%

8.5 Graph one shows the reduction in and the numbers of JSA claimants over the previous 12 months, and the breakdown between male and female. The rise in the number of

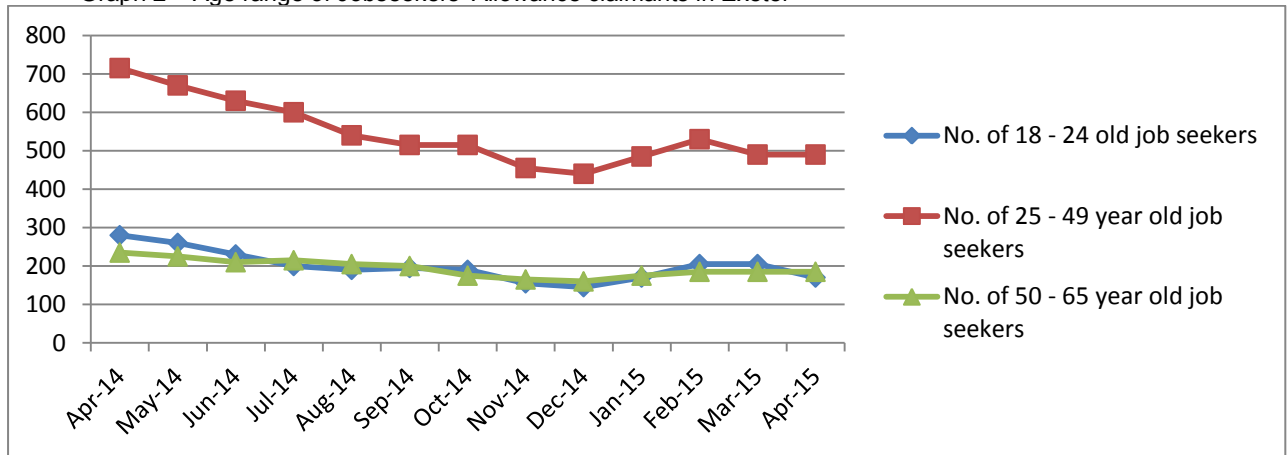
JSA Claimants in January and February 2015 was due to seasonal Christmas employment opportunities ceasing and people resigning after the Christmas period. JobCentre Plus in Exeter expects the decline featured in March and April to continue.

Graph 1 – Overall Jobseekers' Allowance claimants in Exeter



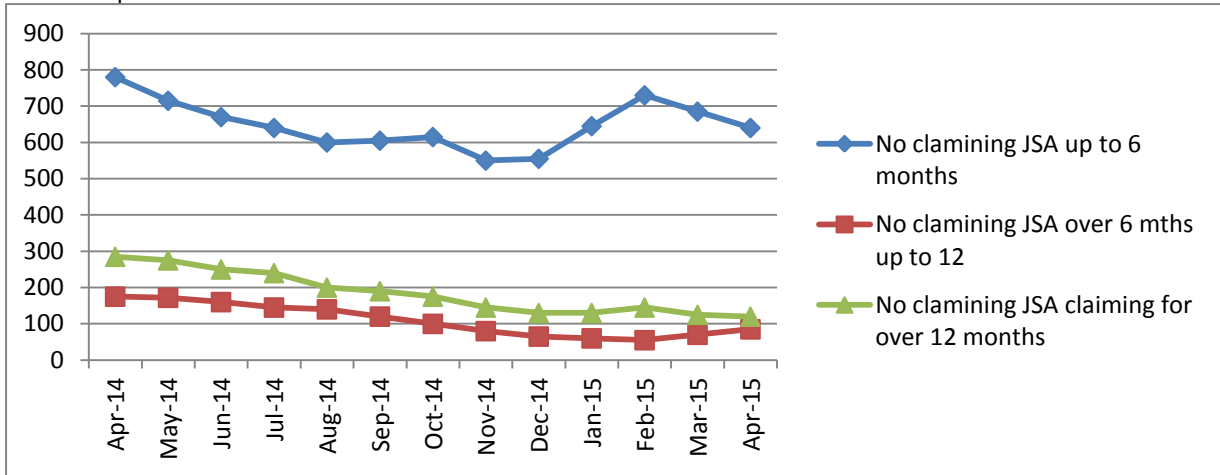
8.6 During 2013 there was a concern regarding the high level of young people aged 18 – 24 years old receiving JSA within the city, as shown in graph 2. Over the previous 12 months this has reduced by over 39% from 280 to 170. There has been a wide range of local and national initiatives that have played their part in getting young people back into employment or training, featured within section 9 of this report.

Graph 2 – Age range of Jobseekers' Allowance claimants in Exeter



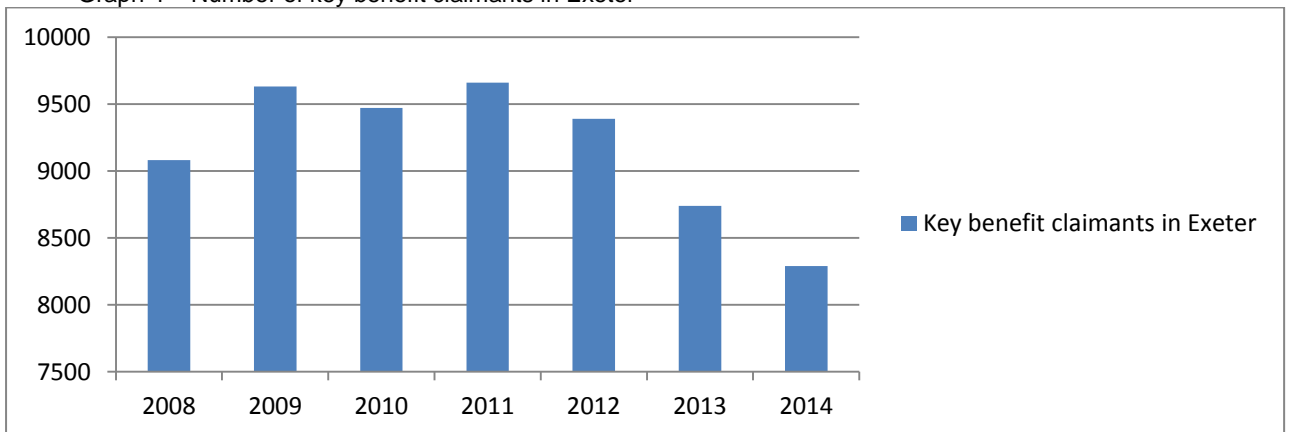
8.7 There was also concern regarding the number of people claiming JSA for long periods of time (12 months +). This has reduced over the previous 12 months by 57.89% from 285 to 120 in April 2015.

Graph 3 – Period of time of Jobseekers' Allowance claimants in Exeter



8.8 The full range of benefit claimants in Exeter has reduced by just over 5% (from 8,740 to 8,290) comparing 2014 to 2013. Within the South West this has reduced by 5.37% (from 378,490 to 358,150) over the same period of time.

Graph 4 – Number of key benefit claimants in Exeter



8.9 Data on key benefit claimants is released every quarter by government, and includes:

- **Job Seekers Allowance (JSA)**
  - People can apply for help while they are looking for work. To receive JSA they usually have to be 18 or over, be available for work and meet the rules for eligibility. When applying for JSA the claimant must go to an interview and accept a Claimant Commitment, an agreement that the claimant will complete certain tasks, eg make a work plan.
- **Employment & Support Allowance**
  - If someone is ill or disabled, ESA offers them financial support if they are unable to work, and personalised help so that they can work if they are able to do so.
- **Incapacity Benefit**
  - This benefit is gradually being replaced with ESA (above).
- **Lone Parent**



- Available if an individual meets specific conditions such as: if they and their partner have no income or a low income, are working less than 16 hours a week and you haven't signed on as unemployed.
- **Carers**
  - Carer's allowance is available to help look after someone with substantial caring needs. They must be 16 years old or over and spend at least 35 hours a week caring for them
- **Disability Living Allowance**
  - Personal Independence Payment (PIP) is gradually replacing this benefit. It helps with some of the extra costs caused by long-term ill-health or a disability. The allowance depends on how a condition affects a person, not the condition itself.
- **Bereavement Payment**
  - If a husband, wife or civil partner has died you may be able to receive a one-off, tax-free, lump-sum payment of £2,000. If the claimant is on low income they may get Funeral Payment to assist paying for a funeral. A claimant might be able to claim Bereavement Allowance (previously known as Widow's Pension) if they are widowed between 45 and State Pension age.
- **Others on income related benefit**
  - Available to those on a low income, that claim Council Tax benefit, Pension Credit and Housing benefit.

## 9. Support available to assist people back into employment

9.1 Government initiatives, and some local ones, are assisting people back into work or training covering a wide range of ages, some are listed below, with the majority featured within Appendix 2 and 3.

9.2 There are a wide range of initiatives and projects that are developed and managed locally, addressing issues for key sectors of the community. There are three specific projects for supporting young people addressing opportunities to gain employment, based around sport and activity: The majority of national projects and initiatives are delivered by JobCentre Plus.

### REEP

9.3 The Exeter & the Heart of Devon Employment & Skills Board, submitted an application to the Local Response Fund (administered by the Heart of the South West LEP) to fund a Rugby World Cup 2015 project for young unemployed people aged 16 – 24 years old living in the city. The application was successful and the scheme was rolled out February 2015 with 9 taking part and completing the programme; and of these 9, 8 being successful in gaining employment. A further cohort took place May 2015, with 5 starting and 4 completing the programme. Numbers were lower for the second cohort due to a recent reorganisation within JobCentre plus and young people not being referred to the programme.

9.4 REEP (Rugby Empowering Employment Programme) is a 10 day programme delivered by Motiv-8 South West and Sampson Hall through experiential learning with fun and engaging practical activities that get young people ready and fit for work. The programme focuses on:

- giving the right first impression
- setting goals and motivating yourself
- being a team player

- building self confidence
- learning to budget
- health, fitness and well being

9.5 Each participant is partnered with a buddy/mentor from the local business community to assist them in gaining employment during and after the programme.

### **HITZ Rugby**

9.6 HITZ Rugby is an award winning national programme that tackles some of the challenges young people face on a day to day basis. Delivered nationally by Premiership Rugby, HITZ uses rugby to increase young peoples' resilience, self-reliance and self confidence. It gives young people aged 16 – 18 years old the skills they need to get back into education, vocational training, apprenticeships and employment. Through the programme young people will:

- develop confidence, communication, maths, English and teamwork skills
- achieve a Level 1 Diploma in Sports & Active Leisure
- take part in weekly personal social development sessions
- develop work based skills in employability sessions
- gain work experience in the sports and active leisure industry

9.7 Referrals are from youth offending teams, probation and social/youth services. There is a commitment for young people to attend for 50 weeks. HITZ Ambassadors (professional rugby players) from Exeter Chiefs attend sessions to provide inspiration and offer training sessions for the attendees.

### **Football in the Community**

9.8 Exeter City FC and Football in the Community run Creating Chances courses in conjunction with Exeter CVS, which works on employability skills and the principals of sports coaching for 16 – 24 year olds. These are six week courses funded by Devon County Council. A new course has started at Petroc College in Tiverton.

9.9 They also run Activity Leadership NVQs for 16-18 year olds that are NEET's (Not in Education, Employment or Training) in the city. This is a 12 week course, with courses running throughout the year.

### **Personalised Mentoring Project**

9.10 From early March 2015 JobCentre Plus in Exeter introduced a Personalised Mentoring Project for young people aged between 18 – 24 years old who have been unemployed for 12 weeks or more. This initiative is part of the Plymouth and Southwest Peninsula City Deal.

### **Youth Contract**

9.11 The £1 billion Youth Contract is available for 18 to 24 years olds who can get extra help, including voluntary work placements, apprenticeships and careers guidance to assist young unemployed people get a job. The purpose of the Youth Contract is to engage with young people who are hardest to reach and support them into education, training or a job with training. The programme also supports 16 and 17 year olds who are not participating in education, employment or training (NEET) and who have:

- no GCSEs at A\* - C
- 1 GCSE at A\* - C
- young offenders released from custody/serving a community sentence (with 1 or more GCSEs at A\* - C)
- young people in care or who were in care (with 1 or more GCSEs A\* - C)

### **Work Together**

- 9.12 Job Centre Plus, through Work Together, encourages unemployed people to think about volunteering as a way of improving their employment prospects while they are looking for work.
- 9.13 Flexibility has been introduced so claimants who have been on Jobseeker's Allowance for 6 months or more may attend full-time training and remain on Jobseeker's Allowance rather than moving onto a training allowance. This only applies to training of up to and including 30 hours a week and which lasts for a maximum of 8 weeks.

### **Work Programme**

- 9.14 The Work Programme provides personalised support, work experience and training for up to 2 years to help people find and stay in work.  
Eligible candidates for the Work Programme are:
- in receipt of Job Seekers' Allowance for more than 3 months
  - in receipt of Employment and Support Allowance and in the Work-Related Activity Group (where you'll have regular interviews with an adviser)

### **New Enterprise Allowance**

- 9.15 The New Enterprise Allowance was introduced to help unemployed people who want to start their own business. It can provide mentoring support and money to help people start their own business if they are in receipt of certain benefits and have a business idea that could work.

### **Work Choice**

- 9.16 There is support available for disabled people who need more help to find and keep a job, through Work Choice. Money is provided through the Access to Work scheme towards the costs that will help a disabled person do their job

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

- 10.1 The local and national projects and initiatives listed within this committee report are aimed at getting people back into employment and training. These tie into the purpose of 'Help me with my financial and housing problem' and the key actions of:
- Supporting business and economic growth
  - Sharing the benefits of growth

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

- 11.1 The Economy & Tourism Manager monitors trends related to unemployment on a monthly basis, going forward this will also include neighbouring local authority areas. If there are any unusual adjustments, these will be discussed with JobCentre Plus, Exeter & the Heart of Devon Employment Skills Board, Devon County Council and the Local Enterprise Partnership to determine support that could be made available to people recently unemployed or those experience long-term unemployment.

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

12.1 No decision are being undertaken within this report. Projects and initiatives referred to within this report are being delivered across the city and across a wide range of communities - with some initiatives improving young people's health and wellbeing, as well as their employment and training prospects.

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

13.1 None – it is advised to monitor trends on a monthly basis and report back to Economy Scrutiny Committee on an annual basis or when appropriate if there are any marked changes in the situation.

**Victoria Hatfield, Economy & Tourism Manager**

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

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

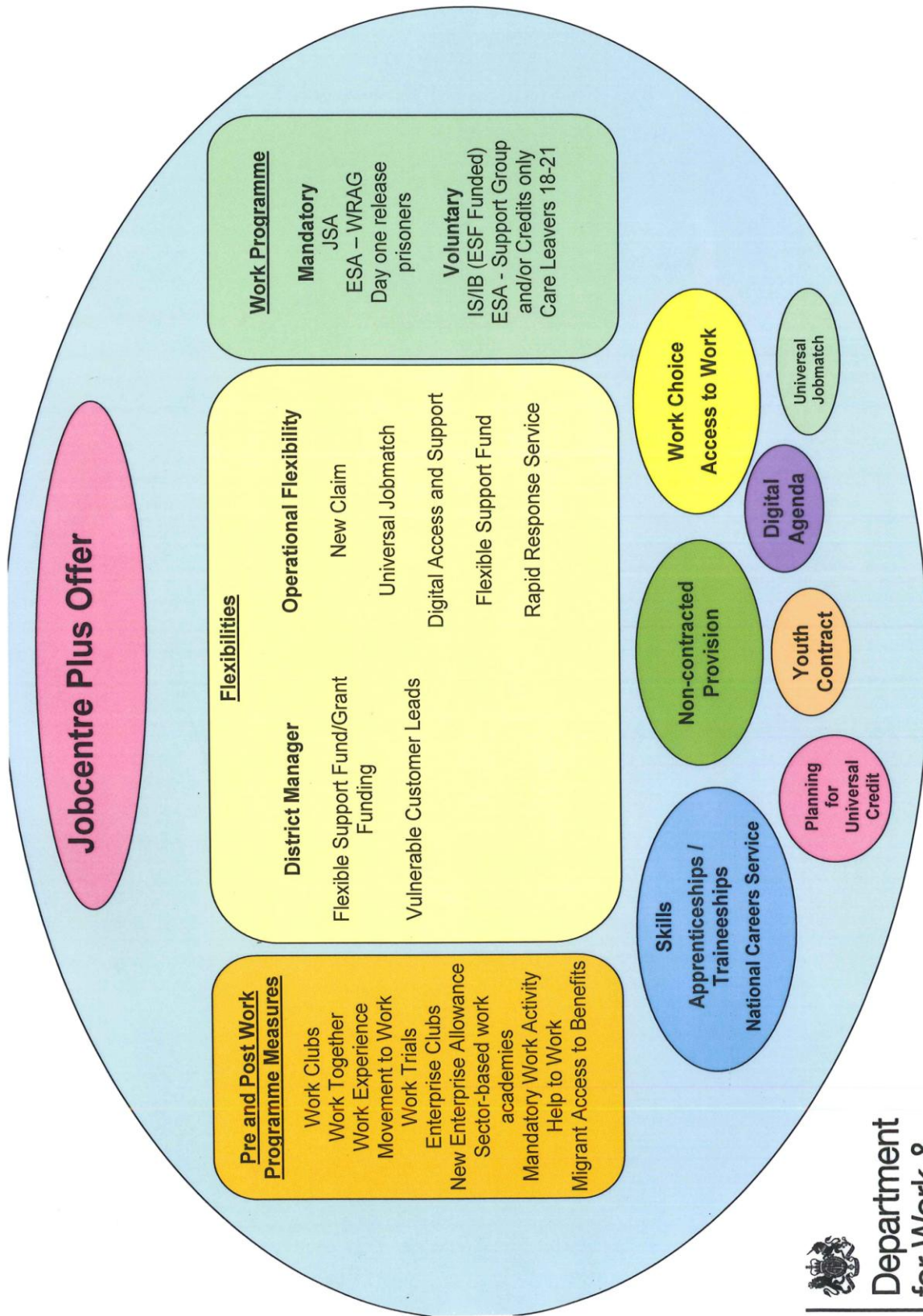
None

Contact for enquires:  
Democratic Services (Committees)  
Room 2.3  
01392 265275

## APPENDIX 1

### Population, benefit claimant data and salary averages for Exeter the wider area (April 2015)

	Exeter	East Devon	Teignbridge	Mid Devon	Plymouth	Bristol	Devon	South West	National
Population	<b>121,800</b>	134,900	126,000	78,700	259,200	437,500	758,100	5,377,600	62,275,900
Population aged 16 – 64	<b>83,300</b>	74,400	74,000	46,900	169,300	297,700	452,500		
	<b>68.4%</b>	55.2%	58.7%	59.6%	65.3%	68.0%	59.7%	61.7%	63.8%
Economically active	<b>67,600</b>	60,300	62,800	40,400	137,000	257,100			
	<b>83.1%</b>	80.1%	79.3%	82.5%	77.4%	76.6%	80.3%	80.2%	77.3%
Economically inactive	<b>13,600</b>	14,200	15,400	7,900	39,100	76,800			
	<b>16.9%</b>	19.9%	20.7%	17.5%	22.6%	23.4%	19.7%	19.8%	22.7%
Key benefit claimants	<b>8,290</b>	6,630	7,880	4,520	26,370	40,820			
	<b>10.0%</b>	8.8%	10.5%	9.5%	15.6%	13.7%	10.1%	10.8%	12.5%
JSA claimants	<b>847</b>	576	643	386	3,053	5,928			
	<b>1.0%</b>	0.7%	0.9%	0.9%	1.8%	2.0%	0.9%	1.2%	1.9%
No of males	<b>565</b>	358	390	235	2,073	3,874			
	<b>1.4%</b>	0.9%	1.2%	1.1%	2.4%	2.6%	1.2%	1.6%	2.4%
No of females	<b>282</b>	218	253	151	980	2,054			
	<b>0.7%</b>	0.5%	0.6%	0.7%	1.2%	1.4%	0.6%	0.8%	1.3%
Claiming up to 6 mths	<b>640</b>	440	495	265	1,905	3,640			
	<b>0.8%</b>	0.5%	0.7%	0.6%	1.1%	1.2%	0.6%	0.8%	1.1%
Claiming 6 – 12 mths	<b>85</b>	50	50	35	425	820			
	<b>0.1%</b>	0.1%	0.1%	0.1%	0.3%	0.3%	0.1%	0.2%	0.3%
Claiming 12 mths +	<b>120</b>	85	100	85	725	1,460			
	<b>0.1%</b>	0.1%	0.1%	0.2%	0.4%	0.5%	0.1%	0.2%	0.5%
No. Of 18 – 24 year olds	<b>170</b>	130	140	105	800	1,270			
	<b>0.8%</b>	1.1%	1.7%	1.9%	2.3%	2.1%	1.4%	1.9%	2.8%
No of 25 – 49 year olds	<b>490</b>	300	310	200	1,705	3,525			
	<b>1.2%</b>	0.8%	0.9%	1.9%	2.0%	2.1%	0.9%	1.3%	2.0%
No of 50+ year olds	<b>185</b>	145	195	75	545	1,120			
	<b>1.0%</b>	0.5%	0.8%	0.6%	1.2%	1.7%	0.7%	0.9%	1.4%
Residence weekly pay	<b>£455.10</b>	£462.90	£449.70	£440.20	£471.50	£508.70	£460.70	£495.60	£520.80
Workplace weekly pay	<b>£512.30</b>	£440.50	£439.80	£444.20	£515.70	£526.80	£450.80	£485.00	£520.20



## **APPENDIX 3**

Exeter JobCentre Plus support available

### **Flexible Support**

- District Managers have the autonomy to use resources at their disposal to provide the support needed locally
- Advisers have greater flexibility to;
  - work with claimants to identify barriers to employment
  - use the menu of support & flexibility around interviews depending on claimant need

### **Flexible Support Fund**

- funding support at the discretion of the District Manager
- is a key enabler to meet claimant & partner needs in order to maximise off flows into work
- can help with childcare and/or transport costs
- Grant Funding enables Jobcentre Plus (JCP) to support partnership activity through one-off contributions to the cost of the partnership

### **Work Clubs**

- organised by voluntary organisations, partners & employers
- encourages claimants to share experiences & jobsearch skills, identify opportunities & make contacts

### **Work Together**

- enable claimants to develop new work skills/experience through volunteering & to build their confidence

### **Work Experience**

- JCP is working with employers to provide voluntary opportunities for young claimants including 16-17 year olds on JSA
- Adviser discretion to refer 25+ claimants
- will help claimants gain an insight into the world of work & offer 2-8 week work placements extendable to 12 weeks for 18-24 year olds to support an apprenticeship start

### **Movement to Work (MtW)**

- As part of the national Movement to Work programme the Civil Service has agreed to offer 6,000 MtW 4-6 week work placements in 2014/15 for NEETs between the ages of 18 and 24

### **Enterprise Clubs**

- will encourage claimants to exchange ideas and skills, share experience & work through their business ideas

### **New Enterprise Allowance**

- to support claimants from day 1 who wish to start their own business
- business mentors will provide guidance and help develop the business plan through early stages of trading
- an allowance worth up to £1275 will be payable for the first 6 months of trading
- a loan of up to £1000 is also available to help with start up costs

### **Sector-based work academies**

- will offer accredited, sector-specific pre-employment training, work experience and a guaranteed interview

### **Mandatory Work Activity**

- For claimants who need support to gain work related discipline and focus their jobsearch. Up to 4 week placements are an option.

### **Rapid Response Service**

- provides support to people/employers affected by redundancy or other workforce management measures

### **Work Choice**

- provides long-term help and tailored support for individuals with more complex disability needs

### **Access to Work**

- assists disabled people who are in paid employment (or with a job or Work Trial to start) by providing practical support in overcoming related obstacles from disability
- may contribute towards additional employment costs resulting from disability

### **DWP European Social Fund**

- The DWP European Social Fund is investing in jobs and skills – focusing on people who need support the most and helping them fulfil their potential, transforming lives through better skills and better job prospects.

### **Lone Parent Obligations**

- Lone parents with children over 5 are no longer eligible to claim IS solely on the grounds of being a lone parent and need to claim another benefit if they are not in paid employment
- Support is provided to those lone parents who have a youngest child aged under five and who are claiming Income Support on the grounds of being a lone parent
- some will still be eligible if they receive carers allowance, have a foster child or a child entitled to DLA middle or higher rate care component

### **Support for 16-17 Year Olds**

- government announced initiatives that will provide;
  - early access to the Work Programme for vulnerable 18 year olds
  - increased support for NEETs
  - a yearly £10 million DWP Innovation Fund

### **Skills Conditionality**

- JSA and ESA WRAG claimants who have skills need preventing them moving into work should be mandated to skills provision funded by SFA where the need is less clear
- sanctions may be applied to claimants who fail to attend, participate or complete provision

### **Youth Contract**

- is a package of support for unemployed people that builds on support already available via JCP and the Work Programme
- includes a number of key elements;
  - an extra 250,000 Work Experience or sbwa placements over the next 3 years with an offer of a Work Experience placement for every 18-24 year old who wants one before entering the Work Programme

### **JSA Full Time Training Flexibility**

- allows claimants who have been claiming JSA for 6+ months and have been mandated as part of Skills Conditionality to take part in training of up to and including 30 hours per week and remain on JSA, as long as the training is for 8 weeks or less

### **Work Programme**

- contracted service providers have the autonomy to decide how best to support claimants
- a radical change to payment by results and performance measures
- a coherent package of provision complementing the Get Britain Working measures and JCP support
- eligibility ranges from day 1 for ex-offenders, 3 months (for JSA NEETs, YP, former IB claimants) to 12 months for 25+ claimants. IB/SDA, care Leavers 18-21 from day 1, IS claimants and stock ESA claimants are eligible anytime with all other ESA claimants being eligible from the WCA outcome date

### **Migrants' Access to Benefits**

- Introduced new measures to ensure that only those who clearly establish residence in the UK, and come to the UK to work and have a realistic chance of finding work, are able to access the benefits system.



## **IB Reassessment**

- the key tool to support reassessment is the Work Capability Assessment (WCA)
- the WCA will identify the most severely disabled people and/or with the most severe health conditions & place them in the ESA Support Group
- those assessed as capable of undertaking some work related activity will be placed in the ESA Work Related Activity Group
- those assessed as fully capable of work will be invited to claim JSA, claim/remain in IS if they satisfy an alternative condition of entitlement, or move off benefits

## **Help to Work**

- A package of measures to maintain the momentum to help claimants enter employment at the earliest opportunity including:-
  - 20 minute Quarterly Work Search Interviews every 13 weeks
  - English language skills screening at new claims and mandates assessments and training for all identified as needed
  - Requirement and help to set up an email address, prepare a suitable CV and to register on Universal Jobmatch
  - additional weekly work search reviews, the focus given to those who need extra support or who are not fully engaging with the system.
  - Increased Lone Parent conditionality
  - three intensive support options for Work Programme completers.
    - the Mandatory Intervention Regime
    - Daily Work Search Reviews or
    - Community Work Placements

## **Universal Jobmatch**

([www.gov.uk/jobsearch](http://www.gov.uk/jobsearch) )

An important part of DWP's digitalisation agenda, the web-based job posting & matching service delivered by Monster for jobseekers and companies

## **Universal Credit**

- will be a single income-related payment reflecting a claimant's circumstances rolling out nationally from February 2015
- replaces IS, income-based JSA & ESA, Housing Benefit, Child & Working Tax Credits as a single payment
- will be withdrawn as earnings rise at a rate of 65p per pound net earnings
- designed to ensure work will always pay
- UC has been successfully rolled out to many Pathfinder sites including Bath and includes both single and couples claiming benefits
- the Claimant Commitment places a strong focus on the responsibilities that claimants must fulfil.

## **Digital Agenda**

- work is underway for claimants of JSA, ESA, IS, DLA, AA and CA to be able to set up an account online, track claim/appeal progress, access a full breakdown of their award & taxable benefits, check payment dates & history and report changes of address and/or payment method
- current services available online include;
  - State Pension online (via Gov.uk website), JSA and Universal Credit online, jobsearch (via Universal Jobmatch), online Benefits Adviser [entitledto.co.uk](http://entitledto.co.uk) , Rapid Reclaims, Child Maintenance & Enforcement Commission and associated claims to Housing and/or Council Tax Benefit
- Jobcentres have installed over 6000 Wi-Fi enabled Web Access Devices to support claimants to make a claim online and for their jobsearch.

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**REPORT TO:** SCRUTINY COMMITTEE ECONOMY  
**Date of Meeting:** 18 June 2015  
**Report of:** Victoria Hatfield, Economy & Tourism Manager  
**Title:** Invest in Exeter Promotional Activity

**Is this a Key Decision?**

No.

**Is this an Executive or Council Function?**

Executive.

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

1.1 To inform Members on marketing activity, promoting Exeter for inward investment and business relocations under the name of 'Invest in Exeter'.

1.2 Exeter is not the local authority area, but includes approximately a 5-6 mile radius of the city, which incorporates Exeter Science Park, Skypark Exeter and the main industrial sites surrounding the city.

**2. Recommendations:**

2.1 To inform Members of activity undertaken to promote Exeter for inward investment and business relocations.

2.2 Members to comment on activity to promote the city.

**3. Reasons for the recommendation:**

3.1 The promotion of Exeter for inward investment and business relocations has been an ongoing priority for the City Council and has been the subject of previous committee reports. The city's economy has proved resilient throughout and after the economic downturn, but there is no room for complacency and continued promotion of the city is required in an ever competitive market place.

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

4.1 Activity will be implemented within existing financial and non-financial resources, fully funded by Exeter City Council, with contributions from the Heart of the South West LEP and Devon County Council's Invest Devon – as and when appropriate. The Economy Unit will work closely with the Exeter Growth Board, neighbouring local authorities and where appropriate local partners to development and implement promotional activity. The intention is also to bid for funding through the Heart of the South West Local Enterprise Partnership to deliver some activity as and where appropriate.

**5. Section 151 Officer comments:**

5.1 There are no financial implications contained in this report.

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

6.1 None on the basis this is a general update to members.

## 7. Monitoring Officer's comments:

- 7.1 This report raises no issues of concern the Monitoring Officer. However, officers should be aware of European Union rules and regulations regulating investment and are welcome to contact Legal Services for specific advice.

## 8. Background

### Exeter Knowledge Economy Strategy

- 8.1 The release of the Exeter Knowledge Economy Strategy in 2014 recommended a direction and vision in how Exeter should be developed and promoted to enable the city to adapt and attract more high-growth potential jobs. The vision of ***'to make Exeter the best-known city in the South West of England for innovation'*** is the focus of activity for the Economy Unit in terms of promoting the city for inward investment and business relocations. Two objectives have been adopted, that within 5 years of adoption work results in the establishment of:

- 75 new companies established within the Exeter area
- 2,000 new jobs created, linked to the sectors identified

- 8.2 To achieve the above objectives and to further develop and establish the knowledge economy within Exeter, based on attracting and growing science and technology organisations, research and development and creating high quality employment opportunities in the city, a number of projects and initiatives have been, and will be, developed. This report covers the wide range of marketing activity currently undertaken and planned to attract new companies to the city under the brand of 'Invest in Exeter'. Specific actions from the Knowledge Economy Strategy will be the subject of a committee report autumn 2015.

### Cambridge County Council visit to Exeter

- 8.3 The Business Manager of Cambridgeshire County Council (Enterprise and Economy) was invited to present to the Exeter City Council's 'Growth and Marketing Exeter Task & Finish Group' to talk through how Cambridge has achieved the success around developing a knowledge economy.

- 8.4 The key highlights of the presentation were:

- Building personal relationships between organisations and networking brings businesses into an area.
- Having superfast broadband is imperative to existing companies and in attracting new companies to relocate to your area.
- Contracts of employment for staff employed by Cambridge University enable them to become involved in local/new businesses as directors and non executive directors enabling graduates to start up their own business in Cambridge.
- The Cambridge Science Park has taken 10 years to establish, with no change in their gateway policy.
- It has taken a substantial period of time for Cambridge to develop their economic growth.

- Pro-active marketing for inward investment to Cambridgeshire is administered mainly by the District Councils with a reliance on the Cambridge name to bring in business.
- Working as one economic area with other Authorities and organisations is valuable, particularly when developing bids to Central Government to secure funding.
- Building an integrated approach to handling inward investment is a way forward, Cambridge have worked with the University to reinforce the “Cambridge” brand.

## 9. Invest in Exeter marketing activity

9.1 Invest in Exeter marketing and promotional activity will focus on the following target markets:

- **domestic markets as the primary focus** for inward investment targeting journalists, MP’s, VIP’s, business relocation agents and individual companies
- **international markets**, raise awareness of Exeter to UKTI representatives
- **sectors from the Exeter Knowledge Economy Strategy:**
  - Health (focus for 2015)
  - Water (focus for 2015)
  - Business & Professional Services (focus for 2015)
  - Big Data
  - Climate Change
  - Agri-tech
- **utilising existing traditional media as well as social media** platforms targeting influential bloggers, social media contributors and offline journalists focused on business relocations, inward investment, the economy and developments

9.2 The following details the range of marketing and promotional activity Invest in Exeter will be under taking, over the next financial year, to increase the number of businesses that relocate to the city.

### Launch event for Invest in Exeter

9.3 Leaders from the city’s most successful businesses, organisations and institutions shared details of their work and initiatives being delivered – including the new £97million Met Office Supercomputer – to an invited audience at an event on Thursday 4 June 2015 at Exeter Science Park, funded by the Heart of the South West LEP. The event marked the launch of ‘Invest in Exeter’, the main speakers at the event included:

- Karime Hassan, Chief Executive & Growth Director Exeter City Council
- Steve Noyes, Operations & Services Director Met Office
- Professor Mark Goodwin, Deputy Vice Chancellor University of Exeter
- Sir William Wakeham, Chair Exeter Science Park

9.4 Representatives from some of the city’s most successful companies detailed why Exeter has become such an attractive city for business, industry and research and their own role in supporting companies committed to fast-growth. They included:

- Luke Lang, Co-founder Crowdcube

- Andrew Pearce, Director Jones Lang Lasalle
- Lucy Smallwood, Partner Michelmores
- Damian Lannon, Tax Partner Francis Clark
- Simon Barker, Board Member Heart of the South West LEP

These businesses are key players within the Exeter Key Employer programme, with some playing a vital role in assisting the City Council with businesses to relocating to Exeter.

- 9.5 The keynote speaker at the event was inventor and futurologist Dr Ian Pearson, who presented his predictions for national trends within technology, big data and society, and how these trends are likely to affect Exeter.
- 9.6 A number of potential investors / business relocators were invited and attended the event to gain first-hand knowledge of the city, to network and speak to other businesses within Exeter and to tour around some potential sites for their potential future relocation. These investors will be contacted following the launch regarding any further assistance required in relocating to Exeter.
- 9.7 Local, regional and national media (standard and trade) were invited, for them to feature the event in their respective newspapers, magazines and websites, these include:
- **Local:** Express & Echo / Western Morning News / Manor Magazine / Devon Life / Exeter Living / Insider South West / Radio Exe / Heart FM
  - **National:** The Guardian / Daily Telegraph / The Financial Times / New Scientist

#### **Promotional Website**

- 9.8 The main 'call to action' for all promotional activity is [www.investinexeter.co.uk](http://www.investinexeter.co.uk) with information on why and how a business can relocate to Exeter. This website sits within the City Council's website, but having its own URL address with new content and business news stories being added on a weekly basis. Discussions have been taking place with Policy, Communications & Community Engagement to ensure that within the new City Council website, business pages are featured prominently, that the Exeter Commercial Property Register is fully integrated and that the business pages have some creative design work – due to our work not being transactional but promotional.
- 9.9 The Invest in Exeter promotional video can also be viewed on the website, as well as images from our inward investment photographic library.

#### **Invest in Exeter Promotional video**

- 9.10 Early 2014 Three S Films, a specialist and well regarding film company was appointed to produce an inward investment promotional video on Exeter and the surrounding area. The promotional video was launched November 2014 and to date has received over, 8,000 views on You Tube. The promotional video has also been translated into Spanish, Chinese and Portuguese. Summer 2015 an updated version of the video will be re-released with updated voice over and new Invest in Exeter branding.
- 9.11 A wide number of businesses within and surrounding Exeter have uploaded the promotional video onto their own websites, including The University of Exeter, Invest Devon (DCC), Michelmores, Exeter Science Park, Foot Anstey, Devonshire Homes and England 2015 (RWC). The promotional video is also available for councillors and

staff to use for presentations when attending conferences and exhibitions to promote Exeter.

- 9.12 Due to changes within Exeter, an updated version of the promotional video will be released summer 2015 with updated voiceovers and will be subsequently distributed widely throughout the business community for use.

#### **Exeter Image Library**

- 9.13 Annually the Economy Unit commission a photographer to update the image library on developments within and surrounding Exeter. On two previous occasions Tony Cobley was commissioned to develop an extensive image library on Exeter, specifically related to inward investment and business relocations. Images are shared with local commercial agents, local and national press, Invest Devon and Heart of the South West LEP to assist in the promotion of Exeter.
- 9.14 Updated images will be taken throughout 2015 related to our target sectors and the development of the knowledge economy within Exeter.

#### **Exeter Inward Investment Prospectus**

- 9.15 The prospectus has been designed in a folder format to ensure it is flexible in its content showcasing Exeter for inward investment and business relocation enquiries – and does not date. Prospectus inserts are printed as and when required to keep costs to a minimum, this also allows the inserts to be updated on a regular basis as and when new information on Exeter is released – such as new employment figures.
- 9.16 The Exeter Inward Investment Prospectus is distributed at relevant conferences, events and exhibitions, and to key industry leaders and journalists.

#### **Development of a Brand for Invest in Exeter**

- 9.17 To ensure that the City Council, Invest Devon, the Heart of the South West LEP and commercial property agents are marketing the city appropriately for investors and people interested in relocating their business to Exeter, the Economy Unit are currently undertaking a perception survey of Exeter.
- 9.18 A link to an electronic survey has been sent to businesses that have previously registered with the Exeter Commercial Property Register, direct with Devon County Council's Invest Devon relocation enquiries, through the Heart of the South West LEP and commercial property agents in Exeter to find out their thoughts on Exeter as a desirable place to invest and relocate their business to.
- 9.19 The results of the survey will be used to adjust (if required) the message and imagery in marketing material promoting Exeter – to achieve an increase in business relocations and to develop a logo for Invest in Exeter. This perception survey is being funded by the LEP. The new Invest in Exeter brand will be integrated with the newly emerging Innovation Exeter.

#### **Exeter Key Employer Programme**

- 9.20 As part of the Economy Unit's ongoing communication with businesses in Exeter, staff within Economy visit a wide range of businesses once or twice a year to discuss future plans and any problems they are facing. Information gained is treated confidential as it is usually commercially sensitive. If a business is facing issues and potentially may close or relocate elsewhere (out of Exeter) the team assist the business. This has proved very successful in the past in retaining businesses within the city.

## **Advertising**

- 9.21 As part of the wide range of promotion activity to highlight Exeter as a desirable place for business relocations and business investments, articles and advertorials are placed in strategic national trade magazines and associated websites that are read by influential key decision makers in central government, government agencies and board and director level individuals in the private sector. Examples can be seen in Appendix 1.
- 9.22 These adverts are designed and written to persuade businesses (government and non-government) to choose Exeter as a place to relocate their business, or invest in the city. Due to limited budgets, advertising will only be placed where editorial space is secured to accompany an advert and where the Economy Unit can see a direct return on our investment.

## **PR**

- 9.23 Spring 2015 the Economy Unit distributed a PR tender to a number of PR agencies based locally and nationally, and on the City Council's procurement website. The tender was for an annual contract to manage PR opportunities, plus media and journalist visits to the area with a set number of objectives:
- To raise awareness within regional, national and trade press of Exeter as a desirable location for inward investment and business relocations
  - To support work managed by the 'Business Benefits' city steering group for Rugby World Cup activity
  - To increase the quality of enquiries through the Exeter Commercial Property Register
  - An increase in the number of businesses that relocate and invest in Exeter
  - To drive website traffic to [www.investinexeter.co.uk](http://www.investinexeter.co.uk)
  - To raise awareness and opportunities for businesses located in Exeter of international exporting opportunities
  - Development of Exeter as a centre for legal excellence, to improve recruitment opportunities for the legal sector
  - Target and interact with influential online contributors
  - To increase the number of Twitter and Google+ followers and interactions
- 9.24 Interviews took places with 4 agencies (3 local and 1 national), with KOR Communications (based at Broadclyst) being the successful agency. Work commenced May developing an effective PR plan for Exeter, focusing on the following target markets:
- Sectors from the Exeter Knowledge Economy Strategy, as well as professional services
  - Domestic markets as the primary focus for inward investment targeting journalists, MP's, VIP's, business relocation agents and individual companies
  - International markets, raise awareness of Exeter to UKTI representatives
  - Utilising existing traditional media as well as social media platforms targeting influential bloggers, social media contributors and offline journalists focused on business relocations, inward investment, the economy and developments
- 9.25 For the next 12 months KOR Communications will be focusing PR activity on an over-arching campaign called 'Unveiling Exeter' related to the health, water and business & professional services sectors, in terms of raising awareness of each



sector locally, regionally and nationally; developing centres of excellence and assisting in overall Invest in Exeter promotional activity.

- 9.26 Key messages of all PR activity and marketing communications including case studies, press releases, e-newsletters, website, printed leaflets will use (when appropriate) the following key messages to promote the city and ensure consistency:
- Exeter is an expanding and developing city with a population of 121,000 with a large number of daily commuters, shoppers and visitors.
  - Exeter's average employee skills levels are higher than the South West and the national average.
  - Exeter was recently voted 2nd in the UK for productivity, behind Aberdeen. Figures contained in the report show the city's GDP per inhabitant increased by 32% in the decade to 2010.
  - Exeter is home to the world class University of Exeter.
  - The Met Office supercomputer, the first of its kind, will be housed partly in the Met Office's headquarters in Exeter and partly at Exeter Science Park, where it will provide a collaboration hub that will benefit local businesses, the public and the government.
  - Exeter boasts a range of new locations that will provide opportunities for growth and innovation, research and development; including the Exeter Science Park, Exeter Sky Park, Matford Green Business Park and the South West Urban Extension.
  - Exeter has good connectivity by road, rail and air – with daily direct flights from Exeter International Airport to and from London City Airport.
  - Exeter boasts an attractive lifestyle choice as well as an ideal location to do business.
  - Exeter is one of 11 Host Cities for Rugby World Cup 2015, an exciting opportunity for the city bringing with it a large number of tourists, media and publicity.

#### **Invest in Exeter promotional leaflet**

- 9.27 To promote Exeter to a targeted and influential audience, a new leaflet will be developed for Rugby World Cup 2015 promoting Exeter for business relocations. The new leaflet will be distributed at matches at Sandy Park, within the Fanzone in Northernhay Gardens, local and national networking events related to RWC2015, within the official RWC 2015 media hotel in Exeter and Twickenham and in hotels bedrooms in and around the city.

- 9.28 The leaflet will highlight key:
- Sites and spaces available for business relocations
  - Exeter economy information – key facts
  - Key transport communications links into Exeter and Devon
  - How to relocate your business to Exeter – contact information

- 9.29 The results of the Exeter perception survey (as mentioned earlier in this report) will form part of the message and design of this new leaflet. This project is being part funded by Devon County Council's Invest Devon.

#### **Social Media**

- 9.30 Invest in Exeter have been an active member of Twitter since September 2014 gaining over 1,000 followers within this period of time. The purpose of this account is to:
- promote good news stories of Exeter and its business and academia community
  - reinforce key Invest in Exeter messages
  - link back to [www.investinexeter.co.uk](http://www.investinexeter.co.uk) at all times
  - use eye catching and relevant images to interact with followers of Invest in Exeter
- 9.31 It is not recommended to develop a Facebook account for Invest in Exeter, due to the users of Facebook not being our target audience. LinkedIn will be used through personal accounts to promote Invest in Exeter and to interact with key business professionals – to encourage more businesses to relocate to Exeter.
- 9.32 Once the new brand and logo for Invest in Exeter has been developed and approved this will be adopted within the Invest in Exeter Twitter account.

### **E-newsletter**

- 9.33 The City Council are in the process of launching a new online service called 'GovDelivery', which allows customers to subscribe to email information and alerts via [www.exeter.gov.uk](http://www.exeter.gov.uk). Invest in Exeter has expressed an interest in being a part of this new online service to enabling individuals to subscribe to a business related e-newsletter for Exeter.
- 9.34 This will be a new communication channel for Invest in Exeter, which will:
- highlight vacant properties, offices and units
  - promote good news stories
  - help and advice available for businesses looking to relocate to Exeter
  - changes in the Exeter Economy
- 9.35 Sign-up to the Invest in Exeter e-newsletter will be through [www.exeter.gov.uk](http://www.exeter.gov.uk), which will be promoted through a PR campaign, Twitter, [www.investinexeter.co.uk](http://www.investinexeter.co.uk) and any future printed publications.  
Some information on the Invest in Exeter e-newsletter will be collated through an automated system and with some minimal input from a dedicated officer within the Economy Unit.

## **10. Evaluation**

- 10.1 Proactive and re-active marketing activity will be evaluated on an ongoing and annual basis to ensure we are hitting our target markets and achieving a return on our investment. The following will be monitored on a monthly basis:
- Number of website hits and page views [www.exeter.gov.uk/business](http://www.exeter.gov.uk/business)
  - Number of Exeter Commercial Property Register:
    - website visits
    - enquiries
    - conversions
    - jobs secured
    - new jobs created
  - Twitter followers and interactions on @InvestinExeter

- Advertising Value Equivalent (AVE) achieved resulting from PR activity and journalist visits undertaken
- Exeter, East Devon, Mid Devon and Teignbridge
  - Salary average for a resident
  - Salary average for workplace
  - Qualification levels
  - Jobs in total

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

11.1 Work related around Invest in Exeter contributes to 'Building a stronger sustainable city' and the main purpose of 'Help me run a successful business'.

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

12.1 Some of the marketing and promotional activity is to be implemented in collaboration with the business community, working together with key stakeholders, regulatory authorities and agencies to ensure a consistent message is delivered for Exeter. Risks remain in the ability and capacity of important contributory organisations to give sufficient time and resource.

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

13.1 Promoting the city and the wider area for inward investment encourages businesses to relocate to, or invest in, Exeter. This creates new jobs within Exeter, providing employment opportunities for residents from all communities in the city.

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

14.1 The promotion of Exeter for inward investment and business relocations has been the subject of previous committee reports, as the way forward for the city. There is the option to stop all proactive promotion of Exeter, but the risk is very high in not attracting businesses to relocate to the area, in a very competitive marketplace.

**Victoria Hatfield – Economy & Tourism Manager**

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

Contact for enquires:  
 Democratic Services (Committees)  
 Room 2.3  
 01392 265275

# It's about placemaking

When it comes to economic development, it's not time to develop a new tool for success, but to revitalise and renew the existing one that is placemaking

For those involved at a strategic level in economic development, placemaking as a tool is not new, but its time is certainly now in view of the significant transformation towards a knowledge-based economy which is taking place. The most important component of this transformation is a much greater reliance on intellectual capital and its application based on significant advances in communication and other technologies and the management of data. The importance of placemaking is that it plays a much more significant role in current decisions affecting economic development than ever before. As investment and people are now increasingly mobile, the consideration of the quality of a place becomes much more important.

Quality places retain and attract skilled and talented people. Talented people like places with natural, community, social, leisure, creative and cultural activities for themselves and their families, and therefore, combining this with effective professional networks, access to resources and opportunities is even more attractive to the entrepreneur inclined to exploit intellectual capital. Investment decisions are made by people in terms of their time, talent or money and based upon an assessment of the anticipated benefit or return. Investment decisions are also made by institutions and businesses according to their own interests and balance sheet objectives, but even these interests are increasingly being directly influenced by place.

## Questions

Determining what a place-based strategy should focus on starts with identifying what key assets, services and growth opportunities the location provides which shape day to day life and economic opportunities. There is a series of challenging questions to be answered – are the basic and hopefully higher level elements of living, working and developing the community firmly established? Are the various forms of infrastructure adequate or a real factor in supporting a competitive commercial environment? Is there evidence of an enviable comparable quality of life to recognised successful locations? If not, then why would someone consider investing their time, knowledge and expertise or money (including persuading others) in your location with the associated risks connected with each of the shortcomings? Why would anyone wish to invest in a place that cannot demonstrate a will to invest in itself?

To illustrate this discussion, the wider Exeter economy has much of this approach established. Its economic performance before, during and the signs post-recession, are of a placemaking approach with credible examples of success. Some aspects are in need of further investment, and its most recently approved economic development strategy certainly embraces this approach as fundamental to making its transition to a knowledge economy. Following this approach has resulted in independent studies identifying the city as outperforming larger cities within the UK and confirms its beneficial regional economic impact. The creation of high value employment opportunities, attracting and retaining highly skilled workers and graduates, and capitalising on existing strengths and assets are especially important as the city continues to strengthen its economy. Encouragingly, Exeter is outperforming the Southwest and England as a whole in terms of the increase in qualifications amongst workers in the area in the last ten years.

It is crucial that support is provided to create the right environment to attract and retain talent, for entrepreneurship and technology transfer to those smaller and medium-sized places which can offer as much of a complete, if not more affordable, package to secure growth in investment and employment away from the massive metropolitan areas. It's not about spreading the jam thinly but focusing on the value for money return such locations really do offer.

For a flavour of how Exeter is pursuing this agenda, please see: [www.exeter.gov.uk/index.aspx?articleid=13847](http://www.exeter.gov.uk/index.aspx?articleid=13847)

Or follow the QR Code below.



Exeter City Council



**Richard Ball**  
Assistant Director Economy  
Exeter City Council

tel: +44 (0)1392 265140

[richard.ball@exeter.gov.uk](mailto:richard.ball@exeter.gov.uk)  
[www.exeter.gov.uk](http://www.exeter.gov.uk)



# INVESTING OR RELOCATING?

## Look at Exeter, Teignbridge and East Devon!

There is a great deal of development happening in Exeter, East Devon, and Teignbridge. With good travel links, relocating employees can have the best of both worlds: working in bespoke new premises alongside world-leading experts and organisations and living in a glorious part of the world where areas of outstanding natural beauty and a choice of beaches are never far away.

### **Exeter and East Devon**

Within the region, there is a wide variety of locations with a choice of scale, cost and accessibility. Located close to Junction 29 – 31 of the M5 and the A30/A303, the programme of developments includes Exeter Science Park, Skypark Business Park, Matford Green Business Park, Southwest Exeter Urban Extension, improvements at Exeter International Airport and the new town of Cranbrook.

#### **In good company**

This new business location is to be aimed exclusively at scientific and technological businesses and is under-pinned by a very strong knowledge base. The University of Exeter (ranked in the top 10 of UK universities and in the top 200 in the world), The Met Office and the University of Exeter's Medical School (UEMS) comprise top academics and a fast-growing reputation for world-leading research.



#### **Exeter Science Park**

The first 3,000m<sup>2</sup> of the Science Park Centre will open in April 2015 and will provide a focal point for innovation support on the park. 70,000m<sup>2</sup> of developed space is planned in a parkland setting and R&D-intensive organisations with the aim of creating 3,000 jobs.

The Met Office relocated to Exeter in 2003 which was the largest IT relocation in Europe at that time. The Met Office has been at the forefront of global weather and climate science for 150 years, combining the latest science with ground-breaking advances in technology and collecting and processing information on a massive scale. World-class science underpins all that the Met Office delivers. UEMS has research strengths in diabetes, cardiovascular risk and ageing, and mental health.

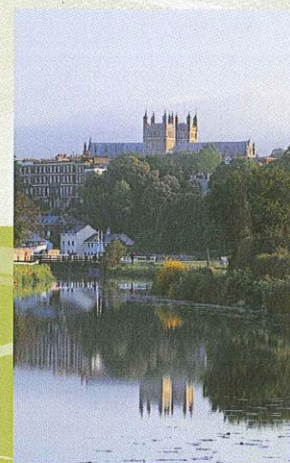
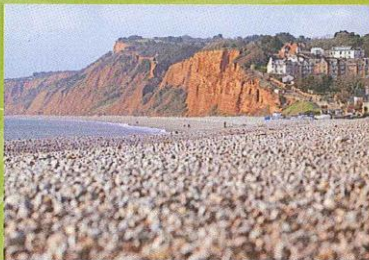
#### **Skypark Business Park**

This £210m sustainable business park has the potential to create 6,500 jobs including office, industrial and manufacturing space and is attracting a lot of interest.

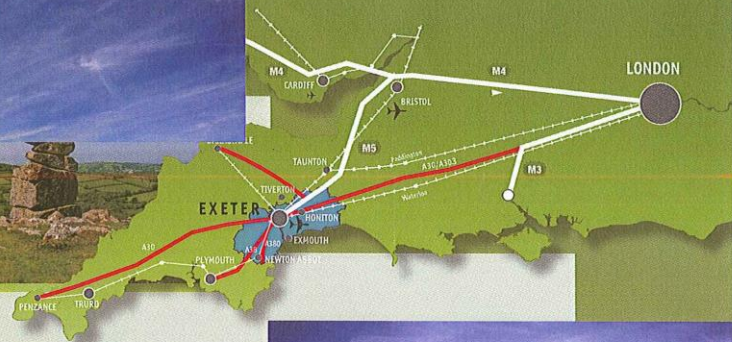
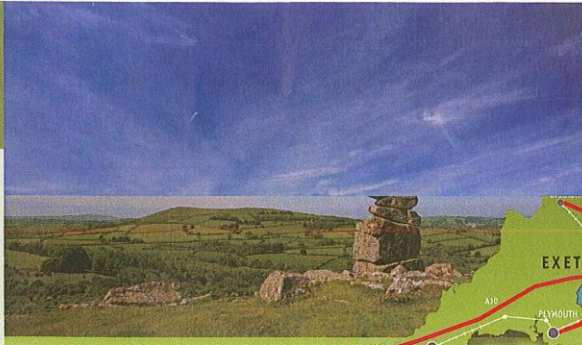
#### **Matford Green Business Park**

This business park comprises 27 acres of prime commercial development land with planning permission secured for 46,500sq m of mixed employment and support services space.

The University of Exeter's Innovation Centre is a hotbed for successful scientific enterprises. With a new generation of innovative IT companies moving to the area and a genuinely high quality lifestyle, comparisons have been made with California's Silicon Valley. Should your enterprising company decide to relocate here, you will be in good company!







## Teignbridge

Located just to the south of Exeter and close to Dartmoor National Park, Teignbridge offers a fantastic environment in which to invest. There are some 32 industrial estates in the Teignbridge area, all providing a variety of workspace. The largest industrial estate is at Heathfield, located on the A38 that links the M5 with the rest of Devon and Cornwall. Heathfield is located between the market towns of Newton Abbot and Bovey Tracey and has employment areas covering some 95 acres.

At Newton Abbot three large scale employment opportunities have been

Identified: 18 hectares to the west of the town at Houghton Barton, 10 hectares to the south at Wolborough and redevelopment of an existing estate from industrial to office and residential development in the town centre at Bradley Lane.

The Houghton Barton and Wolborough sites are for office, general industrial or storage and distribution uses as appropriate to the site ensuring that there is also a mix of unit size to enable businesses to start up and expand. Sustainable, high quality mixed-use development would be welcomed here.



This area has a strong manufacturing and engineering sector with major employers including Centrax, Teignbridge Propellers and Daf based there.

## Infrastructure



What makes these developments particularly viable for a relocating or new business are the planned infrastructure improvements which are integral to the individual projects. For example, Cranbrook in East Devon will be a new community of up to 6,000 homes with a low carbon district heating network, community buildings, schools, a town centre, railway station and country park. Similarly, the Teignbridge local plan allows for growth of at least 8,000 new homes. Once completed, the Newcourt Masterplan in Exeter will create a new community of 3,700 new homes.

Sustainable transport links have been given particular attention. The South Devon Link Road A381 will be completed by December 2015 and the A382 which links Newton Abbot to the A38 at Heathfield will be improved and widened for the whole of this length by the end of 2016. The area has good public transport links with two main railway lines into London. Exeter International Airport will provide new routes into London from October 2014 to add to its existing links to Manchester, Paris, Amsterdam and others.

## Lifestyle

The region offers an excellent quality of life with a good mix of beautiful coastal towns and villages, areas of outstanding national beauty, and vibrant urban locations. As a cathedral city, Exeter has both historical and contemporary attractions with high level

sport and cultural activities particularly well catered for. Farming is also key to the region's prosperity and the rolling hills of Devon make it an attractive place to visit and also to live in.

The above is just a taste for what you might find should you base yourself in the Exeter area. If you are looking for new sites, particular business premises or need information about the local area, why not come for a visit?  
Contact us on 01392 265134 or at [invest@exeter.gov.uk](mailto:invest@exeter.gov.uk)

Alternatively, check out these websites:



[www.exeter.gov.uk/business](http://www.exeter.gov.uk/business)



[www.exeterandeastdevon.gov.uk](http://www.exeterandeastdevon.gov.uk)



[www.teignbridge.gov.uk/business](http://www.teignbridge.gov.uk/business)

**Legacy Leisure Working Group**  
**Formerly the Parkwood Leisure Working Group**

Terms of Reference

Name of the Group:	Legacy Leisure Working Group
Membership:	<p>The Working Party will consist of the following:</p> <ul style="list-style-type: none"><li>• Portfolio Holder for Economy and Culture</li><li>• Chair of the Scrutiny Committee - Economy</li><li>• Representative from each Political Party/ or a Member with a particular interest</li></ul> <ul style="list-style-type: none"><li>• Events Facilities and Markets Manager</li><li>• Leisure Facilities Manager</li><li>• Representatives from Legacy Leisure</li></ul>
Frequency of Meetings:	Quarterly / as required
Reporting Mechanism:	To report to Scrutiny Committee Economy
Function of the Group:	To work with Legacy Leisure to develop its service and enhance its facilities achieving a level of service for customers well above the contractual baseline. To monitor contractual issues, monitoring customer comments and relevant action taken and agreeing improvement initiatives.

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## **PARKWOOD LEISURE WORKING GROUP**

Tuesday 10 February 2015

### **Present:-**

Councillors Denham, Henson, Morris and Robson

### **Also Present**

Events, Facilities and Markets Manager, Leisure Facilities Manager and Democratic Services Officer (Committees) (SLS)

Jeremy Wright - Parkwood Leisure

Darren Parrott - Parkwood Leisure

Simeon Lewry – Parkwood Leisure

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### **APOLOGIES**

Apologies were received from Colleen Tumelty (Parkwood Leisure).

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### **MINUTES OF MEETING HELD ON 9 DECEMBER 2014**

The minutes of the meeting held on 9 December 2014 were agreed as a true record.

Minutes 73 – Councillor Henson commented on the availability of sponsorship. Jeremy Wright reiterated that generally there was no available sponsorship as being a commercial company opportunities were limited, though occasionally there was some targeted support from sports companies. Locally, Parkwood Leisure were also able to access funding from Active Devon.

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### **CUSTOMER FEEDBACK**

Steve Lyon circulated an analysis of customer comments made for each of the centres for the period December 2013 to December 2014, which monitored the trend in the quantity and type of comment received.

There had been 33 and 34 comments respectively in November and December 2014, with a continuing decreasing trend in comments despite the same comment mechanisms being in place. There was also an increase in letters of appreciation and compliments received. Jeremy Wright advised that he had discussed this trend with Steve Lyon, and the comments and customer survey had featured highly in the Quest Improvement Plan process. Steve Lyon confirmed that the mechanism was still there, but agreed that the comments were more positive.

#### **Customer Comments**

A copy of the detailed customer comments was also circulated for the month of December 2014 and the format included the response or action taken, under categorised headings of maintenance, health and safety, cleaning and staff and where a compliment had been recorded. Steve Lyon also provided a comparison between 2013 and 2014.

Councillor Denham referred to the conflicting comments received for the level of pool temperature at the Riverside Leisure Centre. Steve Lyon responded stating that the pool temperature had been an issue in October and November 2014, as there had been five separate issues in relation to the plant on site. These had been rectified, but there was now an additional problem with the 'activator' effecting the air temperature of the pool hall, rather than the water temperature. It was important, but nevertheless it is difficult to find the correct balance to suit the majority of swimmers. Industry guidelines state pool water temperatures between 26 degrees for serious swimmers to 31 degrees for babies and young children. Parkwood Leisure try and maintain the temperature around 29 degrees as this provides a suitable balance for all. The small learner pools are maintained at around 31 degrees to accommodate babies and young children. Councillor Robson referred to the number of comments on the temperature of the sports hall and asked how that had been dealt with. Jeremy Wright referred to the age of the air handling units and to Parkwood's responsibility to repair such equipment, unless it became obsolete, when the City Council would replace. However, these units could still be repaired, but required specialist parts to be custom built and so they were largely in the hands of the contractors and their availability to schedule in this work.

David Lewis enquired about some of the comments made in relation to Northbrook Pool. Jeremy Wright stated that there had been an issue with the men's showers, which were gravity fed. A vital piece of equipment, designed to help with the force of the water had failed, and although it was replaced, the water pressure was still affected. They were in the process of installing booster pumps and it was anticipated that the water pressure would improve. The work would take place this week, but this would necessitate the water and shower being turned off, whilst that took place. They would be making every effort to keep the inconvenience to a minimum.

Councillor Morris enquired about the response time if equipment needed replacing and referred to the comments made regarding the spinning foot straps at the Riverside. Jeremy Wright stated that such issues should be brought to the staff attention for action but he acknowledged that the action was not completed with a complete explanation. Steve Lyon advised that it would be reported correctly next time.

Members noted the report.

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#### **FACILITY IMPROVEMENT PLANS**

Simeon Lewry, Centre Manager of the Riverside Leisure Centre provided an overview of the ongoing work in relation to Facility Improvement Planning for the Centre. He referred to the last assessment in December 2013, which had been rated as 'good', and to the Quest Directional Review which took place in December 2014. He also referred to Parkwood's regular use of a marketing and consumer research company, Pro-insight, who provided an independent and objective review of service encounters. They also focused on a wide range of communication methods including face to face, telephone and email enquiries. Simeon confirmed that Pro-insight's scoring for the Riverside Leisure Centre had risen from 14% in 2013 to 93.5%, which was a particularly high score. Members complimented staff on that attainment. Following a Member's enquiry, Simeon Lewry agreed to make a copy of the latest report available.

Simeon referred to the latest Directional Review from Quest, and the retention achievement of their 'good' score. They had made a number of improvements in the Centre over the last 12 months including the gym, including mini-fitness challenges which could be completed. An existing member of staff had been

employed in the key role of Sales and Fitness Manager. All staff continued to work to provide an excellent front of house service and also the retention of customers. He advised Members that as part of the Directional Review process, the Riverside Leisure Centre had been awarded an outstanding score of 96%, following a recent Quest mystery visit which included using all of the facilities. Simeon outlined another major change which included a revamp of the cafe - the Cafe Vita Brand had been renamed and redecorated including the provision of new furniture, and staff had received additional training focusing on customer service, food safety, allergy awareness as well as health and safety. There had already seen an increase in the footfall and it was felt the investment had been justified. A Member asked what food rating the cafe held and Simeon confirmed it was a 5 rating.

Simeon provided an update on the in-house human focus training programme introduced for staff. The module topics ranged from a general induction through to customer service, health and safety and Parkwood had recently introduced an environmental awareness module. Staff at the Riverside had completed 845 individual modules with staff typically taking 5/6 modules and Duty Managers 10 to 12 modules. Councillor Morris sought further information on the checks made to ensure the modules were completed appropriately. Darren Parrot added that these modules did not replace the face to face training, but reinforced all that staff had learnt. Simeon advised that this training was carried out during the shift, and staff saw this as a positive benefit to their job. Induction training was carried out on-line prior to commencement of employment and then assessed and reinforced on commencement. On-going training was also undertaken on-line either at home or on dedicated PC's within the facilities, staff received certificates upon satisfactory completion of the modules that they could retain for future employment purposes as evidence of achievement.

A number of challenges still remained and that was in part due to the age of the building. They had experienced a challenging three or four months with issues relating to the air handling units as discussed in the customer comments section, which was compounded by the seasonally cold outside air temperature which all had an impact on the pool hall temperature. He hoped that they were now better at informing the public; initiatives included a morning team huddle prior to a shift commencement, as well as a new information board in the office.

Members thanked Simeon for a comprehensive report and for the valuable contribution both he and his staff made.

Members made a tour of the facility after the meeting.

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### **FACILITY PROGRAMMES**

Steve Lyon referred to the survey of the approach on individual sites to casual use of the facilities circulated at the last meeting. Although Parkwood Leisure had inherited some historical use, every effort was made to keep the balance of 60% casual free availability at peak time, although there were some occasions when this was exceeded. Parkwood had been working to encourage some movement in club use to the mutual benefit of clubs and casual swimmers, freeing up some capacity, particularly at the Pyramids where there had been a heavy use by clubs in the evenings. A more equitable balance had been achieved by transferring some club time to the Riverside Leisure Centre.

Members noted the report and that a further report would only be made when any issues arose.

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**ANY OTHER BUSINESS**

David Lewis asked Members to advise him if there was any particular aspect of Parkwood Leisure's activities that they would like further information on. It was acknowledged that the meetings were very useful to both the City Council and also Parkwood.

Steve Lyon confirmed that a Members' Briefing had been arranged to brief Members on all aspects of the Parkwood contract. This would take place for City Councillors on 25<sup>th</sup> February in the Civic Centre.

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**DATE OF NEXT AND 2015 MEETINGS**

Members noted the following dates to meet at the venue at 10.00am

14 April 2015 -	Isca Bowls and Bridge Centre
23 June 2015 -	Exeter Arena
8 September 2015 -	Wonford Sports Centre/ Northbrook Golf Course
13 October 2015 -	Clifton Hill Sports Centre/Pyramids Swimming Pool
15 December 2015 -	Northbrook Swimming Pool

(The meeting commenced at 10.00 am and closed at 11.20 am)

Chair

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