

SCRUTINY COMMITTEE - ECONOMY

Date: Thursday 21 January 2016
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

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

Membership -

Councillors Brimble (Chair), Lyons (Deputy Chair), Branston, Brock, Bull, Crew, Harvey, Henson, 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 12 November 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 during consideration of items 16 and 17 on the grounds that they involve 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

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 – www.exeter.gov.uk/decisions

6 Questions from Members of the Council Under Standing Order 20

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

Presentation

7 Portfolio Holder Updates

Councillor Sutton (Portfolio Holder for City Development) and Councillor Denham (Portfolio Holder for Economy and Culture) will present half year reports and take questions. (Pages 5 - 14)

ESTIMATES

8 Estimates/ New Capital Bids/Fees and Charges

To consider the report of the Principal Accountant and Assistant Director Finance. (Pages 15 - 36)

MATTERS FOR CONSIDERATION BY THE EXECUTIVE

9 Annual Review of Support for Small Businesses

To consider the report of the Economy and Tourism Manager. (Pages 37 - 50)

10 Rugby World Cup 2015

To consider the report of the Chief Executive and Growth Director. (Pages 51 - 78)

11 RAMM Digital Media Road Map and Progress

To consider the report of the Museums Manager. (Pages 79 - 98)

MATTERS FOR DISCUSSION

12 **RAMM's Market Research and Data Capture Programme Update**

To consider the report of the Museums Manager.

(Pages 99
- 102)

MATTERS FOR INFORMATION

13 **Update on the Exeter Visitor Strategy 2012 - 2016**

To consider the report of the Economy and Tourism Manager.

(Pages
103 - 118)

14 **Growth and Marketing Task and Finish Group**

To consider the report of the Chair of the Growth and Marketing Task and Finish Group.

(Pages
119 - 124)

15 **Exeter Highways and Traffic Order Committee Minutes**

To receive the minutes of the Exeter Highways and Traffic Orders held on 9 November 2015 for information.

(Pages
125 - 130)

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

16 **Parkwood Leisure Management Contract - Annual Report**

To consider the report of the Leisure Facilities Manager.

(Pages
131 - 144)

MATTER FOR CONSIDERATION BY THE EXECUTIVE

17 **Exeter and Heart of Devon Growth Board Minutes**

To receive the minutes of the Exeter and Heart of Devon Growth Board Minutes held on 17 December 2015.

(Pages
145 - 152)

Date of Next Meeting

The next **Scrutiny Committee - Economy** will be held on Thursday 3 March 2016 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)

21 January 2016

Portfolio Holder Priorities 2015/16

Updates against priorities for all Portfolio Holders are included within this report.

Members will note that some Portfolio Holders report to a different scrutiny committee and are unable to take questions at all committees.

Portfolio Holder for City Development: Councillor Rachel Sutton

	Priority	Update
1	Continue to work towards low carbon initiatives including district heating schemes at Monkerton, City Centre and SW Exeter and sustainable travel proposals including railway station provision and improvements, park and ride and delivery of footpath/cycle networks	The Monkerton District Heating Agreement has now been concluded. Newcourt station has opened and Executive have agreed to fund £1.35m towards Marsh Barton station. An alternative to Alphington Park and Ride has been proposed for Ide but this is subject to positive public consultation.
2	Submit a Development Delivery Plan to the government and start work on a longer-term planning and infrastructure strategy for Greater Exeter	Submission of DDDPD delayed to April/May 2016 to follow decision on Exeter Road appeal and treatment of student accommodation in housing supply. Work has commenced on a longer term sub-regional study with East Devon District Council, Teignbridge District Council, Mid Devon District Council and Devon County Council. Infrastructure Officers Group working on the Greater Exeter infrastructure priorities.
3	Negotiate local labour/contractor agreements as part of new planning commitments	There is a lack of a policy basis to insist on agreements and so little progress has been made. Procedures will be reorganised to increase this priority.
4	Progress delivery of IKEA, Princesshay Leisure and the leisure complex and address issue posed by retail proposals in the Honiton Road corridor and at M5 Junction 27	IKEA continues to make slow progress towards approval of reserved matters. Princesshay Leisure application to be determined on 20th January. Planning appeal, over six days, was conducted into proposals at Moor Exchange. Decision probable towards the latter half of 2016. B and Q application to be determined in February/March. Mid Devon District Council have made no final decision on the content of its plan relating to J27 M5.
5	Ensure council consents are in place to deliver the Exe Flood Prevention Scheme	Following the approval of planning permission, two outstanding areas of detail have been resolved at Mill on the Exe and Countess

	Priority	Update
		Wear. There is an ongoing process of discharging the requirements to satisfy planning conditions.
6	Work with the University of Exeter to provide appropriate student accommodation	A consultant has been commissioned to report on student accommodation issues. Results to be considered by the University Task and Finish Group and Planning Member Working Group in January 2016. Student accommodation schemes are being considered at Longbrook Street, Radmore and Tucker, Renslade House, ECFC and the bus depot.
7	Establish the business case for the creation of a new Housing Development Company	Business case to be prepared in early 2016.
8	Support the Exeter Community Forum in the development of a Community Strategy to inform future spending for New Homes Bonus and Community Infrastructure Levy	The Exeter Community Forum have held a series of community meetings through November where residents have been invited to attend and give their comments on what their priorities are for their neighbourhoods in response to local development. This information is now being collated and will be available on the website – www.exetercommunityforum.net , where people will have the opportunity to comment or leave further feedback. Consultants are now developing a Community Strategy for the city that will be presented to Community Scrutiny on the 1 March.

Portfolio Holder for Economy and Culture: Councillor Rosie Denham

	Priority	Update
1	Enhance the knowledge economy with particular emphasis on the Innovation Exeter initiative to raise the profile of the area for inward investment and to address skills development	Exeter City Council together with Devon County Council and our neighbouring district councils of Teignbridge and East Devon are working with the University of Exeter, Exeter College and the Met Office on Innovation Exeter with the aim of making this city region one of the UKs leading knowledge economies. Richard Ball has been seconded to the Innovation Exeter team at the University to progress this work. Mark Goodwin, Deputy Vice Chancellor, has been tasked with the responsibility of leading this programme on behalf of the partnership. KPMG has been instructed by the university of Exeter to shape the Innovation Exeter strategy and the early work is being fed into the debate around the devolution agenda. Members recently supported the Internet of Things bid made in

	Priority	Update
		conjunction with Andromeda, this work - which addresses how data analytics could be used to help solve many of the day to day problems we experience, ranging from traffic congestion, to health and energy needs – sits under Innovation Exeter. A central plank of Innovation Exeter is creating the culture of innovation and there will be many initiatives that are happening and will happen in the city that we will want to nurture with the aim of achieving our vision.
2	Deliver a successful Rugby World Cup 2015	RWC2015 delivered without incident in Exeter. The event is the subject of a report to Economy Scrutiny Committee in January 2016, detailing full income and expenditure and the impact the event had on the city. Legacy projects to continue for the next 3 years. As a result of Sandy Park hosting RWC2015, they will be hosting the European Rugby 7s for the next 3 years.
3	Procure an operator for the new leisure complex	An officer has been appointed to procure and operator for the new leisure complex.
4	Work with the Business Improvement District (BID) Board to progress the City Centre Strategy	A "Monitoring Board" has been set up to monitor income through the BID levy, which includes representatives from ECC, 2 Exeter BID board members and the BID CEO. Exeter BID Business Plan is being actioned with projects being developed and rolled out, which do not necessarily relate to the previous city centre strategy. Discussions to take place with Exeter BID on how the City Centre Strategy will be implemented.
5	Review the way we deliver and fund tourism activities in the future	Discussions have been held to look at the possibility of sharing the tourist facilities with others but to date no solution has been identified. Officers continue to look for ways of reducing expenditure and increasing income with the objective of reducing the cost of providing the service. The recent transfer of the visitor centre on the quay from Quay House to the Custom House and the development of more events at the quayside are contributing to this objective.
6	Look at alternative governance arrangements of the RAMM	Report commissioned from external consultants exploring the options for governance change, business case supporting this proposition and potential route forward. Draft report with Portfolio Holder for initial comment, which will be followed by any necessary further work by consultant.
7	Adopt a new Parking Strategy and develop the Parking Action Plan	The consultants' report on the Parking Strategy has been further delayed but a report on the recommended Strategy and Action Plan will be considered in the March 2016 committee cycle

	Priority	Update
8	Develop a new Waterways Partnership for Exeter to steer the future of Exeter's waterways	The first meeting of the Waterways Partnership Board was 16 November 2015
9	Progress Exeter City Futures work with Andromeda and key partners	Work is now underway. Social media launch is set for 11th January 2016. Councillor briefing 13th January. Main media launch 28th January. Consultation and Q&A sessions booked in for after PURDAH. Communication strategy & policies agreed.

Portfolio Holder for Health and Place: Councillor Keith Owen

	Priority	Update
1	Address antisocial behaviour by introducing a Public Spaces Protection Order (PSPO)	The proposed PSPO is currently subject to consultation, ending January 22, 2016.
2	Increase the recycling rate from 34% to 35% and increase year on year	<p>The target 1% uplift in recycling rate will not be achieved due to a combination of factors that have unfavourably impacted upon the recycling calculation formula, namely increased tonnages from litter bins and street sweepings (residual waste), decreased tonnages in leaf sweepings and garden waste output (counted as recycling), and excluded data on community-based recycling schemes. Unfortunately, these abnormalities to trend equate to a 1% reduction in recycling rate.</p> <p>Measures to increase recycling rates such as additional 'micro' bring-banks and collaborative working with the University, have yet to show up in increasing yields of recyclates.</p>
3	Improve cleansing of the city centre and implement new ways of keeping the city looking good	Work continues with Exeter BID to agree funding for a second hot wash machine and a deep clean/rapid response team for the city centre. A focus on graffiti removal for the Rugby World Cup was successful and will be maintained as necessary.
4	Work with Devon County Council to tackle the issue of weeds and highway verges	A three year plan has been agreed with Devon County Council (DCC) for the Exeter city weed spraying and highways verges maintenance programme, funded from DCC, Exeter City Council (ECC) and Exeter Board
5	Review management of the Exe Estuary Harbour	A working group of officers from ECC, East Devon District Council (EDDC) and Teignbridge District Council (TDC) has been formed to address operational management issues jointly. The emerging Waterways strategy may seek to

		find a new solution for the strategic/legal governance of the Harbour but this will not be resolved in 2015/16.
6	Support Exwick Sports Hub by transferring the playing fields to Exeter College	This can be completed once Exeter College has agreed the terms of the lease.
7	Renew the Gambling Policy	New and improved policy has now been approved by Council and implemented.
8	Reduce the carbon footprint of our vehicles by 3%	Successful pilot of fuel economisers completed and an invest to save case for rolling out to all RCVs approved (ordered and due to be fitted to remaining RCV fleet in January 2016). Reduction in engine idling project has been successful in changing drivers' behaviour, and should make an overall contribution to carbon emissions from our main fuel-heavy vehicles.
9	Consider an evening trade waste collection service	In partnership with BID, a survey of all BID members will be conducted in January 2016 to ascertain the viability of such a service for the City Centre.

Portfolio Holder for Enabling Services: Councillor Ollie Pearson

	Priority	Update
1	Improve procurement arrangements	Our attempts to appoint a permanent officer were unsuccessful and a second advert has provided only one potentially suitable candidate. We are interviewing on 18 December. However, our interim officer has drafted revised Contract Regulations and a second interim has been appointed to provide a thorough review of procurement practices in the Council. This piece of work is due to report back in March 2016.
2	Maximise income opportunities from the Civic Centre and Guildhall	We have been working with various parties who have shown interest in taking space within the Civic Centre. The number of private bookings of the Guildhall continues to grow.
3	Enable customers to self-serve via digital services	Supplier will be selected and approved by the Channel Shift Board in February. Work with services will continue in January to confirm priorities for services to be delivered through the Digital Platform. The new council website is due to be launched on 22 January 2016.
4	Progress the development agreement for the Princesshay Leisure scheme at the Bus and Coach Station site	Heads of Terms have been agreed with The Crown Estate on the Development Agreement and these are now in the hands of solicitors. The Outline Planning Application is scheduled to be considered by full Council in January. Planning consent has been secured for the new bus depot at Matford and construction is

	Priority	Update
		now underway. Planning will shortly be submitted for the existing depot site for a mixed use student scheme and a conditional contract is in place for the disposal of that site. Work is underway on the design of the new bus station.
5	Implement the recommendations in relation to the ward boundary changes for Exeter	A report is being presented to special meetings of Executive and Council in January 2016, regarding the Polling Places Review which was a consequence of the ward boundary changes. All other aspects of the ward boundary changes will be implemented for the May 2016 elections
6	Prepare a Corporate Asset Management Plan	Initial consultant's report on the framework has been received. Draft documentation to be drawn up by Corporate Manager Property in new year
7	Deliver a robust health and safety compliance regime for corporate property	Initial survey work with property managers complete. Corporate Property restructure identifies resource and priority
8	Roll out the Renewables Investment Programme	Approved Programme of solar investments completed (final installation being the Livestock Centre roof) in 2015. New projects to be identified in Energy Strategy in 2016.
9	Progress the Council's aim to be an energy-neutral Council	LED lighting installation completed in Civic Centre, progressing to car-park and other Council buildings in 2016 and 2017. More efficient gas boiler has replaced oil-fired boilers at Civic Centre. PV array installations at multi-storey car parks and Matford completed at year end. For our Fleet - fuel reduction programmes, driver behaviour programmes, and electrifying fleet have assisted the drive for carbon neutrality.
10	Produce a plan to get residents registered on the electoral roll	We are continuing to canvass hard to reach areas of the city (student population in particular). We have received approval from Executive to increase staffing within Electoral Services by 1/2 a post which will specifically help with more elector engagement.

Portfolio Holder for Customer Access: Councillor Heather Morris

	Priority	Update
1	Publish a Homelessness Strategy to ensure efficient and effective management of homelessness	A Homelessness Strategy Task and Finish group has been meeting to formulate the new strategy. This will be a joint strategy between Exeter City Council and Teignbridge District Council and will build upon partnership working between the two authorities and wider

	Priority	Update
		statutory and voluntary sector partners.
2	Work with partners to deliver joint programmes, including Targeted Families, Integrated Care Exeter and Exeter Community Hub	Partnership working continues to be a key strand of Housing Needs work. The strands of MEAM (Making Every Adult Matter), ICE (Integrated Care Exeter) and The Exeter Community Hub are being brought together under the ICE structure to ensure consistency in development. A new post is in the process of Job Evaluation to provide support to managing these cross cutting agendas with recruitment due in early 2016.
3	Introduce further initiatives to improve standards in the private rented sector	We continue to work with and through the multi-agency Private Rented Forum on a number of initiatives. A Landlord's Handbook has been published and is available online and work is currently underway on a handbook for tenants. A successful tenant information day took place in the city centre on 26 October 2015 and officers are presently undertaking a survey in partnership with the CAB on tenants' experiences of the private rented sector. This will be used to inform further policy initiatives. We are also leading discussions at the Private Rented Forum about the possibility of introducing an Exeter Rental Standard, designed to assist tenants in finding good quality, well managed accommodation.
4	Prepare for further changes to local welfare including the Local Council Tax Scheme	Executive has agreed to recommend to Council the continuation of the current scheme for 2016/17. Proposals will be developed for Members' consideration for the 2018/19 Scheme.
5	Help customers with their financial challenges by continuing to work with Job Centre Plus (JCP), providing money management and debt advice and facilitating a Credit Union	A Local Delivery Partnership Agreement with JCP came into force when Universal Credit (UC) went live in Exeter on 9 November. As part of this agreement, we help DWP calculate housing costs, help customers to make an on-line application for UC, and assist with budgeting advice and the transition to a single monthly payment in arrears. A successful bid for funding from the Money Advice Service means that EMAP (our partnership with CAB & Homemaker SW) can continue until March 2017, enabling us to provide more money/debt advice to residents of Exeter. We have been able to identify £36k from Local Welfare Support to assist customers with saving or access to affordable credit. A pre-tender document has been sent to both Plymouth and Plough & Share Credit Unions.
6	Revise the Council's policy for the allocation of social	Changes to the allocation policy including the removal of Band E, removal of non bidders

	Priority	Update
	housing	and those who refuse accommodation and the badging of some properties to encourage working household to apply will be implemented in April 2016. In early 2016 current applicants and support agencies will be advised of how the changes impact them and given the opportunity to discuss their wider housing options.
7	Work with partners to tackle rough sleeping, within current resources	The new Assertive Homeless Outreach service was launched on the 1 October 2015. With TUPE arrangements there has been a delay in recruiting a team leader although temporary arrangements are in place. A 3 month Safe Sleep initiative has been launched with an additional 26 night shelter units being available for rough sleepers. Additional funding to assist has been brought in from Devon County Council and East Devon Council to facilitate this alongside Exeter City Council resources. Working in partnership with Julian House, BCHA and St Petrock the additional resource provides a platform to engage the hard to reach group into accommodation. There is also the opportunity to focus on those who refuse help or present too high a risk to provide accommodation for in terms of a more enforcement based approach.

Portfolio Holder for Housing Revenue Account: Councillor Rob Hannaford

	Priority	Update
1	Agree a new Housing Strategy 2015-2020	Officers have produced a draft housing strategy and this will be reported to Scrutiny Committee and Executive in the next cycle of meetings.
2	Improve standards in our social housing stock	We have continued to deliver programmes of planned and reactive investment in our social housing stock in order to improve standards for our tenants. The future capital programme will, however, be substantially impacted by government-imposed policy and financial changes.
3	Improve the management of our housing assets and achieve greater value for money from housing contracts	An external review of housing asset and contract management has been commissioned and completed which identifies the scope for achieving improved value for money. Options arising from this review will be reported to future meetings of Scrutiny Committee and Executive.

	Priority	Update
4	Examine alternative options for communicating with and engaging council tenants	Feedback on present methods of communicating with tenants has been very positive. Participation in the Housing Performance Scrutiny Partnership has increased and tenants have additionally been asked to consider and suggest what other forms of engagement they might like to see. A Housing Community Partnerships Officer has been appointed to develop further community-based initiatives.
5	Review the way we deal with reactive repairs	This has also been addressed through the external review of asset management. Contractor performance is, however, strong and the volume and costs of reactive repairs are both falling.

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REPORT TO: SCRUTINY COMMITTEE - ECONOMY
DATE OF MEETING: 21 January 2016
REPORT OF: Assistant Director Finance
TITLE: Scrutiny Economy - Estimates 2016-17

Is this a Key Decision?

Yes

Is this an Executive or Council Function?

Council

1. What is the report about?

This report sets out the proposed revenue and capital estimates for 2016-17 in respect of Economy Services.

2. Recommendations:

That Members of Scrutiny Committee – Economy support the estimates for 2016-17 and recommends their approval at the Special Meeting of the Council on 23 February 2016.

3. Reasons for the recommendation:

Local authorities have a statutory duty to set an annual budget and to monitor the budget throughout the year.

4. What are the resource implications including non financial resources

The financial resources required to deliver Economy Services during 2016-17 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 revenue and capital estimates for 2016-17 in respect of Economy Services.

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. The act places a duty on authorities to set robust estimates, maintain adequate reserves.

7. Monitoring Officer Comments:

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

8. Report Details:

BUDGET FRAMEWORK FOR ECONOMY SERVICES

8.1 ANNUAL BUDGET SETTING

Budgets are revisited each year to make amendments for assumptions made on interest rates, inflation and other changed circumstances.

8.2 INFLATION

An overall allowance of £45,890 has been set aside for inflation within Economy Services. The inflationary increases allowed in the budgets are:

Pay award	1.0%
Pay – Increments	0.5%
Electricity	1.5%
Gas	1.5%
Oil	1.5%
Water	0.0%
Insurance	5.0%
Rates	1.2%
Fuel	0.0%
General Inflation	0.0%
Income (excluding Car Parks)	1.5%

General inflation has again been held at zero; however, where there are contracts in place, inflation at around the Retail Price Index (RPI) has been added.

8.3 INTEREST RATES

In respect of interest rates, next year's budget reflects the likelihood that whilst the base rate may remain low, it is likely that they will start to rise during 2016, raising the cost of borrowing. As a result, the Council may begin to take out borrowing over a longer time-frame.

8.4 RESOURCES AVAILABLE 2016/17

The Government announced the provisional Local Government Settlement on 17 December 2015. The Council is to receive £2.022 million Revenue Support Grant in 2016/17 and has been set a Business Rates Baseline of £3.780 million, which overall is £156k lower than predicted within the Medium Term Financial Plan. At this stage there is no intention to revisit the budgets set. The final settlement is expected in late January.

The resources available to the Council to finance its net revenue budget are set out below:

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Revenue Support Grant	2,899	2,022	1,320	869	365
Business Rates Baseline	3,748	3,780	3,854	3,968	4,095
Council Tax	4,761	5,030	5,099	5,239	5,383
Business Rates in excess of baseline	1,351	1,320	1,353	1,392	1,404
Resources	12,759	12,152	11,626	11,468	11,247
Increase/(decrease)	(1,125)	(607)	(526)	(158)	(221)
Annual % change	(8.1%)	(4.7%)	(4.3%)	9.1%	(1.7%)

For 2016/17 there will be differential limits that will trigger the need for a council tax referendum. As one of the lowest council tax setting Districts, Exeter will trigger a referendum if council tax is raised by more than £5 (3.7%), compared to the authority's relevant basic amount of council tax for 2015/16.

The budget strategy for next year assumes that council tax will increase in-line with referendum limits, although this decision will need to be recommended by the Executive and approved by Full Council. Along with the increase in the taxbase, this would raise an extra £269,000.

- 8.5** The proposed General Fund Capital Programme for the next three years has been established; however this is subject to a further review of the pre-approved schemes by portfolio holders and senior managers to ensure that the need for the scheme remains. The total of the current programme is as follows

	2016/17	2017/18	2018/19
	£	£	£
New Bids	358,500	0	0
Pre-approved	1,977,440	8,056,430	5,056,430
Total	2,335,940	8,056,430	5,056,430

- 8.6** A list of the proposed new schemes for Scrutiny Committee Economy is attached at Appendix 1.

8.7 KEY BUDGET CHANGES PROPOSED FOR 2016-17

The table below sets out the key changes between the budgets for the current financial year and the draft estimates for 2016-17. Please also refer to Appendix 2.

The Department for Work and Pensions announced the ending of the National Insurance discount available to employers who offer a salary related pension scheme. This means that the council and its employees will pay the standard rate of National Insurance from April 2016 rather than the discounted contracted-out rate. This change has resulted in an additional budget requirement of £272,970 on the general fund, with the impact on this committee being an increase of £79,740. Amendments have been made to applicable budgets within the individual management units.

The Asset Improvement and Maintenance budgets have been removed from the individual management units and will be held within Corporate Property Maintenance. This is to reflect the change in management of Corporate Property Assets and to enable the implementation of the approved Corporate Property Maintenance Strategy.

MU Code	Management Unit	Commentary
81A1	Property & Estates Services	<ul style="list-style-type: none"> Removal of the budget to cover any potential trading loss at Exeter Business Centre. Budgets in respect of income from Property Portfolio reduced to reflect revised tenancy agreements. Additional income from solar panels. Reduction in Capital Charges budgets.
83A3	Car Parking	<ul style="list-style-type: none"> Reduction in utilities budgets due to installation of LED lighting and solar panels. The premises and capital charges budgets have been moved to the 81PRAE management unit.
83A4	Economic Development	<ul style="list-style-type: none"> Funding for the Rugby World Cup has been replaced by a budget provision for the international Rugby 7's tournament in Exeter in July 2016. The City Centre Management and Christmas Lights are now being funded through the Exeter Bid

MU Code	Management Unit	Commentary
		Company.
83A5	Arts & Events	<ul style="list-style-type: none"> Funding has been provided for public events planned during 2016.
83A6	Tourist Information	<ul style="list-style-type: none"> Some pay has been moved within cost centres and the Asset Improvement and Maintenance budget transferred to be held centrally within management unit 83C5.
83A8	District Highways & Footpaths	<ul style="list-style-type: none"> The premises and capital charges budgets have been moved to the 81PRAE management unit.
83B1	Land Drainage	<ul style="list-style-type: none"> The premises and capital charges budgets have been moved to the 81PRAE management unit.
83B4	Engineering/Construction	<ul style="list-style-type: none"> The functions of this management unit have been transferred to Business and Commercial Operations as part of the Public Realm restructure.
83B5	Planning Services	<ul style="list-style-type: none"> Additional pay budgets have been included. Support Service recharges budgets have reduced. Income budgets have increased to reflect the receipt of a grant to fund an element of the additional pay budgets.
83B6	Conservation	<ul style="list-style-type: none"> Support Service recharges budgets have reduced significantly.
83B9	Markets & Halls	<ul style="list-style-type: none"> Livestock/Matford Centre rental income will be lower because of the impact of the creation of a new bus station on the site but this has been offset by the fitting of solar panels that will result in reduced electricity costs and generate an income. The solar panels will be depreciated over 10 years so there are capital charges made in the accounts. Asset Improvement and Maintenance budgets have been transferred to be held centrally within management unit 83C5.
83C1	Waterways	<ul style="list-style-type: none"> The premises and capital charges budgets have been moved to the 81PRAE management unit. Support Services recharge budgets have increased as a result of the creation of the Public Realm Development Team, this has been offset by a reduction in the pay budgets.
83C2	Museum Service	<ul style="list-style-type: none"> A shop unit is being created within the Museum that is budgeted to create a surplus to reduce overall costs. Asset Improvement and Maintenance budgets have been transferred to be held centrally within management unit 83C5.
83C3	Contracted Sports Facilities	<ul style="list-style-type: none"> Increased income will be generated as a result of the creation of a leisure trust to operate sports facilities on the Council's behalf. Costs in operating the sports facilities have reduced as a result of the general decrease in prices in the utilities markets. Asset Improvement and Maintenance budgets have been transferred to be held centrally within

MU Code	Management Unit	Commentary
		<p>management unit 83C5.</p> <ul style="list-style-type: none"> The budget created for the planning and design of the new leisure complex will be spent over several financial years now rather than all in the 2015-16 financial year where the budget sits. Any expenditure incurred will be funded from a reserve set aside for the new leisure complex.
83C4	Properties	<ul style="list-style-type: none"> Asset Improvement and Maintenance budgets have been transferred to be held centrally within management unit 83C5.
83C5	Corporate Property Maintenance	<ul style="list-style-type: none"> Funding has been included for works to listed buildings, the funding is for the first of a two year programme. The Asset Improvement and Maintenance budgets have been transferred to this management unit. The Property Assets Electrical Team have been transferred to the Housing Revenue Account as part of the Corporate Property Maintenance restructure.

8.7 FEES AND CHARGES

The proposed Fees and Charges for Economy Services in 2016-17 are included at Appendix 3.

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

Economy Service budgets contribute to 3 key purposes, as set out in the Corporate Plan; keep me/my environment safe and healthy, keep place looking good, help me find somewhere to live

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

The key risks revolve around ensuring that the Council has sufficient funds to both meet the financial plans set out in the report and to protect itself against any unexpected expenditure that occurs. The risk is mitigated by ensuring that there are sufficient reserves held to offset unexpected expenditure needs. Regular monitoring is undertaken and reported to both the Strategic Management Team and Members.

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?

No impact

12. 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

GENERAL FUND - CAPITAL PROGRAMME 2016/17 AND FUTURE YEARS					
SCHEMES LISTED WITHIN COUNCIL PURPOSES	2016/17	2017/18	2018/19	Future	What the scheme is trying to achieve
	£	£	£	Years	
				£	
KEEP PLACE LOOKING GOOD					
Northbrook Flood Alleviation Scheme	498,130				To provide match funding for the project proposed by the Environment Agency. Will only go ahead subject to match funding being available.
Sub Total - Keep place looking good	498,130	0	0	0	
PROVIDE GREAT THINGS FOR ME TO SEE & DO					
Sports Facilities Refurbishment	56,430	56,430	56,430	56,430	To undertake replacement of plant and equipment within the leisure management contract.
Sub Total - Provide great things to see & do	56,430	56,430	56,430	56,430	
MAINTAIN THE ASSETS OF OUR CITY					
RAMM Roof	# 68,500				To undertake essential works to mitigate Health and Safety risks identified in relation to RAMM roof access.
Sub Total - Maintain the assets of our city	68,500	0	0	0	
DELIVER GOOD DEVELOPMENT					
Heavitree Environmental Improvements	22,880				S106 funding to provide enhancements to the area.
Leisure Complex - Build Project	1,400,000	8,000,000	5,000,000		To develop a new leisure complex and swimming pool on part of the bus station site to replace Pyramids.
Sub Total - Deliver good development	1,422,880	8,000,000	5,000,000	0	
KEEP ME/MY ENVIRONMENT SAFE & HEALTHY					
Guildhall, John Lewis & Mary Arches MSCP Fire Alarms	# 90,000				To replace the current fire alarms as a result of fire risk assessment findings.

GENERAL FUND - CAPITAL PROGRAMME 2016/17 AND FUTURE YEARS						
SCHEMES LISTED WITHIN COUNCIL PURPOSES		2016/17	2017/18	2018/19	Future	What the scheme is trying to achieve
		£	£	£	Years	
					£	
Car Park Surfacing - Haven Road	#	30,000				To resurface damaged surfaces within the car park to mitigate health and safety risks and to provide 40 additional income generating spaces for part of the year in the area adjacent to the basin.
Replace Lifts at Mary Arches MSCP	#	100,000				To improve reliability and increase accessibility to users of the car park.
Budlake Road Resurfacing	#	50,000				To resurface the heavily potholed road but only if agreement is obtained prior to works that the road will be adopted on completion.
Farmers Market Electricity Supply	#	20,000				To install a permanent electricity supply to be used for Exeter Farmers' Market and any other markets located at the junction of Fore Street and South Street.
Sub Total - Keep me/my environment safe & healthy		290,000	0	0	0	
ECONOMY TOTAL		2,335,940	8,056,430	5,056,430	56,430	

New Bids #	358,500	0	0	0
Pre-Approved	1,977,440	8,056,430	5,056,430	56,430
TOTAL CAPITAL PROGRAMME	2,335,940	8,056,430	5,056,430	56,430

SCRUTINY COMMITTEE - ECONOMY

Subjective Analysis	BASE ESTIMATE 2015/2016	INFLATION	NEW PROPOSALS RECURRING	NEW PROPOSALS NON-RECURRING	OTHER ADJUSTMENTS	NEW ESTIMATE 2016/2017
PAY	5,083,130	78,130	79,740	0	(324,770)	4,916,230
PREMISES	3,274,920	34,070	(68,770)	139,000	238,470	3,617,690
SUPPLIES & SERVICES	3,046,060	4,500	(155,000)	180,000	(400,370)	2,675,190
TRANSPORT	114,600	1,730	4,300	0	(45,860)	74,770
SUPPORT SERVICES	2,125,980	0	0	0	364,640	2,490,620
CAPITAL CHARGES	1,718,570	0	0	0	84,030	1,802,600
Total Expense	15,363,260	118,430	(139,730)	319,000	(83,860)	15,577,100

INCOME	(15,214,010)	(72,540)	(251,000)	0	406,180	(15,131,370)
Total Income	(15,214,010)	(72,540)	(251,000)	0	406,180	(15,131,370)

Net Expenditure	149,250	45,890	(390,730)	319,000	322,320	445,730
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Represented By						
83A1 PROPERTY & ESTATES SERVICES	(2,604,740)	(5,090)	(62,220)	55,000	7,060	(2,609,990)
83A2 TRANSPORT/CONCESSIONARY FARES	44,090	270	160	0	(3,060)	41,460
83A3 CAR PARKING	(3,751,820)	16,800	(32,370)	0	(1,478,880)	(5,246,270)
83A4 ECONOMIC DEVELOPMENT	703,180	3,340	(130,500)	0	830	576,850
83A5 ARTS & EVENTS	196,750	1,090	20,760	125,000	(8,500)	335,100
83A6 TOURIST INFORMATION	398,460	2,410	1,400	0	7,800	410,070
83A8 DISTRICT HIGHWAYS & FOOTPATHS	367,560	370	0	0	(367,230)	700
83A9 BUILDING CONTROL	43,980	(620)	12,740	0	(10,680)	45,420
83B1 LAND DRAINAGE	130,610	0	0	0	(114,710)	15,900
83B4 ENGINEERING/CONSTRUCTION SERVS	0	(990)	0	0	990	0
83B5 PLANNING SERVICES	763,390	5,450	24,410	0	(57,300)	735,950
83B6 CONSERVATION	107,190	0	0	0	(100,840)	6,350
83B7 ARCHAEOLOGICAL FIELD UNIT	0	0	0	0	2,010	2,010
83B8 MAJOR PROJECTS	30,000	0	0	0	0	30,000
83B9 MARKETS & HALLS	(372,210)	(9,540)	(154,680)	0	147,470	(388,960)
83C1 WATERWAYS	268,140	200	(1,190)	0	(202,070)	65,080
83C2 MUSEUM SERVICE	2,348,530	28,100	(29,040)	0	(96,930)	2,250,660
83C3 CONTRACTED SPORTS FACILITIES	1,480,400	4,930	400	0	(597,340)	888,390
83C4 PROPERTIES	(4,260)	90	0	0	(24,540)	(28,710)
83C5 CORPORATE PROPERTY MAINTENANCE	0	(920)	9,400	139,000	1,220,850	1,368,330
83PRAE PUBLIC REALM ASSETS - ECON	0	0	(50,000)	0	1,997,390	1,947,390
Net Cost	149,250	45,890	(390,730)	319,000	322,320	445,730

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ECONOMY

2015/16 Charges

Proposed Charges for 2016/17

Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
£ p	£ p	£ p	Code	£ p	£ p	£ p	Code

A PLANNING SERVICES

1 - SCALE OF CHARGES AND FEES FOR PLANNING AND ADVERTISEMENT APPLICATIONS

The fees collectable are statutory and determined by Central Government.

2 - PUBLICATIONS

Conservation Area Character Appraisals*

- Central (only available as a paper copy)
- Southernhay (only available as a paper copy)
- Heavitree (FREE to download from the website)
- Cowick Street (FREE to download from the website)
- Alphington (FREE to download from the website)
- Exwick (FREE to download from the website)
- Longbrook (FREE to download from the website)
- Midway Terrace and Ide Lane (FREE to download from the website)
- Riverside (FREE to download from the website)
- St David's (FREE to download from the website)
- Princes Square (FREE to download from the website)

*Available on CD for £2 each

Development Plan Documents

- Core Strategy (adopted February 2012)
- Exeter Local Plan First Review (with Proposals Map and City Centre Insert)

Supplementary Planning Documents

- Public Open Space
- Audit of Outdoor Recreational Facilities
- Neighbourhood Maps
- Neighbourhood Maps (Colour)
- Neighbourhood Maps (Black & White)
- Implementing Open Space Standards
- Houses in Multiple Occupation
- Student Accommodation Supplementary Planning Guidance
- Residential Extensions (Black & White)
- Residential Extensions (Colour)
- Trees in Relation to Development
- Planning Obligations
- Affordable Housing
- Draft Affordable Housing (2012)
- Residential Design Guide
- Streatham Campus Masterplan (Black & White)
- Streatham Campus Masterplan (Colour)

Supplementary Planning Guidance

- Archaeology and Development

Exeter Local Plan First Review

- * half price for residents and students

Local Plan Maps

- Proposals
- City Centre Inset

Exeter Employment Study (2007)

- Black & White
- Colour

Exeter Fringe Landscape Sensitivity & Capacity Study (2007)

- Black & White
- Colour (A3)

Monkerton & Hill Barton Masterplan (2010)

- Black & White
- Colour (A3)

Newcourt Masterplan (2010)

- Black & White
- Colour (A3)

South West Masterplan (2012)

- Black & White
- Colour (A3)

3 - OTHER CHARGES

Copy of Planning Decision Notice	2.50	0.50	3.00	3	2.67	0.53	3.20	3
- Decisions dated from 1 January 2000 20p per page								
Copy Appeal Decision	2.50	0.50	3.00	3	2.67	0.53	3.20	3
- Decisions dated from 1 January 2000 up to 10 pages 20p per page, over 10 pages £2.80 flat rate								
Copy Tree Preservation Order	2.50	0.50	3.00	3	2.67	0.53	3.20	3
Copy S.106 (Legal Agreement)	2.50	0.50	3.00	3	2.67	0.53	3.20	3
- Decisions dated from 1 January 2000 up to 10 pages 20p per page, over 10 pages £2.80 flat rate								
Compliance with terms of S106 or similar agreements ascertained from Application file	16.67	3.33	20.00	3	16.92	3.38	20.30	3
Compliance with terms of S106 or similar agreements ascertained from Application file and site visit	68.76	13.75	82.50	3	69.83	13.97	83.80	3

Compliance with Conditions:

Planning publications are available for download for free from the Exeter City Council website. If a printed copy is required a charge per copy will be made in line with the Plan photocopy detailed below in **3 - Other Charges**

Planning publications are available for download for free from the Exeter City Council website. If a printed copy is required a charge per copy will be made in line with the Plan photocopy detailed below in **3 - Other Charges**

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ECONOMY

2015/16 Charges

Proposed Charges for 2016/17

	Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
	£ p	£ p	£ p	Code	£ p	£ p	£ p	Code
for Householder planning consents	24.58	4.92	29.50	3	25.00	5.00	30.00	3
for all other consent types	84.92	16.98	101.90	3	86.25	17.25	103.50	3
Search type inquiry question answered by letter seeking information about	14.59	2.92	17.50	3	14.83	2.97	17.80	3
Plan Photocopies (where permitted by Copyright)								
- A4 each copy	0.17	0.03	0.20	3	0.25	0.05	0.30	3
- A3 each copy	0.17	0.03	0.20	3	0.25	0.05	0.30	3
- A2, A1, A0 each copy**	1.46	0.29	1.75	3	1.67	0.33	2.00	3
** if printing outsourced cost to ECC will be charged								
Ordnance Survey (OS) A4 Extract								
- Exeter City Council Fee per sheet	0.17	0.03	0.20	3	0.25	0.05	0.30	3
(The charge for an Ordnance Survey (OS) extract map has been set by the OS and agreed with the Council in a Service Level Agreement e.g. £14.05 for 4 copies plus 10p per sheet = £14.45)								
Other Photocopying:								
- A4 size	0.17	0.03	0.20	3	0.25	0.05	0.30	3
- A3 size	0.17	0.03	0.20	3	0.25	0.05	0.30	3
NOTE Reasonable requests from school pupils and students of further education will be exempt from charge								

B BUILDING CONTROL

Research Building Records (add £5 if invoiced)	14.75	2.95	17.70	3	15.00	3.00	18.00	3
Copy of Building Regulation Notices	No charge as information available under EIR				No charge as information available under EIR			

1 - Schedule 1 - Standard charges for one or more Dwellings (Houses up to 300m² and flats up to three storeys)

(a) Full Plans								
1 Dwelling	650.00	130.00	780.00	3	650.00	130.00	780.00	3
2 Dwellings	850.00	170.00	1,020.00	3	850.00	170.00	1,020.00	3
3 Dwellings	1,050.00	210.00	1,260.00	3	1,050.00	210.00	1,260.00	3
4 Dwellings	1,250.00	250.00	1,500.00	3	1,250.00	250.00	1,500.00	3
5 Dwellings	1,425.00	285.00	1,710.00	3	1,425.00	285.00	1,710.00	3
6 Dwellings	1,600.00	320.00	1,920.00	3	1,600.00	320.00	1,920.00	3
7 Dwellings	1,775.00	355.00	2,130.00	3	1,775.00	355.00	2,130.00	3
8 Dwellings	1,950.00	390.00	2,340.00	3	1,950.00	390.00	2,340.00	3
9 Dwellings	2,125.00	425.00	2,550.00	3	2,125.00	425.00	2,550.00	3
10 Dwellings	2,300.00	460.00	2,760.00	3	2,300.00	460.00	2,760.00	3
(b) Building Notice								
1 Dwelling	780.00	156.00	936.00	3	780.00	156.00	936.00	3
2 Dwellings	1,020.00	204.00	1,224.00	3	1,020.00	204.00	1,224.00	3
3 Dwellings	1,260.00	252.00	1,512.00	3	1,260.00	252.00	1,512.00	3
4 Dwellings	1,500.00	300.00	1,800.00	3	1,500.00	300.00	1,800.00	3
5 Dwellings	1,710.00	342.00	2,052.00	3	1,710.00	342.00	2,052.00	3
6 Dwellings	1,920.00	384.00	2,304.00	3	1,920.00	384.00	2,304.00	3
7 Dwellings	2,130.00	426.00	2,556.00	3	2,130.00	426.00	2,556.00	3
8 Dwellings	2,340.00	468.00	2,808.00	3	2,340.00	468.00	2,808.00	3
9 Dwellings	2,550.00	510.00	3,060.00	3	2,550.00	510.00	3,060.00	3
10 Dwellings	2,760.00	552.00	3,312.00	3	2,760.00	552.00	3,312.00	3
(c) RG Charge								
1 Dwelling	936.00	-	936.00	9	936.00	-	936.00	9
2 Dwellings	1,224.00	-	1,224.00	9	1,224.00	-	1,224.00	9
3 Dwellings	1,512.00	-	1,512.00	9	1,512.00	-	1,512.00	9
4 Dwellings	1,800.00	-	1,800.00	9	1,800.00	-	1,800.00	9
5 Dwellings	2,052.00	-	2,052.00	9	2,052.00	-	2,052.00	9
6 Dwellings	2,304.00	-	2,304.00	9	2,304.00	-	2,304.00	9
7 Dwellings	2,556.00	-	2,556.00	9	2,556.00	-	2,556.00	9
8 Dwellings	2,808.00	-	2,808.00	9	2,808.00	-	2,808.00	9
9 Dwellings	3,060.00	-	3,060.00	9	3,060.00	-	3,060.00	9
10 Dwellings	3,312.00	-	3,312.00	9	3,312.00	-	3,312.00	9

2 - Schedule 3 - Standard charges for work to which Schedules 1 and 2 do not apply.

(a) Full Plans								
Estimate of cost								
Under £2,000	106.38	21.28	127.66	3	106.38	21.28	127.66	3
£2,000 - £5,000	170.21	34.04	204.25	3	170.21	34.04	204.25	3
£5,001 - £10,000	212.77	42.55	255.32	3	212.77	42.55	255.32	3
£10,001 - £25,000	340.43	68.09	408.52	3	340.43	68.09	408.52	3
£25,001 - £50,000	553.19	110.64	663.83	3	553.19	110.64	663.83	3
£50,001 - £75,000	765.96	153.19	919.15	3	765.96	153.19	919.15	3
£75,000 - £100,000	978.72	195.74	1,174.46	3	978.72	195.74	1,174.46	3

For dwellings above 10, or work in excess of £100,000 please contact Building Control on 01392 265139

Note - The BUILDING NOTICE option is not available for buildings subject to The Regulatory Reform [Fire Safety] Order 2005

(b) Building Notice								
Estimate of cost								
Under £2,000	127.66	25.53	153.19	3	127.66	25.53	153.19	3
£2,000 - £5,000	204.25	40.85	245.10	3	204.25	40.85	245.10	3
£5,001 - £10,000	255.32	51.06	306.38	3	255.32	51.06	306.38	3
£10,001 - £25,000	408.51	81.70	490.21	3	408.51	81.70	490.21	3
£25,001 - £50,000	663.83	132.77	796.60	3	663.83	132.77	796.60	3
£50,001 - £75,000	919.15	183.83	1,102.98	3	919.15	183.83	1,102.98	3
£75,000 - £100,000	1,174.47	234.89	1,409.36	3	1,174.47	234.89	1,409.36	3

For dwellings above 10, or work in excess of £100,000 please contact Building Control on 01392 265139

ECONOMY

2015/16 Charges

Proposed Charges for 2016/17

	Fee £ p	VAT @ 20% £ p	Total £ p	VAT Code	Fee £ p	VAT @ 20% £ p	Total £ p	VAT Code
Note - The BUILDING NOTICE option is not available for buildings subject to The Regulatory Reform [Fire Safety] Order 2005								
(c) RG Charge								
Estimate of cost								
Under £2,000	153.19	-	153.19	9	153.19	-	153.19	9
£2,000 - £5,000	245.10	-	245.10	9	245.10	-	245.10	9
£5,001- £10,000	306.38	-	306.38	9	306.38	-	306.38	9
£10,001 - £25,000	490.21	-	490.21	9	490.21	-	490.21	9
£25,001 - £50,000	796.60	-	796.60	9	796.60	-	796.60	9
£50,001- £75,000	1,102.98	-	1,102.98	9	1,102.98	-	1,102.98	9
£75,000 - £100,000	1,409.36	-	1,409.36	9	1,409.36	-	1,409.36	9

For dwellings above 10, or work in excess of £100,000 please contact Building Control on 01392 265139
Note - The BUILDING NOTICE option is not available for buildings subject to The Regulatory Reform [Fire Safety] Order 2005

3 - Schedule 2 - Standard charges for work in connection with dwellings

(a) Full Plans

Type of Work

Replacement Glazing in dwellings - Single Unit	42.55	8.51	51.06	3	42.55	8.51	51.06	3
Replacement Glazing in dwellings - Multiple Units	72.34	14.47	86.81	3	72.34	14.47	86.81	3
Domestic Electrical Installations [CP serves BS 7671 certificate]	42.55	8.51	51.06	3	42.55	8.51	51.06	3
Domestic Electrical Installations [ECC to carry out inspections]	212.77	42.55	255.32	3	212.77	42.55	255.32	3
Extensions or Loft Conversions - Not exceeding 10m ²	297.87	59.57	357.44	3	297.87	59.57	357.44	3
Extensions or Loft Conversions - 10m ² to 40m ²	425.53	85.11	510.64	3	425.53	85.11	510.64	3
Extensions or Loft Conversions - 40m ² to 60m ²	574.47	114.89	689.36	3	574.47	114.89	689.36	3
Conversion of attached garage to domestic habitable room	297.87	59.57	357.44	3	297.87	59.57	357.44	3
Garages, carports or similar - [not exempt] less than 40m ²	127.66	25.53	153.19	3	127.66	25.53	153.19	3
Re-roofing of existing dwellings	127.66	25.53	153.19	3	127.66	25.53	153.19	3

Note - For extensions or loft conversions exc 60m², the minimum standard charge in Schedule 3 is £675.00 inc VAT for a Full Plans application and £810.00 inc Vat for a Building Notice application
Note - The 'Regularisation charge' does not attract a VAT element

(b) Building Notice

Type of Work

Replacement Glazing in dwellings - Single Unit	42.55	8.51	51.06	3	42.55	8.51	51.06	3
Replacement Glazing in dwellings - Multiple Units	72.34	14.47	86.81	3	72.34	14.47	86.81	3
Domestic Electrical Installations [CP serves BS 7671 certificate]	42.55	8.51	51.06	3	42.55	8.51	51.06	3
Domestic Electrical Installations [ECC to carry out inspections]	212.77	42.55	255.32	3	212.77	42.55	255.32	3
Extensions or Loft Conversions - Not exceeding 10m ²	357.45	71.49	428.94	3	357.45	71.49	428.94	3
Extensions or Loft Conversions - 10m ² to 40m ²	510.64	102.13	612.77	3	510.64	102.13	612.77	3
Extensions or Loft Conversions - 40m ² to 60m ²	689.37	137.87	827.24	3	689.37	137.87	827.24	3
Conversion of attached garage to domestic habitable room	357.45	71.49	428.94	3	357.45	71.49	428.94	3
Garages, carports or similar - [not exempt] less than 40m ²	153.19	30.64	183.83	3	153.19	30.64	183.83	3
Re-roofing of existing dwellings	127.66	25.53	153.19	3	127.66	25.53	153.19	3

Note - For extensions or loft conversions exc 60m², the minimum standard charge in Schedule 3 is £675.00 inc VAT for a Full Plans application and £810.00 inc Vat for a Building Notice application
Note - The 'Regularisation charge' does not attract a VAT element

(c) RG Charge

Type of Work

Replacement Glazing in dwellings - Single Unit	51.06	-	51.06	9	51.06	-	51.06	9
Replacement Glazing in dwellings - Multiple Units	86.81	-	86.81	9	86.81	-	86.81	9
Domestic Electrical Installations [CP serves BS 7671 certificate]	51.06	-	51.06	9	51.06	-	51.06	9
Domestic Electrical Installations [ECC to carry out inspections]	255.32	-	255.32	9	255.32	-	255.32	9
Extensions or Loft Conversions - Not exceeding 10m ²	428.94	-	428.94	9	428.94	-	428.94	9
Extensions or Loft Conversions - 10m ² to 40m ²	612.77	-	612.77	9	612.77	-	612.77	9
Extensions or Loft Conversions - 40m ² to 60m ²	827.24	-	827.24	9	827.24	-	827.24	9
Conversion of attached garage to domestic habitable room	428.94	-	428.94	9	428.94	-	428.94	9
Garages, carports or similar - [not exempt] less than 40m ²	183.83	-	183.83	9	183.83	-	183.83	9
Re-roofing of existing dwellings	153.19	-	153.19	9	153.19	-	153.19	9

Note - For extensions or loft conversions exc 60m², the minimum standard charge in Schedule 3 is £675.00 inc VAT for a Full Plans application and £810.00 inc Vat for a Building Notice application
Note - The 'Regularisation charge' does not attract a VAT element

C LOCAL LAND CHARGES

- Basic Standard Fee	85.00	-	85.00	9	85.00	12.60	97.60	3 & 9
- Basic Standard Fee (submitted electronically)	75.00	-	75.00	9	75.00	11.00	86.00	3 & 9
- LLC1 Enquires	22.00	-	22.00	9	22.00	-	22.00	9
- LLC1 Enquires (submitted electronically)	20.00	-	20.00	9	20.00	-	20.00	9
- Extra Question (Optional Enquiries Part Two)	4.00	-	4.00	9	4.00	0.80	4.80	3
- Extra Question (Optional Enquiries Q5/Q22) (set by Devon CC)	6.50	-	6.50	9	6.50	1.30	7.80	3
- Each Additional Enquiry	10.00	-	10.00	9	10.00	-	10.00	9
- Extra Parcel	4.00	-	4.00	9	4.00	-	4.00	9
- Con 29R Enquires	63.00	-	63.00	9	63.00	12.60	75.60	3
- Con 29R Enquires (submitted electronically)	55.00	-	55.00	9	55.00	11.00	66.00	3
- Personal Searches				9				9
				FOC				FOC

D UNDERGROUND PASSAGES

Adult	5.00	1.00	6.00	3	5.00	1.00	6.00	3
Child (5-16)	3.33	0.67	4.00	3	3.33	0.67	4.00	3
Senior/Student	4.17	0.83	5.00	3	4.17	0.83	5.00	3
Family (2 adults and up to 3 children)	15.00	3.00	18.00	3	15.00	3.00	18.00	3
Adult group	4.17	0.83	5.00	3	4.17	0.83	5.00	3
Child group	2.92	0.58	3.50	3	2.92	0.58	3.50	3
Conc group	3.75	0.75	4.50	3	3.75	0.75	4.50	3

ECONOMY

2015/16 Charges

Proposed Charges for 2016/17

	Fee £ p	VAT @ 20% £ p	Total £ p	VAT Code	Fee £ p	VAT @ 20% £ p	Total £ p	VAT Code
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* Admission fees are subject to discounting during quiet periods to encourage visitors to, and residents of, Exeter.

E RED COAT GUIDED GROUP TOURS

Adult	2.50	0.50	3.00	3	2.50	0.50	3.00	3
Child (5-16)	1.67	0.33	2.00	3	1.67	0.33	2.00	3

F CAR PARKS (Charges effective from 1 April 2016)

Charges apply 7 days a week 8am-6pm including Bank Holidays (Topsham car parks 9am-5pm) unless otherwise stated

Credit cards accepted at Bampfylde Street, Princesshay 3, Guildhall, Magdalen Street, Mary Arches Street, Smythen Street, Howell Road and John Lewis Car Parks for tariffs over £7.00

Tariff Band 1 - Premium Car Parks

These charges apply at the following car parks:

Guildhall
John Lewis
Mary Arches Street

0-1 hours	1.50	0.30	1.80	3	1.50	0.30	1.80	3
1-2 hours	2.17	0.43	2.60	3	2.17	0.43	2.60	3
2-3 hours	2.92	0.58	3.50	3	2.92	0.58	3.50	3
3-4 hours	5.42	1.08	6.50	3	5.42	1.08	6.50	3
4-5 hours	7.33	1.47	8.80	3	7.33	1.47	8.80	3
Over 5 hours	9.83	1.97	11.80	3	9.83	1.97	11.80	3

Tariff Band 2 - Short stay shoppers car parks

These charges apply at the following car parks:

Bampfylde Street
Bartholomew Terrace
Harlequins
King William St / Leighton Terrace
Magdalen Road (Fairpark)
Magdalen Street
Matthews Hall Topsham
Princesshay 2 (Civic Centre)
Princesshay 3 (Broadwalk House)
Smythen Street
Topsham Quay

0-1 hour	1.00	0.20	1.20	3	1.00	0.20	1.20	3
1-2 hours	1.83	0.37	2.20	3	1.83	0.37	2.20	3
2-3 hours	2.75	0.55	3.30	3	2.75	0.55	3.30	3
3-4 hours	4.75	0.95	5.70	3	4.75	0.95	5.70	3
4-5 hours	6.42	1.28	7.70	3	6.42	1.28	7.70	3
Over 5 hours	9.00	1.80	10.80	3	9.00	1.80	10.80	3

Tariff Band 3 - Long Stay Visitors' Car Parks

These charges apply at the following car parks:

Belmont Road
Bystock Terrace
Cathedral & Quay
Haven Banks
Howell Road
Parr Street
Richmond Road (Residents only 6pm to 8am)
Triangle

0-1 hour	0.67	0.13	0.80	3	0.67	0.13	0.80	3
1-2 hours	1.00	0.20	1.20	3	1.00	0.20	1.20	3
2-3 hours	1.50	0.30	1.80	3	1.50	0.30	1.80	3
3-4 hours	2.67	0.53	3.20	3	2.67	0.53	3.20	3
4-5 hours	4.17	0.83	5.00	3	4.17	0.83	5.00	3
Over 5 hours	5.17	1.03	6.20	3	5.17	1.03	6.20	3
Coaches - any period (Haven Road only)	4.17	0.83	5.00	3	4.17	0.83	5.00	3

Tariff Band 4 - Local Car Parks

These charges apply at the following car parks:

Gordon's Place (Fore Street Heavitree) - Maximum Stay 3 hours
Holman Way
Okehampton Street
Tappers Close

0-1 hour	0.50	0.10	0.60	3	0.50	0.10	0.60	3
1-2 hours	0.67	0.13	0.80	3	0.67	0.13	0.80	3
2-3 hours	0.83	0.17	1.00	3	0.83	0.17	1.00	3
3-4 hours	1.00	0.20	1.20	3	1.00	0.20	1.20	3
Over 4 hours	1.50	0.30	1.80	3	1.50	0.30	1.80	3

Abode (Royal Clarence) Hotel

24 hour parking permits for use by hotel guests	8.75	1.75	10.50	3	8.75	1.75	10.50	3
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Staffed Evening Parking Mary Arches Street (between 6pm and midnight)	1.67	0.33	2.00	3	1.67	0.33	2.00	3
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Season Tickets

Magdalen Road, Howell Road and all Long Stay Visitors' Car Parks (per quarter)	216.67	43.33	260.00	3	216.67	43.33	260.00	3
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Notes:

Residents only 6pm to 8am at Richmond Road
Howell Road and Magdalen Road Car Parks - Monday to Friday only

Special Annual Residents Parking Permits (off-street)	104.17	20.83	125.00	3	104.17	20.83	125.00	3
Bartholomew Terrace Annual Business Parking Permits	170.83	34.17	205.00	3	170.83	34.17	205.00	3
Cathedral & Quay Annual Business Parking Permits	470.83	94.17	565.00	3	470.83	94.17	565.00	3

Penalty Charge Notices

ECONOMY

	2015/16 Charges				Proposed Charges for 2016/17							
	Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT				
	£ p	£ p	£ p	Code	£ p	£ p	£ p	Code				
Charge for higher rate contravention (<i>reduced by 50% if paid within 14 days</i>)	70.00	-	70.00	9	70.00	-	70.00	9				
Charge for lower rate contravention (<i>reduced by 50% if paid within 14 days</i>)	50.00	-	50.00	9	50.00	-	50.00	9				
<i>These rates are laid down by guidance accompanying the Traffic Management Act, and therefore may be subject to change.</i>												
G CANAL AND PORT OF EXETER												
* With effect from 1st April 2016												
All calculated lengths include Bumpkins, Bowsprits, Spars and other extensions fixed or rigged fore and/ or aft of the Vessel												
Cost may be amended for operational reasons by the Port Manager												
1 Mooring on Bight or Turf Buoy per day (or part thereof)												
i Commercial/ Qualifying Vessel	44.00	-	44.00	7	44.66	-	44.66	7				
ii Recreational vessels enroute to the Canal or Topsham Quay	11.25	2.25	13.50	3	11.42	2.28	13.70	3				
2 Local Light & Harbour Dues					See ECC website							
3 Locking in or out at Turf (Convoy rates may apply)					40.83	8.17	49.00	3	41.44	8.29	49.73	3
4 Cancellation of booking					25.00 5.00 30.00 3							
5 Late Payment of invoice - plus 10% per month												
6 Dues on private recreational and pleasure vessels												
Mooring Licence (per metre per month or part month)												
4a Moored Afloat												
i Canal or Basin	8.97	1.79	10.76	3	9.11	1.82	10.93	3				
Canal or Basin min 6 months paid in advance includes convoy rate												
ii Topsham Quay Sept to April	11.12	2.22	13.34	3	11.28	2.26	13.54	3				
iii Topsham mooring off pontoon (six months minimum)					67.72	13.54	81.26	3				
4b Storage Ashore												
i Canal Basin/Boat Park	8.97	1.79	10.76	3	9.11	1.82	10.93	3				
Topsham Quay (booking deposit required - minimum period of stay will apply)												
ii apply)	11.13	2.23	13.36	3	11.30	2.26	13.56	3				
4c Charge for (single hull vessel) one way passage along the Canal (Convoy rates may apply)												
i Mon to Fri (exc Public holidays)	40.83	8.17	49.00	3	41.44	8.29	49.73	3				
ii Saturdays or weekdays between 16:00 & 18:00 or before 08:00	61.25	12.25	73.50	3	62.17	12.43	74.60	3				
iii Public Holidays/Sundays	81.67	16.33	98.00	3	82.91	16.58	99.49	3				
4d Visiting Vessels' Mooring and Berths per day or part												
Mooring alongside per day (max. period 4 weeks)												
i Turf/ Basin (min period 2 days)	12.75	2.55	15.30	3	12.94	2.59	15.53	3				
ii Topsham Quay (on/or alongside)	8.67	1.73	10.40	3	8.80	1.76	10.56	3				
4e												
i Multihull craft	plus 25%				Plus 25% afloat, 50% ashore				as applicable			
ii Seasonal and Convoy rate where determined by Port Manager	up to 75% discount on full charge				Up to 75% discount on full charge				as applicable			
5 Dues on Commercial Vessels												
Applies to all Commercial, Passenger & Fishing Vessels												
5a Importing and/or exporting per GRT												
i Canal Dues	1.05	-	1.05	7	1.07	-	1.07	7				
ii Topsham Quay Dues	0.80	-	0.80	7	0.81	-	0.81	7				
5b Charge for one way passage along the Canal												
i Mon to Sat 08:00 to 16:00 (excluding Public holidays)	113.00	-	113.00	7	114.70	-	114.70	7				
ii Mon to Sat between 16:00 and 08:00 (excluding Public holidays)	166.00	-	166.00	7	168.49	-	168.49	7				
iii Public Holidays/Sundays	222.00	-	222.00	7	225.33	-	225.33	7				
iv Locking in or out at Turf (per operation)	40.83	-	49.00	3	41.44	8.29	49.73	3				
5c Services												
i Water, Electricity, Waste Disposal	At cost plus 15%				At cost plus 20%							
5d Mooring or Storage Ashore (per metre per day or part thereof)												
Laying alongside (not loading or unloading)												
i Canal or Canal Basin	2.25	-	2.25	7	2.28	-	2.28	7				
ii Topsham Quay	2.45	-	2.45	7	2.49	-	2.49	7				
5e Storage Ashore (per metre per day or part thereof)												
i Canal	2.25	-	2.25	7	2.28	-	2.28	7				
ii Topsham Quay	3.00	-	3.00	7	3.05	-	3.05	7				
6 Passenger Vessels and or boats for hire within the Port, Canal or Basin												
6a Landing passengers (per passenger/ occupant per one way passage)												
Vessels under 15 gross tons												
	0.32	-	0.32	7	0.32	-	0.32	7				
Vessels over 15 gross tons												
	0.32	-	0.32	7	0.32	-	0.32	7				
6b Pontoons per metre per month												
	13.46	2.69	16.15	3	13.66	2.73	16.39	3				
6c Contracted Use of the Waterway												
				By negotiation								
7 Dues on Qualifying Vessels (HMRC Notice 744c) whilst withdrawn from commercial use												
7a Charges for Locking & passage through the canal as per Commercial vessels												
7b Mooring Licence (per metre per month or part month)												
i Mooring Afloat												
ii Canal or Canal Basin	10.81	-	10.81	7	10.97	-	10.97	7				
ii Topsham Quay	13.36	-	13.36	7	13.56	-	13.56	7				
8 Utilities												
i Electricity, Water & Waste Disposal	at cost plus 15%				at cost plus 20%							
9 Services												
9a Cranage												
i Lifting in or out												
				at cost plus 15%								
ii Banksman supervision for cranage per boat	61.25	12.25	73.50	3	25.00	5.00	30.00	3				
iii Banksman supervision for cranage per boat - NON CRANING DAYS												
					70.00	14.00	84.00	3				
9b Hire of cradles per (boat) metre per month or part (cradle or legs on keel boats compulsory)												
	2.65	0.53	3.18	3	2.69	0.54	3.23	3				
9c Masts												
i Stepping or striking per hour or part												
	42.83	8.57	51.40	3	43.48	8.70	52.18	3				
ii Storage of masts ashore (per period up to 12 months)												
	58.14	11.63	69.77	3	59.01	11.80	70.81	3				
9d Assistance / Supervision (where not included in other charges)												
i Labour per hour or part												
	42.83	8.57	51.40	3	43.48	8.70	52.18	3				
ii Labour per hour with use of boat												
	69.33	13.87	83.20	3	70.37	14.07	84.44	3				
10 Hire of Unifloat per day (or part thereof)												
	71.40	14.28	85.68	3	72.48	14.50	86.98	3				

ECONOMY

	2015/16 Charges				Proposed Charges for 2016/17			
	Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
	£ p	£ p	£ p	Code	£ p	£ p	£ p	Code
i Hire of pontoon per day (or part thereof)					30.00	6.00	36.00	3
11 Storage of cradles & containers	as 5(a)(bi)				as 5(a)(bi)			
12 Licensing of Pleasure Craft and Boat Operators								
i Pleasure Craft (per annum)	12.25	2.45	14.70	3	12.43	2.49	14.92	3
ii Inspection of Vessel	at cost plus 15%				At cost plus 15%			
12a Operators (per annum)								
i Initial (including test)	56.08	11.22	67.30	3	56.93	11.39	68.32	3
ii Renewal	12.25	2.45	14.70	3	12.43	2.49	14.92	3
13 Topsham Ferry per crossing								
i Per person (under 5 yrs old free)	0.96	0.19	1.15	3	0.98	0.20	1.18	3
ii Dogs, Bicycles, pushchairs etc	0.50	0.10	0.60	3	0.51	0.10	0.61	3
14 Salmon Fishing Permits								
i Annual	74.50	14.90	89.40	3	75.62	15.12	90.74	3
ii Day	8.67	1.73	10.40	3	8.80	1.76	10.56	3
15 Canal fishing licence (area not subject to EAA licence)								
i Annual		New for 2016/17			20.00	4.00	24.00	3
ii Day		New for 2016/17			8.00	1.60	9.60	3
iii under 12 year old		New for 2016/17			No Charge			

H MUSEUM

(1) RAMM								
- Admission to Museum		Voluntary donation				Voluntary donation		
- Free activities, talks, tours, special events, workshops, special exhibitions etc		Voluntary donation				Voluntary donation		
- Charged for activities, talks, tours, special events, workshops, special exhibitions etc		Prices vary - all are published each quarter in RAMM's events booklet and on RAMM's website				Prices vary - all are published each quarter in RAMM's events booklet and on RAMM's website: www.rammuseum.org.uk		
- School visits						Voluntary donation - booking essential via website: http://www.rammuseum.org.uk/schools		
(2) St. Nicholas Priory - Booked sessions								
								Unfortunately due to essential building repairs St Nicholas Priory is currently closed - see website for updates http://www.rammuseum.org.uk/visiting-us/st-nicholas-priory
(3) Hire Charges								
(a) Spaces available for hire:								
(i) Corporate and private hire, including weddings available								Contact Jacqui Channon on 01392 265384 / jacqui.channon@exeter.gov.uk for further information and a quote.
(ii) When available Meeting Room A / B can be booked for schools to leave their bags and have lunch (rooms have a minimum 3 hour booking and a maximum capacity of 65 children)								Email Adrienne Corner at adrienne.corner@exeter.gov.uk to check availability and arrange hire.
- Fewer than 25 children					102.00	20.40	122.40	3
- 26 to 40 children					178.50	35.70	214.20	3
- 41 to 65 children					280.50	56.10	336.60	3
(b) Commission on sales in galleries when RAMM is acting as an intermediary								
			40% of gross sales + VAT	3			40% of gross sales + VAT	3
(c) Booked lectures and tours								
- Lecture by Museum Specialist, minimum per hour (additional research and travel beyond 30 minutes will incur extra charges)	70.00	-	70.00	9	80.00	-	80.00	9
- RAMM gallery tour by Museum Specialist for up to 12 people, minimum per hour (additional research will incur extra charges)	45.00	-	45.00	9	75.00	-	75.00	9
- Collections Study Centre tour by Museum Specialist for up to 8 people, minimum per hour (additional research will incur extra charges)					90.00	-	90.00	9
			New for 2016/17					
- Other behind the scenes access led by Museum Specialist for up to 12 people, minimum per hour (additional research will incur extra charges)					150.00	-	150.00	9
			New for 2016/17					
- Specialist collections research/advice, charge applies to enquiries beyond 30 minutes (charged at minimum per half hour, any travel will incur extra charges)	25.00	-	25.00	9	25.00	-	25.00	9
(c) Conservation								
- Conservation laboratory space hire per hour	4.34	0.87	5.20	3	4.33	0.87	5.20	3
- Conservation workshop space hire per hour	3.23	0.65	3.88	3	3.23	0.65	3.88	3
- Conservation work, per hour	42.25	8.45	50.70	3	42.25	8.45	50.70	3
- Conservation work, (35 hours plus) per day	257.50	51.50	309.00	3	257.50	51.50	309.00	3
- Conservation mountmaking, per hour	33.33	6.67	40.00	3	33.33	6.67	40.00	3
- Minimum x-ray charge	157.59	31.52	189.11	3	157.59	31.52	189.11	3
(d) Archaeological archives - Per box								
			On application				On application	
(e) Object Loan								
			On application				On application	
(4) Photographic Charges								
NOTE: By visiting 'prints.rammuseum.org.uk' you can buy framed or unframed decorative prints and canvas prints, from a selection of 25% discount for existing images available to students, and Devon registered publishers/press and registered charities. Location photography is available on application and will be charged on an individual basis.								
(a) Digital Images								
(i) New high quality digital image	183.60	36.72	220.32	3	186.35	37.27	223.62	3
(ii) Existing high quality digital image	23.12	4.62	27.74	3	23.47	4.69	28.16	3
(iii) Existing digital Image (scan from slide/transparency)	11.82	2.36	14.18	3	11.99	2.40	14.39	3
- Postage & packaging costs may also apply					Dependent on need			3

ECONOMY

	2015/16 Charges				Proposed Charges for 2016/17			
	Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
	£ p	£ p	£ p	Code	£ p	£ p	£ p	Code
(5) Reproduction Charges								
NOTE: All fees cover one edition, one ISBN only.								
For Print runs over 10,000 add 50% of reproduction fee.								
For print runs under 500 reduce reproduction fee by 25%								
25% discount for books, journals available to Devon registered publishers and registered charities.								
Only one discount may be applied.								
(a) Book, journal etc								
(i) One Country, One Language	This section is completely revised from 2015/16				24.08	4.82	28.90	3
- Inside 1/4 page - Black and White					47.94	9.59	57.53	3
- Colour					48.15	9.63	57.78	3
- Inside 1/2 page - Black and White					95.88	19.18	115.06	3
- Colour					72.23	14.45	86.68	3
- Inside full page - Black and White					143.82	28.76	172.58	3
- Colour					96.30	19.26	115.56	3
- Cover - Black and White					191.76	38.35	230.11	3
- Colour								
(ii) Single Continent, One Language	This section is completely revised from 2015/16				25.28	5.06	30.34	3
- Inside 1/4 page - Black and White					50.34	10.07	60.41	3
- Colour					50.56	10.11	60.67	3
- Inside 1/2 page - Black and White					100.67	20.13	120.80	3
- Colour					75.84	15.17	91.01	3
- Inside full page - Black and White					151.00	30.20	181.20	3
- Colour					101.12	20.22	121.34	3
- Cover - Black and White					201.34	40.27	241.61	3
- Colour								
(iii) Single Continent, Multi Language	This section is completely revised from 2015/16				26.55	5.31	31.86	3
- Inside 1/4 page - Black and White					52.85	10.57	63.42	3
- Colour					53.09	10.62	63.71	3
- Inside 1/2 page - Black and White					105.70	21.14	126.84	3
- Colour					79.35	15.87	95.22	3
- Inside full page - Black and White					158.55	31.71	190.26	3
- Colour					106.18	21.24	127.42	3
- Cover - Black and White					211.40	42.28	253.68	3
- Colour								
(iiii) World, One Language	This section is completely revised from 2015/16				27.29	5.46	32.75	3
- Inside 1/4 page - Black and White					60.12	12.02	72.14	3
- Colour					54.58	10.92	65.50	3
- Inside 1/2 page - Black and White					120.21	24.04	144.25	3
- Colour					81.87	16.37	98.24	3
- Inside full page - Black and White					180.32	36.06	216.38	3
- Colour					109.16	21.83	130.99	3
- Cover - Black and White					240.42	48.08	288.50	3
- Colour								
(v) World, Multi Language	This section is completely revised from 2015/16				30.77	6.15	36.92	3
- Inside 1/4 page - Black and White					72.53	14.51	87.04	3
- Colour					61.43	12.29	73.72	3
- Inside 1/2 page - Black and White					145.06	29.01	174.07	3
- Colour					92.15	18.43	110.58	3
- Inside full page - Black and White					217.59	43.52	261.11	3
- Colour					122.86	24.57	147.43	3
- Cover - Black and White					290.12	58.02	348.14	3
- Colour								
(b) Websites								
(i) Newspapers & Magazines								
- Home Page, for cover period	78.63	15.73	94.35	3	79.81	15.96	95.77	3
- Home Page, for up to 5 years	101.75	20.35	122.09	3	103.28	20.66	123.94	3
- Secondary Page, for cover period	49.05	9.81	58.85	3	49.78	9.96	59.74	3
- Secondary Page, for up to 5 years	67.83	13.57	81.40	3	68.85	13.77	82.62	3
(ii) Corporate, Advertorial								
- Home Page, up to 1 year	174.51	34.90	209.41	3	177.13	35.43	212.56	3
- Home Page, up to 5 Years	366.69	73.34	440.03	3	372.19	74.44	446.63	3
- Secondary Page, up to 1 year	101.75	20.35	122.09	3	103.28	20.66	123.94	3
- Secondary Page, up to 5 Years	221.60	44.32	265.91	3	224.92	44.98	269.90	3
(iii) Academic								
- Home Page, up to 1 year	39.87	7.97	47.84	3	40.47	8.09	48.56	3
- Home Page, up to 5 years	97.41	19.48	116.89	3	98.88	19.78	118.66	3
- Secondary Page, up to 1 year	25.33	5.07	30.40	3	25.71	5.14	30.85	3
- Secondary Page, up to 5 years	67.83	13.57	81.40	3	68.85	13.77	82.62	3
(iv) Personal								
- Home/Secondary Page, up to 5 Years	18.28	3.66	21.93	3	18.55	3.71	22.26	3
(v) CD/DVD (production run of 10,000)								
- Inside product, one language	29.58	5.92	35.50	3	30.03	6.01	36.04	3
- Inside product, world rights, multi language	193.80	38.76	232.56	3	196.71	39.34	236.05	3
- Product packaging, one country, one language	53.30	10.66	63.95	3	54.09	10.82	64.91	3
- Product packaging, world rights, multi language	289.68	57.94	347.62	3	294.04	58.81	352.85	3
(c) Personal use e.g. Home display, unpublished study coursework								
- Record image (new photography produced in-house, available for personal use only)	8.50	1.70	10.20	3	8.64	1.73	10.37	3
					On application			3
(d) Television/Film								
(i) Facilities fee, minimum per half day	327.25	65.45	392.70	3	332.16	66.43	398.59	3
(ii) Still photographs reproduced/broadcast within a single TV programme, film etc.	55.25	11.05	66.30	3				
- Transmission (includes +1, 30 days on demand, internet streaming):	This section is completely revised from 2015/16							
UK					37.50	7.50	45.00	3
UK & Europe					45.83	9.17	55.00	3
World					66.67	13.33	80.00	3

ECONOMY

2015/16 Charges

Proposed Charges for 2016/17

	Fee £ p	VAT @ 20% £ p	Total £ p	VAT Code	Fee £ p	VAT @ 20% £ p	Total £ p	VAT Code
- 1 year, up to 3 transmissions, (includes +1, on demand, internet streaming):								
UK					54.17	10.83	65.00	3
UK & Europe					70.83	14.17	85.00	3
World					91.67	18.33	110.00	3
- 3 years, up to 8 transmissions, (includes +1, on demand, internet streaming):								
UK					83.33	16.67	100.00	3
UK & Europe					125.00	25.00	150.00	3
World					166.67	33.33	200.00	3
- 5 years unlimited transmissions, (includes catchup, on demand, internet streaming):								
UK					145.83	29.17	175.00	3
UK & Europe					187.50	37.50	225.00	3
World					270.83	54.17	325.00	3
- 10 years unlimited transmissions, (includes catchup, on demand, internet streaming):								
UK					187.50	37.50	225.00	3
UK & Europe					229.17	45.83	275.00	3
World					312.50	62.50	375.00	3

(e) Exhibition/Display usage

This section is new for 2016/17

NOTE: For each additional venue add 25% of cost.

(i) Exhibition/Display - Single Venue

- Printed, up to A4, up to 6 months

- Printed, over A4, up to 6 months

- Digital, up to 6 months

- Marketing, up to 6 months usage

50.88	10.18	61.06	3
63.60	12.72	76.32	3
50.88	10.18	61.06	3
49.05	9.81	58.86	3

(ii) Exhibition/Display - Single Venue

- Printed, up to A4, up to 1 year

- Printed, over A4, up to 1 year

- Digital, up to 1 year

- Marketing, up to 1 years usage

116.89	23.38	140.27	3
145.98	29.20	175.18	3
116.89	23.38	140.27	3
81.40	16.28	97.68	3

(iii) Display - Permanent, up to 10 years

325.00	65.00	390.00	3
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Reproduction projects not mentioned can be requested and will be considered on an individual basis.

I SPORTS AND LEISURE CENTRES

1 X Card

Adult	4.17	0.83	5.00	3	4.20	0.80	5.00	3
Under 18's/Senior Citizen	2.08	0.42	2.50	3	2.10	0.40	2.50	3

PLEASE NOTE:

X Card is free from the contractual RPI Increase and has been left at last years fee

PLEASE NOTE:

1 The prices quoted in 2 - 12 are the maxima to be charged. In addition, non-LeisureCard scheme members (known as the Excite Card) are subject to admission charges as appropriate, which apply to all customers at all centres as follows (except where marked #)

2 Exeter residents meeting the criteria for an X Card are entitled to a 50% discount off the activities denoted by an X during Off Peak times.

3 Clubs attaining Club Mark Accreditation are entitled to a 10% discount off the charges denoted by CM.

2 ADMISSION CHARGE

- Adult	0.85	-	0.85	8	0.85	-	0.85	8
- Under 18's/Senior Citizen	0.50	-	0.50	8	0.51	-	0.51	8
- XCard Holders			No Charge				No Charge	

3 ISCA CENTRE for bowls and bridge (Casual public use)

Bowls Per Person

X	- 1 hour	3.70	-	3.70	8	3.75	-	3.75	8
X	- 1½ hours	4.75	-	4.75	8	4.80	-	4.80	8
X	- 2 hours	5.60	-	5.60	8	5.65	-	5.65	8
X	- 2½ hours	6.35	-	6.35	8	6.40	-	6.40	8
X	- 3 hours	6.95	-	6.95	8	7.00	-	7.00	8

4 CLIFTON HILL GOLF DRIVING RANGE

(max per 50 balls)

X	(a) Adult	4.04	0.81	4.85	3	4.08	0.82	4.90	3
X	(b) Under 18's/Senior Citizen	2.48	0.50	2.95	3	2.50	0.50	3.00	3
	(d) Hire of Clubs	0.61	0.12	0.75	3	0.63	0.12	0.75	3
	- XCard Holders			No charge				No charge	

5 CLIFTON HILL SPORTS CENTRE

(1) Main Hall (per 1 hour session)

(volleyball, basketball, 5-a-side etc)

CM	- Peak	37.95	-	37.95	8	38.25	-	38.25	8
CM	- Off Peak	27.70	-	27.70	8	27.90	-	27.90	8

(2) Badminton Courts (per hour session)

- Peak

X	- Off Peak	6.10	-	6.10	8	6.15	-	6.15	8
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(3) Squash (per court per 45 minutes)

- Peak

X	- Off Peak	5.10	-	5.10	8	5.15	-	5.15	8
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ECONOMY

		2015/16 Charges				Proposed Charges for 2016/17			
		Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
		£ p	£ p	£ p	Code	£ p	£ p	£ p	Code
(4) Shower		2.40	-	2.40	8	2.40	-	2.40	8
(5) Fitness Centre									
X (a)	Induction Course	10.25	-	10.25	8	10.30	-	10.30	8
X (b)	Adult per session	4.25	-	4.25	8	4.30	-	4.30	8
X (c)	Under 18's/Senior Citizen per session	2.40	-	2.40	8	2.40	-	2.40	8
X (d)	Fitness Test	17.10	-	17.10	8	17.20	-	17.20	8
(6) Equipment Hire#									
(a)	Large (e.g. Judo mats)	6.95	-	6.95	8	7.00	-	7.00	8
(b)	Standard	2.10	-	2.10	8	2.10	-	2.10	8
(c)	Small	0.65	-	0.65	8	0.60	-	0.60	8
(7) Dance Studio									
CM	- Peak	27.00	-	27.00	8	27.20	-	27.20	8
CM	- Off Peak	17.70	-	17.70	8	17.85	-	17.85	8
6 EXETER ARENA									
(1) Arena Hire (Hourly)#									
CM	- Off Peak - Weekdays (before 6pm)	34.30	-	34.30	8	34.60	-	34.60	8
CM	- Peak - Weekdays (after 6pm)	47.00	-	47.00	8	47.40	-	47.40	8
CM	- Weekends/Bank Holidays	58.55	-	58.55	8	59.05	-	59.05	8
(2) Stadium Hire									
	Basic Package								
*1	Half Day - Off Peak Weekdays (Before 6pm)	219.58	-	219.58	8	221.35	-	221.35	8
*2	Half Day - Peak Weekdays (after 6pm)	283.08	-	283.08	8	385.35	-	285.35	8
*3	Whole Day - Weekends/Bank Holidays	623.09	-	623.09	8	628.05	-	628.05	8
*1	Includes 5hrs x track Hire @ Hire rate (Improvement fund contribution)	40.00	-	40.00	8	40.00	-	40.00	8
*2	Includes 5hrs x track Hire @ Hire rate (Improvement fund contribution)	40.00	-	40.00	8	40.00	-	40.00	8
*3	Includes 9hrs x track Hire @ Hire rate (Improvement fund contribution)	80.00	-	80.00	8	80.00	-	80.00	8
	Hire of Full Competition Equipment Above Basic Package (per item)	5.00	-	5.00	8	5.05	-	5.05	8
(3) Hire of Officials Cabin									
	Hire of Officials Cabin per day/event max charge	25.00	-	25.00	8	25.20	-	25.20	8
(4) Floodlights (Per Hour or Part thereof)#									
CM	- Full	16.80	-	16.80	8	16.55	-	16.55	8
CM	- Training	12.40	-	12.40	8	12.25	-	12.25	8
(5) Casual Use (including changing/shower use)									
(a)	Adult								
	- Peak	2.85	-	2.85	8	2.80	-	2.80	8
X	- Off Peak	2.00	-	2.00	8	1.95	-	1.95	8
(b)	Under 18's/Senior Citizen								
	- Peak	1.40	-	1.40	8	1.35	-	1.35	8
X	- Off Peak	0.80	-	0.80	8	0.80	-	0.80	8
(6) Casual Use of Field Event Equipment									
	Price per piece of equipment per hour								
	Pole Vault	10.00	-	10.00	8	10.10	-	10.10	8
	High Jump, Long Jump	5.00	-	5.00	8	5.05	-	5.05	8
	Small Items - Javelins, shot putts, discus	1.00	-	1.00	8	1.00	-	1.00	8
(7) Annual Tickets # (Available to LeisureCard holders/Incentive Scheme Members)									
(a)	Adult								
X	- Off Peak only	59.70	-	59.70	8	58.80	-	58.80	8
	- All Other Times	99.20	-	99.20	8	97.75	-	97.75	8
(b)	Under 18's/Senior Citizen								
X	- Off Peak only	29.90	-	29.90	8	29.45	-	29.45	8
	- All Other Times	49.80	-	49.80	8	49.05	-	49.05	8
(8) Soccer Pitch Match Hire (4 hour period)#									
(a)	Off Peak (weekday before 6.00pm)								
CM	- Adult	46.90	-	46.90	8	46.20	-	46.20	8
CM	- Under 18's	23.40	-	23.40	8	23.05	-	23.05	8
(b)	Peak (weekends, Bank Holidays and evenings after 6.00pm)								
CM	- Adult	269.45	-	269.45	8	265.50	-	265.50	8
CM	- Under 18's	32.40	-	32.40	8	31.90	-	31.90	8
(9) Gymnasium/Fitness Studio									
X	- Induction	10.40	-	10.40	8	10.50	-	10.50	8
X	- Adult	4.25	-	4.25	8	4.30	-	4.30	8
X	- Under 18's/Senior Citizen	2.40	-	2.40	8	2.40	-	2.40	8
X (10) Shower		2.30	-	2.30	8	2.30	-	2.30	8

Notes:

Equipment Use Charges are retained by the contractor and used to replace equipment at the facility additional to annual budget
Improvement fund contribution is deducted from hirers within Exeter, income is used to fund facility improvements not contractually required

7 NORTHBROOK APPROACH GOLF COURSE

ECONOMY

		2015/16 Charges				Proposed Charges for 2016/17			
		Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
		£ p	£ p	£ p	Code	£ p	£ p	£ p	Code
X (a)	Per Round - Adult	4.40	-	4.40	8	4.45	-	4.45	8
X (b)	Per Round - Junior/Senior Citizen	2.95	-	2.95	8	3.00	-	3.00	8
(b)	Per Ball #	1.90	-	1.90	8	1.90	-	1.90	8
(c)	Per Pencil #	0.10	-	0.10	8	0.10	-	0.10	8
8	<u>PYRAMIDS SWIMMING AND LEISURE CENTRE</u>								
	(1) Swimming Pools								
X (a)	Adult Swim Per Session	2.95	-	2.95	8	3.00	-	3.00	8
X (b)	Under 18's/Senior Citizen Per Session	2.30	-	2.30	8	2.35	-	2.35	8
X	- 50+ Swims - Special Sessions only	2.50	-	2.50	8	2.55	-	2.55	8
X (c)	shower	2.95	-	2.95	8	3.00	-	3.00	8
(e)	Hire of Pool (per hour)#								
CM	- Occasional Club/Voluntary Group	101.60	-	101.60	8	102.45	-	102.45	8
CM	- Regular Club/Voluntary Group	62.75	-	62.75	8	63.25	-	63.25	8
	- Gala requiring pool closure during public session	190.15	-	190.15	8	191.70	-	191.70	8
CM	- Early morning club training per lane	12.90	-	12.90	8	13.00	-	13.00	8
CM	- Learner pool	51.50	-	51.50	8	51.90	-	51.90	8
(f)	Season Tickets								
	- 3 months Adult	68.80	-	68.80	8	69.35	-	69.35	8
	- 3 months Under 18's/Senior Citizen	34.40	-	34.40	8	34.65	-	34.65	8
	- 3 months Early Morning Swim Club	57.95	-	57.95	8	58.45	-	58.45	8
	(2) Fitness Studio								
X	- Induction Courses	10.25	-	10.25	8	10.30	-	10.30	8
X	- Adult per session	4.40	-	4.40	8	4.45	-	4.45	8
X	- Under 18's/Senior Citizen per session	2.40	-	2.40	8	2.40	-	2.40	8
	(3) Sauna								
X	- Sauna Senior Citizen (off peak only)	3.70	-	3.70	8	3.75	-	3.75	8
X	- Sauna (per 2 hour session)	5.35	-	5.35	8	5.40	-	5.40	8
9	<u>NORTHBROOK SWIMMING POOL</u>								
	(1) Main Pool Hire (per hour)#								
	- Weekday 9am-4pm	20.45	-	20.45	8	20.60	-	20.60	8
CM	- Weekday Opening - 9am, 4pm-Close	44.65	-	44.65	8	45.00	-	45.00	8
	(2) Casual Swims								
X	- Adult Swim Per Session	2.30	-	2.30	8	2.30	-	2.30	8
X	- Under 18's/Senior Citizen Swim Per Session	1.90	-	1.90	8	1.90	-	1.90	8
10	<u>RIVERSIDE LEISURE CENTRE</u>								
	(1) Swimming Pools								
X (a)	Adult Swim per session	2.95	-	2.95	8	3.00	-	3.00	8
X (b)	Under 18's / senior citizen per session	2.30	-	2.30	8	2.35	-	2.35	8
X (c)	50+ special sessions	2.50	-	2.50	8	2.55	-	2.55	8
X (d)	Shower	2.95	-	2.95	8	3.00	-	3.00	8
(e)	Hire of Pool (per hour)#								
CM	-Occasional club/Voluntary Group	101.60	-	101.60	8	102.45	-	102.45	8
CM	-Regular club/Voluntary Group	62.75	-	62.75	8	63.25	-	63.25	8
	-Gala requiring pool closure during public session	190.15	-	190.15	8	191.70	-	191.70	8
CM	-Early morning club training per lane	12.90	-	12.90	8	13.00	-	13.00	8
CM	-Learner Pool	51.50	-	51.50	8	51.90	-	51.90	8
(f)	Season Tickets								
	- 3 months Adult	68.80	-	68.80	8	69.35	-	69.35	8
	- 3 months Under 18's/Senior Citizen	34.40	-	34.40	8	34.65	-	34.65	8
	- 3 months Early Morning Swim Club	57.95	-	57.95	8	58.40	-	58.40	8
	(2) Fitness								
X	-Induction	10.25	-	10.25	8	10.30	-	10.30	8
X	-Adult per session	8.00	-	8.00	8	8.05	-	8.05	8
X	-Under 18's/Senior Citizen per session	4.30	-	4.30	8	4.35	-	4.35	8
	(3) Health Suite								
X	- Sauna/Steam/Jacuzzi/Swim	8.00	-	8.00	8	8.05	-	8.05	8
	(4) Squash (per court per 45 mins)								
	-Peak	6.35	-	6.35	8	6.40	-	6.40	8
X	-Off peak	5.10	-	5.10	8	5.15	-	5.15	8
	(5) Main Hall								

ECONOMY

		2015/16 Charges				Proposed Charges for 2016/17			
		Fee	VAT @ 20%	Total	VAT	Fee	VAT @ 20%	Total	VAT
		£ p	£ p	£ p	Code	£ p	£ p	£ p	Code
(a)	half hall per hour session (5-a-side, volleyball etc)								
CM	- Peak	28.65	-	28.65	8	28.85	-	28.85	8
CM	- Off Peak	20.25	-	20.25	8	20.40	-	20.40	8
(b)	full hall per hour session (basketball etc)								
CM	-Peak	56.60	-	56.60	8	57.00	-	57.00	8
CM	-Off peak	43.00	-	43.00	8	43.30	-	43.30	8
(6) Badminton (per hour session)									
	-Peak	8.75	-	8.75	8	8.80	-	8.80	8
X	-Off peak	6.10	-	6.10	8	6.20	-	6.20	8
(7) Equipment Hire#									
	-large (eg Judo mats)	6.96	-	6.96	8	7.00	-	7.00	8
	-Racket/Football Hire	2.10	-	2.10	8	2.10	-	2.10	8
	-Small (eg Table Tennis Bat)	0.65	-	0.65	8	0.60	-	0.60	8
(8) Lower Dance Studio (per hour session)									
CM	-Peak	46.25	-	46.25	8	46.60	-	46.60	8
CM	-Off peak	31.50	-	31.50	8	31.75	-	31.75	8
(9) Upper Activity Room (per hour session)									
CM	-Peak	32.85	-	32.85	8	33.10	-	33.10	8
CM	-Off peak	20.25	-	20.25	8	20.40	-	20.40	8
11 WONFORD SPORTS CENTRE									
(1) Main Hall (per hour session) (volleyball, basketball, 5-a-side etc)									
CM	- Peak	37.95	-	37.95	8	38.25	-	38.25	8
CM	- Off Peak	27.70	-	27.70	8	27.90	-	27.90	8
(2) Badminton (per hour session)									
	- Peak	8.75	-	8.75	8	8.80	-	8.80	8
X	- Off Peak	6.10	-	6.10	8	6.20	-	6.20	8
(3) Outdoor Floodlit Area (per hour session)									
CM	- Peak	24.00	-	24.00	8	24.20	-	24.20	8
CM	- Off Peak	18.80	-	18.80	8	18.90	-	18.90	8
CM	- Floodlights	3.85	-	3.85	8	3.85	-	3.85	8
X (4)	Shower	2.40	-	2.40	8	2.40	-	2.40	8
(5) Sauna									
X (a)	Sauna (Block Booking)	15.05	-	15.05	8	15.20	-	15.20	8
X (b)	Sauna	5.35	-	5.35	8	5.40	-	5.40	8
(6) Fitness Studio									
X (a)	Induction Course	10.25	-	10.25	8	10.30	-	10.30	8
X (b)	Adult per session	4.25	-	4.25	8	4.30	-	4.30	8
X (c)	Under 18's/Senior Citizen per session	2.40	-	2.40	8	2.40	-	2.40	8
X (d)	Fitness Test	17.10	-	17.10	8	17.20	-	17.20	8
(7) Equipment Hire#									
(a)	Large Equipment (e.g. Judo mats)	6.95	-	6.95	8	7.00	-	7.00	8
(b)	Racket/Ball Hire	2.10	-	2.10	8	2.10	-	2.10	8
(c)	Table Tennis Bat Hire	0.65	-	0.65	8	0.65	-	0.65	8
(12)	Activity Room	12.10	-	12.10	8	12.20	-	12.20	8
12 GP REFERRAL SCHEME #									
(1) Weekly Payment									
X	- Assessment	8.45	-	8.45	8	8.50	-	8.50	8
X	- Session	2.90	-	2.90	8	2.95	-	2.95	8
X	- Reassessment	3.05	-	3.05	8	3.05	-	3.05	8
(2) Course									
X	- 20 sessions including assessment, sessions and reassessment	58.65	-	58.65	8	59.15	-	59.15	8

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REPORT TO: SCRUTINY ECONOMY COMMITTEE
Date of Meeting: 21 January 2016
REPORT TO: EXECUTIVE
Date of Meeting: 26 January 2016
Report of: Economy & Tourism Manager
Title: Annual Review of Support for Small Businesses

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive Function.

1. What is the report about?

- 1.1 To update Scrutiny Economy Committee as to the progress made in supporting businesses through Exeter Business Support and the Exeter Pop Up Shop.
- 1.2 To update Scrutiny Economy Committee on the progress made in expanding the contract for this service for the 2016 financial year to cover the Exeter and the Heart of Devon area.

2. Recommendations:

- 2.1 That members support the City Council in continuing to fund business support for embryonic, new and existing businesses in providing opportunities for individuals to secure the means of improving their financial position and promoting job creation, at a cost of £25,000.
- 2.2 Officers within Economy & Tourism be authorised to negotiate a contract for £100,000 for the financial year 2016 – 2017, following an advertisement for the continued delivery of services outlined in this report under the banner of Exeter Business Support. £25,000 has been secured from each of the neighbouring local authority areas of East Devon, Mid Devon and Teignbridge to contribute to Exeter Business Support.

3. Reasons for the recommendation:

- 3.1 To ensure that there is fit for purpose business support, advice and guidance for the residents of the Exeter and the Heart of Devon to gain free advice and guidance on setting up a new business, and improving the prospects of an existing business.

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

- 4.1 £25,000 per annum and officer time to manage the contract.

5. Section 151 Officer comments:

- 5.1 There are no additional financial implications contained in this report.

6. What are the legal aspects?

- 6.1 None identified.

7. Monitoring officer Comments

- 7.1 It will be the Economy and Tourism Manger's responsibility to ensure that the Council's contract Regulations are complied with when inviting tenders for the business support contract.

8. Background

- 8.1 In January and March 2015 Economy Scrutiny Committee received reports on the City Council's funding of free professional advice and guidance to support the start up and early survival of small businesses and social enterprises in Exeter.
- 8.2 In order to sustain Exeter's economic strength, particularly as public sector employment declines and average wage levels remain low, it is important to encourage and support new business start ups to create new and better employment opportunities, and assist small businesses which are struggling.
- 8.3 Exeter Business Support is currently managed by Peninsula Innovations Limited (PIL), who are responsible for the management of the University of Exeter's Innovation Centre and the Science Park Centre.
- 8.4 The contract providing social enterprise support through the Fruit Tree for Business ceased at the end of June 2014.
- 8.5 The current range of advice and support offered by Exeter Business Support has the main benefit of ensuring expertise is available in the city across a wide spectrum of business needs which encompasses support for pre-starts, start-ups, and existing businesses; from privately owned entities to social enterprises, co-operatives, and mutuals and spans smaller 'traditional' to innovative/high growth businesses. The City Council funded element is aimed primarily at the smaller more traditional end of the spectrum, plus social enterprises. The Innovation Centre separately funds advice and support for the more technically advanced and innovative businesses.
- 8.6 As part of the City Council's contribution towards business support a range of other activity is also provided directly or in partnership with other organisations. These include:
- information for businesses on the City Council's website including the on-line Exeter Commercial Property Register
 - the Exeter Business Centre (Marsh Barton)
 - the retail shops leased by the Estate Services
 - partnership activities with the Exeter and the Heart of Devon Employment and Skills Board
 - Heart of the South West Local Enterprise Partnership business support through the Plymouth City Deal
- 8.7 Provision across Exeter for pre-start business support is largely provided by fee charging providers. Some individuals:
- find the duration of support insufficient or the nature of it unsuitable
 - their business start-up needs are not being addressed
 - lack sufficient income to afford even a modest fee to pay for business support

9. Exeter Business Support

- 9.1 Services funded by the City Council and offered under the banner of Exeter Business

Support and deliver a range of intensive one to one support and are dependent on the client need, and includes the following:

- business viability evaluation
- business health check & recovery strategies to assist with finance and cash flow
- detailed financial analysis to help prepare strategies for survival
- marketing review, helping to develop strategies for growth
- provide detailed feedback on clients' draft submissions to various agencies and potential funders
- advice on changes to business structure, e.g. from sole trader to limited company
- independent business assessments for clients facing change
- provide reports for management on suggested priorities and remedial actions

9.2 A range of marketing material has been developed to promote Exeter Business Support, primarily to people who live and work in Exeter:

- 1000 Exeter Business Support leaflets printed and distributed to business centre, banks and organisations across the city where businesses may seek advice
- Regular business support tweets from the Twitter account @ExeBusSupport
- Updated copy on the City Council website www.exeter.gov.uk/support
- Pull up banner to promote Exeter Business Support has been used at business 2 business and networking events

9.3 The table below summarises the outputs secured from City Council funding over the previous 4 years through the contract with PIL:

Outputs secured from Council funding for business support	Apr 2012 – Mar 2013	Apr 2013 – Mar 2014	Apr 2014 – Mar 2015	April 2015 – Nov 2015	Target for 2015 – 2016
Traditional businesses supported					
Pre-start businesses assisted	121	146	131	51	130
Small businesses assisted to start-up	22	26	21	27	35
Existing small businesses supported	33	29	25	42	35
Number of new businesses set up	36	40	38	27	40
Number of jobs created	41	48	48	31	60FTE
Male	27	27	13	13	n/a
Female	14	21	35	17	n/a
Participants at workshops	207	136	0	53	200

10. Exeter Pop-Up shop

10.1 Due to the low level of vacant units and the demand for and cost of leasing prime retail units within the city, it is difficult for a new small start up retail business to set up in the city centre. A number of Exeter Business Support clients (and non clients) expressed an interest in opening up a retail unit within the city.

10.2 'Exeter Pop-Up' was created in September 2014 to assist clients of Exeter Business Support to open a retail unit. A number of vacant properties from the City Council's estate portfolio were occupied through the 'Exeter Pop-Up' scheme.

- 10.3 For businesses to use the 'Exeter Pop-Up' shop the following conditions were applied:
- A business must be a registered client of Exeter Business Support
 - The minimum rental period will be one month, with a maximum tenure of 3 months with no return for 3 months
 - The rent will be an all inclusive cost
 - Start up businesses must submit a 12 month business plan and forecast with their application before approval can be agreed
 - All applicants for an Exeter Pop-Up space must be a resident in or near Exeter, proof of residency will be required
 - No charities, institutions or good cause organisations are able to apply for an Exeter Pop Up space
 - Up to 4 businesses are allowed to trade within the 'Exeter Pop-Up' shop, with basic costs being covered through rent collected.
- 10.4 Exeter Pop-Up initiative ceased trading summer 2015 due to a lack of interest from prospective tenants. .

11. Proposals

- 11.1 The level of demand for business advice offered by the City Council and its success in creating and sustaining new businesses and jobs, particularly in the economic climate, warrant its continuation. In the ongoing difficult economic circumstances, self employment or new business formation remains an important option for some individuals to improve their financial position. One to one and face to face business support sessions should still be provided for clients.
- 11.2 Peninsula Innovations Limited have indicated they will no longer be tendering for this contract. From this, discussions are in place in the hand-over of confidential client information and the smooth transition to a new supplier. Peninsula Innovations Limited will continue to provide business support and advice to University of Exeter students and tenants of the Innovation Centre and Exeter Science Park.
- 11.3 Due to our local authority neighbours financially contributing to this contract, the City Council has reduced its financial contribution from £42,000 to £25,000 per annum. The remaining budget of £17,000 will be used to support new work around developing two 'Work Place Co-ordinators'.
- 11.4 The Exeter & Heart of Devon Business Advice and Support Contract for 2016/2017 was advertised on the City Council website, neighbouring district websites as well as the Government's free procurement portal. Submissions that reach the minimum criteria, will be interviewed early February 2016 with the successful provider being awarded the contract late February, for commencement 1 April 2016. An update will be provided to March Scrutiny Economy Committee.
- 11.5 It is proposed that the following types of small business clients are supported within the new contract going forward:
- pre-starts not supported or eligible for assistance with other providers
 - start-ups (0 – 2 years of age)
 - those which are struggling to survive but have the potential to grow and are unable to afford fees charged by other providers (0 – 5 years of age)
 - Existing businesses with growth potential but are not eligible for the new Growth Hub programme

- 11.6 Innovation Exeter is currently researching the provision of business support locally, regionally and nationally specifically or high tech innovative businesses, with the potential for high growth. If it is found there is a lack of support for this sector, a contract for business support will be provided through Innovation Exeter.
- 12. Future Position**
- 12.1 The new £100,000 combined contract, which is currently out for quotes, will be awarded April 2016 and will be for one year in length.
- 12.2 During 2016 the contract will be reviewed on a quarterly basis by all four local authority partners, with a view to retendering it for April 2017.
- 12.3 Early 2016 Innovation Exeter is researching the type and level of business support available for high growth technology and knowledge based businesses located in the city, with the potential of providing business support for these specialist businesses. This type of business support is not covered by Exeter Business Support.
- 13. How does the decision contribute to the Council's Corporate Plan?**
- 13.1 Exeter & Heart of Devon Business Support and Advice contributes to 'Building a stronger sustainable city' and the main purpose of 'Help me run a successful business in Exeter' in promoting the city as a great place to do business and supporting the local economy and creating jobs.
- 14. What risks are there and how can they be reduced?**
- 14.1 There could be the potential that a new supplier is not contracted by April 2016, the new contract will be promoted locally and nationally to ensure a suitable supplier is contracted. Once a new supplier is contracted, quarterly meetings will be held to ensure the contract is followed and adhered to. Discussions are in place with Peninsula Innovations Limited to ensure there is a seamless handover of Exeter Business Support assets.
- 15. 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?**
- 15.1 Business support and advice is provided to residents and businesses of Exeter and the Heart of Devon free of charge regardless of race, age, gender or orientation. Business ownership promotes a more balanced and versatile economy.
- 16. Are there any other options?**
- 16.1 There are a number of options available regarding the provision of business support and advice in Exeter:
- Exeter, East Devon, Mid Devon and Teignbridge Councils continue to provide business support and advice individually at a higher cost to each local authority
 - Stop provision when the contract comes to an end in March 2016 and provide a signposting service to other providers covering Exeter leaving a gap in the nature of the provision
 - Stop provision completely when existing contract comes to an end in March 2016

- 16.2 Historically Exeter has had below average business start-up and business survival rates. As can be seen in Appendix 1, the majority of business support provision in Exeter is fee paying, which some start-ups cannot afford. Without dedicated support, business start-up and survival rates could fall in Exeter.

Maureen Gori de Murden, Senior Economy & Tourism Officer

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

Summary of Business Support Services in Exeter

Appendix 1

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
1. BAS (Chartered Institute of Accountants)	√	√	√	√	√	√	√	√
Notes and limitations to the service	Initial free business advice session from a member of ICAEW; charges are dependent upon the individual accountant.							
2. Business West	√	√	√	√	√	√	√	√
Notes and limitations to the service	<p>The programme started in April 2012, and is a 3 year programme part-funded by the Regional Growth Fund, ending in March 2015.</p> <p>Monthly Ready for Business pre-start workshops are held in Exeter free of charge; a free business diagnostic is offered for all attendees to work out how viable their business idea is and to see if the programme might be supportive for them in getting started and securing funding. Follow up courses are charged for.</p>							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
3. Exeter Business Support	√	√	√	√	√	√	√	√
Notes and limitations to the service	Unique provider of services to all clients regardless of status - job clubs/enterprise clubs being run successfully by the business advisor							
4. Peninsula Innovations Ltd (PIL)	√	√	√	√	√	√		√
Notes and limitations to the service	Service only available to high growth potential companies through the Innovation Centre, ExIST, or to University student entrepreneurs							
5. PRIME	√	√						
Notes and limitations to the service	Support for people aged 50 years and over. Currently, support is principally provided via on-line information on PRIME's website if they are eligible for support and have registered – see www.prime.org.uk .							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
6. Growth Accelerator		√	√	√	√			
Notes and limitations to the service	<p>The service provides no free support. To be eligible for support there must be high growth potential (20% growth). The offer is up to 7 days worth of business coaching supported by a programme of workshops and master classes. The investment for companies who wish to participate ranges from £600 for a business with up to 9 employees, £1,500 for a business with 10-49 staff, to £3,000 for a business with 50-249 staff.</p> <p>Each coaching intervention could last anywhere between 4 – 12 months depending on the needs of the business and their schedule. Leadership and management funding (up to £2,000 of match funded support for each person on the senior management team), an Intellectual Property (IP) Audit and a discounted membership with the Institute of Directors is part of the coaching offer. Several of these companies have already taken advantage of the IP Audit (worth £3,000) and the Leadership & Management support.</p> <p>Growth Accelerator works alongside other business support providers including UK Trade & Investment (UKTI) and the Manufacturing Advisory Service (MAS). If the business is not looking to achieve high growth then Growth Accelerator programme cannot support them. In those cases, the service looks to refer them to other providers who may be able to help them.</p>							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
7. Princes Trust	√	√						
Notes/Limitations to Service	For 18-30 year olds only who are currently unemployed.							
8. West Devon BIP	√	√	√	√	√			
Notes and limitations to the service	<p>New Enterprise Allowance (NEA) scheme is now open to anyone signing on for JSA from day one; this includes the financial support to start up). Support duration: mentor support for NEA clients while they complete their business plan and ongoing mentor support once trading for a further 6 months. Thereafter, no support is free.</p> <p>Fees are charged post 6 month mentoring support for NEA clients; Advice 6 x 1hr sessions £400; Business Planning course 5 days @ £2,500</p>							
9. Thrive Business Hubs								
Notes and limitations to the service	Being launched at Dean Clarke House in the coming months – details yet to be released							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
10. Women’s Development Unlimited	√	√	√			√	√	√
Notes and limitations to the service	Range of courses of personal development / business coaching for women. The only funding they have to deliver services in Exeter is “Fast Track for Growth”.							
11. Local Enterprise Partnership								
Notes and limitations to the service	Not a delivery organisation but has priority sectors (Marine, Advanced Manufacturing, Social Enterprise) that it is looking to support in the future							
12. GAIN	√	√	√	√	√	√	√	√
Notes and limitations to the service	Provide coordination and signposting / referral to all business support activities whether provided by national programmes, regional or local publicly supported projects / private sector.							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
13. DCC / Enterprising Libraries / Fab Lab	√	√	√					
Notes and limitations to the service	Trained library staff providing very limited business advice and support. Not currently providing support for Exeter because of existing EBS provision – this could be reviewed should EBS provision cease.							
14. Dartington School for Social Enterprise						√	√	√
Notes and limitations to the service	Provides training and opportunities that enable people with entrepreneurial ideas to achieve positive change in their community							
15. Business Doctors Exeter & Devon			√	√	√	√	√	√
Notes and limitations	Business support network helping small and medium sized businesses. Free business health check followed by a paying service.							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
16. Fruit Tree for Business			√	√	√	√	√	√
Notes and limitations to the service	Provide paying business advice to small businesses, social enterprises and co-operatives.							
17. Thompson Jenner LLP	√	√	√	√	√			
Notes and limitations to the service	Provide free online guides to registered business users. Free initial meeting followed by paying services for business: audit, accountancy, tax, corporate finance, business planning, payroll, IT business solutions and wealth building.							
18. Cartridges Business Hub	√	√	√	√	√	√	√	√
Notes and limitations to the service	Paying, one stop shop for the full range of legal and business support services provided in collaboration with other local businesses: legal, accountancy, HR, business training, finance, banking, insurance, IT, H&S, web design and marketing. Have expressed an interest in providing social enterprise support.							

Provision of business support in Exeter – type of enterprise assisted								
Provider	Pre- Start	Start-up	Existing	Technology	Hi Growth	Social Enterprise	Co-ops	Social Business/ Entrepreneurs
19. IBD Business Advice Group	√	√	√	√	√			
Notes and limitations to the service	Cover business advice for start ups, growing businesses, problems in your business, exiting a business, mentoring. Free initial 2 hour meeting followed by a paying service: £250 for mentoring or £800 for four 2 hour meetings. Business adviser based in Exeter.							

REPORT TO: SCRUTINY COMMITTEE ECONOMY and EXECUTIVE

Date of Meeting: 21 January 2016 and 26 January 2016

Report of: Chief Executive and Growth Director

Title: Rugby World Cup 2015

Is this a key decision?

No

Is this an Executive or Council Function?

Executive

1. What is report about?

1.1 To provide a final report of the activities undertaken as the City Council's support for Exeter being a successful Host City for the Rugby World Cup 2015 tournament which took place between 18 September and October 31 2015 and the extensive legacy activities encouraged and developed as a result of being involved.

2. Recommendation:

2.1 That Scrutiny Committee – Economy comment on the content of the report, and request that Executive also welcome the wide-ranging benefits resulting from the tournament including those anticipated from the programme of legacy activities in contributing to the well-being of residents and the positive profile of the city, and express their appreciation to all the agencies and especially the volunteers and staff for all their commitment and hard work to make the event such a success.

3. Reasons for the recommendation:

3.1 Involvement with the Rugby World Cup tournament provided the city with a once in a lifetime opportunity to be involved in a sporting activity on the world stage with consequent benefits from raising its profile, demonstrating its pride and ambition, and gaining confidence and experience from delivering such a wide ranging and high calibre event . The effective way the partner agencies contributed to preparing for and delivering the event and the time, enthusiasm and support given by the well organised volunteers together with long hours from key staff should be recognised. The legacy for the city in terms of the contribution to the promotion of health and well-being through sporting activities should be noted.

3.2 The City Council agreed to be proactively involved in this major event, recognising the wide benefits to be gained from hosting matches in the city and planning and organising many of the related activities which took place. Real benefits have been achieved in the short term and will be in the long term across the economy and in local communities.

4. What are resource implications including non-financial resources

4.1 The Council committed up to £300,000 towards activities relating to the city being a Host City for the three games at Sandy Park and visitors to the city during the tournament. Of this, £50,000 was to be used for supporting legacy projects. The early exit of England from the RWC tournament had a direct impact on the number of people visiting the Fanzone and the income that was generated. The summary of the financial position of the expenditure on the legacy programme, the Fanzone and marketing activity is contained within the specific appendices to this report.

4.2 A significant amount of unquantified staff time was also spent on delivering the City Council's support for the tournament.

5. Section 151 Officer comments:

5.1 The overspend is noted and will be taken from reserves. The overall financial implications will be reported to Council within the Quarter 3 budget monitoring report.

6. What are the legal aspects?

- 6.1 The City Council 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 included 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

- 7.1 This report has no issues for the Monitoring Officer.

8. Background

- 8.1 The Rugby World Cup is the third largest global sporting event and was hosted in England from 18 September to 31 October 2015. Exeter was been chosen as one of thirteen locations as an official Host City. Three games were played at Sandy Park in the stadium in the preliminary group stages. As a Host City the Council accepted responsibility for the provision of a Fanzone during the tournament and a number of the activities including supporting Sandy Park on games days. Awarding of Host City status and thereby the involvement of the city in the three games depended on both Exeter Rugby Club Ltd agreeing to the use of Sandy Park and the signing and acceptance of the Host City Agreement by the City Council.
- 8.2 The city's involvement as a Host City was a unique opportunity to use this international sporting event to have a lasting impact on the city by promoting it through the world media. The organisers of the event, based on the experience of past and similar events forecast that over 4 billion people would watch the games at some point during the tournament and that over 500,000 visitors would travel to the UK to watch or be involved in some way. It was also intended that there would also be lasting impact, a legacy from the contributions rugby can make to the development of young people.
- 8.3 Prior to the tournament, Ernst and Young (EY) were engaged by ER2015 to forecast the potential economic benefit from participating in the tournament as a Host City and nationally. They concluded that investment in staging the tournament in Exeter including in the stadium would stimulate £2.3 million in economic activity. Their forecast was that £17million would be generated in the economy from direct and induced effects and over £0.5 million in tax revenues for the UK Exchequer. The potential overall benefit was estimated as £39million.
- 8.4 EY commented specifically in relation to Exeter that longer lasting, non-quantifiable benefits would also contribute to making involvement very worthwhile. One such benefit is the improved appeal of the city to the short break and day visitor market through the benefit of media coverage with the return on investment realised for some time after the games have happened. Hosting the tournament would bring the added benefit of developing a volunteer pool for the tournament as well as creating a long-lasting pool of community volunteers for future events and cultural activities.

9. The City Council's Involvement

- 9.1 As a Host City the City Council was required to sign a formal Host City Agreement which set out the specific roles and responsibilities it had to undertake itself or by negotiation with partners. These were, in summary:
- Marketing and communication support
 - Provision of Fanzone open for a minimum of ten days, with a capacity of 5,000 showing all England games including the Tournament opening game, match days at Sandy Park, both semi-finals and the final Tournament matches stage area and an area for food and drink suppliers;
 - City Dressing Spaces

- Commercial Rights Protection to ensure that the Fanzone and the area around Sandy Park was free from unauthorised promotional material
- Volunteers Programme
- Transport Management Support
- Accommodation for ER2015 (the tournament organisers) staff
- Host City Staff Time

- 9.2 The International Rugby Board (IRB) and the Rugby Football Union (RFU) set out an objective to secure a rugby legacy from the tournament to find ways of benefiting young people in a wide variety of ways in building confidence and team working skills, commitment to meeting challenging goals and improving fitness.
- 9.3 The City Council and Exeter Rugby Club set up a broad ranging steering group, jointly chaired by the Chief Executive of the Club and the Assistant Director Economy, to drive and oversee preparations involving all the necessary agencies including the County Council, all the emergency services and representatives from the business community. This was joined by the ER2015 staff after a few meetings. Working groups were set up work on key areas of activity including marketing and communication (led by the Economy and Tourism Manager), the Fanzone (led by the Arts and Events Manager), transportation (led by the Operations and Communications Manager, Devon County Council) and legacy (led by the Programme Development Lead).
- 9.4 Each of these areas of activity is covered in detail in each of the summary reports provided by the lead officers as attached as appendices to this report. This is an unusual step to include such detail but a brief summary report would not do justice to the extent of the work put in across the various strands of the event.
- 9.5 More than 30,000 people enjoyed the Fanzone. With the England team being knocked out of the tournament earlier than expected, this resulted in many less than would have otherwise done so with consequent impact on the forecast income from food, beverage and merchandising sales. Many thousands more have enjoyed the other activities undertaken under the brand of the tournament.
- 9.6 The promotional benefit to the city has been very significant in that advertising value of more than £1.5 million was achieved through press and media coverage reaching some 34 million people nationally and internationally.
- 9.7 The Legacy Programme, as well as stimulating a range of new activities to encourage more young people to gain from participating in rugby, has increased involvement in a wider range of sports or physical activities with consequent benefits for the health and well-being of people of all ages. A programme of sports development is now being pursued working with Active Devon, an important activity which had ceased following financial cuts in recent years.
- 9.8 Also of note was the REEP programme which has directly helped 14 young people successful overcome their difficulties in gaining employment or training. More detail on the range of projects is included in the appendix.
- 9.9 The team involved received many 'informal' positive comments on the experience created around the tournament in the city. Letters of thanks were received from Tracey Crouch MP, Minister for Sport, and Stephen Brown, Managing Director of ER2015, as attached to this report.
10. **How does the decision contribute to the Council's Corporate Plan?**
- 10.1 Involvement in Rugby World Cup has enabled 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.

10.2 The Council's mission statement is to enhance Exeter as the regional capital, working with our partners to improve the quality of life for all people living, working in and visiting the city. The RWC in every sense supported this mission statement. Raising our profile on a global stage, bringing international sport to the city, attracting the leading administrators of the game has allowed Exeter to showcase the city to the world. Our purpose is to make Exeter a stronger city. The RWC has created a sporting network and infrastructure that will develop sport and health and wellbeing. We provide great things for people to see and do, this is the purpose of our cultural offering. Attracting and retaining young people in the city is vital to a successful knowledge economy. These are the wealth generators of the future and the skills base for employers. We have to use opportunities like the RWC to attract young, economically active people, encouraging them to stay in the city. We want to support business and the RWC has supported the growing reputation of Sandy Park as a stadium and conferencing venue. The European 7s coming to Sandy Park is an example of this growing reputation.

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

11.1 The Steering Group was aware of the risks relating to transport, crowd management, protection of VIPs, 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 took place together with the police, fire and ambulance services.

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

Karime Hassan
Chief Executive and Growth Director

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

Background papers used in compiling this report:-

None

Appendix 1

Rugby World Cup 2015 - Marketing and Communications

Exeter became a Host City for RWC2015 just under 3 years ago. From a promotional point of view there were three main reasons/aims for being a part of this international event:

1. To promote Exeter & Heart of Devon for day visits and overnight stays
2. To raise the profile of the city nationally & internationally
3. To show that Exeter can manage and deliver events of this scale

The main delivery was through Exeter City Council and the Heart of Devon Tourism Partnership. The main vehicle was the web site www.visitexeter.com plus a range of digital channels used before and during the tournament. All of the digital channels played a key role in providing up to date information, engaging with the public and showcasing Exeter and the Fanzone for ticket and non-ticket holders.

ONLINE ACTIVITY

The Visit Exeter website was transformed to become the main focus for Exeter being a Host City for Rugby World Cup 2015, during this period of change (19 May – 1 November 2015). The website achieved some impressive results:

- Website visits - 55,354
- Pages of notable interest were:
- Rugby News: 23,833 visits
- Exeter Fanzone: 19,733 visits
- Rugby Breaks and Visiting Exeter: 11,300 visits

In order to make sure residents and visitors had interesting and engaging content to read relating to the tournament and Exeter, plus also to drive traffic to www.visitexeter.com, more than 30 blogs were posted on a wide range of events and activities – the majority being rugby related.

Social media also played its role in driving traffic to www.visitexeter.com which was also used to engage with people who are visiting Exeter for RWC2015 and the Fanzone. A dedicated twitter account was set up for all forms of communication @RWC2015Exeter using a unique hashtag #TryExeter. Activity on the account was varied on rugby and the city itself.

- Total Tweets sent: 6,359
- Tweet impressions (tweet appearance in account's profile): 2,058,400
- Twitter account profile visits: 45,048
- Mentions in Tweets: 3,643
- Followers in May: 1,507
- Followers in November: 3,264
- Total number of RT's between August and November 2015: 3,300 retweets
- Average number of RT's per day between August and November 2015

Twitter was used as a tool to instantly update on public transport issues, drive traffic back to the website and to promote event within the Fanzone. The account received praise for promoting what there is to see and do in Exeter and persuaded some ticket holders to stay overnight in the city. During the days the Fanzone was open, the account was used to promote acts on stage, stalls holders and when the site closed. There was no designated Exeter account for Facebook as all traffic was directed through the official Rugby World Cup account.

Going forward the @RWC2015Exeter account will be used to promote all things rugby in Exeter, as well as the up and coming European Rugby 7s, being held at Sandy Park in July 2016.

As a result of England being knocked out of the tournament, England 2015 contributed £10,000 for increased promotion of the Fanzone. The City Council therefore commissioned Heart FM paid for out of this contribution to produce an on-air advert to promote the days the Fanzone was open. This radio advert was aired across Exeter and Devon during 19 October through to 31 October during the breakfast, morning and afternoon shows.

Facebook advertising promoting Exeter was also paid out of this contribution, with the results being:

- Paid Advertising Rugby Breaks: 16,041 clicks
- Video Content: 6,919 view
- General post engagement: Reach 400,000 +, Shares 160. Likes 1,920

PRESS SUMMARY

The City Council appointed Rokk Media to manage press activity related to RWC2015, leading up to and during Rugby World Cup. Some 35 press releases were sent to regional and national press covering the wide range of activities related to Rugby World Cup and Exeter being a Host City.

National and international press also extensively featured Exeter, primarily based around the three matches at Sandy Park.

As a result of the media activity an estimated total of £1.5 million advertising value equivalent (ABE) was achieved in press coverage. It is very hard to determine the overall reach of press and television coverage, but this will be in excess of 34 million people, nationally and internationally, based on recognised monitoring sources.

Images were a key part of RWC2015 within the national and international press, due to the tournament being held across England and Wales. A number of newspapers ran image features on RWC2015 voting on the best images of the tournament. There were two images from matches at Exeter that featured in the top ten, due to the location of Sandy Park and the time of day (the sun was setting and provided a stunning backdrop).

MARKETING CAMPAIGN DURING RWC2015

Due to tickets for the rugby matches at Sandy Park selling out, there was no need to promote the sale of tickets. The council's interest in promoting Exeter and the wider area focused on encouraging ticket holder and non-ticket holders to stay the day before and the day after a match.

100 days to go

For the launch of 100 days to go until the start of RWC2015, Exeter launched '100 days of rugby', a marketing campaign promoting Exeter & the Heart of Devon and the areas links with rugby. 100 photos were collected showcasing and highlighting the best of the area. One photo was released each day, with a link back to www.visitexeter.com, promoting an event, an attraction to visit, an activity or a rugby fact related to Exeter. The aim was to encourage people to visit regardless of whether they had tickets for the matches at Sandy Park. As well as the photos, videos from a number of city role models were also used including Rob Baxter and Karime Hassan which provided a useful tool to talk about the economic benefits of Exeter being a Host City and the role of changing the perception of the city for attracting inward investment and visitors to Exeter.

Fly the Flag

Emirates, one of the global sponsors of RWC2015, launched a flag hunt in the eleven Host Cities, Exeter's being on 4 July 2015. A flag was hidden in Exeter with clues shared on social media as to where to find the flags. The competition was open to 14-16 year olds and give the 80 winners a once-in-a-lifetime experience of leading a team out of the tunnel at 1 of the 48 Rugby World Cup 2015 matches. Once someone had located the flag, entrants needed to upload a flag selfie onto social media, using the #EmiratesFlag to be in with a chance to win.

Rugby breaks in Exeter

As well as the rugby itself, the aim was to use rugby as a catalyst to encourage more people to visit and enjoy Exeter & the Heart of Devon. This was implemented through the development of six itineraries, to encourage people to visit and explore Exeter and the wider area. The itineraries were advertised on Facebook (paid for advertising) with links back to dedicated pages on www.visitexeter.com and attracted some 12,500 clicks. The itineraries were also promoted on Twitter, through England 2015 and Visit England and were related to the three matches being played at Sandy Park, with some aimed at families and some aimed at couples visiting Exeter. Businesses that featured within the itineraries were members of the Heart of Devon Tourism Partnership, the majority from the Exeter area but some from the wider area.

The 50 Day Challenge

With the aim of getting more people of Exeter involved and interested in what is happening in the city, a '50 day challenge' was launched to mark the final days of the countdown to the start of RWC2015. Each day an experience was uploaded onto social media encouraging people to Try, Learn or Do something new. Some of the experiences included:

- Try - A spot of sewing and create some bunting for Rugby World Cup 2015 city dressing
- Learn - Something about visiting Rugby World Cup 2015 team Tonga, at The Way of the Ancestors: The Art of Tonga exhibition at RAMM
- Do - 75% of Exeter's historic Roman wall survives, although some parts have obviously needed a bit of patching up over the years. *How many doors can you find in the wall? Don't forget the passageway between Rougemont and Northernhay Gardens.*

Exeter's Sound of Sport

To encourage people to get excited about the start of Rugby World Cup 2015 in Exeter, we wanted to bring a festival atmosphere to the city centre. Exeter is synonymous with busking and music and is a key feature of a Saturday shopping in Exeter. Exeter's Sound of Sport was aimed to bring rugby and sport to the forefront of music in the city. Buskers were given freedom of the city for one day, with the only rule that they had to play songs which are inspired by sport. The prize was a chance to sing live in Exeter's Fanzone on the final day. Throughout the day the public were encouraged to vote via Twitter and Instagram for their favorite busker using the appropriate hashtag. Sadie Horler was the winner and received much support online and within the local press and performed on the stage within the Fanzone on the final day.

VISIT ENGLAND

Visit England led on marketing RWC2015 as a whole nationally and internationally. Information on the tournament, matches held and each Host City was available on www.visitengland.com/england2015. Information was shared with the vast amount of visiting journalists visiting England prior and during RWC2015 and with the overseas travel agents. Visit England led on a national campaign promoting a wide range of English destinations called - Home of Sport. Each destination nominated a sport or venue to the Home of Sport competition. As part of the campaign Exeter was nominated as well as Sandy Park and the Exe Estuary Trail. Unfortunately Exeter failed to reach the short list, with Nottingham being voted the best place for sport by the public.

As an additional tool to promote Exeter, the city attended Confex which was held in London March 2015. This annual exhibition promotes venues and destinations to meetings and conference organisers. Visit England developed a themed area of the conference dedicated to RWC2015 and each of the Host Cities, which Exeter attended. The city attended in partnership with Woodbury Park Hotel, Sandy Park and the University of Exeter sharing leads gained. The benefit to the city and conference venues, has a long lead in time due to events being planned 1-2 years in advance.

In the lead up to the start of RWC2015 Exeter attended a number of international media days promoting what Exeter and the Heart of Devon has to offer for a visiting rugby fan. One event was held at Twickenham and a further event was held in Rugby – the home of rugby. A number of

leads (overseas journalists) were gained at each event, which will be beneficial for the city in relation to Exeter being the host for the European Rugby 7s.

A group of French and Italian journalists visited Exeter prior to the start of RWC2015 (3 June 2015 and 16 September respectively). This was led by Visit England with specific itineraries developed for each journalist group visiting the city. The purpose of the visit was to showcase Exeter and what there is to see and do in and around the city for a rugby fan. Each journalist group visited RAMM, Exeter Cathedral, cycled along the Exe Estuary Trail and visited the Jurassic Coast and Dartmoor National Park.

OBSERVER PROGRAMME

Towards the end of RWC2015 Exeter were contacted by England 2015 to be involved with the Observer Programme. This is an initiative to invite countries that are bidding to host the RWC in 2023 to visit stadiums and Host Cities across England to learn from them. The Observer Programme visited Twickenham (as the national stadium), Leicester (as a football ground) and Exeter (as a rugby ground). The presentation for Exeter was held at Reed Hall giving an overview of why Exeter chose to be a part of RWC2015, logistics and if we were to do it all again and what we would do differently. The following countries and organisations were part of the Observer Programme:

- Italy
- World Baseball
- Olympic Organising Committee
- South Africa
- America
- Japan
- World Rugby
- Georgia

As a follow up to the Observer Programme Tokyo Metropolitan Government and the Japan Local Government Centre in London visited Exeter early December 2015 to learn more about our RWC2015 experience in relation to Fanzone, transportation, commercial rights protection and legacy activities. Tokyo were particularly interested in My First Rugby Ball.

GENERAL

Magnetic signs - To help promote RWC2015 within the city, a number of magnetic signs were produced displaying the Host City logo. These magnetic signs were placed on the side of Exeter City Council fleet vehicles during the duration of RWC2015.

Rugby balls - 200 RWC2015 rugby balls promoting Exeter being a Host City for RWC2015 were purchased and sold through the Heart of Devon Tourism Partnership, with proceeds going towards marketing the area for RWC2015. 12 rugby balls were given away to local charities to auction off to raise funds. Two were given to each Lord Mayor (which held this position prior and during RWC2015) to auction off for their respective charities.

Exeter International Airport - 3 very large posters were installed at Exeter Airport in the international and domestic arrival halls promoting Exeter being a Host City for RWC2015. Exeter International Airport kindly waived the cost of having the 3 posters at the Airport.

General information on Exeter being a Host City for RWC2015 was uploaded onto www.exeter.gov.uk/invest/rugby and www.investdevon.co.uk/2015-rugby-world-cup plus additional information on opportunities for businesses looking to relocate to Exeter or expand in the city.

INWARD INVESTMENT

As a way to promote Exeter and the rest of Devon as a place for inward investment, Exeter City Council in partnership with Devon County Council produced an A5 inward investment flyer to promote sites and locations for development. The flyer was placed in bedrooms across Exeter & the Heart of Devon targeting influential business leaders who would be visiting Exeter during

RWC2015, both ticket and non-ticket holders. The leaflet will continue to be distributed across the area until early 2016. A full page advert was placed in the match day programme for the following Host Cities. The advert promoted Exeter and the rest of Devon for inward investment. A full page advert was also placed in the Official Tournament Magazine free of charge which was distributed from July 2015 onwards nationwide. This project was joint funded by Exeter City Council and Devon County Council at a total cost of £10,000.

- Sandy Park - 3 matches - PLUS one full page of editorial
- Twickenham - 10 matches
- Manchester City - 1 match

RESEARCH

GoEuro

The transport search engine which compares coach, train and flights prepared a study to understand the effect Rugby World Cup 2015 will have on the UK's tourism industry. The research focused on transport, accommodation and miscellaneous costs and did not take the cost of tickets into account. The methodology behind it involved making an average of tourist expenditure by nationality of visitors (VisitBritain and UNWTO statistics) along with their own price indexes. It was estimated that the 11 host cities will generate between £3,525,000.00 and £197,026,000.00 in terms of money spent as a result of RWC2015 with spend on inner-city transport, accommodation, food & beverages. For the tourism industry as a whole, rugby world cup is expected to generate a £957,500,000.00 in the economy. For Exeter specifically, being a Host City for RWC2015, it was anticipated to generate £3,835,000 in the local economy, with this being split down into the following categories:

£1,915,000 – accommodation
 £182,000 – inner city transport
 £591,000 – Food and beverage
 £836,000 – merchandise
 £311,000 – travel to Exeter

Ernst & Young

Ernst & Young (E&Y) were commissioned by England 2015 to produce a report on the likely economic impact of RWC2015 on England and Wales and each individual Host City, this report was issued July 2015. It was estimated that hosting RWC2015 would generate £2.2billion into the economy of England and Wales, it would attract an additional 446,000 international visitors and support 41,000 jobs. This benefit was also broken down for Exeter, as a case study for RWC2015. It was estimated that:

- 566 additional jobs would be supported
- The economic benefit would be £39m
- Being a Host City would bring an additional £17m in GVA to Exeter
- Would attract 12,000 international visitors to the area

E&Y have been re-commissioned to produce a report detailing the exact benefit to England, Wales and the Host Cities. This report will be made available during Spring 2016.

England 2015 survey

England 2015 surveyed ticket holders to gain an understanding of their travel plans and what ticket holders were expecting to visit whilst in Exeter. The headline survey results for Exeter was:

- 16% of ticket holders were travelling to Exeter by train
- the proportion of ticketed spectators, who travel by rail, that were staying in accommodation in Exeter on the night of the match was 15%

TICKET HOLDERS

Since RWC2015 finished, England 2015 has provided the City Council with a breakdown of where individual tickets were purchased for all three matches at Sandy Park. This breakdown does not include corporate hospitality and packages sold by the official travel agents:

United Kingdom	26,260
Rest of Europe	308
Asia	236
South America	13
Canada & USA	184
Middle East	11
Italy	83
Namibia	21
Romania	2
Georgia	39

Heat maps from across the United Kingdom show where people bought their Sandy Park tickets. This information was used to promote Exeter for overnight stays and to encourage ticket holders to stay longer in the city.

A wide range of corporate packages were sold to local and national businesses for all stadiums. The three corporate packages developed for matches at Sandy Park were: Corporate Box, Prestige and Club. The table below shows how many packages were sold for each match. The largest majority of corporate packages were sold within the UK with the additional of 2 bookings from Italy, 2 bookings from Monaco and 1 from Switzerland.

<i>Match Package</i>	<i>No of packages sold</i>	
Tonga v Namibia	Corporate Box	68
	Prestige	78
	Club	20
	TOTAL	166
Namibia v Georgia	Corporate Box	56
	Prestige	56
	Club	2
	TOTAL	114
Italy v Romania	Corporate Box	68
	Prestige	144
	Club	132
	TOTAL	344
Venue Series (all three games)	Corporate Box	12
	Prestige	16
	Club	2
	TOTAL	30

As part of the Travel Programme, a number of tickets were sold for each match at Sandy Park. The majority of tickets through this channel were sold through the official travel agents based in the UK, although there were a number of sales (14 in total) from official travel agents based overseas, including Argentina, South Africa, Japan, Australia, New Zealand, USA and France. The breakdown of tickets sold through this route were:

<i>Match</i>	<i>Number of Tickets Sold</i>
Tonga v Namibia	136
Namibia v Georgia	244
Italy v Romania	59

The following information has been provided by a number of hotels and B&B's located in Exeter:

Hotel – Some rooms available on 29th September. Full on the 7 & 11 October

B&B – Almost full on 29. Some vacancies on 7 & 11

Hotel – Some vacancies on all three dates, nearly full on 10 Oct

B&B – Vacancies on all three dates

Hotel – Nearly full on 29 Sept & 7 Oct. Some vacancies on 11 Oct

Hotel – Full on 29 Sept & 7 Oct. 11 Oct lots of vacancies

Hotel – Vacancies on all three dates

Hotel – Vacancies on all three dates

Hotel – 4 rooms left on 29, 5 rooms left on 7 Oct and 1 room left on 11 Oct

Hotel – Full on the 29 Sept & 11 Oct. 1 room left for the 7 Oct

Hotel – Full on all three dates

Hotel – Full on all three dates

Hotel – Full on all three dates

Self-Catering – Vacant on all three dates

The city council also received the following comments from a number of accommodation providers:

- Majority of visitors are from the UK apart from the last match when there were more visitors from overseas
- There was an increase of 35% occupancy over the RWC2015 period

Victoria Hatfield
Economy and Tourism Manager

Appendix 2

Rugby World Cup 2015 - Fanzone report

ACTIVITIES

In line with the Host City agreement with E2015, the Host City was expected to run a Fanzone with capacity for 5000 to show the Tournament game on a large screen and stage/presentation area for a minimum of 10 days. This was to be free to the public.

The Host City was to be responsible for:

- all costs associated with the staging of the Fanzone and to receive any income generated
- permissions and regulatory requirements including applications for planning permission (for temporary demountable structures); a variation to the Premises Licence to allow regulated entertainment until 23.30 and a licence for Performing Rights Society

The City Council agreed to show all England matches, host city matches in the qualifying rounds and then quarters, semis and the final games – a total of 13 days on which the Exeter Fanzone would be open between 18 September – 31 October.

Attendance: over the Tournament the Fanzone was attended by some 30,100 people. Only on 3 days did attendance not reach 1000. Peak attendance at 6,544, was on 26 September (England v Wales).

Stage programme: The Fanzone was open 2 hours before each match game and one hour post-match to add entertainment and atmosphere.

The Fanzone employed a range of comperes throughout the programme these included rugby experts and experienced comperes. A Stage Programme Manager was engaged, Laura Wright, former Head of Music at Exeter College and currently employed by the Academy of Music and Sound. A total of 58 different acts were booked to perform, of which 90% came from Exeter or the local area. The programme featured a range of music from jazz to rock, indie to reggae, big band to choirs. Each day featured one slot for young up and coming bands from schools and college and on Tuesday 29 September a Schools Music Day was held when the Webb Ellis Cup visited the Fanzone. This featured bands from Devon Music Hub, St James High School, Exeter College and the Academy of Music and Sound. Other highlights included 120 singers from Big Noise Chorus together with the choir from Rennes, Corey Baker Dance performing a Haka on the opening night, Bill Ding and the Skyscrapers, the Locked Horns.

Basement Jaxx – an external promoter used the park and the Fanzone infrastructure on Saturday 19 September, the second opening of the Fanzone, to promote a popular dance music act. Some 4300 tickets were sold – there were no major incidents, there were however some 50 complaints about noise levels.

With the support of Environmental Health the Fanzone was able to take measures to reduce noise nuisance over the remainder of the run so that no more complaints were received – setting lower levels; redirection of speakers; finishing live music at 23.00 rather than 23.30.

Sport activity – Active Devon arranged a programme of sports activity run by local sports organisations, particularly local rugby clubs. This met with varying success, a key problem being where the activity was situated in the park.

Rugby activations – E2015 and England Rugby provided a photo scrum, an inflatable line out wall and speed pass which did prove very popular. These activities were most ably managed by the Fanzone volunteers. At the end of the Tournament the Speed Pass provided by E2015 was given to Topsham RC.

Fanzone Volunteers – Caroline Winyard and her team of Fanzone volunteers provided tremendous support throughout the Tournament. There were a number on site each day helping on gates, giving directions, putting wristbands on any children entering the Fanzone, managing the rugby activations, promoting the Fanzone in the City Centre and generally being cheerful and helpful. This team should prove to be a great resource for future events.

Exeter 5 Nations Parade – £46980 raised from Grants for the Arts and £25,000 from E2015 combined with £30,000 from the Council's Unexpected budget enabled the Arts and Events team to contract an internationally renowned outdoor arts company, Walk the Plank, from Manchester to produce a one off spectacular costumed parade with music. The parade, on Saturday 10 October, represented each nation visiting the city and worked with 250 children from 6 Exeter schools, 44 students from Exeter College's Arts and design Course and 20 students from the University's Applied Drama and the PGCE courses. Lead artists came from London, Sheffield and Bristol and worked alongside 7 local artists to create costumes and large makes. Music Director, Tim Hill, created a parade band of 25 musicians following an open call for musicians. The parade assembled on Cathedral Green and processed along the High Street, watched by thousands of people including visitors from Italy and Romania and then into the Fanzone for a short choreographed finale.

Students from Exeter College worked with local artist James Lake to create a Totem Pole which represented the five nations but also Exeter Chiefs. This Totem Pole will be installed at Sandy Park as a legacy for the project.

Traders: some 28 different traders had stalls in the Fanzone over the period of time, managed by Deborah Custance-Baker. This proved to be not an easy job as a substantial number of traders dropped off throughout the tournament as the effect of England no longer being in the Tournament meant audiences were reduced.

Bar: Bars were run by Exeter Chiefs under contract to the City Council. The basis of the agreement was 50% split on profit. On the busiest of nights the bars unfortunately ran out of the most popular beer.

Financial Outturn

The Fanzone budget, based on advice received at the time of agreeing to be a Host City from an experienced event manager was set at £250,000. Delivery of the Fanzone infrastructure and site management was tendered out and the specialist events company Whole Nine Yards was contracted. The scale and content of the Fanzone had to be planned on the basis of the agreed requirements of ER2015 and could not have anticipated the impact of the early exit of England and indeed all the home nations from the tournament. As a result of unavoidable additional costs of security measures required because of repeated attempts at theft during the event (one involving a violent incident), and the need for a second large screen based on views expressed by the emergency services on the site's capability to cope with anticipated attendance numbers, this budget has been exceeded. In particular, the forecast security budget of £52,692 increased to £74,514 and the screen costs increased from £24,100 to £58,868.

Budget summary breakdown for the Fanzone as follows:

Expenditure:	
<i>Infrastructure:</i> including stage, marquees, screen x 2, PA x 2, toilets, power, lighting, fencing, site plant	£210,514 (includes additional £34,768 for extra screen & ancillary equipment)
Operational costs: crew, security, stage management, production management, traders management, event safety, insurance, licensing	£154,625 (includes additional security £21,822)
Sundry items: meeting room hire, parking, van hire, site items: fence netting, water, print, signage, per diems etc	£18,078 (includes fee for Street Theatre of £8,985, paid by England 2015, as below)
Total	£383,227
Income:	
Exeter City Council	£250,000
England 2015 funding for Street Theatre	£8,985
Basement Jaxx income received	£7,050
Sportfolio merchandising	£1,311
Traders	£20,697
Bar profit share	£24,562
Total	£312,605
Difference	-£70,622

Val Wilson
Arts and Events Manager

Appendix 3

Rugby World Cup 2015 – Legacy Update

PURPOSE

As part of the City Council's commitment to a worthwhile and rewarding involvement with the tournament a sum of £50,000 was set aside for the development of a range of legacy projects.

Rugby World Cup 2015 offered a unique opportunity for the people of Exeter and the surrounding communities in Devon. The intention was that the city, in collaboration with the games venue, provided a memorable and exceptional experience in the lead up to and during the games and make an effective contribution to the local and national objective for the legacy from the games. As a participant in this major event the City Council recognised the benefits to be gained from hosting matches in the city. Benefits were expected to be both short term and long term across a range of economic, social and community factors engaging businesses, local residents and tourists from far and wide.

Exeter City Council, with a range of partners, expressed a commitment to securing the best possible legacy for the people of Exeter and the surrounding communities in Devon. Five legacy themes were identified. These are:

- Increased participation in Rugby for all
- More opportunities for women/girls to play Rugby
- Increasing involvement in a wider range of sports and physical activities
- Maximising economic benefits
- Promoting stronger and supportive communities

Financial Information

A budget of £50,000 was allocated to support legacy activity and has been split as follows:

Increasing involvement in sport	£12,000
Cash for Communities	£10,000
RAMM Project	£ 5,000
NEETS Project	£ 8,000
My First Rugby Ball Book Distribution	£ 5,000
Spirit of 2012	£ 2,000
Rugby Posts	£ 7,050
Total to date	£49,050

Summary of Legacy Activities

- Rugby 7's league being discussed amongst legacy partners. Opportunities being explored in how to resource a social 7's weekly league, to support and enhance our commitment to the ongoing activity at Sandy Park with the European 7's tournament for the next 3 years.
- Spirit of Rugby is an RFU legacy strand supported by funds from the Olympic 2012 legacy. Exeter has been chosen as one of only 5 cities in the UK to benefit from £30k to deliver volunteer projects linked to rugby delivery. 10 volunteers are now engaged and working within communities to support tag/touch/women's rugby programmes.
- Park Run is now fully embedded on Exeter Quayside every Saturday morning. A timed 5k run for adults of all abilities, run/jog/walk to encourage activity and social cohesion. Now approaching 70th event and attendance has reached 187 a week.
- Junior Park Run, in a similar format to Park Run, we recently launch the junior run in Heavitree Pleasure Ground. Taking place on a Sunday morning for juniors aged 4-14 over a 2k distance. The Lord Mayor launched on 1st November with 87 in attendance, this project is now led by St Luke's School.
- Tag festival taken place at Crealy park working with E&E/Radio Exe/ECC to deliver a tournament to over 500 children in the Exeter and surrounding areas involving commercial

sponsors and first time collaborative media working. Intention is to have 1 event per year to grow to include Secondary Schools using commercial sponsorship.

- Exonians ladies team are now part of a league structure and have recently grown to two full 15 teams.
- Sport and well-being festival plans for 2016 now underway. 5000 plus visitors attended event in 2015 and an increase of 215 participant sign-ups received on the day.
- REEP programme (Rugby Empowerment Employment Programme) worked with 15 young people aged 16-19 who were claiming JSA. The programme ran for 10 days and worked with strategies used in the military to build confidence/self-esteem. 14 of the young people now have either full-time employment, apprenticeship placement or an educational pathway and are therefore no longer receiving JSA.
- Exeter Hawks Wheel Chair rugby team launched with support from Westcountry Hawks. This will incorporate after school sessions from 11-16 year olds (currently 13 registered) and a community session for 11-adult. Funding from Sport England
- Distributed 'My First Rugby Ball' book to all Reception/yr1&2 pupils in Exeter schools. This included a CPD teacher's programme/assemblies package/interactive web development and links with local rugby clubs and schools to run tots programmes. 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
- Economic Business Benefits Conference took place in September 2013 including a follow-up session some months later. Bringing together all of the key players in business/industry as well as City Centre independents to encourage opportunities and engagement with travelling business. Inward Investment/Tourism/Increased visitor stay etc. Emphasis on '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 held a Photographic exhibition project working with local rugby clubs and promoting via a strong social media presence. The Michelle Sank exhibition and Kate Green Engage programme ran throughout the tournament.
- Cash for Communities £10k launched via the Express & Echo to City Community groups to bid for grants from Legacy fund based on detailed criteria. Ten projects funded ranging from Men in Sheds through to Alphington Community Centre and Exeter Youth Rugby Club. All projects had a Rugby twist. These programmes will be revisited over the coming three years to ensure sustainability.
- Healthy Lifestyle Initiative in partnership with DCC public health, create a Lifestyle initiative linked to RWC2015. Walking Groups. Pop-up Cooking.
- Free tickets to the community 500 Corporate Social Responsibility tickets distributed to the community across youth teams, schools and the college between three Sandy Park games;

TROPHY TOUR

Organised by City Council staff in conjunction with the local RFU, the South West leg of the Webb Ellis Trophy tour came to Devon on 8 July 2015 and began with a visit to Plymouth before being greeted by The Lord Mayor of Exeter at Haytor. The trophy then continued onto Exmouth and Crediton Rugby clubs where excellent welcomes were received.

On Friday 10 July the Trophy came to Sandy Park and was the centre piece of a Legacy schools tag tournament taking place. Saturday 11 July, Exeter gave the trophy and guests including members of RWC2015 'The Pack' a ceremonial welcome to the City. A full civic greeting took place as the Trophy was guided through the High Street by the RAF ATC (Totnes) 421 Squadron (Air Training Corps) band, received by the Lord Lieutenant and Wing-Commander, and welcomed into The Guildhall by the Lord Mayor. A full civic reception then took place.

The final stage of the tour saw the Webb Ellis Trophy outside Exeter Cathedral for the afternoon, greeted by The Dean of Exeter. Visitors from surrounding areas, tourists and residents queued to have their photos taken with the Trophy and Richard Hill, one of the players in the RWC2003 winning England team.

FUTURE

All projects have been planned to work for a minimum of 3 years as per the Legacy framework criteria. Each project has specific measurable goals to meet, as an example participation numbers, commercial outcomes and perhaps most importantly sustainability and ability to run independently of the current partners.

SUMMARY

The programme has had fantastic success as a whole; challenges have been met at times and not all projects have gone as initially planned however each individual activity is already proving successful. The City Council has been approached by both the RFU and World Rugby to work with them in using the Legacy template to assist others in implementing a lasting legacy. Japan is the RWC2019 host nation and the City Council Economy team are now working with their team to share knowledge and lessons learnt.

The importance of networking and relationship building has been vital in the success of delivering a City wide legacy within a budget of £50,000. To date the value of match-funding/goodwill resources costs from supporting organisations and stakeholders totals £125,000.

RECOMMENDATIONS

An update on the legacy programme is reported to committee annually until 2018.

Catherine White
Programme Lead

APPENDIX 4

Rugby World Cup 2015 – City Dressing

Background

The City Council was responsible for arranging the necessary infrastructure to be in place for the installation of branded signage and banners for both 'One Year to Go' and Tournament Time 'look and feel' periods.

The council worked closely with Devon County Council to identify any safety issues of proposed locations. The County Council liaised with a national installation company Bay Media regarding installation and removal of 50 lamppost banners for 'One Year to Go' and 96 lamppost banners for the tournament which was carried out with minimum disruption to transport, and included the opportunity to cut grass and litter pick on the verges of the dual carriageway outside Sandy Park. The City Council worked with local company Sky Platforms to install the cross-street banners and the bunting in the city centre.

England 2015 paid for the production and installation/removal costs (where applicable) of:

- 6,000m RWC branded bunting around the city and at rail and bus stations
- 11 cross-street banners
- 8 feather flags including frames and bases
- 13 large flags in RWC branded colours

These items were distributed among the main walking routes from the train and bus stations as well as some of the retailers in the High Street. England 2015 also provided branding packs to the main train stations.

Devon County Council contributed £30,000 to the City Dressing which included stress-testing for viability of 146 lamppost banners, hire of the fixings, and installation and removal prior to and after the tournament, 50 of which were on display during ticketing time and One Year to Go activity in September 2014. These banners were placed along the main arterial roads into the City Centre and towards Sandy Park, and alongside roads that were classed as the main walking routes to the Fanzone.

BID Contribution

The newly formed Exeter BID Company added to the impact of the branded City Dressing by purchasing additional items for other City Centre areas that were not able to be covered by the Host City plan, covering South Street, Fore Street, the lower part of the High Street (Marks and Spencer to MacDonald's), North Street, Harlequins, Guildhall Shopping Centre, Sidwell Street and Cathedral Close. These areas were dressed with the same colourful bunting and flags as the rest of the city centre which pulled all areas together and added to the festival feel.

Bunting and Yarn Bombing

In addition to the branded items, Mattie Richardson from Bunyip Buttons and Beads in Fore Street led a large-scale community project creating hand-made bunting and yarn bombing. Yarn bombing is the act of covering trees, benches and other inanimate objects with various colours of knitted shapes, to draw attention to a cause without damaging the environment in which it sits.

The 'Bunting and Yarn Bombing' project launched in May 2015 asking crafters and knitters to get involved with Rugby World Cup in Exeter, regardless of an interest in the sport, to raise awareness and pride of the city hosting a global tournament. Hundreds of mini rugby tops were knitted and donated by members of the community to create some eye-catching bunting, alongside colourful knitted panels for the yarn-bombing. Trees and street furniture in South Street, Fore Street, Princesshay and Northernhay Gardens were yarn-bombed in August which created a great deal of interest from the public, and helped to raise awareness not just of RWC coming to the city but also the Fanzone in Northernhay Gardens. A large amount of crafted bunting was used inside the

Fanzone during its operation which added to the whole experience and raised the profile of the project.

Princesshay additional support

Princesshay displayed a range of items which included a project from a local land art group, The Club on the Exe, which consisted of a giant willow rugby ball adorned with foliage and attracted a great deal of interest. It was displayed next to a group of rugby-themed scarecrows which was part of a local school project. Princesshay were also happy to display some of the rugby top crafted bunting outside Reiss and Debenhams as well as having some of their trees yarn bombed. Two pieces of 3D street art were provided by England 2015 and these were placed on the high profile pavement outside Costa Coffee. However, the weather created problems for these vinyls making them lift therefore they were removed fairly soon after installation due to health and safety concerns. Unfortunately it was not possible to replace them in time for the end of the tournament.

England 2015 also provided a 'giant hashtag' for promotional purposes, and was due to be situated at the top of Bedford Square onto the High Street. However, upon arrival it was larger and heavier than expected, so not appropriate for the planned location as it would cause a traffic and pedestrian obstruction and not be mobile enough to store it overnight. After a few days of it being on display outside Debenhams it also showed signs of wear and tear, not having been made for prolonged outside use, and the decision was made to remove it from display. A replacement was requested but not received in time for the end of the tournament.

Decals

A sub-project was run by Martin McGahey where decals were designed saying "Welcome" in the language of the five countries playing at Sandy Park during RWC. Stagecoach bought a number of these for the buses and a small number of Exeter College students on an entrepreneur course were engaged to sell packages to local businesses. Princesshay contributed towards the design cost and arranged for some floor decals to be made which were present for the whole of the tournament.

Additional items

On the first day of the tournament England 2015 provided a large display board where Host Cities could fill in the results and team names as the tournament went on. Upon delivery it was apparent that the board was bigger than anticipated and had to be situated outside the Civic Centre instead of in front of the Tourist Information Centre. Team name decals were delivered so that the scoreboard looked professional.

Issues faced

- Due to production issues the City Dressing for tournament time was delayed by approximately 4 weeks. This had an impact on the installation companies who had other work booked. It was disappointing and somewhat frustrating having met countless deadlines with England 2015 over the previous year only to be delayed at the eleventh hour
- Officers at both Councils also physically installed low-level bunting in the city centre and out at the branch line train stations near Sandy Park in mid-September, only for it to be removed before and during the tournament by enthusiastic fans wanting mementos
- The items provided by England 2015, such as the giant hashtag and 3D street art, were not of a suitable standard and did not last for more than a week. A significant amount of communication and organisation went into securing the locations for these items which in effect was wasted due to their poor quality
- Restrictions on locating branded items made it difficult to dress some parts of the city centre due to the nature of the shopping centres being enclosed or near to a conflicting brand of any sponsor (i.e. Heineken)
- Despite over a year of preparation there appeared to be a great deal of – potentially unnecessary – delays in providing the dressing and promotional items leading to last-minute issues and additional work on top of an already frantic schedule with the tournament time preparations

Summary and benefits

Overall the project came together in time for the tournament and many areas were displaying the bright colour palette of Rugby World Cup. The various aspects of the whole City Dressing project, including the yarn bombing, gave the city an air of excitement and created interest in visitors and residents alike. There were many tweets and news articles about the various dressing items. Additional thanks must go to Victoria Walsh at Devon County Council who provided a great deal of expertise and support on the project.

A number of the branded city dressing items have been donated to partners and the remaining items are being sold online by the City Council with all proceeds being split equally between the Lord Mayor's Charity - the Exeter Foundation, and BEEP - the RWC Legacy programme empowering young people who have found it difficult to get on the career ladder. The sale closes on 14 January 2016. The yarn bombing material and crafted bunting has been donated to Scrapstore who will offer it for future community use.

Caroline Winyard
Project Officer

APPENDIX 5

Rugby World Cup 2015 - Volunteer Programme

Background

The City Council nominated a Project Officer from within the Economy team to engage with the Volunteer Programme for RWC 2015 and to be responsible for liaising with England 2015 in all aspects of the Volunteer Programme, including recruitment, training and supervision of the Fanzone volunteers. A Volunteer Plan document also had to be compiled detailing the process to be taken for managing the project, identifying number of volunteers required for the Fanzone, role descriptions, training, scheduling, reward and recognition, and legacy.

Recruitment

The Volunteer Programme launched nationally in January 2013 promoting The Pack and the City Council supported England 2015 in the local area by advertising the opportunity to as many partners as possible through a variety of media channels. The City Council was offered 10 guaranteed interview places which were offered to staff within the Council who had to go through the interview process to secure a place in The Pack.

The interviews, called the Try-Outs, were held by England 2015 with the help of a number of local volunteer interviewers at the University of Exeter during July 2014. These people were trained in advance in interviewing techniques and assisted during the 7 days of 'Try-Outs'. In Exeter 900 people were interviewed for approximately 350 volunteer places which included 30 Fanzone roles. The Project Officer from the Council was one of the interviewers so obtained first-hand experience of the applicants and was able to meet potential candidates for the Fanzone team.

Funding

There was no separate budget available for the Volunteer Programme so a great deal of work was done in kind, such as support from Active Devon and England 2015. Uniform identical to the rest of The Pack was obtained free of charge from England 2015, as well as reward items and mementos for each member of the Fanzone volunteer team.

Training & Scheduling

A separate training package was created by the Project Officer as the one provided by England 2015 was not particularly relevant. It included a bespoke Red Coat Guided tour of the city centre and complimentary visits to the Cathedral, Underground Passages, Royal Albert Memorial Museum and a Red Coat Guided tour, followed by a second session covering customer care, security awareness and Exeter knowledge. This was delivered by the Project Officer with the support of David Adcock, Visitor Facilities Officer, Val Wilson, Fanzone Manager (Arts and Events Manager), and Andrew Reason of the Counter-Terrorism Intelligence Unit of Devon and Cornwall Police, at no extra cost.

Thirty people were offered Fanzone Volunteer roles and 28 were able to fulfil their minimum shifts by the start of the tournament; two had to drop out due to personal reasons, and at that stage it was too late to recruit for the two vacancies as specifically sized uniform had already been received and team training given.

The Pack in its entirety consisted of around 6,000 volunteers nationwide and they were all invited to the 'Kick-Off' event at Milton Keynes stadium in May 2015 as a team-building exercise. Some of the Exeter volunteers were engaged earlier on in the lead-up to the tournament by helping during the Domestic Trophy Tour in June 2015, and with the Bunting and Yarn Bombing City Dressing project in August and September. A Facebook group was set up specifically for communication between the team and information from the City Council was passed through this medium as well as via email.

Shift schedules were organised by the Project Officer in consultation with the Fanzone Manager and the Security team. When on site the volunteers were paired up in their roles for personal

safety and to help build team relationships. Some of the thirteen Fanzone operational dates were long shifts so these were split into two volunteer shifts where appropriate, and a maximum of 8 hours per shift was offered, although in reality some people worked longer shifts due to absence in the team or simply because they enjoyed what they were doing and wanted to be there.

Operational Review

On the whole absence in the team was very low, despite England being knocked out of the Pool stage and Fanzone attendance diminishing. The volunteers were repeatedly commended on their enthusiasm, helpfulness and knowledge throughout the tournament and they went the extra mile where possible, such as escorting people in wheelchairs around the gardens, remembering people when they returned another day, advising of places to visit while the guests were staying in Exeter and being thoroughly knowledgeable about Rugby and the World Cup.

In approximate figures, there were just under 1,000 hours provided by the team of Volunteers in the Fanzone, and 8,500 miles travelled by road and rail. Volunteers travelled from far and wide, not just inside the county but from Barnstaple, Plymouth, Truro, Saltash, Weymouth, Southampton and even Norwich. The volunteers did not claim for any travel costs and attended in their own time, using holiday entitlement and giving up their weekends and evenings for free. Tea and coffee making facilities were provided by the production team along with bottled water, and the volunteers brought in cakes and chocolates to share. A £5 meal voucher was issued to each volunteer working a shift longer than 5 hours so that they could have a meal from any of the food vendors inside the Fanzone. This cost was covered from the Fanzone budget.

The volunteers were the face of the tournament, regardless of which team or role they were in, whether it was inside Sandy Park, on the walking routes to the stadium or to the Fanzone, or within the Fanzone itself. They all gave a lasting and good impression of Exeter and visitors and residents commented on their unfailing enthusiasm. The Fanzone team in particular carried out every task asked of them with energy and dedication, including heavy lifting of inflatable games, assisting in the Five Nations Parade and standing at the entrance gates in the cold keeping smiles on their faces and greeting each and every visitor.

Reward and Recognition

As they were managed by the City Council, the Fanzone volunteer team were thanked in a small evening reception by the Lord Mayor in late November. Guests included the three England players from Exeter Chiefs, Jack Nowell, Henry Slade and Geoff Parling, accompanied by Tony Rowe OBE. A number of awards were given including Volunteer of the Year which went to a lady who had worked 11 out of the 13 days, travelled nearly a thousand miles by train to get to her shifts and continued to turn up even when she was ill. The prize of a night for two plus use of the facilities was donated by Woodbury Park Hotel and Golf Club, one of the team bases for Rugby World Cup. The event was supported by Active Devon and Join In UK, a national volunteering organisation.

Legacy

A key aspect of the Volunteer Programme was to create a lasting legacy, to engage with the volunteers to increase the amount of volunteers in rugby clubs in the region. A small database of around 200 names was collected at the Try-Outs of people who were willing to volunteer after the tournament, and messages have been sent to these people over the last year highlighting opportunities in rugby clubs and other sport organisations in the city. The RFU was provided with the database of The Pack applicants from England 2015 who had indicated they would be interested in future volunteering opportunities and the Council is working with Active Devon and Join In UK to promote roles available. A leaflet detailing non-sport, festival and event opportunities in the south west was included in a pack for the Fanzone volunteers at the Lord Mayors reception, and included events such as the Food Festival and Respect festival, and will be forwarded to the two databases. Comparison figures are not yet available however the Legacy programme will be reviewed at regular intervals over the next three years.

Caroline Winyard
Project Officer

APPENDIX 6

Rugby World Cup 2015 – Transport

Background

A transport working group was established to consider the transport issues and included representatives from England 2015, the Chiefs, the Police and other emergency services, Stagecoach, Dartline, First Great Western, Devon County Council and Exeter City Council and has been chaired by Devon County Council. The output from this group was a joint Venue Transport Plan detailing the transport arrangements for the three matches.

It was the intention from the start to base the transport operation as far as possible on the existing proven arrangements used for the regular Chiefs matches. However there were some significant differences, namely the playing of matches on a weekday, which meant that some regular local parking was unavailable, and the international focus. Of the three matches, the first was the most challenging from a transport perspective as the arrival times conflicted with the afternoon peak of traffic and the high background use of public transport towards Sandy Park both on buses and rail. Travel Demand Management was used to influence the behaviour of both background demand and encouraging spectators to arrive at the ground early. Westpoint was designated as the Park and Ride operation with ticket holders being able to book places on-line through the Chief's website and obtain a discount from just arriving on the day. Public transport operators also augmented their services to meet the expected demand and provided services up to three hours after the games finish.

Operational Review

Devon County Council's Highways Operations Control Centre (HOCC) was chosen as the coordination centre to manage the transport arrangements outside the stadium as well as hosting the Police Silver Commander and representatives from other emergency services England 2015, Highways England, the City Council and County Council. Strong communication links were established with the stadium, the Twickenham control room and transport providers.

Tuesday 29th Sept 4:45pm Tonga – Namibia

This was the most challenging match from a transport perspective with spectator arrivals coinciding with peak afternoon traffic in the city. The key points of note were:

- Effective Travel Demand Management (TDM) using variable message signs (VMS) and media to encourage early arrival at stadium and for commuters to avoid the peak arrival times at the stadium
- Radio Devon embedded within the HOCC providing regular bulletins about the travel situation
- Good awareness that Digby Park and Ride and Sowton 30 were unavailable, vehicles that did arrive being directed to Westpoint
- Some congestion built up around city and M5 J30 but relatively short-lived and very clear by 4:30pm.
- 1165 people used the park and ride facility at Westpoint with about 700 pre-booked.
- Augmented Stagecoach C service (6 per hour rather than 4) was effective
- Great Western Railway arranged for a fleet of ten coaches to support their expected shortfall in rail capacity with just over half being used
- Good egress generally on all services with some rail delays to Exmouth due to breakdowns.
- Queuing conflict for park and ride at South Stand exit required some intervention and improvements for future matches
- Some concerns about lack of lighting at Westpoint
- No traffic issues at time of egress.

Wednesday 7th Oct 8pm Namibia – Georgia

The challenge for this match was ensuring that all spectators were able to get home after the match with the late finish. It was exacerbated by the extended first half, which meant that the match ended about 20 minutes later than planned. The key points of note were:

- No highway issues affecting arrival at stadium
- About 1100 vehicles using Westpoint, parking within the showground in a floodlit area.
- Arrangements for Park and Ride egress improved to include waiting pens for each coach and better queuing.
- Some conflict with Park and ride buses returning caught in queue with taxis arriving due to late finish of match. This delayed some journeys to the park and ride but queues were cleared by about 11:45pm.
- Public transport egress services were very effective and queues cleared by about 11:45pm.
- Contingencies planned to transport fans to Bristol and London but were not required.
- No traffic problems on the highway network at egress.

Sunday 11th Oct 14:30 Italy – Romania

This match was managed more in line with a Chief's game, with both Digby Park and Ride car park and Sowton 30 available for parking. The key point for this match were:

- Football match at St James' Park kicking off at midday did not have an impact on travel arrangements to Sandy Park
- About 1014 vehicles using the Westpoint Park and Ride service, nearly 600 pre-booked
- No significant conflict with Bridal Fayre at Westpoint – well segregated.
- A fleet of double-decker buses were used for egress to improve egress to Park and Ride and queues subsided by about 5:30pm.
- Public transport services operated well with no significant delays
- One major incident on the highway network at M5 J31 after match but this did not have a significant effect on traffic leaving the match.

SUMMARY

The extensive planning and preparation of the Venue Transport Operating Plan and the close working of all the key players clearly paid dividends in delivering successful transport plan. Whilst there were some minor learning points at each match, there were no significant issues that prevented spectators from arriving at the stadium in good time for the start of the match, or leaving within a reasonable time at the end of the match.

Travel Demand Management was very effective in influencing travel behaviour for the first match.

A survey undertaken after the first match indicated that there was an overall rating of 7.5/10 for overall match-day transport experience which is seen as excellent.

There was excellent communication and working arrangements between the County Council, City Council, the police and other emergency services, Highways England, Stagecoach, Dartline and Great Western Railway, the Rugby World Cup, Sandy Park and the Fanzone which enabled the minor issues to be resolved quickly, and the review process enabled improvements to be implemented between games effectively. Skype group messaging proved to be an effective form of communication between remote control locations, and it is recommended that this is considered for other applications.

The use of the County Council's Highways Operations Control Centre proved an effective location away from the stadium to manage the transport operations and for the Police to oversee their command of the event.

Chris Cranston
Devon County Council



**Department
for Culture
Media & Sport**

CHIEF EXECUTIVE

18 NOV 2015

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www.gov.uk/dcms

Karime Hassan
Chief Executive & Growth Director
Exeter City Council
Paris Street
Exeter EX1 1JJ

CMS 275101/asg
12th November 2015

Dear Karime

I am writing on behalf of Her Majesty's Government to express my gratitude to you and your team for Exeter City Council's involvement in running what has been a memorable and successful Rugby World Cup 2015.

It has been an incredible effort from all concerned to stage such an event, and I hope that you enjoyed the three games played at Sandy Park.

I would also like to mention the success of the Fanzones, including the one in Exeter, which have allowed thousands more people to feel closer to the tournament and to enjoy their own experiences, even if they were unable to get to a game.

I hope that you have felt, and continue to feel, the local benefits of hosting such a high profile tournament and am sure you will be open to engaging in future major events.

Thank you so much for your hard work and effort in helping England and Wales put on one of the best Rugby World Cups in history. You should all be very proud.

Yours sincerely

Tracey Crouch MP
Minister for Sport



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England 2015

England Rugby 2015 Limited
Webb Ellis House, Rugby Road,
Twickenham, Middlesex TW1 1DZ

6th November 2015

Karime Hassan
Chief Executive & Growth Director
Exeter City Council
Paris Street
Exeter EX1 1JJ

T 033 2015 7800
E enquiries@england2015.com
F 033 2015 7808
W rugbyworldcup.com

Dear Karime,

On behalf of England 2015 and Rugby World Cup Limited I would like to thank you and your team for your city's contribution to making this the best ever Rugby World Cup.

We hope you have enjoyed hosting the matches and that the tournament leaves a lasting impression and positive memories for residents and visitors alike.

We'd particularly like to thank Richard Ball, Caroline Wynyard, Val Wilson, Victoria Hatfield, Catherine White and Chris Cranston for all their hard work and diligence and for working so closely with us over the last two and half years.

I think you will agree that by working in partnership the tournament has been a huge success for Exeter and in particular we would like to thank the Council for delivering such a fantastic Fanzone and such a vibrant city centre entertainment program. All these activities showed off the city of Exeter to a global audience and made for an incredible few weeks in the City.

Once again many thanks for your efforts and we hope that you are proud of what you have achieved as a Rugby World Cup host city.

Stephen Brown
Managing Director

cc: Paul Smith, Head of City Delivery, E2015

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REPORT TO SCRUTINY COMMITTEE ECONOMY AND EXECUTIVE

Date of Meeting: 21 January 2016 and 26 January 2016

Report of: Museums Manager & Cultural Lead

Title: RAMM Digital Media Road Map and Progress.

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 focuses on RAMM's digital roadmap for the period 2015-18. The period is set by the major funding coming from RAMM's Major Partner Museum Funding (in partnership with Plymouth Museum & Art Gallery) from Arts Council England (ACE). The road map is to provide a structure to digital development and allow progress to be tracked against timescales.

2. Recommendations:

That Scrutiny Committee - Economy requests the Executive to approve the following:-

- 2.1. The implementation of the RAMM digital road map as extant at December 2015 (see Annexe 1 below);
- 2.2. Delegated authority to be given to the Museum Manager to decide to apply any necessary adjustments to the road map as necessitated by changes in resources or funding from external factors;
- 2.3. To agree that a follow up report is produced for Members to present the results and findings around the implementation of the road map. Regular reporting to ACE and ECC will capture changes to existing digital products.
- 2.4. To note outcomes of the work that deliver both Exeter City Council objectives and those of its partner, Arts Council England.

3. Reasons for the recommendation:

- 3.1. Associated with museum collections (a 'library' of objects) is a huge amount of knowledge and information which can be distributed and shared and used by everyone through digital media and platforms.
- 3.2. RAMM has a track record of innovation and success with its digital work. This includes recognition from the Museums Association, Museum Next International Museums Conference, UK Museums on the Web, National Museum Directors Council and the Arts and Humanities Research Council. RAMM seeks to make its digital products

sustainable and build on this success, rather than creating sequential projects with limited lifespan or no lasting value or identity.

- 3.3. The planned development of RAMM's principal website will be covered in another report. It is worth noting that the main museum website acts as the centre of RAMM's online presence connecting collections websites, partnership websites, social media, museum Wi-Fi login and providing a source of best practice case studies. Any new initiatives seek to preserve this relationship to help the online visitor in finding and exploring our digital offer.
- 3.4. The digital landscape is constantly changing both in terms of how different technologies work and how they are used. Some years ago nobody would have linked a collections record on a website to Facebook but now it is odd not to do so. RAMM's digital offer seeks to keep up to date with technology and how online visitors expect to access and use content. This means user centred design to enable visitors to find what they want easily and catering for the move to increased use of mobile devices to access the web (but without forgetting desktop users). As a funding partner, the Arts Council, England makes specific reference to the important role of digital technologies and platforms in extending access and engagement to cultural content and experiences. It supports their Strategic Goal 2 'Everyone has the opportunity to experience and be inspired by the arts, museums and libraries'. The developmental work that is represented by the digital road map also relates to the MPM leadership responsibilities of ACE Goal 4 "The museums sector is marked by its excellent leadership; its workforce generally is diverse and highly skilled".
- 3.5. Partnerships can help us deliver better visitor experiences online. From impact evaluation to visitor experience partners can add a fresh perspective and help in unlocking funding. A recent example is redeveloping how stories are added to the Moor Stories website in conjunction with the University of Exeter's contribution to the national Being Human festival of humanities.
- 3.6. Keeping the digital offer evolving and sustainable allows RAMM to function and meet the expectations of online visitors and funders.

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

- 4.1. The Museums Computer Group, and other museum sector digital experts including SUMO, the Collections Trust, place RAMM at the advanced end of the museum sector digital scale. This means digital technologies are used across the museum to allow staff to work more efficiently and effectively, delivering for their efforts greater public benefit. Significantly RAMM has gone beyond a digital strategy for a minority of staff to an inclusive approach across the museum steered by the Museum Management Team and the Digital Media Officer. Colleagues across the museum from Visitor Services and Audience Development use and create digital content as part of their interaction with the public. This is monitored by the RAMM Digital Media Officer and Collections & Audiences Assistant. The Museum Management Team will keep an overview to ensure adequate resources are provided for this work, its coordination within teams and to address any unexpected challenges.
- 4.2. The museum operates a distributed publishing model so staff across the museum are already responsible for their own web pages and content on the main RAMM website, collections websites, partnership projects and blogs, exhibitions and externally funded projects (HMS Challenger and the Research Collection being examples). This digital

inclusion creates and develops skills with support from line managers. It ensures staff involvement and commitment to making digital based work a success.

- 4.3. The digital development of cultural organisation is a key priority for Arts Council England. The financial resources for the RAMM's work come from the Arts Council England Major Partner Museum budget for 2015-18 that includes improving access to collections. This emphasis on access to collections is reflected by the collections team's commitment to using digital as a tool to deliver information and content. Again effective working is done through planning and techniques such as creating once and publishing everywhere. This can be using a digital image of an object on a website, in a news story and on social media.
- 4.4. The creative and development work entailed by the digital roadmap will be led and managed by RAMM often working in conjunction with partners or specialist contractors. Many of the Museum's websites (including the main website) are externally hosted. Some digital activities are linked to ECC networks and along with the IT infrastructure needed to deliver these projects, are supported by Strata as part of its wider technical work and services with ECC.

5. Section 151 Officer comments:

- 5.1 There are no additional financial implications contained in this report.

6. What are the legal aspects?

- 6.1 Legal advice on this report has not been sought.

7. Monitoring Officer's comments:

- 7.1 This report raises no issues for the Monitoring Officer.

8. Report details:

- 8.1 These proposals form part of RAMM's drive to make the most of its growing online audience, connecting the website offer to visitor behaviour to make a positive contribution to increasing visitor footfall in the museum and city and to extend the audience reach and engagement with museum's activities through take up of digital services. From its online presence project 2007-2010 to the present RAMM has seen website use grow from 10,090 annual visits prior to having a distinct museum website to 43,892 after reopening to the last calendar year's 144,300. Similar growth has occurred across social media channels with 11,206 followers on Twitter and daily engagement.
- 8.2 Having concrete data that was not available in the online presence project is a great help in this work. Google Analytics provides evidence of visitor behaviour on websites, from which pages are visited to how long online visitors spend on pages and the route visitors take through the website. All of RAMM's websites include Google Analytics.
- 8.3 RAMM keeps its social media offer fresh by using platforms its online visitors use. Again statistics are maintained to inform development. For example Flickr has been replaced by Instagram because visitors use it and this has enabled a successful online campaign in support of Whatever the Weather exhibition - #devonweather. Similarly use of Foursquare dropped and museum visitors prefer checking in on Facebook so the RAMM Foursquare page was closed and staff time put into Facebook.

- 8.4 There is also the opportunity to share lessons learned with RAMM's Major Partner Museum funded partner Plymouth Museum & Art Gallery (PCMAG). A digital evaluation for both museums was facilitated by SUMO (sector digital specialists) in April 2013 that fed into the RAMM digital road map. The future development of South West Collections Explorer as a resource for collections of all sizes through a tiered buy in from other regional museums will include PCMAG.
- 8.5 Income generation is already present with the Bridgeman Art Library providing licensed images to publishers. Work funded by ACE in 2015 allowed a significant development of RAMM's print on demand website delivered through Bridgeman (to avoid spend on staff time and printing and distribution that an in house service would need). This offer being retail orientated is also present on the RAMM Collections website encouraging visitors to click through and buy a print of the object photograph they are looking at. Books and exhibition related items are currently sold through the Devon Museum Group's Website as a way of reaching a bigger market. This will be kept under review.
- 8.6 Our on-line presence offers scope for fundraising. Fundraising does not currently have a high profile on RAMM's online offer. With RAMM's appointment of a Development Officer (with MPM funding) this will be an area of expansion in the planning period. Sector best practice and opportunities in keeping with the reputation of RAMM and ECC will inform this work.
- 8.7 Our digital presence reflects RAMM's role as a steward of very significant collections and associated knowledge. It enables the museum to engage wider audiences, maintain a dialogue and work in partnership at many levels.
- 8.8 This paragraph maps RAMM's online presence.

RAMM's Web presence:

Main website <http://www.rammuseum.org.uk/>

Social media:

Facebook <http://www.facebook.com/RAMMuseum>

YouTube <http://www.youtube.com/user/RAMMuseumExeter>

Twitter <http://twitter.com/RAMMuseum>

Instagram <http://instagram.com/rammuseum>

Pinterest <http://www.pinterest.com/rammuseum>

Collections websites:

South West Collections Explorer <http://swcollectionsexplorer.org.uk/>

RAMM Collections <http://rammcollections.org.uk/>

RAMM Research Collection <http://rammcollections.org.uk/research/research-opportunities.ashx>

Exeter Time Trail – includes mobile tours and online games

<http://www.rammtimetrail.org.uk/>

World Cultures – ACE designated collection with linked funding

<http://rammworldcultures.org.uk/>

Big Box – collecting and conservation game <http://bigbox.rammuseum.org.uk/>

HMS Challenger <https://www.hmschallenger.net/>

Income generation

Tickets and bookings <http://exeterramm.admit-one.eu/>

Images for publication <https://www.bridgemanimages.com/en-GB/collections/collection/royal-albert-memorial-museum/>

Print on demand <http://www.art.co.uk/gallery/id--b1761714/royal-albert-memorial-museum-art-gallery-posters.htm>

Online shop <http://www.devonmuseums.net/Royal-Albert-Memorial-Museum-and-Art-Gallery/E-Commerce/>

Partnership projects

Moor Stories – created with the University of Exeter <http://www.moorstories.org.uk/>

Time Trail Tours – funded by REACT (Research and Enterprise in Arts and Creative Technology) <http://www.rammtimetrail.org.uk/Go-Mobile/>

Church Detective – funded by REACT <http://www.churchdetective.org.uk/>

Blogs

The Leventis Project Blog <https://rammleventisproject.wordpress.com/>

Apps

Masters of the Moor – using RAMM’s art collection with augmented reality <https://itunes.apple.com/gb/app/masters-of-the-moor/id913210448>

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

- 9.1 These proposals connect with the City Council’s purpose to ‘provide great things to see and do’ with a focus on meeting customers’ needs. The practical outcomes from this work are intended to enhance online visitor access to collections, engagement, enjoyment, learning and interaction. There are tangible connections with health and wellbeing aims and they encourage participation by supporting and extending the ‘in museum’ activity to a wider audience.

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

- 10.1 Meeting the ACE (and other external funders like the John Ellerman Foundation) funding and cash flow agreements is crucial and risk is best mitigated by keeping to planned deadlines and ensuring project management best practice is observed. RAMM has a strong record in its digital delivery and it is important to the success of further funding bids that this is maintained. Failing to deliver a successful outcome for visitors is a risk if evidential data of visitor behaviour is not used to inform developments and is best mitigated by support for work by the museum management team. External risks are delays by contractors and this can be mitigated by thorough checks of references as part of the procurement process and with an agreed implementation plan.
- 10.2 Rapid changes in the digital world means where new standards and opportunities arise over the course of the period covered by the road map there is a risk of losing these due to lack of time and resources. Wherever possible this can be mitigated by including new and forthcoming products in any planning, procurement, post evaluation revisions and being financially prudent. It is important that the road map is kept under regular review and adjusted to respond to external opportunities and needs.

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 The main RAMM website will continue to promote campaigns that benefit health and wellbeing, such as 5 Steps to Happy. It will also hold case studies in working with vulnerable groups and communities that feed into both council and museum sector aims for health and wellbeing.
- 11.2 At a practical level web standards will apply to any website including internationally recognised W3C accessibility. The AA standard is applied with the aim of achieving AAA, to ensure any disabled online visitors have the best browsing experience possible.
- 11.3 Any new, or redeveloped, digital offer will seek to apply best practice in user centred design. Whether making web sites responsive so they work across devices (PCs, laptops, tablets and mobiles) or simply encouraging staff to use plain English in writing for the web.
- 11.4 The practice of using social media that online visitors use by “voting with their feet” means RAMM is accommodating visitors through meeting them on the digital platforms they prefer to use for engaging with the museum. It also includes a recognition that some visitors and platforms prefer different types of engagement and communication to others and new ones will emerge as others decline in popularity.

12. Are there any other options?

- 12.1 For RAMM's online visitors and museum visitors accessing online content via the museum Wi-Fi the digital offer is part of the museum service. Visitors expect this service to evolve with technology and to reflect visitors' preferences. If RAMM's digital offer were to fall behind this would be damaging for RAMM and ECC's reputation, deliver a poor visitor experience and result in withdrawal of present and future funding.

Camilla Hampshire
Museums Manager & Cultural Lead

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

Background papers used in compiling this report:-

None

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01392 265275

Annexe A RAMM Digital Roadmap 2015 - 18

RAMM aims to reflect best practice and innovation in the museum sector. This approach to digital seeks to reflect the move to digital authenticity in the museum and heritage sector. In practice this means using digital technologies as an operational strand across museum planning and work, rather than it being a task done separated from other activities.

RAMM also works closely with key sector stakeholders that support digital working, including the Collections Trust, South West Museums Development Programme, The Museum Computer Group and Museum Next.

Funding sources for digital work are Exeter City Council, Arts Council England (as part of RAMM's Major Partner Museum Status) plus awards and grants to support specific projects. RAMM seeks to make all work, projects and products resilient and sustainable within museum resources.

ONLINE PRODUCTS

Product	Aspiration	Benefits	External partners/contractors	Risks
South West Collections Explorer – RAMM sub site	Encourage use of API	Greater use of RAMM's collections and promotion of collections to wider and specific audiences	ACE - funder Nexus OS - contractor API key holders – registered users	Risk: Lack of take up as lack of promotion Mitigation: use sector contacts and networks, HE sector researchers and networks and tech networks

Product	Aspiration	Benefits	External partners/contractors	Risks
South West Collections Explorer	Add more collections and channel collections onto Culture Grid and Europeana	User experience enhanced Access to individual collections and their collections promoted; User generated content; concrete evidence of RAMM's digital leadership and best practice	Collections Trust – sets standards for museum sector data ACE - funder Nexus OS - contractor Culture Grid – UK collections aggregator Europeana – European collections aggregator	Risk: Some museums may not have resources to add representative collection; some may not fit with Culture Grid Mitigation: specify minimum standards for collections and develop a tiered participation model; adopt OAI-PMH data model for better fit with Culture Grid and Europeana
Exeter Time Trail and Mobile Trails	Improve visitor experience and move collections outside of the museum with platform developed with University of Exeter Commercial realisation	Better experience, means better engagement; caters for mobile users outside the museum; supports location element of exhibitions	University of Exeter - partner 1010 Media - contractor	Risk: Staff resources to produce new content limited Mitigation: Use student placements and research outputs to create new content guided by collections staff

Product	Aspiration	Benefits	External partners/contractors	Risks
Masters of the Moor	Use experience gained for any future deployment of apps and augmented reality in supporting exhibitions/special projects	Provided RAMM experience of creating a complete simple augmented reality app for museum and heritage sector. Links to whole experience museum outside of the museum ethos; easy to grasp model of location + collection + interaction	ACE - funder 1010 Media - contractor Dartmoor National Park Authority (DNPA) – partner on Dartmoor related Projects	Risk: No promotion; No takers, no commercial management Mitigation: use as reference point for future development and foundation for adding more related objects that benefit form augmented reality
Museum website	Increase personalisation – initially with a responsive website then with enhanced personalisation around events, exhibitions and interests and join up museum offer	Mobile usage of website increasing steadily and better experience gives more visitor buy in to RAMM and its ethos; joining online offer through core website gives clear access for visitors; improves staff content creation and authoring skills	ACE - funder Toucan Design – website contractor Admit One – tickets and events contractor	Risk: Limited resources; mobile is rapidly evolving; RAMM website complex and needs rebuilding to deliver responsive solution; dated content needs editing Mitigation: Management Team support, use of volunteers in quantitative work, include future proofing in requirements, use evidence from Google Analytics and user feedback in decision making

Product	Aspiration	Benefits	External partners/contractors	Risks
Moor Stories	Continue to develop as resource for museum and Dartmoor visitors	Build up a core user base and use the website as a resource for creative writing at RAMM and elsewhere; support from volunteer run social media; resource for schools, businesses and community use	University of Exeter - partner Dartmoor National Park Authority – partner on Dartmoor related projects Local History Societies – super users 1010 Media - contractor	Risk: Funding not available; staff resources; DNPA lack of involvement Mitigation: support form University with events, user testing and promotion, embed in any partner work with DNPA

SOFTWARE AND HARDWARE PRODUCTS

Product	Aspiration	Benefits	External partners/contractors	Risks
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Product	Aspiration	Benefits	External partners/contractors	Risks
Filemaker Pro	Develop into a full digital asset management system and maximize potential of version 14 to deliver better ways of working and user experience	<p>Improve quality of database by allowing integration with other media, greater security and accountability, maintain Spectrum standard.</p> <p>DAMS saves staff time spent locating related content</p> <p>DAMS provides basis to create a knowledge hub for collections including document management</p> <p>Remote access for staff facilitates working in stores by replacing pen and paper and transcribing notes</p>	<p>Strata Services – ECC contractor (server, network and backup provision)</p> <p>Collections Trust (Spectrum standard)</p> <p>Sunnymedia – contractor</p> <p>Collections Trust - Sector best practice and collections data standards</p>	<p>Risk: Lack of staff resources in future; lack of funding for expert development; reduced Strata Services support</p> <p>Mitigation: use external resources to baseline DAMS, train staff to maximise potential of new system; keep Strata informed of developments and timescales, staff ensure external standards met</p>
Online ticketing and events	Simpler system with one input and improved user experience	Contemporary system give familiar user experience; users can browse events and buy tickets for more than one event; closer website integration; fully branded	<p>Admit One – lead contractor</p> <p>Toucan Design – contractor (events integration into website)</p> <p>Strata Services – ECC contractor (server provision)</p>	<p>Risk: Lack of staff resources and key stakeholder support</p> <p>Mitigation: Keep stakeholders informed and up to date, identify staff resources early and manage challenges,</p>

Product	Aspiration	Benefits	External partners/contractors	Risks
Video interactives	Ensure any new content connects to gallery and interpretation changes	Easier to maintain and control Better value for money with integrated players and screens	Maintenance contractor Strata- ECC contractor (for network)	Rick: Resources; maintenance costs and time Mitigation: Use staff time effectively by having agreed formats, clear roles on who does what, distinguish between maintenance, repairs and new work to optimise budget
Audio interactives	Ensure any new content connects to gallery and interpretation changes	Audio no longer reliant on AMX timer and direct switching is easier for staff to control	Maintenance contractor Strata- ECC contractor (for network)	Rick: Resources; maintenance costs and time Mitigation: Use staff time effectively by having agreed formats, clear roles on who does what, distinguish between maintenance, repairs and new work to optimise budget
Software interactives	Deliver good quality user experience and keep content up to date with displays.	Learn from best practice in wider heritage sector. Gradual roll out avoids overstressing staff resources	Maintenance contractor Strata- ECC contractor (for network) Spiral – creative contractor	Risk: Cost of any replacement hardware, staff resources; maintenance costs and time Mitigation: maintain a bank of spare equipment, compare repair versus replace for best value for money, balance staff time versus contractor cost

DIGITAL SUPPORT

Product	Aspiration	Benefits	External partners/contractors	Risks
Susan Collins installation	Deliver a high quality digital commission as part of the Whatever the Weather exhibition	Delivers creative digital content specific to locations known to RAMM's core and relating to change and uncertainty theme of exhibition	Susan Collins - artist National Trust – partner ACE – funder Strata- ECC contractor (for network)	Risk: hardware failure in gallery or on site Mitigation: artist supplied hardware, backup plan with USB stick slideshow for hardware failure on site
Exhibitions and events	Provide relevant digital support to deliver effective experiences	Takes an exhibition or event into another dimension; delivers extra content and value; visitors sharing about RAMM provide additional publicity via personal endorsement; we benefit from leveraging partners and others existing audiences;	Lenders – other collections eg British Museum, ACE collection, individuals Workshop and event leaders – Contractors – for specific products Strata- ECC contractor (for network) Partners – National Trust, ACE, individual collectors and artists, National and regional museums	Risk: Project creep; under resourcing; lack of planning Mitigation: include digital elements in the early stage of exhibition planning process, use a risk and benefit analysis for each project
Audience Development	Provide relevant digital support to deliver goals and digital culture and	Enable digital products and activities that join up to RAMM's overall vision, goals and existing	Contractors – as required, for example Toucan Design for	Risk: Resources; lack of staff engagement; change management

Product	Aspiration	Benefits	External partners/contractors	Risks
	exploit RAMM's mature social media presence	digital channels, platforms and culture; meeting Generation Z expectations	website developments or special features Partners – for exhibitions, festivals and joint working, for example the Art fund, ACE, University of Exeter Suppliers – as required for specific items from posters to interactives GovDelivery – for bespoke newsletters Harlequin – contractor for Customer Record Management linked to Admit One and other systems	Mitigation: Plan to accommodate changes in visitor behaviour and migrate to social platforms of visitor choice, use regular meetings to coordinate communications, work with external partners to deliver joined up work and widen audience
Front of House	Provide relevant digital support to deliver goals and digital culture	Enable digital products and activities that join up to RAMM's overall vision, goals and existing digital channels, platforms and culture; use staff skills and enthusiasm for digital	Contractors – as required for new and existing hardware Partners – from artists like Susan Collins to organisations like the	Risk: Resources; lack of staff engagement; change management Mitigation: repeat briefings to ensure all staff are reached (seven day rotas mean not all staff are in at

Product	Aspiration	Benefits	External partners/contractors	Risks
			British Museum providing digital resources Suppliers – as required Strata- ECC contractor (for network)	once), harness staff enthusiasm and wish to do a good job to create a 'can do' culture, respond quickly to requests for help
Fundraising	Apply sector and further best practice to RAMM digital products	Digital native audience addressed; visitors to donors and vice versa applied online; joined up campaigns	Donate Trainers Champions	Risk: Resources; lessons not tailored to RAMM audience Mitigation: Work with RAMM Development Officer and marketing team, provide a resource of best practice knowledge

WIDER MPM WORK

Product	Aspiration	Benefits	External partners/contractors	Risks

Product	Aspiration	Benefits	External partners/contractors	Risks
Digital & Cultural Tourism Think Tank	Using digital to enable and add value to cultural tourism in the region	Delivering cultural participation; creating a connection that can be replicated; fostering partnerships and encouraging focus on sustainable working together; long term planning; museum contribution to content lead marketing for cultural tourism	ACE - funder SWMDP – funded by ACE to support all South West museums ECC – Economy partners for example Heart of Devon	Risk: Duplication between MPM and SWMDP; lack of buy-in from partners; resources to market the resulting offer; failing to identify the audience Mitigation: REACH South West coordinators now appointed to coordinate and deliver work, keep in touch with SWMDP through their digital group
Digital Think Tank	To address trends, opportunities and concerns in current and projected digital practice	Demonstrate that there is digital energy and innovation beyond connected centres	ACE - funder SWMDP – funded by ACE to support all South West museums	Risk: Duplication between MPM and SWMDP; keynote does not attract audience Mitigation: REACH South West coordinators now appointed to coordinate and deliver work, keep in touch with SWMDP through their digital group

Product	Aspiration	Benefits	External partners/contractors	Risks
South West Collections Explorer	To make this into a regional collections access and engagement hub linking to Culture Grid and Europeana	Cost effective digital engagement for collections of any size; option to combine collections for ROI; developing platform to stay current; API to provide export to other products; add new objects at own pace; shop window for cultural tourists looking to explore collections; resource for events and exhibitions	ACE - funder Nexus OS - contractor	Risk: Cuts to funding prevent access to collections being a priority; lack of promotion; Mitigation: Use development opportunities to add tiered 'buy in' for collections thus increasing take up, work with REACH South West coordinator, work with Culture Grid and Europeana to ensure digital take up is maintained across national and international collections aggregation websites

Product	Aspiration	Benefits	External partners/contractors	Risks
Exeter as MPM digital exemplar	Build on RAMM's reputation as a source of digital good practice within the region, sector and local authority museum community with a digital first visitor experience	From pre-visit browsing to post visit reviews and sharing providing an intuitive complete digital museum experience for visitors gives value and helps move visitors toward being regular visitors, donors and members	ACE – funder REACH South West Coordinators - contractors	<p>Risk: Changes in human/digital interaction move too fast; only cater for niche audience; fail to link to physical offer sufficiently</p> <p>Mitigation: future proof new work by including visitor behaviour from web analytics and feedback plus trends in the wider digital world, use existing platforms (like Trip Advisor) instead of trying to create our own, and apply lessons learnt by others in the sector</p>

Product	Aspiration	Benefits	External partners/contractors	Risks
HMS Challenger digital implementation 2015-2016 and maintenance to 2020	To deliver the planned online resource secured from external funding in 2015 and populate content then maintain as a an active resource for participating museums and users	Project delivered on time and meeting funder's and stakeholders' requirements; leadership and best practice role in collections data publishing demonstrated; provide a digital research resource	John Ellerman Foundation - funder Natural History Museum – lead partner 19 participating museums - partners SSL - contractor	Risk: Project creep; museum data not ready; IPR disputes; trainee time limited by contract Mitigation: use past experience to project manage effectively, meet funder's reporting deadlines, ensure museum trainee devotes time to data gathering and checking

A note on timescales

Where external funding is involved RAMM needs to meet the funder's deadline. Funders will not accept delays to work caused by slow internal decision making.

EXETER CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE – ECONOMY

DATE OF MEETING: 21 JANUARY 2016

REPORT OF: AUDIENCE DEVELOPMENT LEAD OFFICER, RAMM

TITLE: RAMM's MARKET RESEARCH and DATA CAPTURE PROGRAMME 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?

No function is being exercised. This report is for information only.

1. What is the report about?

1.1 To inform Members of the visitor research and data capture programme and for the forthcoming plans to be noted.

2. Recommendations:

2.1 Members are invited to note the content of this report and comment and to suggest areas to explore / questions to ask in future visitor surveys (for both on site and online visitors).

3. Reasons for the recommendation:

3.1 A better understanding of who uses the museums service in person and online (and consequently who does not); their views of the visitor experience and their preferences, is information that helps the RAMM team monitor satisfaction rates; identify trends; shape forward planning and informs its audience development and digital activities and income generation initiatives.

3.2 Research of this kind provides the user context for RAMM and its services and is therefore important background data for Members information.

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

4.1 The independently commissioned visitor research will be funded by The Arts Council England through its Major Partner Museum programme 2015-18. The recently installed customer relationship management system was similarly funded by the Arts Council England's external funding.

5. Section 151 Officer comments:

5.1 There are no additional financial implications contained in this report.

6. What are the legal aspects?

6.1 None identified.

7. Monitoring Officer's comments:

7.1 This report raises no issues for the Monitoring Officer.

8. Report details:

8.1 RAMM has a strong track record of collecting information about visitors, both on site and online, their behaviour, attitudes and opinions. This activity is key to being a responsive organisation and also provides important evidence for funders, partners, applications and award submissions.

8.2 Five tranches of on site research have been undertaken since RAMM reopened in 2011, the first December 2011 to January 2012 (funded by the Heritage Lottery Fund) and the last four each in August and October 2012, 13, 14 & 15 (funded by Arts Council England).

8.3 Data from online visitors is collected through Google analytics.

8.4 Background

8.4.1 After RAMM's reopening in December 2011 the visitor research was designed to capture visitor views regarding their experience of and reactions to the newly-refurbished museum. Most visitor information was collected through an exit survey, a questionnaire that can be self completed or facilitated by a researcher interview. It consists of two question types – Classification (eg age, gender, employment status, residents or visitors, etc) and Views on RAMM – capturing views, rating a number of key service and operational aspects, and measuring satisfaction. Although for benchmarking purposes and for identifying trends a proportion of the data questions have been consistent since 2011, in subsequent surveys the questionnaires were changed to include attitudes and behaviour related to donating, spending and digital interaction.

8.4.2 RAMM also uses Acorn Segmentation, a tool widely used in the commercial world. This compares visitor information to local population data. It allows RAMM to identify areas of potential growth and to compare the socio-economic profile of museum visitors to that of the local population.

8.4.3 In 2015 RAMM registered with the Audience Agency's Audience Finder, a requirement of all Arts Council Funded cultural organisations, and is now collecting visitor-profiling data throughout the year. Similar to Acorn Segmentation (3.4) Audience Finder can be used to compare visitors to local population characteristics and, in addition, to those of other cultural organisations and will enable RAMM to identify potential growth areas.

8.4.4 In 2015 RAMM introduced a new customer relationship management system which collects data to enable personalised and targeted customer relations and to inform fundraising and income generation planning. The collection, storage and use of personal data complies with the provisions of the Data Protection Act.

8.5 KEY FINDINGS FROM 2015 RESEARCH

8.5.1 Views, attitudes and motivations

- Satisfaction levels remain high in with 97% rating their overall satisfaction as good, very good or excellent.

- Nine out of ten people said they would be likely to visit again which reflects the fact that a large number of visitors are local.
- 95% would recommend a visit to friends and family.
- Over two thirds of visitors came to see specific exhibits.
- Nearly three quarters of visitors came for new things to see and do.
- Nearly one in six people said they had spent money during their visit to the museum. 41% of these spending up to £10.
- Of those who spent money during their visit over two thirds had spent it in the cafe.
- Half of RAMM's visitors say the most effective way to promote to them is via the website. Outdoor posters (35%), Facebook (32%), Email (27%) and press advertising (21%) scored highly too.

8.5.2 Classification

- Six in ten visitors to RAMM live in Devon.
- RAMM has more female visitors (63%) than male (37%).
- Over three quarters of RAMM's visitors are employed (full or part time) or retired.
- Around a third of respondents had not visited before demonstrating RAMM's appeal as a visitor attraction.
- Two thirds of those who had visited before had visited at least twice, 27% had visited over five times, indicating a high level of engagement.
- In socio-economic terms RAMM's profile is close to that of the Devon population. This finding is unusual for museums and is a result of the planned audience development undertaken by the museum.

8.6 PROGRAMME 2016-18

8.6.1 RAMM will carry out surveys of visitors both on site and online building on the data collected 2012-15 to benchmark performance from year to year and identify trends.

8.6.2 Using its new customer relationship management system RAMM will collect and analyse data relating to ticket sales and buying behaviour, friends membership, patrons, giving and legacies. This work will inform development activity to enhance RAMM's sustainability.

8.6.3 RAMM will gather visitor numbers, attitudes and views relating to charged-for exhibitions to inform future planning.

8.7 CONCLUSION

8.7.1 The programme to date has provided valuable data about visitors and non-visitors to RAMM. It has also provided information about their reactions and attitudes to aspects

of the museum. While still building on this knowledge, future work will use new data to introduce a personalised approach to communications, managing relationships with targeted individuals and identified audience groups.

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

- 9.1 The museum contributes to corporate objective 'Provide great things for me to see and do', as part of the cultural and retail destination offer that attracts visitors to the city centre and the 'quality of life' mix that helps deliver inward investment. A better understanding of RAMM's visitor preferences and behaviours adds to an understanding of the wider picture and the market intelligence critical to sustaining and developing a flourishing city centre.

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

- 10.1 This information gathering and analysis exercise holds no specific risk. It is externally funded and part of plans for 2015-18

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 is for information and provides Members with the opportunity to suggest further research questions. It does not have implications on the listed issues.

12. Are there any other options

Ceasing data collection would deprive the Museum, Members and external funders of important benchmarking and planning information. As the work is externally funded, financing may be lost. It would diminish the evidence base required to support future funding applications. It would also reduce RAMM's capacity to continue to develop its customer-focussed communications and services and income generation.

Camilla Hampshire, Museums Manager & Cultural Lead

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

Background papers used in compiling this report:-

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

REPORT TO: ECONOMY SCRUTINY COMMITTEE
Date of Meeting: 21 January 2016
Report of: Economy & Tourism Manager
Title: Update on the Exeter Visitor Strategy 2012 – 2016

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive. This report is for information only and gives an update on a service area.

1. What is the report about?

1.1 The purpose of this report is to update members on progress with implementing the Exeter Visitor Strategy 2012 – 2016.

2. Recommendations:

2.1 Members comment on the progress made with implementing the Exeter Visitor Strategy 2012 – 2016 and support the actions proposed to be undertaken for the final year of the Visitor Strategy.

2.2 Members agree a way forward to develop a new visitor strategy for Exeter, taking into account the newly emerged Exeter BID and the Exeter Cultural Partnership.

3. Reasons for the recommendation:

3.1 To inform members of the progress made with the existing Visitor Strategy and to develop a timeframe to research and consult with business on a new Visitor Strategy for the city.

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

4.1 City Council involvement and contribution towards delivering the Exeter Visitor Strategy will be met from within existing financial resources as summarised in the table below.

Tourism Unit Budget 2015 – 2016	Net
Tourism Administration (staff and central re-charges)	£114,560
Tourism Marketing	£61,600
Heart of Devon Tourism Partnership (projected income)	£88,000
Total	£264,100

4.2 The budget remains unchanged relatively for 2015/16, compared to previous years, except for limited allowances for inflation and changes to employee costs. Staffing of 1.2 FTE within the Economy Unit are dedicated to delivering actions from the Exeter Visitor Strategy, which remain unchanged from previous years.

5. Section 151 Officer comments:

5.1 There are no additional financial implications contained in this report.

6. What are the legal aspects?

6.1 None identified.

7. Monitoring Officer's comments:

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

8. Background:

- 8.1 Executive approved the Exeter Visitor Strategy 2012 – 2016 in January 2012 following wide spread consultation with the tourism and hospitality industry in and around Exeter. The focus of the Strategy is on sustaining and creating quality jobs within the tourism sector and increasing the profile of Exeter as a vibrant destination for short break holidays and day visits.
- 8.2 The aim of the Visitor Strategy is to:-
 “Further develop the visitor economy in order to create and safe-guard employment, through the promotion and development of existing and new visitor facilities, including the Royal Albert Memorial Museum focusing on the strengths of Exeter as a regional cultural centre. The intention is to increase employment and visitor expenditure by a minimum of 5% within the lifetime of the strategy”.
- 8.3 Since adoption of the strategy a number of new developments and refurbishments have been completed including the opening of John Lewis, Magdalen Chapter Hotel, Southernhay Hotel, Sandy Park re-development, opening of the Exe Estuary Trail and 2 Premier Inn hotels, University of Exeter developments, Quay Climbing Centre, Haven Banks Outdoor Educational Centre, Tuckers Hall, Central Train Station improvements, numerous restaurant and shop openings and the hosting of the European Rugby 7s’ and the Rugby World Cup (RWC2015) in the city.
- 8.4 Future planned developments within Exeter will further improve the appeal of the city to the short break, day visitor and corporate market, these include the re-development of bus station site, the opening of IKEA, the Guildhall Shopping Centre re-development, proposals related to the Bike Shed Theatre, 1 more Premier Inn Hotel opening in the city centre, Kalender Hall developments and Exeter continuing to be a host for European Rugby 7s.

9. Progress to date

- 9.1 The following five priorities of the strategy were agreed to be implemented in partnership with the tourism business community in the city, the Exeter & the Heart of Devon Tourism Partnership and Visit Devon:
- 9.1.1 Priority 1** - Encourage and support market led investment in the visitor economy in Exeter; encompassing retail, food & drink, the arts, visitor attractions, accommodation and transport
- 9.1.2 Priority 2** - Develop the visitor experience within Exeter to make the most of existing assets, individually and jointly and so that the sector provides year round jobs and contributes to a vibrant economy
- 9.1.3 Priority 3** - Raise skill levels of the existing visitor workforce and prepare those with the potential for entering employment in the sector
- 9.1.4 Priority 4** - Develop more effective and targeted visitor marketing of Exeter locally, regionally, nationally and internationally
- 9.1.5 Priority 5** - Build on work already undertaken to further develop the Heart of Devon Tourism Partnership, to secure additional funding, implement additional marketing of the area and broaden its business development activities
- 9.2 An overview of progress made and outputs achieved made during 2015, against the priorities, is listed in Appendix 1. Below is a selection of achievements:
- Exeter hosted the European Rugby 7s for the first time

- Exeter was a Host City for RWC2015 (18 September – 31 October 2015)
- Record number of tourism businesses receiving awards locally, regionally and nationally
- 3 interns worked within Economy to assist in delivering of the strategy
- Funding received to run numerous training courses for RWC2015
- Exeter & the Heart of Devon featured in numerous national magazines and newspapers
- Membership manager appointed to increase number of Exeter & the Heart of Devon members
- Record increase in website traffic to www.heartofdevon.com
- New website launched for the corporate market www.conferencedevon.com

10. Performance Monitoring

- 10.1 A set of key performance indicators were included in the Visitor Strategy as a basis for monitoring trends and the effectiveness of the actions implemented, which are listed within Appendix 2. Figures for 2011 are taken as the baseline for the Strategy.
- 10.2 The 'Cambridge Economic Impact Model' is commissioned every year to estimate the volume and value of tourism to the economy. The model draws down data from the annual United Kingdom Tourism Survey for domestic visitors, the International Passenger Survey and the England Leisure Day Visits Survey.
- 10.3 From the most recent Cambridge Economic Impact Model (2014), which can be seen below, it is estimated that tourism is worth in the region of £181.3 million annually to the Exeter economy. Some 4,100+ jobs are supported within hotels, attractions, cultural venues, eating out venues and transport facilities within the city from the above visitor spend. The Cambridge Economic Impact Model is a useful indicator of trends, but the absolute figures are the results of a model not comprehensive information. Similarly, with this information, data for 2011 has been used as the baseline for the Exeter Visitor Strategy.
- 10.4 The main points arising from comparisons from 2011, the baseline year, to 2014 include:
- day visitor trips decreased by 1.07% to 1.6m
 - overnight trips increased by 0.22% 454,000
 - accommodation spend increased by 13.94% to £38.9m
 - spend by visitors shopping increased by 7.52% to £47.5m
 - spend by visitors on food & drink increased by 8.14% to £47.7m
 - spend by visitors on visiting attractions increased by 10.69% to £18.9m
 - total tourism spend has increased by 8.38% to £181.7m
 - total actual jobs supported by tourism spend has increased by 5.19% to 4,152
- 10.5 The target of a 5% increase in visitor spend and employment (related to visitor spend) has been achieved, as shown in 10.4. A full breakdown of visitor spend was detailed in a report to Scrutiny Committee Economy on 12 November 2015.

Exeter	2007	2008	2009	2010	2011 Baseline	2012	2013	2014
Type of spend	£ million	£ million	£ million	£ million	£ million	£ million	£million	£million
Accommodation	£26.9	£25.8	£25.1	£28.9	£34.1	£40.7	£41.3	£38.9
Shopping	£47.1	£49.2	£47.6	£47.2	£44.1	£50.7	£50.6	£47.5
Food & Drink	£44.8	£45.7	£44.6	£46.3	£44.1	£50.6	£49.4	£47.7
Attractions & Ent.	£17.1	£16.8	£16.4	£16.4	£17.0	£20.4	£20.1	£18.9

Travel	£18.4	£18.0	£17.5	£19.2	£19.9	£24.1	£22.9	£22.1
Visiting Friends & Relatives, boats, second homes	£11.3	£9.4	£8.5	£7.7	£8.0	£9.1	£6.9	£6.6
TOTAL	£165.6	£164.9	£159.7	£166.2	£167.3	£195.6	£191.2	£181.7
Total estimated Jobs (supported by spend)	4,004	4,111	3,767	3,898	3,947	4,823	4,615	4,152
Overnight trips	392,000	369,000	360,000	442,000	453,000	445,000	449,000	454,000
Day visitor trips	1,576,000	1,611,000	1,568,000	1,539,000	1,688,000	1,818,000	1,714,000	1,670,000

10.6 The figures for neighbouring districts show much larger numbers of people visiting the wider area who then need to be attracted into the city to spend in city shops and restaurants. The continued reduction in overnight stays emphasis the importance to promote Exeter more and highlight the city more as a short break destination within Heart of Devon and not rely too heavily on neighbouring areas.

10.7 In the wider area of East Devon, Mid Devon and Teignbridge the visitor economy is worth £593.7million, supporting 14,927 jobs in the area as shown in the table below.

East Devon, Mid Devon & Teignbridge	2008	2009	2010	2011	2012	2013	2014
Type of spend	£m	£m	£m	£m	£m	£m	£m
Accomm	£94.9	£112.3	£91.6	£92.5	£105.3	£105.2	£96.3
Shopping	£80.9	£142.1	£134.7	£130.2	£139.4	£135.1	£128.7
Food & Drink	£166.4	£182.1	£173.1	£190.3	£205.7	£206.6	£198.4
Attractions & Ent.	£57.9	£64.9	£59.1	£67.4	£71.8	£71.4	£69.4
Travel	£75.7	£84.9	£78.5	£87.6	£98.4	£99.7	£80.5
Visiting Friends & Relatives, boats, second homes	£28.1	£25.8	£24.1	£23.8	£28.6	£21.7	£20.4
TOTAL	£503.9	£612.1	£558.1	£591.8	£649.2	£639.7	£593.7
Total estimated Jobs	15,124	16,192	14,800	15,145	17,377	16,824	14,927
Overnight trips	1,351,700	1,559,000	1,300,300	1,338,000	1,353,000	1,322,000	1,289,000
Day visitor trips	5,995,000	6,328,000	6,437,899	9,247,000	9,735,000	9,951,000	9,573,000

11. Exeter & the Heart of Devon Tourism Partnership

11.1 Realising the tourism potential of the city goes hand in hand with exploiting opportunities presented within Exeter and the wider area which make up the tourism attraction to visitors. It has always been recognised that the key is to have a concerted effort to minimise duplication and where possible, pool resources and maximise promotion through an integrated approach.

11.2 Neighbouring local authorities contribute to visitor promotion in a variety of ways, Teignbridge District Council choosing to financially support another Area Tourism Partnership covering South Devon. East & Mid Devon do not financially contribute to any local promotional activity. They choose to fund the development and management of the product offering, such as maintaining the public rights of way network, beach management and visitor facilities.

- 11.3 As covered by a separate report to this committee, Exeter was one of the Host Cities for Rugby World Cup 2015 – which has been a once in a lifetime opportunity for the city. All promotion through England 2015, the IRB and Visit England will be about promoting Exeter as a Host City with the main call to action being www.heartofdevon.com/rugbyworldcup which was a website dedicated to information relating to Exeter and the Rugby World Cup 2015.
- 11.4 Board meetings of the Tourism Partnership occur every two months and discuss current and future planned activities, along with joint projects to be undertaken with Visit Devon and other Area Tourism Partnerships within Devon. A particular aim of the Tourism Partnership is to promote the area for a cultural short break holiday both regionally and nationally (and internationally where appropriate) to increase visitors to the city.
- 11.5 As of December 2015, membership of the Tourism Partnership stands at 306, which includes accommodation, attractions, food & drink and activity providers based within the area. Each business pays an annual membership fee which contributes to promotional activities, with the main benefit being a website entry on www.heartofdevon.com the table below shows the breakdown of where a member is located within Devon. The majority of members pay their membership fee in April direct to the Tourism Partnership, with 45 being a member through the Exeter & the Heart of Devon Hotels & Restaurants Association, who receive a small discount for bulk membership.

	Members
Exeter	100
East Devon	88
Mid Devon	40
Teignbridge	41
English Riviera	9
North Devon	5
West Devon	8
South Hams	5
Plymouth	3
Devon	6
Somerset	1
Total	306

- 11.6 The membership scheme for the Tourism Partnership was revised April 2014, to coincide with the beginning of the new membership year, with the aim of increasing membership and income. An experienced sales person has been employed for the previous 10 months to grow the membership base by recruiting additional food & drink, activity and retail organisations within the catchment area.
- 11.7 The contract to manage media relations through Astley Media and online marketing through Rokk Media were both extended autumn 2014 for a further 12 months. The Tourism Partnership worked closely with both companies to improve and increase marketing activity by the Tourism Partnership, especially in the run up to RWC2015.
- 11.8 During the previous 24 months Rokk Media have been developing and improving the Tourism Partnership's website (www.heartofdevon.com) to ensure that content is relevant to what people are searching for and that the website is updated on a regular basis. Events are the most popular pages within the website, used by both residents and visitors to the area.

Comparing 2015 to 2014 (Jan-Nov), traffic to the website has performed beyond expectations:

- Unique visits to the website increased by 35.69% to 573,601

- Visits to the website increased by 72.88% to 1,012,102
- Page views increased by 402% 10,605,424
- Twitter followers increased by 33.49% to 12,389
- Facebook likes increased by 6.11% 6,473

11.10 Over the previous 12 months the Tourism Partnership has undertaken a number of promotional activities to promote the area for short breaks and long holidays:

- Led in the promotion of Exeter as a Host City for RWC2015
- Re-designed www.visitexeter.com to be a one stop shop for all things Rugby World Cup 2015
- Produced rugby animation video produced to raise awareness of Exeter as a Host City for RWC2015
- Carried out ongoing monthly proactive and reactive media work through Astley Media, primarily related to RWC2015 launches
- Distributed bi-monthly e-newsletter to our visitor database (30k+)
- Segmented customer database (30k+) to undertake target marketing
- Built a new conference website (www.conferencedevon.co.uk) for the area
- Worked with the industry to promote the area to the corporate market
- Updated content, images and improved search engine optimisation on main Tourism Partnership website www.heartofdevon.com
- Held numerous competitions with regional press to raise the profile of Exeter & the Heart of Devon and to increase their consumer database
- Contributed to Visit Devon PR activity and to support promotion of the Devon brand
- Contributed to the South West Tourism Growth (Visit England campaign promoting the South west overseas), ensuring Exeter & the Heart of Devon is featured

11.11 The Economy & Tourism Manager of the City Council took on the role of Chair of Visit Devon from April 2015. A number of newspaper, radio and TV interviews have taken place primarily on lobbying issues affecting the industry within Devon, including 'The Gove Effect'.

11.12 The proposed Exeter & the Heart of Devon marketing campaign for 2016 is titled - 'Indulge, Enjoy, Play – the Heart of Devon Way'. The campaign will focus on the wide range of events happening within Exeter & the Heart of Devon during 2016, as well as activities that visitors and residents can participate in, such as walking and cycling. Each month new itineraries will focus on different areas, and different demographics whilst potentially incorporating the bigger events once they start happening. The campaign will also feature competitions that members can participate in, to receive additional marketing exposure. Due to marketing activity in 2015 focusing on Exeter, due to the city being a Host City for RWC2015, the surrounding coast and countryside will feature highly going forward.

12 Priorities for 2015 – 16

12.1 Over the previous 18 months, the Economy Unit lead on a wide range of RWC2015 activities, as a result of this a number of actions from the Visitor Strategy have been delayed. The focus for 2016 – 2017 will be on delivering these outstanding actions from the Exeter Visitor Strategy, developing the Exeter & the Heart of Devon Tourism Partnership to become the voice of the industry, continue to promote Exeter for rugby breaks in the run up to the city hosting the European Rugby 7s summer 2015. Actions from the Exeter Visitor Strategy will continue to form part of the Economy Unit's annual work programme, to ensure delivery is met through the agreed timeframe. These are broken down into the five strategic priorities as follows:

Priority 1 - Encourage and support market led investment in the visitor economy in Exeter; encompassing retail, food & drink, the arts, visitor attractions, accommodation and transport:

- Help to deliver sustainable mixed use development in Exeter through supporting the development of Exeter Bus Station

- Promote the Guildhall Shopping Centre and the new Queen Street dining quarter
- Ensure that suitable visiting coach drop-off and overnight parking is incorporated in future city centre developments, taking into account the increase in visiting overseas coaches
- Work with visitor related businesses relocating or opening in Exeter to ensure they receive media exposure locally, regionally and nationally

Priority 2 - Develop the visitor experience within Exeter to make the most of existing assets, individually and jointly and so that the sector provides year round jobs and contributes to a vibrant economy:

- Promote the concept of quality as an attraction to visitors and in terms of the image of the city, to tourism businesses within Exeter & the Heart of Devon
- Research attraction passes in other destinations throughout the UK and the potential of introducing a pass to Exeter
- Work with Exeter BID and the new 'Welcome Team' as the city's 'meet & greet' ambassadors for day visiting coaches, guiding visitors to the information centre, attractions, shops and eating out venues
- In collaboration with the Exeter BID company, investigate the potential for Exeter to enter the national Purple Flag scheme www.purpleflag.org.uk

Priority 3 - Raise skill levels of the existing visitor workforce and prepare those with the potential for entering employment in the sector:

- Work with the Exeter & the Heart of Devon Employment & Skills Board:
 - to ensure new hospitality businesses are supported through the recruitment of new staff and ongoing staff development
 - to assist tourism businesses to set up and support apprenticeships
 - to bid for funding to support and help deliver leadership and management training for hospitality businesses

Priority 4 - Develop more effective and targeted visitor marketing of Exeter locally, regionally, nationally and internationally:

- Work with other key organisations to ensure that Exeter is seen as a 'film friendly' location
- Work with Exeter's twinning organisations to promote Exeter as a place to visit

Priority 5 - Build on work already undertaken to further develop the Heart of Devon Tourism Partnership, to secure additional funding, implement additional marketing of the area and broaden its business development activities:

- Work with the organisers of large scale events in the Heart of Devon (such as the Food & Drink, County Show, Folk and other Festivals) in the promotion of the event locally, regionally and nationally
- Support and encourage the implementation of the Heart of Devon brand throughout Exeter and the rest of the Heart of Devon to build the profile of the 'Heart of Devon' brand in the marketplace
- Work with the Board of Directors of the Heart of Devon Tourism Partnership to ensure a sustainable financial footing for the Partnership
- Work with the 5 other Area Tourism Partnerships within Devon on joint projects to achieve economies of scale, for example: PR / Website procurement / Advertising / Print / Photography / Business development

12.2 The above actions will be delivered through the Economy Unit's budget and staffing and the resources of the Exeter & the Heart of Devon Tourism Partnership, as shown within section 4.

12.3 Going forward senior management time is becoming less available to manage and work on the Tourism Partnership, this is due to pressing work commitments on economic

development and inward investment activities and projects. The board of the Exeter & the Heart of Devon Tourism Partnership have been advised to investigate alternative management options as a result of reduced staffing resources from the City Council.

13. Developing a new strategy for Exeter

- 13.1 Rather than develop a new visitor strategy for Exeter, it is recommended to develop a hybrid Visitor Strategy / Destination Management Plan for the city. Visit England and central government encourages and supports destinations to develop a Destination Management Plan, as an essential tool in the delivery of a successful visitor economy. Any future plan for the city will need to be delivered from existing financial personnel resources.
- 13.2 A Destination Management Plan is a shared statement of intent to manage a destination over a period of time, articulating the roles of all stakeholders – such as the City Council, Devon County Council, Exeter BID, Exeter Cultural Partnership, The University of Exeter, Exeter Airport and the business community. Clear actions and resources will be identified to ensure the Plan is implemented. Having a Destination Management Plan will help to strengthen the Exeter & the Heart of Devon Tourism Partnership, in how it develops and evolves in the future.
- 13.3 It will be important to have a shared plan for Exeter, due to the development of a successful BID in the city centre and the appointment of a Cultural Director for the Exeter Cultural Partnership – we need to avoid fragmentation and duplication within Exeter. Work will commence on developing a new way forward for Exeter during summer 2016, following the key principles in developing a Destination Management Plan:
- Agreeing the plan together – Why we do this and who to involve?
 - Gathering the evidence – How well are we doing now?
 - Setting the direction – Where do we want to get to?
 - Identifying the action – What do we need to do to get there?
 - Measuring progress and keeping it going – Have we got there yet?

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

- 14.1 Having a vibrant visitor economy within Exeter contributes to 'Building a stronger sustainable city' and the main purpose of 'Help me run a successful business in Exeter'. The more people we have visiting Exeter, the more they will spend in the city to create and sustain long term year round employment.

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

- 15.1 There is the potential income is not achieved through businesses choosing to become a member of the Exeter & the Heart of Devon Tourism Partnership, thus reducing the level of marketing activity undertaken to promote the area.

16. 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?

- 16.1 The focus of marketing activity in 2015 will be on events and activities. The marketing campaign will be about encouraging residents and visitors to explore what there is to see and do within the area – especially cycling, walking and climbing – supporting Exeter's aim to be the most active city in the South West by 2018.
- 16.2 Having a sustainable year round visitor economy will also support year round jobs for the residents of Exeter. Including the provision of flexible 'entry level' jobs for new employees or those finding it difficult to get back into work.

17. Are there any other options?

17.1 There is the option of not coordinating and taking the lead on marketing activity for Exeter and the Heart of Devon. This could potentially reduce the level of exposure gained for the city regionally and nationally and eventually reduce the number of people visiting and the amount spent in the city, thus reducing the number of jobs supported within the industry. The industry is particularly disparate and the success of the partnership approach here and elsewhere demonstrate the need for leadership provided by the joint public / private sector initiative.

Victoria Hatfield, Economy & Tourism Manager

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

Background papers used in compiling this report:-

Exeter & the Heart of Devon visitor research – 12 November 2015

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

APPENDIX 1 - Progress made and outputs achieved made during 2015.

Priority 1 - Encourage and support market led investment in the visitor economy in Exeter; encompassing retail, food & drink, the arts, visitor attractions, accommodation and transport

Action	Progress	Output
Help to deliver sustainable mixed use development in Exeter through the production of a master plan for the development of Exeter Bus Station	Continued ongoing discussions with lead officer within City Council on the bus station and leisure development	Ongoing
Ensure that suitable visiting coach drop-off and overnight parking is incorporated in future city centre developments, taking into account the increase in visiting overseas coaches	Discussions with Exeter City Council's City Development and Devon County Council to ensure suitable provision is made available within the city for coach drop off/pick up and parking, as a result of the Bus Station development	Ongoing
Work with visitor related businesses relocating or opening in Exeter to ensure they receive media exposure locally, regionally and nationally	Work continued with Astley Media, the Tourism Partnership PR agency to promote Exeter & the Heart of Devon to visiting journalists	During 2015 Exeter & the Heart of Devon has been featured in Kent Messenger, Sunday Mirror, Daily Star, Food & Travel Magazine and numerous national newspapers as a result of Exeter being a Host City for RWC2015

Priority 2 - Develop the visitor experience within Exeter to make the most of existing assets, individually and jointly and so that the sector provides year round jobs and contributes to a vibrant economy

Action	Progress	Output
Promote the concept of quality as an attraction to visitors and in terms of the image of the city, to tourism businesses within Exeter and the Heart of Devon	Results of visitor research undertaken in 2014 to be distributed to businesses December 2014, to highlight areas needed for improvement Relevant award schemes promoted to businesses, encouraging them to apply	Another record number of winners from Exeter & the Heart of Devon through the Devon Tourism Awards 2015. 11 gold, 11 silver and 8 bronze award winners. Through the South West Tourism Awards, businesses within Heart of Devon received 3 gold, 4 silver and 6 bronze. Through the national awards for

		excellence businesses received 1 gold and 1 highly commended
Research attraction passes in other destinations throughout the UK and the potential of introducing a pass to Exeter	Options for an Exeter Heritage Pass has been drawn up, implementation delayed	Due to working on RWC2015, this action is being rolled forward to 2016 – 17
Investigate the potential to introduce 'meet & greet' ambassadors for day visiting coaches, guiding visitors to the information centre, attractions, shops and eating out venues	RWC2015 city volunteers appointed to meet and greet rugby fans.	'Welcome Team' appointed by Exeter BID to meet and greet and assist visitors and residents of the city
In collaboration with the Exeter BID company, investigate the potential for Exeter to enter the national Purple Flag scheme www.purpleflag.org.uk	Business Improvement District (BID) to aim for Purple Flag status by the start of the RWC2015. To be picked up by Exeter BID	Action will be raised with recently appointed Exeter BID manager

Priority 3 - Raise skill levels of the existing visitor workforce and prepare those with the potential for entering employment in the sector
Develop a short training programme for taxi companies and their drivers to be ambassadors for the city;

Action	Progress	Output
Ensure that there is strong support for the local tourism and food & drink sector within the Heart of the South West Local Enterprise Partnership	Information provided to the HoSW LEP in terms of the value of tourism and jobs supported by visitor spend to try and secure their support	Limited response from LEP on tourism. Awaiting the results of the SWTGF to show the impact in promoting the SW area
Work with the Exeter & the Heart of Devon Employment & Skills Board: <ul style="list-style-type: none"> ○ to ensure new hospitality businesses are supported through the recruitment of new staff and ongoing staff development ○ to assist tourism businesses to set up and support apprenticeships ○ to bid for funding to support and help deliver leadership and management training for hospitality businesses 	Funding received from the HOSW LEP to run RWC2015 training courses for front line members of staff. Due to the success of the training programme, additional funding was achieved.	Information on attendees included in RWC2015 report to this committee

Priority 4 - Develop more effective and targeted visitor marketing of Exeter locally, regionally, nationally and internationally

Action	Progress	Output
Work with other key organisations to ensure that Exeter is seen as a 'film friendly' location	Film enquiries are dealt with on a reactive basis. Subject is the matter of a report to Economy Scrutiny Committee 22 January 2015	Rolled forward to 2015 – 16
Work with Exeter's twinning organisations to promote Exeter as a place to visit	Attended 3 RWC2015 'meet the media' events, promoting Exeter for day and short breaks. Numerous overseas travel agents included Exeter in their itinerary	Contacts gained for future rugby related events to be held in Exeter. Italian Ambassador attended a RWC2015 in Exeter

Priority 5 - Build on work already undertaken to further develop the Heart of Devon Tourism Partnership, to secure additional funding, implement additional marketing of the area and broaden its business development activities

Action	Progress	Output
Work with the organisers of large scale events in the Heart of Devon (such as the Food & Drink, County Show, Folk and other Festivals) in the promotion of the event locally, regionally and nationally	Focus of promotional activity during 2015 was around RWC2015, the 3 matches held at Sandy park and the days Exeter Fanzone was open. PR issued through Visit Devon to national and regional press on major events held in Devon	The City gained a wide range of national and international exposure during 2015 as a result of being a RWC2015 Host City. Events continues to be the most popular pages on www.heartofdevon.com
Work with Visit Devon and the other Area Tourism Partnerships within Devon to ensure that Devon is featured in Visit England promotional campaigns which will enable Devon to gain exposure through national and international promotional campaigns	Worked with Visit England and England 2015 promoting Exeter as a Host City for RWC2015. Funding received from DCLG to promote the SW overseas – South West Tourism Growth Fund (managed by Visit England). Information supplied on Exeter & the Heart	The City is gaining a wide range of national and international exposure as a result of the SWTGF campaign

	of Devon	
Develop and implement a group marketing campaign promoting Exeter and the Heart of Devon to group organisers	Group marketing ceased due to low level of return. Staff time and resource focused on business tourism and attracting more conferences and meetings to the area	New business tourism website launched. Attended Confex exhibition with 3 city businesses, under the umbrella as a RWC2015 Host City. Marketing campaign rolled out to promote the area for business trips
Work with the Board of Directors of Exeter & the Heart of Devon Tourism Partnership to ensure a sustainable financial footing for the Partnership	Membership has remained the same during 2015, with some businesses withdrawing and some new businesses signing up for membership	Membership now stands at 302, proactive membership recruitment has temporarily been put on hold
Work with the 5 other Area Tourism Partnerships within Devon on joint projects to achieve economies of scale – for example: PR / Website procurement / Advertising / Print / Photography / Business development	Joint work continues on gaining detailed visitor research on Devon and Exeter & the Heart of Devon	Cambridge Economic Activity Model, Visit England brand tracker research, Gove Effect research undertaken and final reports distributed
Work with the Red Coat Guide committee to investigate the potential to develop Green Coat and Blue Coat Guides for the countryside and coast, respectively	Put on hold due to level of work now being undertaken as a result of RWC2015. This project will be developed with the new Try Exeter volunteers, as part of RWC2015	Due to working on RWC2015, this action is being rolled forward to 2016 – 17
Work with neighbouring destinations and local authorities to develop a Destination Management Plan to be recognised as a Destination Management Organisation	Put on hold due to level of work now being undertaken as a result of RWC2015	Due to working on RWC2015, this action is being rolled forward to 2016 – 17

APPENDIX 2 - Tourism Performance Indicators

Tourism related Performance Indicators	2005	2006	2007	2008	2009	2010	2011 Baseline	2012	2013	2014	2015
Number of visitors to Exeter Visitor Information and Tickets	87,995	72,899	74,800	106,234	79,618	76,530	66,645	57,556	55,567	52,625	53,379
Number of accommodation bookings made in person at Exeter Visitor Information and Tickets	758	648	615	428	413	430	227	148	144	131	99
Number of other users of Exeter Visitor Information and Tickets (tel, letter & email)	23,082	28,817	26,924	40,471	44,445	40,719	23,933	29,692	31,282	32,409	40,931
Number of visitors on a Red Coat Guided Tour	12,912	14,617	18,114	17,204	16,125	15,221	14,985	14,424	15,203	13,273	13,182
Number of visitors to the Quay House Visitor Centre	23,471	26,048	24,561	26,123	25,060	23,579	25,039	25,861	25,467	24,644	26,910
Number of visitors to the Underground Passages	18,459	Closed	4,753	19,863	18,896	19,517	20,554	19,768	20,439	21,253	19,013
Number of visitors to RAMM	233,408	247,000	192,025	Closed	Closed	Closed	32,574 (door) 285,673 (out n about)	327,455	276,823	251,038	236,188
Number of visitors to Exeter Cathedral	187,000	142,000	170,000	131,741	109,778	108,869	110,783	1225,050	119,064	124,738	114,998
Number of visitors to St Nicholas Priory – A Tudor Home	Closed	Closed	Closed	6,763 (Apr - Dec)	8,404	5,113	4,762	4,514	4,279	TBC	TBC
Number of visitors to Topsham Museum (Easter – Oct)	9,070	8,461	8,932	11,512	12,711	12,145	11,540	11,441	12,513	12,002	11,525
Exeter Corn Exchange ticket sales	5,335	3,551	7,398	8,396	8,314	13,784	20,003	23,352	27,110	26,885	33,448
Number of group bookings made through the Tourism Unit	334	363	445	500	486	425	597	462	476	395	354
Number of unique visitors to City Council website www.exeter.gov.uk/visiting	33,087	30,312	Not know	Not known	Not known	196,456 (May-Dec)	223,033	454,879	455,072	229,289	163,125
Number of unique visitors to Tourism Partnership website www.heartofdevon.com	24,107	25,596	40,108	39,406	102,547	119,442	143,099	159,718	196,661	523,757	620,910
Number of inbound visitors to Exeter Airport	278,000	346,000	363,000	338,000	279,000	243,000	229,000	236,000	253,000	TBC	TBC

Number of Exeter Park & Ride users	1,155,521	1,190,243	1,313,471	1,369,759	1,377,237	1,401,666	1,300,759	1,325,407	1,368,857	1,363,554	TBC
Number of car park tickets sold in ECC car parks	2,745,149	2,606,467	2,857,885	2,471,346	2,483,278	2,364,835	2,322,630	2,418,631	2,300,220	2,135,264	2,423,674

APPENDIX 3 - Economic impact of tourism within Exeter

	2009	2010	2011 Baseline	2012	2013	2014
Direct actual jobs	2,882	2,958	2,951	3,526	3,362	2,984
Indirect actual jobs	884	856	996	1,287	1,253	1,168
TOTAL ACTUAL JOBS	3,767	3,814	3,947	4,822	4,615	4,155
Bed spaces	6,703	7,401	7,625	7,765	7,867	7,987
Day visits	1,568,000	1,539,000	1,688,000	1,818,000	1,714,000	1,670,000
Day visitor expenditure	£79.5 million	£77.4 million	£62.3 million	£66.9 million	£63 million	£63 million
Overnight trips	360,000	442,000	453,000	445,000	449,000	454,000
Overnight expenditure	£71.6 million	£81.1 million	£96.9 million	£119.6 million	£121.3 million	£112.1 million
Other tourism expenditure	£8.6 million	£7.7 million	£8.0 million	£9.1 million	£6.9 million	£6.5 million
TOTAL VISITOR TRIPS	1,928,000	1,981,000	2,141,000	2,263,000	2,163,000	2,124,000
TOTAL VISITOR EXPENDITURE	£159.7 million	£166.2 million	£167.2 million	£195.6 million	£191.2 million	£181.3 million

Cambridge Economic Activity Model

Final

REPORT TO: SCRUTINY COMMITTEE ECONOMY
Date of Meeting: 21 January 2016

Report of: Cllr Lyons
Chair of the Growth and Marketing Exeter Task and Finish Group

Title: Growth and Marketing Exeter 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:

- (i) A review of the current staffing levels and budget available for the Economy and Tourism Department is undertaken by Senior Management in conjunction with the Economy and Tourism Team.
- (ii) A business case in respect of (i) is to be submitted to the Scrutiny Economy Committee for consideration.
- (iii) The sharing of Economic Development expertise between neighbouring local authorities across the wider areas of East Devon, Mid Devon and Teignbridge is formalised by way of an agreement.
- (iv) An Economic Development conference is held, led by Exeter City Council's Economic Development Team, also involving East Devon District Council, Mid Devon District Council and Teignbridge District Council, Exeter University and Exeter College to include combined presentations aimed specifically at new businesses.

3. Reasons for the recommendations:

- (a) The previous investment in marketing designed to attract further inward investment opportunities for Exeter has created an unprecedented increase in the number of enquiries received from companies wishing to relocate to Exeter.
- (b) The current resources and staffing levels within the Economy and Tourism Department are currently insufficient to deal with and manage this extra demand.
- (c) Exeter has the highest number of enquiries in respect of relocation amongst its contemporary Authorities. Out of 1000 enquiries received over the last year the Economy and Tourism Department have only been able to deal with 100 due to current resources, resulting in 900 missed opportunities. This raises a legitimate question around the need for additional budget/resources bearing in mind that the current level of demand is likely to continue.

- (d) A detailed review of the budget available to the Economy and Tourism Department is both timely and necessary and should identify what additional resources are available; explore what can be achieved for different levels of available funding; understand the implications of an increase in additional funding/resources for both the Economy and Tourism Department and the Council as a whole; consider whether re-structuring of staff within the Department could provide part of the solution.
- (e) Economic Development Teams at Exeter, East Devon, Mid Devon and Teignbridge have a mutually beneficial and good working relationship. Expertise is shared on occasion between Authorities on an ad hoc basis. To formalise arrangements in this respect will support a continued approach to combined Authority working and provide a level of security to the existing.
- (f) A conference aimed at new businesses involving other Local Authorities, key stakeholders and organisations will raise the profile of Exeter and the Heart of the South West. It will reinforce the commitment to growth and inward investment and will highlight what Exeter and the wider area has to offer including the benefits of the location, infrastructure and key support. Attracting new business to Exeter and the wider area together with encouraging new businesses is essential, as is promoting links between businesses, both existing and new with both key services and organisations.

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

None at present in respect of the proposed recommendations in this report.

If recommendation (ii) is approved, a business case will be submitted to this Committee which will contain details of the projected financial implications if the business case were to be implemented.

5. Section 151 Officer comments:

- 5.1 There are no additional financial implications contained in this report.

6. What are the legal aspects?

It will be necessary to instruct Legal Services should the Scrutiny Economy Committee approve recommendation (iii).

7. Monitoring officer Comments:

This report raises issues of possible closer working relationships with neighbouring authorities, which, if formalised, will need to be covered by an acceptable agreement

8. Report Details:

Growth and Marketing Exeter was identified as a high priority topic for Task and Finish Group investigation at the Annual Scrutiny Work Programme Meeting which took place in June 2015.

Membership of the Group consisted of:-

Cllr Lyons
Cllr Edwards
Cllr Denham
Cllr Biaylk
Cllr Henson
Cllr Holland

Chief Executive and Growth Director
Assistant Director, Economy and Tourism
Economy and Tourism Manager
Senior Economy and Tourism Officer

The Group established their scope at the outset and agreed that the key objectives should be to:-

- Identify the opportunities within the City which are not being progressed or not being progressed in the way they should be.
- 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.
- Identify ways in which the Council can persuade its neighbours, big stakeholders and businesses to contribute towards the economic growth and development of the City.

The Current Investment Overview

The Economy and Tourism Manager provided a brief investment and tourism overview. A PR agency had been appointed on a 12 month contract to deal with media/VIP visits for instance and to promote investment and business relocations to Exeter.

The current work is very much “on line” and can be split down into:-

- a) The “Invest in Exeter” website
- b) The Commercial Property Register

The Council meets regularly with Devon County Council on “Devon Delivers” and Exeter is featured in their campaigns, for example, in respect of the Science Park. Larger businesses tend to employ a relocation agency to find areas for re-location and the Council works with these agencies and individuals. In addition to this the Council works with nationwide magazines to raise the profile of the City through professional articles and publications. The work is very much aimed towards professionals.

Sponsorship for branding is sought if it is felt that it would compliment the Council's work. Extensive social media and search engine campaigns are operated. The main aim is to attract businesses to relocate and invest in Exeter.

There is a changing perception of Exeter, which has attracted major investment over the last 10 years. Core communication is an important aspect and the subject of a whole 12 month program. Video and media libraries are constantly updated so that good quality images and videos are available. Case studies of businesses which have recently re-located to Exeter are carried out and the Council continues to work closely with partners and neighbours.

The Guest Speakers

As part of the Group's investigations the following guest speakers attended:-

1. Guy Mills: Business Manager, Enterprise and Economy, Cambridgeshire County Council

Guy explained what Cambridge are doing in respect of the University, Science Parks, Combined Authority approach and the LEP, the importance of infrastructure and transport, affordable housing and student accommodation, tourism and inward investment. This provided the Group with the opportunity to draw a comparison and ask questions.

2. Richard Veal, Managing Director of a South African company which has recently re-located to Exeter.

Richard had approached the UKTI at a Trade Show, on the back of the global financial crisis. He explained that as the Pound is more stable for international businesses and the UK has a lot to offer entrepreneurs (a stable environment; clear rules and tax rates; development grants and a willing work force) it makes the UK a very attractive option for re-location. He made enquiries as to possible areas within the UK and Devon was identified through those enquiries. Exeter gave the impression of being an ancient town receiving a new lease of life which he found an attractive quality.

On a personal level he was looking for a City with good communication lines and transport links; an area which was beautiful with plenty of outdoor activities which also had good OFSTED accredited schools which are commutable within a 25 mile radius.

Exeter City Council's Excellent Assistance

Richard told the Group that the Council's Economy and Tourism Department provided fantastic support - nothing was too much trouble and the Economy Department acted as someone "on the ground" to respond very quickly to enquiries with information and also to provide research support. At the time there was a grant available for developing businesses in the South West through the LEP to help with travel and transportation costs which was extremely helpful. Exeter City Council convey that it is willing to go to great lengths to help and support new businesses and employment in the locality and specifically Exeter. Generally there appears to be an appetite for attracting people and businesses into the UK to create new business and jobs.

The Good Points

- UKTI initially sparked Richard's interest in the UK. When he contacted Exeter City Council's Economy and Tourism Department, they performed, were very helpful and delivered a high quality of support which was critical and created an excellent impression.
- A "soft landing" option on business premises is also attractive as this means that companies can easily expand to a bigger unit when required and only have to give 30 days' notice to move out of the existing premises. Affordability, ease of use and flexibility to demand in this respect is a big advantage.
- The broadband is fantastic in the area– quick and cheap.
- Exeter's City status is very important – Plymouth, Torquay, Cornwall, St Albans and Surrey were also considered but were ruled out in favour of Exeter.
- The road networks are very good in and around Exeter with good transport links via road, rail and air to other areas.
- Exeter provides the opportunity for a good business grounding whilst offering the best of a rural lifestyle on the outskirts.

A possible improvement:-

- The Council's website needs improving. It should be more about Exeter, what it represents and provide information on the University expansion, road and infrastructure for instance, which is currently not easy to find on the existing website.

The Council's website is currently being redesigned and the Task and Finish Group were able to pass on this particular suggestion to the officer responsible. A special meeting of the Group was held and the Digital Media Officer was able to show the Group what the new website would look like, particularly in relation to the Business section. The Economy and Tourism officers also had the opportunity to feed in to the new design to ensure that essential information and pages were included within the Business Section. It was recognised that there will be a much better facility with the new website to monitor traffic and where it originates from. This will provide much more detailed information and statistics to assist the Economy and Tourism Department.

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?

None.

Cllr Lyons

**Chair of the Growth and Marketing Exeter Task and Finish Group
Local Government (Access to Information) Act 1972 (as amended)**

Background papers used in compiling this report:

None

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Exeter Highways and Traffic Orders



Committee Minutes

Mon Nov 09 2015

Present

Devon County Council

Councillors Owen (Chairman), Hannan, Hannaford, Hill, Leadbetter, Morse, Prowse and Westlake

Exeter City Council

Councillors Bull, Newby and Wardle

Member attending in accordance with Standing Order 25:-

Councillor Thompson (Exeter City Council)

Apologies

Councillor Foggin (Devon County Council) and Buswell (Exeter City Council),

***123 Announcements**

The Chairman welcomed Mr Hodgins who was attending the meeting in his capacity as a Co-opted Member of the County Council's Standards Committee to observe and monitor compliance with the Council's ethical governance framework.

***124 Minutes**

RESOLVED that the minutes of the meeting held on 16 April 2015 be signed as a correct record.

***125 Matters of Urgency:**

(a) Parking Enforcement

(An item taken under Section 100B (4) of the Local Government Act, 1972)

The Chairman had decided that the Committee should consider this item as a matter of urgency, at the request of Councillors Westlake and Prowse, in view of difficulties experienced by some Members in contacting and reporting abuse of parking regulations to Civil Enforcement Officers.

Officers undertook to arrange a meeting between Members and officers to explain and discuss the protocol for contact of enforcement matters.

(b) Consultation: Parking for People with Disabilities

(An item taken under Section 100B (4) of the Local Government Act, 1972)

The Chairman had decided that the Committee should consider this item as a matter of urgency, at the request of Councillor Bull, as a means of improving public awareness of a current consultation *Consultation: Parking for People with Disabilities* and through by Members promulgating details available on the Council's website at:

<https://new.devon.gov.uk/haveyoursay/consultations/parking-for-disabilities/>

(c) Road Closures in the City

(An item taken under Section 100B (4) of the Local Government Act, 1972)

The Chairman had decided that the Committee should consider this item as a matter of urgency in view of local concerns over the disruption for bus services, commuters and residents occasioned by the number of recent road closures affecting important arterial routes within the City.

The Neighbourhood Highway Group Manager reported that there was city-wide overview by the Highways Co-ordination Team and that all Members should be informed at an early stage of any closure of main roads affecting their divisions and it was agreed to report to the next meeting.

(d) Doctors Walk/Little Johns Hill/ Balls Farm Road

(An item taken under Section 100B (4) of the Local Government Act, 1972)

The Chairman had decided that the Committee should consider the impact of recent structural works requiring Traffic Management on B3212 Dunsford Road, affecting peak time traffic on Little John s Hill in view of local concerns from residents and local members.

The Neighbourhood Highway Group Manager reported on vehicles using Balls Farm Road during peak periods and the difficulties for the Police in enforcement of restrictions, notwithstanding the Police s recent actions in issuing warnings at the location.

The Group Manager indicated an engineering solution, for example, a turning head would be costly for which there was no funding available and an alternative low cost solution with installation of bollards on Doctors Walk was unlikely to get universal support from residents. He also undertook to take forward consultation on the proposal for Doctors Walk only if a source of funding to implement any agreed scheme was identified.

***126 Bus Services in Exeter**

Mr Williams, Commercial Director Stagecoach spoke at the invitation of the Committee on developments affecting bus services and the network in Exeter since the last meeting on:

the new timetabling for E and F services, was working well despite the reduced frequency

of the T and D reduced service frequency, as a result of the County Council budget reductions in September, was receiving little negative feedback with the mitigation measures put in place by Stagecoach

the re-launch on 23 November of service 57 Exeter-Exmouth with new improved high specification vehicles with a dedicated driver team

the planned launch in January 2016 of new high specification vehicles for the PR red service and work had now commenced in respect of the new Matford Bus Depot site.

Additionally issues and/or observations identified during the course of discussions, as

indicated, included:

details of routes from the new Matford Depot were still being considered but the impact

on local communities would be minimal

Stagecoach was not aware of any proposals to remove a stop in the vicinity of the

swimming pool /Eaton House in Heavitree Road or in Okehampton Street and the Neighbourhood Highways Group Manager confirmed that the location of stops was determined by the County Council consultation with Stagecoach

Mr Williams confirmed that Stagecoach was notified in advance of impending road works

but actual disruption to services was difficult to predict and only evident when works were underway

the revised 57 service (every 15 minutes) on Topsham road was working well and drivers used


Mr Williams commented that drivers used their discretion on whether to drive on the service roads approaching Countess Wear/Glasshouse Lane depending on traffic conditions careful planning by Stagecoach and other agencies had taken place in preparation for the recent Great West Run event and that the impact on the P service (reduced from half to one hour for event duration) was currently being analysed and would be taken into account for next year's planning. The use of single decker buses for the 57 service was a temporary measure and double deckers would be reinstated.

The Chairman thanked Mr Williams for the updates and responses to Members questions.

***127 Petitions/Parking Policy Reviews**

There was no petition for a parking review from a Member of the public or Council.

***128 Devon and Torbay Local Transport Plan 2011 2026: Exeter Programme for 2015/16 ; 2016/17**

The Committee considered the joint report of the Head of Planning, Transportation and Environment Head of Highways, Capital Programmes and Waste (PTE/15/55 - [text only](#) | [pdf](#) ) on the Local Transport Plan Programme for 2015/16 and 2016/17 in Exeter and outlining a new approach to deal with requests for waiting restrictions.


The Head of Planning, Transportation and Environment responded to members questions relating to planned funding of the schemes detailed in the report.

The Chairman and members welcomed the new proposed approach to dealing with requests for waiting restrictions subject to adequate budgetary provision for this Committee relative to income generation Exeter from the On-Street Parking Account.

It was **MOVED** by Councillor Owen, **SECONDED** by Councillor Morse and


RESOLVED

(a) that the funding provisions included in the report Devon and Torbay Local Transport Plan 2011 to 2026: Exeter Programme for 2015/16 and 2016/17 be supported;

(b) that the proposed approach to local priority waiting restrictions set out in section 4 of Report PTE/15/49 - [text only](#) | [pdf](#)  be supported.

***129 Exeter Strategic Cycle Routes Consultation**

Mr Barnfield (Architect) and Ms Bergman (Urban Designer) (consultation respondents) spoke and gave presentation, at the invitation of the Committee, on their proposals to best achieve an attractive, efficient and comprehensive network by locating primary cycle infrastructure along existing main corridors.

The Committee considered the report of Head of Planning, Transportation and Environment PTE/15/55 ([text only](#) | [pdf](#) ) on an overview of the response to the recent consultation on Exeter's strategic cycle routes and proposed continued consultation with key stakeholders and local members.

The proposed strategy promoted routes that were easily accessible, convenient for people and offered safe passage and segregated from traffic where possible. The report also highlighted the difficulties of more ambitious proposals which would involve significant changes to existing radial road corridors.


It was **MOVED** by Councillor Owen, **SECONDED** by Councillor Morse and

RESOLVED

(a) that the key responses to the Exeter Strategic Cycle Route consultation be noted;

(b) that in principle support be given to progress further design of the routes shown in Appendix I, including workshops with key stakeholders and local members.

***130 Proposed restrictions: Cowley Bridge Road, Exeter**

The Committee considered the report of Head of Planning, Transportation and Environment PTE/15/6 (text only | pdf ) on objections to the Traffic Regulation Order (TRO) for the relocation of residents parking bays on Cowley Bridge Road (A377).

It was **MOVED** by Councillor Morse, **SECONDED** by Councillor Westlake and

RESOLVED that a site visit be arranged comprising the Chairman, Vice Chairman and local County Council Member, reporting back to this Committee.

***131 Potholes Playmoor Drive**

(Councillor Thompson (Exeter City Council) attended in accordance with Standing Order 25 and spoke this item) .

In accordance with Standing Order 23(2) Councillor Morse had requested that the Committee consider the maintenance of this Road in view of concerns expressed locally and supported by the local City Councillor who had asked that maintenance work be undertaken to address the current poor condition of the Road.

The Head of Highways, Capital Development and Waste reported on the programmed maintenance schedule, current priorities and national safety criteria for repair of potholes. He also referred to the significant maintenance backlog as a result of budget reductions over many years.

The Committee noted that Playmoor Drive had recently undergone a highways inspection and no safety defects had been detected.

***132 Snow Wardens and Winter Resilience**


In accordance with Standing Order 23(2) Councillor Hannaford had requested that the Committee consider measures to promote winter resilience and the uptake of the Snow warden scheme in Exeter.

The Neighbourhood Highway Group Manager reported salt stocks were being maintained and there were contingency measures to replenish if necessary and grit bins were being topped - up. Whilst the take up of self-help initiatives in rural towns and parishes was encouraging there had been no Snow Warden volunteers (part of the self-help initiatives) in the City as yet; and 60% of the Exeter roads were on the primary salt treatment network (all frequent bus routes); and it was not normal practice for grit bins to be provided as part of new residential developments.

Members were advised to approach their neighbourhood officers with any proposals to re-locate existing bins or purchase of new ones using their locality budgets (which would have revenue implications in keeping them topped-up with grit).

The Neighbourhood Highway Group Manager undertook to review (through the local officers) the use of grit bins with local members.

***133 Actions Taken Under Delegated Powers**

The Committee received the report of the Head of Highways, Capital Development and Waste (HCW/15/74 - text only | pdf ) on actions taken by him in respect of Traffic Orders under delegated powers since the last meeting.

***134 Dates for Future HATOC Meetings**

Monday, 11 January at 2.15 pm

Please use link below for County Council Calendar of Meetings:

<https://new.devon.gov.uk/democracy/calendar/>

DENOTES DELEGATED MATTER WITH POWER TO ACT

The meeting started at 2.15 pm and finished at 4.35 pm

The Minutes of this Committee are published on the County Council's Website at:-

Date Published: Tue Nov 17 2015

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