

EXECUTIVE

Date: Tuesday 13 March 2018

Time: 5.30 pm

Venue: Rennes Room - Civic Centre

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 Sarah Selway, Democratic Services Manager (Committees) on 01392 265275.

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

Membership -

Councillors Edwards (Chair), Bialyk, Brimble, Denham, Leadbetter, Morse, Packham, Pearson and Sutton

Agenda

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

1 Apologies

To receive apologies for absence from Committee members.

2 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.

3 Minutes

To sign the minutes of the meeting held on 13 February 2018.

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 item 14 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part I, Schedule 12A of the Act.

5 **Major Grants Panel Minutes 22 February 2018**

To receive the minutes of the Major Grants Panel on 22 February 2018.

(Pages 5 - 8)

6 **Leisure Complex and Bus Station Programme Board Minutes 5 March 2018 - to follow**

To receive the minutes of the Leisure Complex and Bus Station Programme Board on 5 March 2018.

7 **Corporate Peer Challenge**

To consider the report of the Chief Executive & Growth Director.

(Pages 9 - 30)

8 **Housing Stock Condition Survey**

To consider the report of the Director (BA).

(Pages 31 - 40)

People Scrutiny Committee considered the report at its meeting on 12 March 2018 and its comments will be reported.

9 **Community Grants and Community Builders Update**

To consider the report of the Programme Manager – Communities.

(Pages 41 - 48)

People Scrutiny Committee considered the report at its meeting on 12 March 2018 and its comments will be reported.

10 **Food Waste Collection**

To consider the report of the Cleansing and Fleet Manager.

(Pages 49 - 54)

Place Scrutiny Committee considered the report at its meeting on 8 March 2018 and its comments will be reported.

11 **Freedom of the City Procedures**

To consider the report of the Corporate Manager, Democratic & Civic Support.

(Pages 55 - 62)

12 Lord Mayoralty

To nominate the Lord Mayor Elect and the Deputy Lord Mayor Elect for the 2018/19 Municipal Year.

13 Representation at Magistrates Courts and Court

Representation at Court

In accordance with section 223 of the Local Government Act 1972, authorisation is sought to allow the following officer to represent the Council at the County and Magistrates Courts:-

Jayne Hanson – Service Improvement Lead (Payments)

Representation at Magistrates Courts

In accordance with section 223 of the Local Government Act 1972, authorisation is sought to allow the following officers to represent the Council at the Magistrates Court in Council Tax and Business Rates cases:

Jayne Hanson – Service Improvement Lead (Payments)

Karen Holmes – Council Tax Collection Team Leader

Kevin Hughes – Service Improvement Lead (Local Taxation)

Guy Burnley – Business Rates Manager

PART II: Items suggested for discussion with the press and public excluded

No representations have been received in respect of the following items in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

14 Rennes House options

To consider the report of the Director (BA).

(Pages 63
- 74)

People Scrutiny Committee considered the report at its meeting on 12 March 2018 and its comments will be reported.

Date of Next Meeting

The next scheduled meeting of the Executive will be held on **Tuesday 10 April 2018** at 5.30 pm in the Civic Centre.

A statement of the executive decisions taken at this meeting will be produced and published on the Council website as soon as reasonably practicable.

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MAJOR GRANTS PANEL

Thursday 22 February 2018

Present:-

Councillor Sutton (Chair)
Councillors Bialyk and Leadbetter

Apologies:

Councillors Edwards

Also Present:

Director of Communications and Marketing, Principal Accountant (MH),
Programme Manager - Communities, City Arts and Events Manager, Valuer -
Estates Services and Assistant Democratic Services Officer

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MINUTES OF THE LAST MEETING - 30 NOVEMBER 2017

The minutes of the meeting held on 30 November 2017 were taken as read and signed by the Chair as correct.

8

CORE ARTS FUNDING 2018/19

The report on the Arts Core Funding Grant Applications 2018/19, service profiles, targets and measures to be the basis of the service agreements and schedule of payments for the core arts organisations was submitted.

RESOLVED to recommend to Executive:

- (1) To note the outcome of the open application process for the Arts Core Funding Awards for 2018/19 in accordance with the delegated authority granted to the Portfolio Holder for Economy and Culture in consultation with the City Arts and Events manager and an independent assessor:

Organisation	Recommended funding 2018/19	NPO/annual funding
Exeter Phoenix	£92,000	NPO
Exeter Northcott	£65,000	NPO
Theatre Alibi	£15,360	NPO
Libraries Unlimited	£10,000	NPO
Kaleider	£8,000	NPO
Double Elephant	£8,500	NPO
DAISI	£7,000	Annual
Le Navete Bete	0	
Barnfield Theatre	0	
SUB TOTAL	£205,860	
Balance	£10,000	
TOTAL	£215,860	

- (2) that the £10,000 formerly recommended as a grant to the Bikeshed Theatre be held back until the outcome of the Theatre's discussions with the Arts Council is known, with a view to possibly joint support from the City Council, or to invite organisations to another open application process for the balance amount.
- (3) That the service profiles, targets and measures that inform the basis of the service agreement and schedule of payments for the core arts organisations be approved.
- (4) That payment of 80% of the grant in April 2018 and the remaining 20% following approval of the Strategic Arts Organisations Performance Review report to Major Grants Panel in November 2018 and payable in January 2019 be approved. The exception to this being Exeter Phoenix who have requested quarterly payments, the final quarter payment will also be subject to approval of the Strategic Arts Organisations Performance Review report to Major Grants Panel in November 2018, and payable in January 2019.

9

SMALL ARTS GRANTS

The report informing Members on the Small Arts Grants Scheme recipients for 2018/18 was submitted. The report also sought approval for £10,000 for the Small Arts Grants Scheme for 2018/19.

RESOLVED to recommend to Executive that:

- (1) The Small Arts Grants Scheme recipients for 2017/18 be noted; and
- (2) Funding of £10,000 for the 2018/19 scheme be approved.

10

MAJOR GRANTS APPLICATIONS

10a Rent Grants

Councillor Leadbetter declared an interest as a Trustee of Topsham Community Association.

RECOMMENDED to Executive that:

- (1) The decisions, as set out below, be implemented in respect of those bodies indicated; and
- (2) The Director (JY) and Director of Communications and Marketing (JPH) (in respect of arts grants), subject to prior consultation with the Chair of the Major Grants Panel, be authorised to agree any grant change

Community/Social Need	Recommended
Citizens Advice	£39,329
Age UK Exeter	£17,400
Exeter CVS/CoLab	<i>Agreement being reviewed</i>
Turntable	£12,400
Devon Rape Crisis and Sexual Abuse Services	£5,900
Relate	£13,600
Topsham Museum	£5,559
Phoenix	£51,098
Barnfield Theatre Ltd	£12,105.80

Exeter BMX Club	£19,740
Exeter Cycle Speedway Club	£13,019
Exe Water Sports Association	£8,160
Alphington Play and Community Facilities Association	£6,000
Exeter Community Initiatives	£6,500
Newtown Community Association	£2,000
Stoke Hill Community Association	£8,300
Sylvania Play and Community Facilities Association	£1,550
Topsham Community Association	£8,750
Wonford Community and Learning Centre	£6,225
Stoke Hill Pre-School Group	£833
Newcourt Community Association	£6,000
Exeter Scrapstore (Hut 2 Belmont Park)	£6,200
Exeter Scrapstore (Gatehouse and two storage containers at Clifton Hill)	£2,000

10b Core Grants

RECOMMENDED to Executive that the decisions as set out below be implemented in respect of the bodies indicated:

Community/Social Need	Recommended
Citizens Advice	£84,000
Exeter Age UK	£5,000
Exeter CVS/CoLab	<i>Agreement being reviewed</i>
Turntable	£6,250
Living Options Devon	£5,000
Exeter Community Transport Association	£17,240
Arts	
Sport and Leisure	
Merry Go Round Toy and Leisure Library – Scrapstore	£1,000
Grant Aiding Bodies	
Exeter Sports Fund	£6,000
Small Arts Grants	£10,000
Magic Carpet	£1,500
Arts Service Level Agreements	
Northcott Theatre	£65,000 (4 year funding)
Theatre Alibi	£15,360 (4 year funding)
Phoenix	£92,000 (4 year funding)
Bikeshed Theatre	To be confirmed
Libraries Unlimited	£10,000 (4 year funding)
Kaleider	£8,000 (4 year funding)
Double Elephant	£8,500 (1 year funding)
DAISI (Devon Artists in Schools Initiative)	£7,000 (1 year funding)

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CITY ARTS AND EVENTS MANAGER

Councillor Sutton expressed thanks on behalf of the Panel for the incredible amount of work Val Wilson has done for arts organisations and the city over the past 10 years and wished her all the best for the future.

(The meeting commenced at 4.30 pm and closed at 4.47 pm)

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REPORT TO EXECUTIVE

Date of Meeting: 13 March 2018

Report of: Chief Executive and Growth Director

Title: Corporate Peer Challenge

Is this a Key Decision?

No

Is this an executive or council function?

Council.

1 What is the report about?

- 1.1 To present to members the Corporate Peer Challenge (CPC) Feedback Report and recommendations, which follow the on-site visit by the peer team from 4th to 7th December 2017.

2 Recommendations

- 2.1
 - I. Note the content of the Feedback Report.
 - II. Agree the peer team's key recommendations and areas identified for improvement and development, which following detailed consideration will be will be set out in a scheduled action plan and reported back to Executive.

3 Reasons for the recommendation

- 3.1 To ensure continuous improvement, the application of best practice by other councils and to address resource issues identified by the peer team.

4 What are the resource implications including non-financial resources?

- 4.1 There are no resource implications arising from this report but there are likely to be resource consequences arising from the action plan that will be presented to a future meeting. The resourcing implications will be set out in that report.

5 Section 151 Officer comments

- 5.1 There are no financial implications arising from this report. Any future requests for funding will be considered at that time and the implications for the Council set out.

6 What are the legal aspects?

- 6.2 There are no legal aspects, CPCs are undertaken by councils on a voluntary basis.

7 Monitoring Officers' comments

7.1 This report raises no issues for the Monitoring Officer.

8 Report details

8.1 A summary of the peer challenge approach, the membership of the peer team and the scope and focus of the CPC is set out on pages 3 to 5 of the Feedback Report (see Annex A). The peer team considered a combination of 'core components', which are looked at in all CPCs and, at the request of the council, reviewed specifically the council's role and success as a leader and shaper of place.

The City Council's leadership of place

8.2 The emphasis on leading and shaping place is of particular importance in the light of the council's recent strategic direction and prioritisation of economic growth as a critical source of income as council funding, particularly Revenue Support Grant, has reduced so significantly. This was the primary reason for undertaking CPC and it is very pleasing to receive such a strong, positive endorsement of the council's ambitions and success in this area, including new and innovative ways of working with partners to achieve positive outcomes for the city and its communities.

8.3 The Peer Challenge found that:

- The Council has a strong understanding of the local economy and clear ambition which means that growth is shaped in line with a corporate vision;
- The Council has achieved a strong record of economic growth and has an impressive record of delivery in recent years;
- Exeter is now prominent on the national stage with a record of impressive growth delivery; the council's role in driving and shaping this has been essential;
- Growth has contributed to shaping a higher value economy, generating increased prosperity for the area and promoting inward investment;
- The Council is keen to shape growth rather than let it happen;
- It is actively working to shape a distinctive economic profile and location to attract future business investment;
- The Council has marshalled data to make a strong and successful bid to become a Sports England pilot to focus pioneering places for leading a healthy lifestyle in Exeter and Cranbrook;
- This typifies the council's openness to working with any partners from different sectors, recognising that capacity can be enhanced and the perspective of partners can add to an extra and complementary insight on resolving complex problems;
- The council has a good understanding of the importance of key 'anchor tenants' and shareholders in the city and actively nurtures strong working relationships to deliver on shared objectives.
- Partners commented on inspirational and charismatic political and managerial leadership

Sub-regional relationships

8.4 The Peer Challenge Team found

- Local councils and partners are keen to collaborate to strengthen

- partnership working and enthusiastic of the council's partnership openness;
- A key requirement will be communication to stakeholders outside the sub-region to quantify the economic benefits that ripple out from Greater Exeter to benefit rural Devon and beyond to Somerset.
- The Council's reputation is held in high regard with the private sector and key stakeholders, with relationships described as excellent.

Organisational-focused findings

- 8.5 Recognising the considerable financial challenges we face in the short to medium term, the challenge team concluded now is the time to move the Council's focus from outward-looking growth to major internal transformation programmes. Members will be aware that a new senior management team was recruited last year to support the organisation in delivering an outcomes based transformational programmes, such as the Sport England local delivery pilot, and to shift the focus to the internal operation of the organisation. It is therefore reassuring that many of the areas identified by the peer team for development and improvement are already being addressed, or had been flagged for action, in our corporate work programme.
- 8.6 In responding to these issues it will be important to ensure that the city's ambitions, and the council's ongoing role in leading and shaping the place, are not diminished, but that resources are allocated appropriately. A detailed action plan, comprising all areas of development and improvement identified by the peer team is being prepared and progress will be reported back to Executive.

The Post of Chief Executive & Growth Director

- 8.7 The CPC has been valuable in identifying a series of ten key recommendations (see page 3 of the Feedback Report), which are already being addressed, or which will be prioritised for action. Key recommendation 4 - the separation of the roles of the Chief Executive - is the most significant. The peer team consider that the resource and capacity issues are addressed immediately by appointing a director with a portfolio covering the built environment. The peer team anticipate that this would provide additional capacity to enable the Chief Executive to drive internal change to deliver against the medium term financial plan and to support.
- 8.8 There are strategic considerations that flow from the Council's and Leader's priority to supporting growth that will still require the Chief Executive to support our national, regional and sub-regional agendas. However, the day to day support of transformation programmes and services is considerable and this has a consequence on the capacity to drive a significant internal change programme. It is therefore timely and appropriate that the Peer Challenge team has identified this issue as something to be addressed. The implications of implementing this recommendation, the options for achieving the additional capacity, and the impact on the wider organisation require more detailed consideration. Proposals will be reported back to another meeting of Executive.

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

- 9.1 This decision helps to ensure the delivery of the council's purpose 'Well Run Council'.

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

10.1 There are no notifiable risks at this stage, detailed risks will be identified in the action plan.

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 No adverse impact identified.

12 Are there any other options?

12.1 None identified.

Karime Hassan
Chief Executive & Growth Director

Corporate Peer Challenge **Exeter City Council**

4-7 December 2017

Feedback Report

1. Executive Summary

Exeter City Council can justifiably take pride in its leadership role, over the last 15 years, in promoting economic growth. The council's mission has been to "enhance Exeter as the regional capital ..." and the level of growth, development and inward investment has transformed the city into one of the leading economies in the South West.

Achieving this has involved different dimensions, including: what the council has done to achieve economic growth; its work with partners to extend this over the Greater Exeter sub-region; and with Devon County Council and others to set out the future vision to 2040.

The council has been a leading partner in extending this growth ambition to cover the Greater Exeter sub-region - the Exeter and Heart of Devon Economic Partnership (EHOD) - including East Devon, Teignbridge and Mid Devon district councils. This partnership incorporates three overlapping functional economic areas into a sub-regional entity with a combined population of 470,000 with enormous economic potential. This is commendable in moving the four councils beyond a view, founded on local authority boundaries, to one which recognises shared economic interests.

This partnership is ambitious. This is clearly set out in the Shared Economic Strategy 2017-20 and the intent to establish a "leading knowledge economy and entrepreneurial region in the UK". Achieving this will require work and commitment from all partners and is important as partners have tended to hold different positions on the speed of partnership delivery. Ensuring partner alignment and commitment will add impetus to EHOD delivery.

There is now widespread partner recognition that the Exeter economy is the driver for the sub-region. The four councils are working together, with Devon County Council, to develop a Greater Exeter Strategic Plan (GESP) - to be adopted in 2020. This will plan for future growth across a larger sub-regional area up to 2040 and will include identifying the next generation of strategic development sites so that growth can continue, with housing supply to support this. The incentive for councils is not only prosperity for residents and businesses but also to grow business rates as a source of income to replace the anticipated end of Revenue Support Grant by 2020.

It will be important for the council to ensure that GESP develops the detail on how and where future growth will be accommodated. EHOD's focus to establish a leading knowledge economy is acknowledged by reference in the Government's recently published Industrial Strategy (November 2017) that describes Exeter as an area building innovation and excellence in environmental sciences with the combined research strengths of the university and the Met. Office. Developing more detail on what the future economy - based on data analytics, digital technology and advanced environment science - might look like, along with where this might be located, the associated infrastructure and housing requirements, will be important. This will not only assist in developing EHOD's unique selling point (USP) but also clarify its 'offer' to inward investors and its 'ask' for resources to deliver this.

There is a similar requirement to set out the benefits of economic growth for wider regional partners. This is important as different areas see themselves in competition for limited

resources available to support growth and the perception, held by some, that EHOD makes too much of a claim on these. The partnership will need to explain and persuade wider regional partners that investment will bring benefits that extend far beyond the Greater Exeter sub-region.

The council has managed a period of change since 2010 in response to austerity. These include: setting aside unitary government proposals; reducing staff numbers (by 100) to 685 over the last five years; delivering the spending cuts needed without detrimental impact on services and, more recently, restructuring to establish a strategic management board (SMB) to move away from a 'silo' structure and style of working. This backdrop of reduced resources and managing significant change makes the achievements of economic growth even more impressive.

The council has a sound financial base and this provides the platform for future strategic planning and to inform decisions on resource allocation. There is also a good asset portfolio with plans being developed to establish a commercialisation programme to produce new income streams. These will be important to resource future ambition, support planned internal transformation work and the development of future council skill needs.

However, the council is aware that it has now reached a point where there are a number of internal areas of work that need attention. The recent restructuring has had the effect of postponing some major pieces of work that now require urgent attention. These include:

- updating the Corporate Plan and completing work on a longer-term Vision 2040
- promoting organisational values and behaviours as a precursor to introducing new ways of working, with this supported by a Workforce strategy
- the style of 'silo' working is likely to be embedded in the culture of the organisation and will need to be addressed
- an enhanced performance management framework to monitor performance against objectives and to act on underperformance
- progressing the major programme of digital transformation to 'channel shift' customer engagement, which will require significant changes to staff activity, skills and approach
- establishing a Housing Development Company
- progressing the development of commercialisation, linked to use of assets, to develop new income streams.

It will be essential to now consider a rebalance of council capacity and resources so as to manage focus between growth and other pressing internal priorities. The need to balance external drive and internal focus will equally be a matter for the Chief Executive, and may require consideration of splitting the Growth Director from the Chief Executive role.

The council can be proud of its prominent role to position Exeter as one of country's leading cities and as a principal business location in the South West and the benefits that this has provided for residents, stakeholders and businesses. It will be important that the new Corporate Plan's priorities reframes the council's outlook so that continuing emphasis is given to deliver growth but balanced with a commitment to address major internal transformation programmes.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the council:

- 1) Finalise the council's Corporate Plan and link this to a performance management framework, a workforce strategy, a communications strategy and ensure that ambition is aligned to available resource in the Medium Term Financial Plan
- 2) Ensure the Corporate Plan provides a balance between the council's ambitions for growth and customer service transformation, including the development of a digital transformation strategy and action plan so that transformation can deliver financial savings and new means for conducting customer transactions
- 3) Ensure that the performance management framework enables all staff and delivery partners to be clear about what the council priorities are, how they contribute to these and how effectively they are performing
- 4) Separate the current post of Chief Executive and Growth Director into two posts of Chief Executive and a director with a portfolio focused on Built Environment
- 5) Ensure the Communications Strategy is underpinned by an annual campaign plan and develops an integrated approach to communications, consultation and engagement so that activity is prioritised and there is a corporate awareness of this
- 6) Undertake a staff survey (alongside other internal communication and engagement activity) and visibly demonstrate that the council is responding and acting on its findings.
- 7) Consider a programme of teambuilding for the new SMB to ensure maximum effectiveness.
- 8) Continue and strengthen the commitment to working with partners in Greater Exeter and beyond to support and resource future economic growth
- 9) Use the governance arrangements around GESP and Strata to develop opportunities for shared services with Greater Exeter partners to gain efficiencies and to build partnership relationships
- 10) Develop a savings plan for 2018-19 and 2019-20 with responsibilities allocated for different targets, and explore opportunities to develop new income streams through greater use of council assets.

Summary of the peer challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and

expertise and agreed with you. The peers who delivered the peer challenge at Exeter City Council were:

- Jon McGinty – Managing Director, Gloucester City Council and Commissioning Director, Gloucestershire County Council
- Councillor Ric Metcalfe - Leader of City of Lincoln Council
- David Carter - Director of Place, North Somerset Council
- Donna Reddish - Assistant Director Policy and Communications, Chesterfield Borough Council
- Matt Nichols - Head of Local Government Communications Improvement, LGA
- Graham Cadle - Director of Customer and Corporate Services, London Borough of Croydon
- Andrew Winfield - Peer Challenge Manager, LGA.

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, the council also asked the peer team to consider/review/provide feedback on:

- the council's role as a place leader and place shaper for Exeter city and the Greater Exeter area
- where will the future supply of housing come from to support economic growth?

- an external perspective of council progress to date in relation to: vision, growth, transformation, housing, working in partnership, focus on the customer and supporting communities in achieving wider outcomes such as health and wellbeing and person-centred support services
- the council's future ambitions, especially the strong enabling and partnership focus, and to use the peer challenge to engage those partners in a constructive discussion and reflection about collective ambitions
- the arrangements for community and resident engagement and how these might be strengthened further
- the council's governance and financial sustainability plans in a funding regime where business growth and tax base will be key in the dynamic and changing world of local government.

In addressing the above bullet points this report has a specific section on communications and community engagement. The remaining bullet points are picked under the five principal corporate peer challenge themes.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent 4 days onsite at Exeter, during which they spoke to more than 150 people including a range of council staff together with councillors and external partners and stakeholder. In addition they gathered information and views from more than 40 meetings, visits to key sites in the area and additional research and reading.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of the on-site visit on Thursday 7 December. In presenting feedback, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the council is already addressing and progressing.

3. Feedback

3.1 Understanding of the local place and priority setting

Exeter City Council has a strong understanding of the local economy and clear ambition which means that growth is shaped in line with a corporate vision. This ambition is

underpinned by strong political commitment, evidenced by being a council priority for 15 years, with this reinforced by community consultation.

This is supported by a strong record of economic growth with Centre for Cities data showing Exeter is part of a 'leading pack' of cities with growth of 20 per cent since 2011. Growth, recognised through gross value added (GVA), has been at 3.4 per cent per annum from 2000 to 2015 and has outstripped the Heart of the South West Local Enterprise Partnership (LEP) area (2 per cent) and the UK (1.9 per cent).

There is an impressive record of delivery in recent years. This has attracted the Met Office, John Lewis and (imminently) Ikea to locate to the city. In 2007 the Princesshay shopping development, bucking the trend of out-of-city shopping centres, opened and went on to win the International Council of Shopping Centers 'Best Medium Sized Shopping Centre in Europe' in 2008. Princesshay has successfully attracted shopping spend and investment into the city. Growth has contributed to: shaping a higher value economy; generating increased prosperity for the area and promoting inward investment.

The council is keen to shape growth rather than let it happen. It is actively working to shape a distinctive economic profile and location to attract future business investment. It is envisaged that this will be based on digital technology, data analytics and environmental science. Exeter is the fastest growing city for digital technology start-up companies, where the Exeter Business Park, Exeter Science Park and Sky Park are developing as hubs for these businesses that contain 3 of the world's top 20 'super-computers'. This future vision for growth will deliver a distinctive higher value economy which will support prosperity for the city and surrounding area.

The council is also eager to harness the use of data, technology and partnership working to improve services and to benefit residents. An example of this is the use of data analytics to understand the place of Exeter, its needs and where intervention can derive most benefit. The Integrated Care Exeter (ICE) project - a strategic alliance of 17 public, voluntary and community sector organisations - has developed a risk stratification tool based on data from records of 150,000 people registered with Exeter GPs and provides a rich data source to identify the characteristics and location of key target audiences. The council marshalled this data to make a strong, and recently successful bid, to become Sports England pilot to focus pioneering places for leading a healthy lifestyle in Exeter and Cranbrook.

This typifies the council's openness to working with any partners from different sectors, recognising that capacity can be enhanced and the perspective of partners can add an extra and complementary insight on resolving complex problems. Other examples include:

- Co-Lab, led by the voluntary sector and bringing together public, private and voluntary sector partners to work on shared local issues
- Sparx to support educational attainment
- Exeter City Futures which is giving its attention to congestion and low-carbon futures.

The council is proposing that Exeter City Futures be mainstreamed into the council during 2018 to lead on city-wide transformation. However, in doing this it will be important that the council define the Exeter City Futures' role and how it will be integrated within the organisation.

The council has a good understanding of the importance of key 'anchor tenants' and stakeholders in the city and actively nurtures strong working relationships to deliver on shared objectives. For example, the relationship with the university is key to support council ambition for economic growth and the council has promoted the provision of accommodation for the growth in student numbers - from 10,000 to 20,000 students over the last 10 years. The council has shown a judicious use of powers in balancing the need of local residents and students through the effective use of Article 4 direction – available to local authorities since 2010 - to restrict change of use from a dwelling house (Class C3) to a HMO (Class C4) houses of multiple occupation (HMOs). This has had the effect of controlling the growth and location of HMOs.

Community engagement can be developed further to consult on future council plans. As part of a future communications strategy it would be beneficial to commit to a regular and systematic approach to stakeholder and resident engagement to better understand local place. The increasing use of social media means that this can be done more speedily and more cost effectively than ever before. The council has not recently undertaken resident or stakeholder engagement to ascertain local needs and aspirations. The last consultation in 2014-15, as part of a 'Stronger Exeter – facing the future together' campaign, informed the subsequent Corporate Plan 2015-16. The benefits of engagement are to flag up proposed council priorities – and promote consultation on these - and to consult on major proposals as they arise.

A major city development proposal is the leisure centre development. However, many stakeholders – external and internal – are not clear on the purpose and priority of this. The proposal has planning permission for a £40m development, to include a leisure centre, a new bus station and recreational facilities. The council's investment was planned to be the key to unlock £125m investment for this key city centre location. The scheme's original partners have recently withdrawn and the council is minded to begin work on the leisure centre and attract new partner involvement. The peer team were not aware of alternative plans should the original vision not be achievable and have two recommendations. First, there is an ongoing need to engage with partners and stakeholders to reiterate the purpose and benefits of the scheme, and how it can help achieve wider goals. Second, it may be worth the council developing contingency plans and keeping an open mind about the best use of this site (and alternative potential locations for a new improved leisure centre), in case better redevelopment proposals come forward. The use of community engagement – described in the paragraph above – would be useful in this regard.

A question that the council is now asking itself is how it can enable all residents to derive value from future growth. This is due to awareness that not all the benefits of growth have been shared equally – for example on affordable housing provision, skills and training for employment, the loss of young people from the area; lower average earnings - and to ensure that residents are not marginalised by the next phase of growth? Work has begun with the Asset Based Community Development (ABCD) methodology, a recently developed Community Strategy and the use of Community Builders to conduct direct community engagement. Council commitment to this is

shown by its use of 15 per cent of Community Infrastructure Levy (CIL) to fund/create community development, community builders/ connectors and support the wider ABCD programme. This amounts to £3.75m over 6 years.

The council has reached a point where some major programmes of work now need priority, for example around digital transformation, organisational change and commercialisation. These areas are under-developed which has meant that potential income streams have not yet been established and new ways of working and customer engagement are behind where the council would wish them to be. There is corporate recognition that these now need attention to make speedy progress. It would be useful to rebalance the council's focus between growth and these other priorities in the next iteration of the Corporate Plan, along with the resources to enable these programmes to be delivered.

3.2 Leadership of Place

The council has made “a stronger Exeter” its over-riding priority since the mid-1990s and for growth to be the means to achieve this. This is clearly set out in the Corporate Plan with the mission of enhancing “Exeter as the regional capital working with our partners to improve the quality of life for all people living, working and visiting the city”. More recently this has shifted to be increasingly outward looking with Exeter recognised by neighbouring councils, partners and inward investors as the driver for the sub-regional economy. The Exeter and Heart of Devon Economic Partnership (EHOD) acknowledges the importance of Exeter within the wider sub-regional economy and the benefits of the partnership to enable growth and prosperity across the sub-region.

A key challenge for EHOD, and the Greater Exeter Growth and Development Board, which provides partner governance, will be the extent to which partners will commit to work together to support growth. The partners hold different perspectives on growth and the pace that the partnership should proceed. Establishing a shared understanding of growth and maintaining this commitment at pace will be a pre-requisite for success. A meeting of the board on 1 December 2017 considered a paper which set out options for the level of the board's ambition. The options included: transformation/ambitious vision; enhanced but more limited vision; and a minimalist vision to adopt the GESP. A landmark decision was made for the former transformation option. This is a promising and an important platform to build on but will require on-going partner commitment.

The council has demonstrated an ambitious, proactive and tenacious approach to growth. Exeter recorded the fastest rate of population growth and 4th highest rate of housebuilding of any city in the country between 2015 and 2016. It is testament to the council that much of this development could only have happened with its intervention to enable investment. For example, the council spent nearly £2.5m to refurbish what became the John Lewis car park and arranged, with Devon County Council, for one lane of traffic to be permanently closed in front of the John Lewis store for traffic calming purposes, along with public realm improvements for pedestrians. Such interventions were critical to make the development viable. Exeter is now prominent on the national stage with a record of impressive growth delivery: the council's role in driving and shaping this has been essential.

The council has demonstrated positive leadership in getting the housing market moving and improving housing supply through:

- making use of Housing Revenue Account (HRA) headroom to build council homes (currently circa 26 per year with plans to increase)
- working with the university to plan student accommodation with bespoke new build being a key element in response to a doubling of the student population over 10 years. This strategy has protected the private rented sector (PRS) to be largely retained for family housing.
- delivery of nearly 6,000 homes against the Core Strategy target of 12,000 homes between 2001-2026
- being flexible in affordable housing targets. The council met with volume housebuilders to understand their constraints to building. This led the council to adopt an approach where the affordable housing provision could be reduced where a viability case for this shown
- a proposal to create a new Housing Development Company to address a disparity in housing need and provision by the market. (Housing waiting list is over 3,000 with most looking for 1 or 2 bedroom homes whereas the typical housebuilder unit is 3 or 4 bedroom. At the same time the GESP has identified a growth need for 314 affordable homes per annum for the Exeter city area. Delivery via s.106 agreements averages 110 homes per annum which is leading to an overall shortfall.
- the Housing Development Company is proposing:
 - to use Estates Regeneration Fund of £1.295m towards an initial programme of over 500 new homes and regenerating 4,500 existing
 - the future potential to build 3,000 homes on brownfield land and regeneration of ageing housing stock with a net addition of 1,200 new homes
 - longer term aim of creating 13 urban villages within the city.
 - a longer-term ambition is to build housing to meet needs for affordable, social rent, market and commercial use. This links to council priority programmes of social inclusion and commercialisation, with a return on investment of 7 per cent anticipated.

The council recognises that infrastructure capacity is as a key issue/inhibitor for future growth. This is particularly the case with highway infrastructure with road traffic movement in the city growing with more than 37,000 commuters travelling to work in the city. (This data was recorded in 2011 and will have increased since.) The council has stated that, “we have lived off the legacy of infrastructure planning carried out a decade before...prior to the last recession.” With the council planning for the shape of its future economy, now marks a pivotal point to specify the infrastructure needed to address current pressures and support future growth. As part of future planning the council is proposing to pitch to Government - making a connection to the Government’s recently published Industrial Strategy - for a City Development Fund of £200m. If successful this would significantly address future infrastructure requirements, with a distinctive element that the uplift in land values would be used to reinvest in the city.

Challenges remain about what actions are necessary to ensure growth reduces inequality in Exeter and how this can be more inclusive. Work has started with the

council's goal for "as many people as possible in Exeter and adjoining areas being able to contribute to, and benefit from economic prosperity". Important elements for this, include: the ABCD programme; ICE and the Exeter Health and Wellbeing Board; consideration of a Skills strategy for Greater Exeter; the work with the Ted Wragg Trust on adding skills and values onto the schools' curriculum; the provision of social and affordable housing etc. are largely in place. However, effective as these programmes are they operate separately and lack an overarching strategic action plan to integrate all elements to work together.

Related to this is the council's wish to retain younger people in Exeter and its economy. Forty per cent of residents 25-29 years leave the city area, compared with seven per cent in Bristol. A characteristic of city economies is the competitiveness for talent and the extent to which they can attract and retain young people so a key question for the council is what it can do, by itself and working with partners, to retain younger people in the city economy.

A similar challenge is posed for all the Greater Exeter partners. The peer team believe that one means to address this will be to articulate what the shape of the future economy will be; the USP which distinguishes it from others, and to then actively promote this. Over time this should build a distinctive Greater Exeter identity that will be understood not only by residents and businesses but also by potential inward investors. A key requirement will be communication to stakeholders outside the sub-region to quantify the economic benefits that ripple out from Greater Exeter to benefit rural Devon and beyond to Somerset. This will be important to gain a more broadly-based consensus to support Greater Exeter's ambitions.

Developing and shaping the future economy will require a clear definition of the sub-region's USP and Exeter's contribution towards that. This will require a narrative that understands:

- the economic profile now
- what this is expected to become
- the 'ask' to deliver this
- the 'offer' to potential investors and the benefit of the Greater Exeter as a higher multiplier per £ of investment
- the benefits for residents, businesses and how this will translate across the sub-region.

The peer team found that local councils and partners are keen to collaborate to strengthen partnership working and are enthusiastic of the council's partnership openness. This is evident from the EHOD and GESP partnerships and also within the city by the many partners that council engages with. All councils told the peer team that their relationships with the council are positive and constructive and they recognised the contribution the council makes to the Greater Exeter area and beyond. A turning point in recent years is the acknowledgement that Exeter is the driver for the sub-regional economy and this is reflected in the titles of the Greater Exeter Growth and Development Board and EHOD. This results in the council's reputation being held in high regard with the private sector and key stakeholders, with relationships described as

excellent. The council's Leader and Chief Executive were singled out by key partners for particular praise for their inspirational leadership.

However, these partnerships and relationships will need work to develop further. For example, there can be frustration within the council that partners are reluctant to proceed at the pace it would like. Similarly the peer team were told that the council's 'Exeter first' approach can create tensions and it needs to be aware that it can come across to partners as forward and dominant. All partners will need to consider how they work together to understand the positions and perspectives of others to improve effectiveness. For example, when neighbouring district councils are asked to provide land to meet Exeter's future housing need, it should be recognised that for their ward councillors this will not be an easy proposition to put to their constituents. A stronger appreciation of partners' local sensitivities will guide managing relationships to be more productive.

Tensions exist between the council and the LEP. An issue has been the absence of a council place on the LEP board. However, the peer team believe that this is less important than continuing to work with the LEP to gain the benefits and resources to support growth. The importance – described above – in developing a narrative on the future economy will be essential to set out the Greater Exeter rationale for growth, along with the benefits that this will offer the wider South West economy, covered by the LEP. This will also be important to influence LEP and Government investment decisions.

The sub regional discussions on a Combined Authority often seemed to the peer team like the 'elephant in the room'. The opportunities that appear to be presented through devolution felt to be fraught with fears – held by almost all councils - of being a precursor to local government re-organisation. In a similar way the Greater Exeter alignment could be seen by others as a power block positioning itself for unitary status.

These fears, although understandable, may be holding back the potential that devolution might offer to promote growth. It may be worth considering means by which council leaders and chief executives broker arrangements to provide guarantees and assurances that can break this deadlock.

3.3 Organisational leadership and governance

Stakeholders, staff and partners all commented positively on the strong relationship between "charismatic" Leader and Chief Executive. This provides a firm basis for political and managerial sides of the council to work together. In the cabinet this is supported by a diverse range of age, gender and experience of members: bringing different perspectives, ideas and challenge.

The council is making positive steps towards enhancing the scrutiny function. This includes significant success on pre-decision scrutiny – with all papers and decisions for cabinet going to scrutiny first. The People Scrutiny Committee, one of three scrutiny committees in the council conducted a review of Homelessness with Teignbridge District Council, which led to a joint Homeless Strategy and Action Plan.

The council has recently completed a successful senior-level restructuring, with the creation of generic Strategic Directors, to address "inconsistencies" in the former

Assistant Director model. This has realised savings of £2.5m and is planned to move the council from the former 'silo' structure and style of working to a matrix working arrangement where teams from across disciplines can be formed for specific projects. The Strategic Management Board (SMB) is recently formed and, in the view of the peer team, would benefit from further team building and profile raising within the organisation.

However, it is the view of the peer team that the style of 'silo' working is likely to be embedded in the wider culture of the organisation. This was described in reports to council as being prevalent at the time of restructuring and the creation of SMB, by itself, will not have addressed this. If this is correct then the opportunity could be for this to be identified by the service reviews taking place but should also be picked up in relation to the following:

- the work to update the Corporate Plan and to complete the work begun on a longer-term Vision 2040
- the major programme of digital transformation to 'channel shift' customer engagement. This will require significant changes to staff working styles, skills and activity.
- promoting organisational values and behaviours as a precursor to introducing new ways of working with this supported by a Workforce strategy aligned with Corporate Plan
- the need to establish a performance management framework with key performance indicators (KPIs) to monitor performance against objectives and to take action on underperformance
- an appraisal of growth and development reviews and the potential for reintroducing staff appraisals linked to target setting and identifying training and development needs.

The peer team expect that focus of attention for the Chief Executive will, by necessity, change in coming years from outward looking growth to major internal transformation programmes. These will require the post holder to give these programmes leadership and personal involvement. The peer team believe that now is the time to establish a separate a director with a portfolio focused on Built Environment. The earlier proposals for restructuring the senior management considered this option but felt that with the sub-regional and regional initiatives on the horizon, as well as the costs this would incur, not to proceed. However, now is the time to separate the two posts with the Chief Executive to continue with a strategic role on growth and partnership working but balanced to devote more time to leading and driving internal change.

3.4 Financial planning and viability

Exeter City Council has a sound financial base with a revenue budget providing 16 months of headroom before the next round of savings and a comfortable level of reserves (set above a minimum threshold of £3m).

The council would benefit from a savings plan that sets out how future savings will be achieved. The council has shown a record of savings - with £8.32m achieved since 2012 – and this has provided the council with a breathing space to prepare for the next

phase of savings needed, with this projected to total £2.75m for 2019-20 and 2020-21. A savings plan – linked to emerging work on commercialisation, digital and transformation – could set out where the savings/income generation is expected to come from with designated lead officers.

Commercialisation – involving a commercial use of assets and developing new income streams - is recognised as important but at an early stage of development. An initial review has identified opportunities with the focus at this stage on public realm, for example on trade and garden waste and recycling. It will be important to progress this review so that a commercialisation strategy can be developed, with this linked to contribute to the overall savings plan target.

Asset management is an area ripe for development. The council has a sizeable property asset investment portfolio valued at more than £39m with £3.3m income per annum. The council is aware that this has potential to be developed significantly for increased income and/or to support delivery of corporate priorities but this property portfolio is not currently supported by an asset management strategy. The peer team suggest that that this should be developed and directly link to the council's approach to commercialisation. In the future this could conceivably develop as a Greater Exeter asset management strategy to support economic growth and the development of income streams for the four councils.

There is a record of service underspends across all areas with Place being the largest. The peer team were informed that this was mainly due to capacity issues; that is resources not being sufficient to deliver funded programmes. This is a frustration for the council as it means that ambition in some areas is not being delivered. There are plans in place to monitor and manage this more rigorously for 2018-19 and it will be important that this can show reduced level of underspends along with service outcomes arising from this.

Major programmes are being planned – digital transformation, commercialisation, community engagement, GESP, organisational change etc. but these now need dedicated resources and attention. Due to the recent restructuring many of these have been pending over the last 18 months and will now need to be picked up with some urgency to begin sketching out programme requirements and timetables for delivery. All will need significant financial resources that have not yet specified or budgeted for. Successful delivery will reshape the future council and its ability to meet future need.

In the absence of an up to date Corporate Plan, the peer team were not convinced that financial resources are aligned to priorities. The format of the Medium Term Financial Plan does not link use of resources to corporate priorities and there is currently no use made of service or business plans. The council is planning to build on its performance management arrangements with its Performance Plus system and to extend the use of service/business plans. The peer team believe that this will be an important piece of work to integrate corporate planning, the allocation of resources along with the ability to measure performance against objectives.

Capacity to deliver and customer access

There are excellent examples of partnership working e.g. Co-Lab, Sparx, Exeter City Futures and Integrated Care Exeter - “Incredibly strong relationship” and “willingness to think outside the box” were typical quotes. The Co-Lab partner working arrangements were felt by the peer team to be inspirational and provide a model for future partnership initiatives. The bringing together of senior officers from the public and voluntary sectors showed an effective combining of skills and resources. Sparx is a privately funded initiative deployed in three schools to impact positively on educational attainment and future employment prospects. Effective partnership models can create capacity and stimulation for local solutions and can optimise resources and improve outcomes. As partnership working demands organisational resources a challenge for the council and its partners will be to review activity and the extent to which this is successful. This will ensure that there is a shared understanding of which arrangements are productive and beneficial and which may need to be discontinued.

Digital transformation is recognised by the council as an important area to develop but this is at a very early stage and will need increased priority. A key element in future customer access will be digital transformation which will change traditional customer engagement away from telephone and face-to-face contact to on-line self-service and a change in staff roles. The customer relationship management (CRM) system will be based on an established package called Firmstep, which the council has recently invested in. However, there is no digital transformation strategy and it will be important that this is developed quickly, along with communications to staff to set out the implications from this programme. The budget anticipates that this programme will contribute to the savings of £2.75m during 2019-20 and 2020-21, although delivery will need a great deal of work from a low base.

An example of what can be achieved in respect of digital customer interaction is the graffiti reporting app. which is a highly effective tool. When a photograph of a graffiti area is posted from a smartphone to the council this is immediately processed by the relevant work section with a photo back to the original reporter of the cleaned site. This is a good example of digital solutions delivering more efficient services, along with a more positive customer experience.

The council is aware of the need to improve its procurement arrangements; with these highlighted by external audit in 2015-16 and 2016-17. The difficulty is attributed to a national shortage of procurement officers and the council being unable to recruit. This needs a solution, particularly with the council looking to embark on a programme of commercialisation likely to involve procurement. Solutions could include: the council working with a private sector partner; operating a shared service with a neighbouring council (s); or linking up with the university or college.

The peer team were aware of issues not only on procurement but also planning – with the council at risk of designation. The issues for planning and procurement both appear to be based on recruitment and retention, where councils are competing with neighbouring councils and recruiting from a limited resource. In the future it would be worth exploring opportunities for shared strategic resources on areas like procurement, planning, inward investment, strategic asset management and commercialisation,

housing etc. with Greater Exeter partners. This would not only provide capacity and resilience but also build partnership relationships.

The staff perception is that the IT service is poor and the peer team felt that hardware and software systems are lagging behind what most councils are currently using. The client role is under-developed in specifying future IT requirements and to effectively monitor service delivery. This is a key area to address with IT providing a council cornerstone for future working, in particular for digital transformation, agile and mobile working. Putting more resources into the client function will also be important to realise the potential that Strata, and a shared IT infrastructure, could provide for wider shared services opportunities with neighbours. The benefits could include IT hardware and software upgrades at lower cost.

3.5 Communications and community engagement

There is now recognition of the importance of effective communications for the council. The recent senior team restructure positions communications strategically with a director post, with responsibility for communications and marketing, recently appointed. In addition, both internal and external stakeholders the peer team spoke to were positive about the changes made to the council's communications service during 2017.

The council's approach to communications is being overhauled and modernised (with a focus on creating digital, engaging content) with increasingly sophisticated micro-targeting of different audiences through the use of social media. The post holder has conducted an initial review of the service and progressed a number of areas including: the centralisation of marketing spend; a shift of emphasis to place-based communications; growing the council's audience through social media; logging all communications activity; and work to improve internal communications with a revamped monthly staff briefing and weekly e-bulletin.

The council's response to the Royal Clarence hotel fire – immediately opposite the cathedral – was exemplary and provides a model for how communications should be conducted for a high profile incident. This not only enhanced the council's reputation but it went a very long way to retain local business and community goodwill.

Partners highly value the new working relations established and view the council as approachable and collaborative. The council's commitment to partnership working is recognised, and open and trusting relationships have been developed. There is scope for greater collaboration with public sector partners, for example through greater sharing of data and resident insight. A Devon-wide communications forum could be a mechanism to help foster better joint working.

The council's community engagement work is highly valued by city partners. Representatives of community groups the peer team met spoke highly of the way the council provides financial support and helps to promote their work. The council could build on the strong relations it enjoys with these organisations to engage and consult with them more on wider issues, such as the development of Exeter 2040.

Progress has been made towards creating a more integrated communications model, but this now needs to be accelerated. Although communications spending has now

been centralised, there remain pockets of resource outside of the corporate team. For example, the team were told the museum employs two part time digital communications officers. The council should future proof its communications to ensure it has the right level of resources in the right places with the right skills. There is currently a heavy reliance on the Director of Communications, and the lack of resilience in the function was highlighted to the peer team. The council should ensure that all communications resources across the organisation are being deployed effectively, and then determine whether it has sufficient capacity to meet future challenges.

In the absence of an up-to-date corporate plan, there is also no communications strategy currently in place or annual campaign plan to prioritise activity. This will be important to establish a corporate understanding of this activity, the outcomes it plans to generate and how other internal stakeholders may be able to engage with it.

Consultation across the council is currently not properly coordinated or strategic. Individual service areas are said to often embark on consultations without informing the communications team. Developing an integrated approach to communications, consultation and engagement would lead to a more efficient use of resources.

From what the peer team were able to gauge onsite the arrangements for internal communications and staff engagement are not seen as effective as they could be. These will need attention, along with monitoring arrangements to measure how it improves over time. With the changes that the organisation has undergone, and will undergo in the future, it will be important to conduct staff surveys and act on results. As a first step, the council should carry out an internal communications survey to determine how informed and engaged staff feel, as well as how they prefer to receive information.

There has been a lack of resident insight underpinning communications activity, with no systematic work conducted on this since the budget consultation in 2015. The council is preparing for the next iteration of its Corporate Plan and also developing a longer-term vision with the Exeter 2040 Vision. This presents an opportunity to co-produce this strategic intent by involving residents, partners, staff and businesses to create a compelling vision that encapsulates all of the city's many assets - economic, cultural, people and historic.

Finally, with recent changes made in the council's structure, and with more change forecast with major programmes of work to be taken, it will be important to ensure consistency and understanding of messages and vision throughout the organisation. It would be worth considering a forward plan of communications at the time when these changes are being introduced to explain: why, when, how and where these changes will take place.

4. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Andy Bates, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: email andy.bates@local.gov.uk and telephone 07919 562849.

In the meantime we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the council will commission their next Peer Challenge before December 2022.

REPORT TO People Scrutiny & Executive
Date of Meeting: 1 March 2018 & 13 March 2018
Report of: Bindu Arjoon, Director
Title: Council Housing Stock Condition Survey Report

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1. What is the report about?

- 1.1 This report provides information on the condition of the Council's Housing Revenue Account (HRA) properties. The report also sets out the plan for the continuation of stock surveys until 100% of properties have been surveyed.
- 1.2 The Council has historically carried out stock condition surveys to inform financial planning and the delivery of HRA planned improvements. In February 2017, the Council commissioned a stock condition validation exercise via external consultants Michael Dyson Associates (MDA).
- 1.3 MDA were commissioned to undertake 3,528 surveys – 2,991 dwellings (60%) and 537 blocks (100% of blocks - in line with industry best practice). The survey data has subsequently been combined with the existing data held to inform the overall stock investment programme.

2. Recommendations:

- 2.1 Members are invited to note the stock condition survey data and the plans for continual assessment of investment requirements.

3. Reasons for the recommendation:

- 3.1 So that members are aware of the assessment of the Council's Housing stock and recognise that the Survey findings will be used to inform future investment requirements for the next 30 years of the HRA Business Plan. An updated Asset Management Strategy and 30 year HRA Business Plan will be drafted for Scrutiny and Executive to consider once they have been produced. The expected timescale is 6 months.

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

- 4.1 The financial implications of the Medium Term 5-year stock investment programme were considered by the People Scrutiny Committee in January 2018 and will be put to Council on the 20th February 2018. The investment plan relating to the stock condition has been resourced and approved.
- 4.2 Further detailed analysis of the stock data will be completed during 2018 in order to ensure that the current financial projections for the 30-year Housing Revenue Account Business Plan are robust and deliverable.

- 4.3 Stock condition surveys delivered internally will commence in April 2018 and will form the basis of the continual updating of the Council's stock condition database towards 100% survey completions and will have a picture of our entire stock.

5. Section 151 Officer comments:

- 5.1 The stock condition surveys provides vital information to help tailor the HRA medium term financial plan. The information enables limited resources to be targeted to deliver the most effective programme of improvements possible. The latest medium term financial plan and capital programme will be presented to Council for approval on 20 February 2018.

6. What are the legal aspects?

None identified by the housing team.

7. Monitoring Officer's comments:

It is the Monitoring Officers view that working towards a 100% stock condition survey is a very positive step. Having good knowledge of the condition of our stock will lead to targeted spend such that it may reduce the number of civil claims received. Otherwise, this report raises no issues for the Monitoring Officer.

8. Report details:

8.1 Background – Housing Stock Profile

- 8.1.1 The Council has historically carried out stock condition surveys to inform financial planning and the delivery of HRA capital improvements. Approximately 30% of the Council's housing stock had been surveyed with the corresponding results being used to determine investment decisions and financial planning prior to 2017. Where full stock survey data is not held for properties, cloned data is used for cost projections.

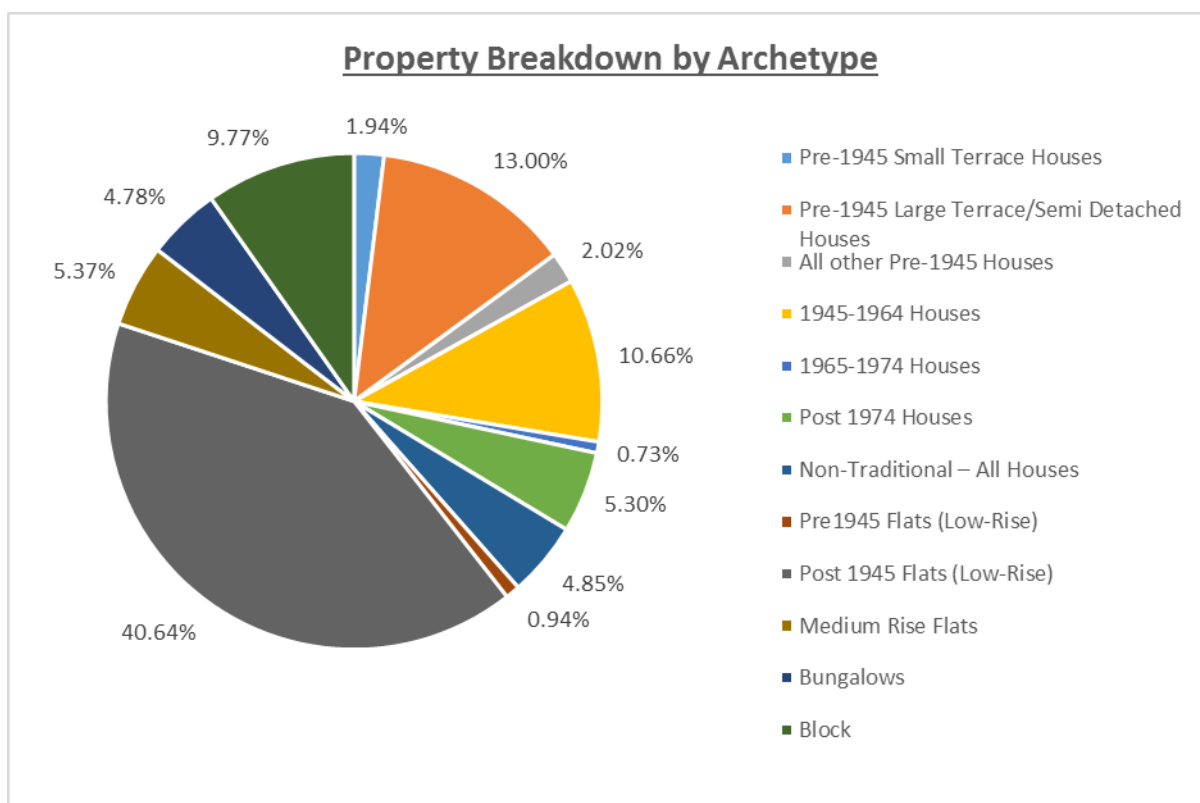
- 8.1.2 In February 2017, the Council commissioned a stock condition survey and validation exercise via external consultants Michael Dyson Associates (MDA). The intention of the commission was to substantially increase the number of properties surveyed, from 30% to 64%, and to project the financial investment requirements for the 30 year HRA Business Plan. As a direct consequence of the additional surveys, the amount of held cloned data would be correspondingly reduced providing a more robust data set.

- 8.1.3 The Council owned housing stock breakdown at the point of the MDA Survey (2017), is detailed below:

Archetype Name	Number of Properties	% of Total Stock
Pre-1945 Small Terrace Houses	107	1.94%
Pre-1945 Large Terrace/Semi Detached Houses	716	13.00%
All other Pre-1945 Houses	111	2.02%
1945-1964 Houses	587	10.66%
1965-1974 Houses	40	0.73%
Post 1974 Houses	292	5.30%
Non-Traditional – All Houses	267	4.85%

Pre1945 Flats (Low-Rise)	52	0.94%
Post 1945 Flats (Low-Rise)	2,238	40.64%
Medium Rise Flats	296	5.37%
Bungalows	263	4.78%
Block	537	9.77%
Total	5,506	100%

8.1.4 The most common Archetype within the stock is post 1945 flats with over 40% of properties within this category. The second most prevalent Archetype is Pre-1945 Large Terrace/Semi Detached Houses with 13% of properties within this category. The least prevalent Archetype is 1965-1974 Houses with just 0.73% of properties within this category.



8.1.5 In line with the commissioned project, MDA surveyed 3,528 properties (64%) of the 5,503 assets. The following table shows the breakdown of properties and blocks and includes the number of surveys completed for each Archetype.

Archetype Name	Number of Properties	% of Total Stock	Surveyed Assets	% Surveyed
Pre-1945 Small Terrace Houses	107	1.94%	52	48.60%
Pre-1945 Large Terrace/Semi Detached Houses	716	13.00%	451	62.99%
All other Pre-1945 Houses	111	2.02%	66	59.46%
1945-1964 Houses	587	10.66%	353	60.14
1965-1974 Houses	40	0.73%	19	47.50
Post 1974 Houses	292	5.30%	170	58.22%
Non-Traditional – All Houses	267	4.85%	147	55.06%
Pre1945 Flats (Low-Rise)	52	0.94%	27	51.92%
Post 1945 Flats (Low-Rise)	2,238	40.64%	1,353	60.46%
Medium Rise Flats	296	5.37%	188	63.51%
Bungalows	263	4.78%	166	63.12%
Block	537	9.77%	536	99.44%
Total	5,506	100%	3,528	64.05%

8.1.6 The survey scope included internal and external elements of the buildings, communal areas, garages, outbuildings, balconies, hardstanding's and balconies. Whilst some areas of the MDA survey lacked the detail required for effective forecasting, validation of the data alongside the 30% data already held by the Council has ensured that a robust approach has been taken to building component evaluation and subsequently ensured an accurate approach to our major programmed work going forward.

8.2 Survey Results

8.2.1 Analysis of the stock condition survey results confirms that the overall planned maintenance costs over the next 5 years of the business planning period are £37.3m. These programmed cost projections have been built into the HRA Business Plan for the period 2018/19 to 2021/22 and were approved at the meeting of People Scrutiny Committee on 4th January 2018. The full Medium Term Financial Plan for 2018 – 2022 is detailed at Appendix 1.

8.2.2 Validation of the MDA and Council data continues and will be completed for each stock component within the next twelve months. The validation will inform future budget planning and planned maintenance investment programmes to ensure that the 30 year HRA Business Plan accurately forecasts the investments requirements. The process of validation includes the assessment of all surveyed data, reviews of responsive maintenance reports, and replacement of the 40% cloned data with full survey reports. Stock condition surveys delivered internally will commence in April 2018 and will form the basis of the continual updating of the Council's stock condition database towards 100% survey completions.

8.2.3 The current financial projections for City Council Wards are detailed below.

Ward	Dwellings	Blocks	30 Year Planned Maintenance Costs	Average Planned Maintenance Costs
Alphington	202	15	£7,382,059	£36,545
Duryard & St James	59	6	£2,565,892	£43,490
Exwick	266	26	£9,337,982	£35,105
Heavitree	341	48	£12,356,183	£36,235
Mincinglake & Whipton	1118	130	£40,029,250	£35,804
Newton & St Leonards	195	30	£6,527,547	£33,475
Pennsylvania	294	62	£10,970,968	£37,316
Pinhoe	155	0	£5,910,737	£38,134
Priory	1117	80	£37,953,978	£33,978
St Davids	426	68	£14,764,368	£34,658
St Loyaes	293	37	£10,373,445	£35,404
St Thomas	144	7	£4,898,953	£34,021
Topsham	359	28	£13,590,131	£37,856
Total	4969	537	£176,661,493	£35,552

8.2.4 Due to stock numbers, Mincinglake & Whipton has the highest overall planned maintenance costs with over £40m identified. However, the highest average planned maintenance costs are for properties in Duryard & St James with £43,490 per property being identified over the 30-year Business Plan life – 19% higher than the overall planned maintenance average costs. This higher average is due to the inclusion of the block costs and lift renewal costs averaged across a relatively small number of properties.

8.2.5 The MDA stock survey projected planned maintenance costs over the 30-year Business Planning period as £176,661,493 which equates to an average of £35,552 per property. This can be further defined as £1,185 per property per year. Industry comparators typically report average planned maintenance costs over a 30-year period to range between £25k-£30k per property. It is evident that the age profile and condition of the Council's housing stock have contributed to the higher than average planned maintenance costs. However, the current re-procurement of all planned maintenance contracts will secure improved value for money and will reduce the average costs – a new procurement and commissioning platform will be in place by the end of the second quarter 2018.

8.3 Decent Homes Standard

8.3.1 The Decent Homes Standard is a technical standard for public housing introduced by the Government in 2001 aimed at improving council and housing association homes to bring them all up to a minimum standard by 2010. It underpinned the original Decent Homes Programme which aimed to provide a minimum standard of housing conditions for all those who are housed in the public sector.

8.3.2 Local authorities were required to set out a timetable under which they would assess, modify and, where necessary, replace their housing stock according to the conditions laid out in the standard. The criteria for the standard are as follows:

- It must meet the current statutory minimum standard for housing – this previously related to the Fitness Standard but has subsequently been amended to reflect the Housing Health and Safety Rating System (HHSRS)
- It must be in a reasonable state of repair
- It must have reasonably modern facilities and services
- It must provide a reasonable degree of thermal comfort

8.3.3 It must be recognised that component lifespans have a significant impact upon the ever-changing level of 'decent homes' within any stock portfolio. At any given time, a snap shot of decency may include for items which have already been covered by programme component renewals therefore discounting the need for any additional level of expenditure in this regard.

8.3.4 There is currently no formal Government audit of achievement against the Decent Homes Standard but individual local authorities and Registered Providers maintain records. Currently, 2% of the Council's housing properties fail to meet the Decent Homes Standard. Comparison of this performance across benchmarking groups would place this as Median Quartile performance. The Council is currently experiencing higher than average levels of tenant refusals for property upgrades which adversely affects our performance. We have now initiated more comprehensive tenant engagement processes to address this.

8.3.5 The non-decent properties have been prioritised for remedial work – both work currently underway and work in the 2018/19 planned programme. The Medium Term Investment Plan is resourced to address all Decent Homes Standard requirements and forms the core focus for planned maintenance programme planning.

8.4 Non-Traditional Properties

8.4.1 The housing stock includes 409 non-traditionally constructed properties including Cornish Units, Dorran and Wimpy No-Fines properties. 41 of the non-traditional properties have had external improvements completed and more detailed surveys will be completed during 2018 of the remaining properties to inform investment planning.

8.5 Energy Efficiency

8.5.1 In terms of the energy efficiency of the housing stock, previous investment programmes have positively contributed to delivery of current Government targets (achievement of higher Bands and higher Rating Points) –

As many fuel-poor homes as is 'reasonably practicable' will be retrofitted to a minimum energy performance certificate (EPC) rating of E by 2020, of D by 2025, and of C by 2030.

Energy Efficiency Current Property Ratings:

EPC SAP Band	SAP Rating Points	Property Numbers
Band A	92-100 (Most efficient)	14
Band B	81-91	154
Band C	69-80	3221
Band D	55-68	1244
Band E	39-54	156
Band F	21-38	89
Band G	1-20 (Least efficient)	32

- 8.5.2 As detailed in the table above, achievement of the 2020 target (SAP E) and the 2025 target (SAP D) will be delivered as part of the planned property upgrades. Achievement of the 2030 target (SAP C) will require more structured investment planning and this will be modelled during 2018. When compared to benchmark organisations, the current stock average SAP of 70.5 is above industry comparators of 66.9.

8.6 Housing Stock Viability Analysis

- 8.6.1 Alongside the stock condition survey analysis, during 2018 we will also carry out a full asset viability review of the Council's stock. The viability modelling is intended to inform the Council's investment strategy by being based on an active asset management approach where the Council seeks to make investment decisions that are informed by an understanding of the financial performance of the stock, and the extent to which it delivers the Council's social housing objectives. In this way decisions can strengthen the Business Plan and contribute to meeting the Council's policy objectives around the provision of social housing.
- 8.6.2 The viability analysis exercise is to produce income and expenditure projections for each property and block over a defined investment period, including demand data. From this it is possible to identify the stronger and weaker performing assets within the stock. When combined with data on the external housing market, and data on the socio economic context, the results of this work can inform decision making on where best to target other initiatives, such as small scale regeneration, disposals or re-development.
- 8.6.3 The Viability Model will classify properties as one of the following:
- Red – high risk and/or in low demand, requiring higher than average levels of re-investment in order to maintain in good lettable condition
 - Amber – peripheral performers, requiring further investigation in order to be reclassified as either red or green
 - Green – in high demand, requiring average or below average levels of re-investment.
- 8.6.4 Input from the Council's Housing Development Team will be a critical element of the viability modelling particularly where re-development, disposal or regeneration is a potential option.

8.7 Summary

- 8.7.1 The accelerated stock survey programme has successfully delivered increased (60%) stock data to inform planned maintenance programmes. The MDA data, combined with the historic Council data provides a robust platform for investment planning purposes. A critical element of the future effective delivery of the planned maintenance programme is the current re-procurement of contracts. Whilst the Council's average planned Maintenance costs are higher than average at present, an improved commissioning strategy will deliver greater efficiencies and improved value for money during 2018/19 and beyond.
- 8.7.2 Survey results offer assurance that the levels of investment required are deliverable in both the medium (5-year) and long (30-year) terms. More detailed analysis will be completed to further define the long term investment needs, primarily informed by the over-writing of the current 40% cloned data. Internally delivered stock condition

surveys, commencing in April 2018, will form the basis of the continual updating of the stock data which, in turn, will establish total assurance of financial projections.

- 8.7.3 Current Decent Homes Standard failures (2%) are consistent with comparator organisations (Medium Quartile) and have been targeted for urgent remedial work. The agreed 2018 – 2022 Medium Term Financial Plan provides the required resources to address stock investment needs.
- 8.7.4 The Council is well-placed to deliver the Government's energy efficiency targets for 2020 (SAP E) and 2025 (SAP D). Longer term investment planning will address the 2030 (SAP C) target.
- 8.7.5 Stock viability assessment of the Council's housing revenue account portfolio will complement the stock condition data analysis, inform the emerging Asset Management Strategy and ensure that active asset management principles are applied to investment decisions.

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

- 9.1 The content of this report is consistent with the corporate objective of delivering high quality, value for money services.
- 9.2 Much of the planned works will assist in increasing the thermal comfort of the properties thus reducing fuel bills and assisting in the Council's aspirations to reduce fuel poverty.

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

- 10.1 The primary risk is that we fail to resource the investment needs for the housing stock and properties fail to meet the Decent Homes Standard. This risk is significantly mitigated against given the currently resourced and approved Medium Term Financial Plan which will deliver all investment 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 Planned programmes of works may occasionally require the decanting of vulnerable tenants in the short term. This process will be carefully managed to keep the disruption to a minimum. A focus on the quality of our properties and service delivery is likely to have a beneficial impact on Council tenants and leaseholders, a number of whom have protected characteristics or are vulnerable in the long term. All stock viability decisions will be mindful of equality, diversity, health and wellbeing impact.

12. Are there any other options?

- 12.1 Options in relation to alternative planned programmes of investment and/or stock viability will be reported separately as required.

Bindu Arjoon
Director

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

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Appendix 1 HOUSING - CAPITAL PROGRAMME 2018/19 AND FUTURE YEARS

DESCRIPTION	2017/18	2018-19	2018-19 Total	2019-20	2020-21	2021-22	Total
	£	£	£	£	£	£	£
INVESTMENT IN EXISTING STOCK							
1 Adaptations	-	500,000	500,000	517,500	535,610	554,360	2,107,470
2 Balcony Walkway Improvements	-	135,000	135,000	105,000	108,670	112,470	461,140
3 Bathroom Replacements (inc. Communal)	-	563,760	563,760	883,220	1,324,840	1,545,640	4,317,460
4 Boiler Replacement Programme & Central Heating	-	560,000	560,000	575,000	590,500	606,500	2,332,000
5 Common Area Footpath & Wall Improvements	-	350,000	350,000	50,000	51,750	53,560	505,310
6 Communal Area Improvements - New Flooring	-	48,980	48,980	103,190	79,930	14,360	246,460
7 Communal Door and Screen Replacements	-	342,370	342,370	246,320	254,940	-	843,630
8 Door Replacements (inc. Outbuildings)	-	122,000	122,000	143,940	231,000	235,530	732,470
9 Electrical Central Heating	-	19,510	19,510	19,900	21,890	22,650	83,950
10 Electrical Rewires - Communal	300,000	- 63,750	236,250	246,140	156,300	164,100	802,790
11 Electrical Rewires - Domestic	-	540,000	540,000	510,000	410,000	400,000	1,860,000
12 Energy Conservation	100,000	-	100,000	-	-	-	100,000
13 Estate Improvements	-	200,000	200,000	207,000	214,250	221,750	843,000
14 Fire Risk Assessment Works	-	63,000	63,000	65,200	67,480	69,840	265,520
15 Garage Upgrades	-	63,000	63,000	64,260	66,510	68,840	262,610
16 Kitchen Replacements (inc. Communal)	-	859,950	859,950	1,347,250	2,020,880	2,357,700	6,585,780
17 LAINGS Refurbishments	-	2,110,000	2,110,000	500,000	-	-	2,610,000
18 Loft and Cavity Insulation	-	50,000	50,000	51,750	53,560	55,440	210,750
19 Reroofing - Flats	-	655,300	655,300	127,550	52,680	36,000	871,530
20 Reroofing - Houses (outbuildings, chimney, gutters, downpipes, fascia)	100,000	231,340	331,340	153,040	133,420	278,140	895,940
21 Porch Canopies	-	102,000	102,000	90,480	55,810	19,390	267,680
22 Rennes House Structural Works	500,000	2,475,000	2,975,000	2,675,000	-	-	5,650,000
23 Soil Vent Pipe Replacement	-	52,030	52,030	63,950	27,000	27,950	170,930
24 Structural Repairs	119,430	150,000	269,430	155,250	160,680	166,300	751,660
25 Whipton Barton House Water Mains	50,000	-	50,000	-	-	-	50,000
26 Window Replacements	-	708,300	708,300	733,090	758,750	785,310	2,985,450
27 ZEBCat Project	-	480,000	480,000	-	-	-	480,000
Sub total - Investment in Existing Stock	1,169,430	11,317,790	12,487,220	9,634,030	7,376,450	7,795,830	37,293,530
PROVISION OF NEW COUNCIL HOMES							
28 Social Housing Acquisitions - Section 106	-	490,000	490,000	250,000	250,000	250,000	1,240,000
29 Social Housing Acquisitions - Open Market	-	1,000,000	1,000,000	-	-	-	1,000,000
30 St Loyes Extracare Scheme	-	4,200,000	4,200,000	5,360,000	156,360	-	9,716,360
Sub total - Investment in the Provision of New Hom	0	5,690,000	5,690,000	5,610,000	406,360	250,000	11,956,360
Total HRA Capital Programme	1,169,430	17,007,790	18,177,220	15,244,030	7,782,810	8,045,830	49,249,890

REPORT TO: SCRUTINY COMMITTEE - PEOPLE

Date of Meeting: Scrutiny Committee People – 1 March 2018
Executive – 13 March 2018
Council – 24 April 2018

Report of: Programme Manager – Communities

Title: Community Grants and Communities update

Is this a Key Decision?

No. ??

Is this an Executive or Council Function?

Council.

1. What is the report about?

To provide an update on the following:

- Community grants
- Community builders
- Grass Roots Grants/ Neighbourhood Community Infrastructure Levy.
- Exeter : A young people friendly city - Exeter Youth Voice

2. Recommendations:

2.1 The report recommends that:

- (i) Council approves the recommendation to review the grant allocation policy and process in 2018 to consider modernisation and consolidation of the grant programmes and revised criteria linked to council priorities.
- (ii) Council approves the recommendation that the Neighbourhood CIL and New Homes Bonus funding agreed for community building in the city should be front-loaded in light of the Wellbeing Exeter and Sports England Local Delivery Pilot programmes for an initial 3 year period 2018 / 2020.
- (iii) Council notes the progress of the Grass Roots Grants / Neighbourhood CIL spend over the first year of this funding being available and recognizes the contribution of the Exeter Community Forum Grass Roots Panel in supporting this process.
- (iv) Council notes the 2nd stage of the Exeter Youth Strategy work in terms of the launch of the Exeter Youth Voice project.

3. Reasons for the recommendations:

- 3.1.1 In light of increasing pressures on the Council budget over the next few years, a review process will ensure that grant allocations are more strongly linked to council priorities and maximize opportunities for match funding. By taking a more strategic approach the Council can build on the principles of Asset Based Community Development (ABCD) that it has already adopted through its endorsement of the Exeter Community Forum (ECF) Community Strategy in 2016. This approach encourages community collaboration and requires communities and local organisations to work together to build

community capacities to take action to address local priorities and build stronger communities.

- 3.1.2 Front loading funding into the community builder roles over the next two to three years will enable all wards to have access to a community builder as well as a community connector. There are sufficient CIL receipts in place to speed up this investment which had originally been planned over a five year period whereby many wards would not have benefited from a Community Builder for 2 to 3 years. This proposal means all wards could have a community builder in place during 2018. Community builders are working with communities, identifying social resources, stimulating activity and helping those communities to thrive and develop.
- 3.1.3 Three Grass Roots Grants rounds have taken place so far with £167,913 awarded to eight organisations. The next round will take place in March 2018.
- 3.1.4 The Exeter Youth Strategy consulted with over 600 young people in 2016/17 as part of an Exeter Board led initiative. The consultation found that young people want to have a more meaningful voice in decisions made in Exeter that affect them. The Exeter Youth Voice programme has been designed in partnership with the Member Champion for Young People and other key youth work partners in the city. The project will run for 12 months and aims to encourage young people across Exeter to have their say on issues that affect them and to raise the profile of their issues and concerns in decision making. The long term aim is that Exeter Youth Voice will support the formation of a Youth Forum that will be able to work with the council and give feedback and recommendations on key strategy decisions. The funding for this project for the next 12 months has been allocated from Exeter Board funding (primarily Devon County Council Communities Together Funding).

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

There are no resource implications that have not already been through the scrutiny, Council and Exeter Board agreement process.

5. Section 151 Officer comments

- 5.1 There are no additional financial implications for the Council to consider. The front loading requested can be covered through existing resources and will be monitored to ensure that overall funds from CIL are not over allocated.

6. What are the legal aspects?

The Community Infrastructure Levy Regulations 2010 state at Regulation 59(1) that 'A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.

Regulation 59F(3) states that 'The charging authority may use the CIL to which this regulation applies, or cause it to be used, to support the development of the relevant area by funding:

- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
- (b) anything else that is concerned with addressing the demands that development places on an area'.

7. Monitoring Officer Comments

As this report states, there are a number of sources of grants within the Council. It is intended that the review process will seek to review the number of grants and that the legal basis for the award of grants is identified in order to comply with statutory provisions, particularly concerning the provisions of EU law on state aid.

In relation to the proposed funding for Community Builders, the award must be in accordance with the provisions of EU law on state aid.

8. Report Details:

8.1 Community Grants – The City Council has an extensive Community Grants Programme where around £1.5 million p.a is awarded to community and art organisations through a range of grant processes. 366 grants over 2 years have gone to 194 organisations under 10 different grant ‘types’, but 50% goes to a small number of organisations.

There are plans to review the city council policy, system and process in 2018 to consider consolidation of grant programmes and revised criteria linked to council priorities.

Opportunities are being explored to create a Strategic Exeter Community Fund for added value and sustainability. Further information and recommendations will be made later this year.

(See appendix 1 for a grant overview and a breakdown of grants awarded 2016/17.)

8.2 Community Builders Update - At the City Council Executive meeting on 11/07/2017 and endorsed by Council on 25/07/2017 members agreed for £610,000 over five years (£300k New Homes Bonus (£300k) and £310k from neighbourhood portion of Community Infrastructure Levy: CIL) to fund Community Building across the City .This is to compliment and build on the existing community builder roles that are funded through the Integrated Care Exeter (ICE) Wellbeing Exeter programme until March 2018.

Delegated powers were given to the Portfolio Holder for Health & Wellbeing, Communities and Sport, and Communities Programme Manager to agree adjustments to the original plans for the deployment of Community Builders and for them to do this in consultation with the Chair of the Exeter Community Forum.

The original plans, designed with Exeter Community Forum steering group (and in consultation with the Council Community, Health, Wellbeing, Sport and Leisure Portfolio Holder and the Member Champion for Communities,) were based on allocating a small number of community building hours to 10 areas in the city and to spread the funding over a five year period with a fixed amount of 166 hours per week which totals 4.4 whole time equivalent (WTE) staff. The original plan also assumed that the host (employing) organisation would match fund by 25% and local community groups would be asked to make contributions. The 25% from the host organization is now considered to be unrealistic at this stage.

Since the decision made by Council in July 2017 issues have emerged which present an opportunity to re-think and better align the original plan with other stakeholders:

- Wellbeing Exeter has been funded for a further 2 years through Devon County Council and NEW Devon Clinical Commissioning Group (CCG) to enable it to expand across the whole City from April 2018
- Community Building is an integral part of the Wellbeing Exeter model and ECC CIL funding for Community Building will be aligned with DCC and CCG funding for the co-ordination and social prescribing elements of Wellbeing Exeter. Exeter has been awarded Sport England Local Delivery Pilot status which will bring further resources into Wellbeing Exeter.

- CIL receipt projections are higher than predicted creating a larger pot of Neighbourhood funding (15% of all CIL receipts) than originally anticipated.

As a result of the mainstreaming of Wellbeing Exeter and the Sport England Local Delivery Pilot status we now need to consider expanding community building at scale and pace so that all wards can have access to a community connector and community builder. There are still some priority areas over others, with areas that have higher levels of health inequalities and lack of social cohesiveness and community capacity to address local needs falling into these priority areas. However by taking a strategic approach, linking with other initiatives offers a greater opportunity to implement and evaluate the impact of community building across the whole city from 2018.

The original plan, agreed in July 2017, was to fund community building over a five year period. This report recommends that this funding should now be front-loaded in light of the Wellbeing Exeter and Sport England programmes for a 3 year period in the first instance: 2018 / 2020. Anecdotal feedback indicates that the community builders can have a real impact on improving people's lives and supporting the local community to work together with the council and other partners in the city to achieve great outcomes for all. This revised approach will enable the roles to be properly evaluated as part of the Wellbeing Exeter and Sport England programmes and will allow the council to understand the full value of this work. If it is demonstrated that Community Building as part of the Wellbeing Exeter approach, is having a positive impact on the health & wellbeing of citizens this will then enable the council to identify further funding from neighbourhood CIL and potentially other external sources.

8.3 Grass Roots Grants/Neighbourhood Community Infrastructure Levy - At the People Scrutiny Committee held on 2 June 2016, and Council on 26 July 2016 it was agreed that the Council would welcome recommendations from the Exeter Community Forum (ECF) Grass Roots Grants Panel as to how to spend the neighbourhood portion of the Community Infra-Structure Levy (CIL) (£3.75 million over 10 years.)

Grass Roots Grants include a number of programmes which all contribute towards the goals of the ECF Community Strategy endorsed by the Council. These include:

- Supporting Community Action –towards the costs of setting up or running a project that must be delivered within 12 months of the grant.
- Supporting Community Buildings - to support the costs of improving an existing building or towards a new building.
- Support for the Community Builder programme (see 8.2)
- Support for Community Planning – this is a new initiative that will be launched later this year.
- Community Collaboration – supporting community organisations to grow their capacity and capabilities to work with other organisations and to help start new initiatives.

All grant applications need to be led by local community organisations working to benefit the interests of the local community of an area or community of interest.

Three rounds have taken place so far with £167,913 awarded to date to eight organisations. The next round will take place in March 2018.

(See appendix 2 for breakdown of grants awarded.).

Grass Roots Grants are promoted through the City Council website, Exeter Citizen and through Social Media sites as well as through Exeter Community Forum newsletters. City Council Members are encouraged to promote the opportunities available to local

community groups in their wards. Information on the grants process and priorities for funding is available on the City Council website with links to the Exeter Community Forum website: <https://exeter.gov.uk/people-and-communities/communities/exeter-community-forum/>

- 8.4 Exeter Youth Voice** - The City Council is taking the lead co-ordination role for this next stage of working towards a Youth Strategy for the city. Organisations are currently being invited to submit an Expression of Interest to facilitate the 'Exeter Youth Voice' initiative with young people across the city. This work builds on the consultation that took place with young people during 2016/17 resulting in the launch of the Youth Strategy in March 2017. The project will be delivered in partnership with the city council Communications and Marketing Team who will be supporting the process and help to profile the views of young people.

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

Supporting Exeter's communities:

- Oversee implementation of the Community Strategy
- Explore how Asset Based Community Development can be introduced across the council and key services
- Work with partners to improve the health and wellbeing of Exeter's communities.

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

- 10.1 Community Grants** – There is a risk that some community organisations and groups who have had grant funding from the council over a number of years, will become concerned that a community grants review process may result in grants no longer being available to them. This risk is already mitigated in that grant awards clearly state that there are no guarantees of on-going funding. The review process, and any formal consultation on a change in policy by the Council, will clearly set out the statutory responsibilities of the Council and the need to regularly review spending to ensure value for money. Following consultation, should it be required, recommendations to Council will include an equality impact assessment to aid members in decision making.
- 10.2 Community Builders** – There is a risk that the impact of community building across the city is not understood. Through the integration of the community builder network within Wellbeing Exeter this risk is largely mitigated. There is a formal multi-agency Steering Group that oversee the implementation of Wellbeing Exeter led by a council Director. There is already a formal written agreement and service specification including a formal performance management framework in place between the City Council and Devon Community Foundation (Programme Manager of Wellbeing Exeter) which will be subject to regular monitoring and evaluation by officers. Reports will be presented regularly to Exeter Health & Wellbeing Board and through to People scrutiny committee.
- 10.3 Grass Roots Grants/Neighbourhood CIL** – There is a risk that by agreeing to accelerate the community builder programme there is insufficient funds available at this time as the council is prohibited from borrowing against future CIL receipts. In other words CIL receipts cannot be spent until they have accumulated sufficiently to fund projects. There is currently £987,259 available for Neighbourhood CIL spend (01/02/2018) which provides sufficient funding to cover the acceleration of the community builder programme.
- 10.4 Youth Voice** – There is a risk that this listening project could raise expectations that the Council is able to make the changes that young people would like to see. This is being mitigated in a number of ways including a multi-agency steering group supporting the initiative who will be in a position to respond to ideas or recommendation that fall within the

scope of their responsibilities. The council Communication and Marketing team are playing an active role in advising and supporting the project delivery team to ensure that communications are appropriate and that the “listening” nature of the project and that any critical issues for the council are identified and responded to.

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?

Supporting the capacity of community organisations to take initiatives, including through identifying priorities for the use of CIL, has the potential to support a wide range of groups across the city and thereby address issues such as equality and diversity, health and wellbeing.

12. Are there any other options?

There are currently no other options to take forward this agenda in Exeter as this work helps to fulfill the councils objectives of **Supporting Exeter’s Communities**.

Dawn Rivers
Programme Manager- Communities

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:-

Exeter: A Young People-Friendly City – Towards a youth strategy for Exeter (March 2017)
<https://exeter.gov.uk/media/3758/exeter-young-people-friendly-city-a5-booklet-v5.pdf>

Exeter Community Forum Community Strategy <http://exetercommunityforum.net/wp-content/uploads/2016/06/Exeter-Community-Strategy-adopted-22-03-16.pdf>

Contact for enquires:
Democratic Services (Committees)
Room 2.3
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Appendix 1

Grant Overview:

	Numbers of Grants	Sum Of Amount Awarded 16/17	Sum Of Amount Awarded 17/18
Major Grant Sports Fund	1	0	6,000
New Home Bonus	1	0	100,000
Major Grants Core	9	133, 190	144,690
Arts Service Level Agreement	10	215, 850	215,860
Grass Roots Grant	18	1, 500	212,913
Major Grants Rent	22	285,009	297,106
Exeter Board Grant	42	134,126	102,649
City Grant	49	23, 730	17,050
Ward Grant	184	30, 451	19,697
Grant Total	336	823,857	1,115,965

Appendix 2

Summary of Grassroots Grant: 2017-18

Round 1 January 2017

Organisation	Requested	Awarded
St Sidwell's Community Centre	£5000	£5000
ISCA Community Enterprise	£8,500	£8,500

Round 2 June 2017

Organisation	Requested	Awarded
Alphington Community Association	£30,000	£30,000

Round 3 Sept 2017

Organisation	Requested	Awarded
Wonford Learning and Community Centre	£6,913	£6,913
Digby Community Association	£11,000	£11,000
St James Community Trust LTD	£50,000	£50,000
Exeter Community Centre Trust LTD	£50,000	£50,000
Estuary League Of Friend	£50,000	£50,000

Total awarded across all rounds	£211, 413
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Final

REPORT TO: Place Scrutiny Committee and Executive
Date of Meeting: 8 March 2018 (Place Scrutiny) and 13 March 2018 (Executive)
Report of: Cleansing and Fleet Manager
Title: Food Waste Collection

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1. What is the report about?

- 1.1 Reporting on the outcomes of the business case for separate collection and recycling of food waste.

2. Recommendations:

- 1) That Place Scrutiny Committee supports, and Executive agrees, that Exeter City Council continues to provide the current recycling service (described as the 'baseline' in this report)
- 2) That officers provide an annual update on the food waste business case in the Recycling Plan that is submitted to Place Scrutiny Committee
- 3) That Place Scrutiny Committee and Executive Committee note the current and planned measures to improve the recycling rate achieved by the current service

3. Reasons for the recommendation:

- 3.1 Continuing the current recycling service without a food waste collection (described below as the 'baseline' service) is the service option with the lowest modelled costs and lowest financial risk.

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

- 4.1 The above recommendations are planned to be achieved within agreed revenue budgets for 2018/19.

5. Section 151 Officer comments:

- 5.1 There are no financial implications to consider in this report.

6. What are the legal aspects?

- 6.1 Exeter's recycling scheme is already compliant with the requirement in the Waste (England and Wales) Regulations 2011 for separate recycling collections. There are currently no statutory recycling rate targets applicable to Exeter.

7. Monitoring Officer's comments:

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

8. Background:

- 8.1 Exeter City Council's Corporate Work Programme included a commitment to investigate the business case for separate food waste collections and report on the outcome (ref PH25).
- 8.2 In 2016, Eunomia was appointed as the consultant to assist in the investigation of the business case. Five different recycling and rubbish collection scenarios were modelled, comparing cost and performance against that of the current service (the 'baseline') that we provide (Appendix 1).
- 8.3 The financial modelling included any changes to service revenue costs. The provision of any new vehicles and waste containers, and communications material, were accounted for on an annualised revenue basis.
- 8.4 Option 4 was modelled as delivering the highest recycling rate and best environmental performance (measured in CO₂ equivalent). This option consists of a weekly collection of food waste and other recyclable materials, collected on the same lorry and largely sorted into separate streams at the kerbside. The frequency of rubbish collection would reduce to once every three weeks.
- 8.5 Option 4 was also modelled by Eunomia as being marginally the cheapest option, saving a total over 10 years of £6,000 compared to the baseline service.
- 8.6 Option 3 was modelled as being the next cheapest option, costing an additional £854,000 over 10 years compared to the baseline. A comparison of all five service options against the baseline service is shown in Appendix 1.
- 8.7 Eunomia's project brief was to model the operational resources (costs and income) required for the baseline and five service options. This did not include the additional administration and customer support resource requirements associated with a major service change (any of options 1 – 5). Comparison with other local authorities introducing major service changes indicates that an additional four full-time recycling education officers and two Environment Support Officers would be required for the roll-out period of 6-12 months. This would result in additional expenditure of £68,000 - £135,000 depending on the length of the roll-out (exclusive of the 2018/19 pay award).
- 8.8 It should be noted that Eunomia's report "*represents what one would reasonably expect to happen if ECC implemented any one of those schemes*", and is not a guarantee of actual outcomes. Option 4, while modelled as the cheapest service, represents a radical change to our waste collection service and the actual financial performance could differ from the model in case of:
- Kerbside collection crews not meeting the productivity assumptions in the report
 - Changes in the value of materials collected and sold for recycling
 - Householder participation in recycling services not matching the model
 - Devon County Council choosing not to continue sharing the savings in waste disposal costs beyond 2025/26

- 8.9 This is not in any way a criticism of Eunomia, whose consultants prepared a thorough business case based on the available data and benchmarking against other local authorities.
- 8.10 Taking into account the requirement for additional recycling and customer support staff, all the options for food waste collection would cost more than the baseline service, and come with a degree of uncertainty and therefore financial risk to the Council.
- 8.11 In January 2018 China implemented its 'Operation National Sword', a more restrictive policy towards the import of materials for recycling. Some types of plastic have been banned altogether, and quality requirements for materials that are imported have become more stringent. Exeter has been able to avoid the direct impact of National Sword by operating its own Materials Reclamation Facility. Our plastics are sorted to a quality that enables us to sell to UK and European markets and our cardboard, which is exported to China, already exceeded the new requirements before these were implemented. Nevertheless, National Sword has introduced greater volatility into the commodities markets and any previous assumptions about income from recycling need to be treated with caution.

9. Recycling rate

- 9.1 Food waste is the biggest single component of our non-recycled waste. Significant improvements to our recycling rate, and progress towards the current 50% UK target, will not be achieved without implementing a separate food waste collection.
- 9.2 The annual Recycling Plan Review presented to Place Scrutiny Committee in September 2017 described the measures that are planned or taking place in order to meet our corporate aim of a one percentage point increase in recycling rate per year. Targeted communication and education aimed at low-recycling areas, and promotion of composting at home, remain a priority.
- 9.3 Five spare recycling banks have been converted to carton and coffee cup banks and placed key bottle bank sites in the city. A capital funding bid for 'recycle on the go' bins in Exeter City Centre will be prepared in 2018.
- 9.4 During Spring 2018 all households in Exeter that use a wheelie for rubbish will have a tag attached to their bin reminding them of what to recycle and promoting the use of the garden waste collection service or the Recycling Centres instead of putting garden waste in the grey bin. This project is funded by Devon County Council
- 9.5 From February 2018, where collection crews or recycling staff have identified grey bins that contain glass bottles or jars, 'No Glass, please' stickers are being attached to the bin encouraging the use of bottle banks.
- 9.6 While our recycling rate of 33% is below average for England, it is worth noting that Exeter's total waste collected per head of population is the fourth lowest in the country, and the lowest of any authority outside London. This encouraging result supports the waste reduction policies that have been implemented in Exeter.

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

10.1 There are no additional risks associated with implementing the recommendations in this report.

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 collection, recycling and disposal of waste all have an environmental impact. That impact could be reduced by 1,727 tonnes CO₂-equivalent per year if Option 4 for food waste collection were introduced.

11.2 No other impacts have been identified.

12. Are there any other options?

12.1 The other option is to implement one of the service options 1-5 for food waste collection. The reasons for not doing so are outlined in this report.

Simon Hill – Cleansing and Fleet Manager





















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

Background papers used in compiling this report:-

Eunomia: Business Case Investigation of Options for Collection of Household Food Waste, 2017

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

Appendix 1: service options for food waste collection, and comparison of modelled performance

	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5
Dry Recycling	Fortnightly co-mingled 		Weekly, Kerbside Sort Including Food  	Fortnightly co-mingled 	Weekly, Kerbside Sort Including Food  	Weekly co-mingled 
Food Waste	No separate collection	Weekly separate collection  	 	Weekly separate collection  	 	Weekly separate collection  
Garden Waste	Fortnightly Charged Garden Waste 					
Residual	Fortnightly wheeled bin collection 			Three-weekly wheeled bin collection 		
	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5

Options 1-5: cost increases compared to current service baseline

Baseline (total)		Option 1	Option 2	Option 3	Option 4	Option 5
£1,227,000	Annual revenue (million)	£240,000	£130,000	£9,000	-£164,000	£394,000
£0	Start up cost (million)*	£476,000	£1,167,000	£467,000	£1,167,000	£476,000
£10,564,000	10-year total cost NPV (million)	£2,756,000	£2,456,000	£853,000	-£6,000	£4,169,000

* Start up cost: £2 per household for communications + supply and delivery of new containers

1,770	Carbon savings (tonnes CO ² /yr)	2,004	2,201	2,764	3,497	2,888
33%	Recycling rate	41%	43%	47%	49%	48%

REPORT TO Executive

Date of Meeting: 13 March 2018

Report of: Corporate Manager, Democratic & Civic Support

Title: FREEDOM OF THE CITY PROCEDURES

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1.1 What is the report about?

- 1.1 This report seeks approval to introduce a more rigid assessment process for the consideration of any nominations made for Freedom of the City

2. Recommendation:

- 2.1 That a Freedom of the City Assessment Panel be established, to consider all nominations received for Freedom of the City, with its membership being as follows:-

- The Leader of the Council (or nominee)
- The Leader(s) of other political groups on the Council (or nominee(s))
- The Chief Executive & Growth Director (or nominee from the Strategic Management Board)
- The Corporate Manager, Democratic & Civic Support
- An external representative

- 2.2 That no other method be accepted for the submission of nominations for Freedom of the City

3. Reasons for the recommendation:

- 3.1 Following the Council's recent consideration of a number of nominations for Freedom of the City, it is suggested that a more transparent approach to the consideration of these nominations, before submission to full Council, be established.
- 3.2 Following the Council's consideration, and ultimate rejection, of the nomination of Freedom of the City for the emergency services, which was received via a Notice of Motion, it is considered appropriate for there to be only one way in which such nominations should be received

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

- 4.1 None.

5. Section 151 Officer comments:

- 5.1 There are no financial implications for Council to consider.

6. What are the legal aspects?

- 6.1 Section 249 of the Local Government Act 1972, gives Councils the power to grant "Freedom of the City" to any individual who it feels has given eminent service to the City.

7. Monitoring Officer's comments:

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

8. Report details:

- 8.1 The Council at its meeting on 24 February 2015, agreed the recommendation of the Executive for the establishment of criteria against which future nominations for Freedom of the City could be judged. This report is attached for ease of reference as Appendix A.
- 8.2 Since that time, a number of nominations have been received and considered against these criteria, with the majority progressing to Executive and Council for approval.
- 8.3 However, there have been several which did not progress past the initial stage of consideration by the Group Leaders and Chief Executive & Growth Director. Whilst these nominations may have been considered to meet some of the set criteria, it was felt that it would, at that time, be inappropriate to progress the nomination.
- 8.4 Whilst it could be considered that this should have been the end of the matter at that time, the proposer for one of the unsuccessful nominees has continued to provide further supporting evidence for their nomination. They have also questioned why their nomination had been unsuccessful when their nominee (in their opinion) had met many of the set criteria against which nominations should be judged.
- 8.5 A further unsuccessful proposer used a different Council methodology (via a Notice of Motion to full Council) to put forward their nomination. Whilst it was quite permissible for such a matter to be the subject of a notice of motion, several speakers at the Council meeting at which this matter was discussed, felt that it was inappropriate due to refusal of the nomination via the previously agreed channel.
- 8.6 This report is therefore put forward to try to enhance the procedure used for the consideration of nominations by broadening the initial consideration stage, and therefore following a similar route to that used by the Cabinet Office for consideration of nominations for a UK national honour.
- 8.7 It is therefore suggested that an Assessment Panel comprising the following representatives, be established who would consider all nominations received:-
- The Leader of the Council (or nominee)
 - The Leader(s) of other political groups on the Council (or nominee(s))
 - The Chief Executive & Growth Director (or nominee from the Strategic Management Board)
 - The Corporate Manager, Democratic & Civic Support
 - An external representative

- 8.8 It is suggested that in respect of the external representative, a recruitment process be entered into in an attempt to find someone who has a detailed knowledge of the City, so that they can assist the other Panel members best understand the context and extent of the work undertaken by those nominated.
- 8.9 It is also suggested that the previously agreed proposal that nominations should be submitted on an application form, should be reinforced as the most appropriate way forward, and that the application form should tease as much information as possible out of the proposer against the agreed criteria.
- 8.10 It is proposed that the Panel's decision on nominations is final. If a nominee is unsuccessful, the proposer can resubmit their nomination at some later date but only if their nominee has had additional achievements.
- 8.11 Finally, it is recommended that this be the only way in which the Council will accept nominations for Freedom of the City (i.e. through the application form and Panel consideration process).

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

- 9.1 This decision will help promote the City as one which promotes transparency in its decision making process

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

- 10.1 There are no risks associated with the proposals

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 None applicable with this decision

12. Are there any other options?

- 12.1 To continue with the current process despite the issues which have been addressed in this report..

John Street
Corporate Manager, Democratic & Civic Support

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:-

Contact for enquires:
Democratic Services (Committees)
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REPORT TO Executive

Date of Meeting: 10 February 2015

Report of: Corporate Manager, Democratic & Civic Support

Title: FREEDOM OF THE CITY

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

1.1 This report details a proposal to set criteria against which future nominations for Freedom of the City can be judged.

2. Recommendations:

2.1 That the following criteria be adopted against which future nominations for Freedom of the City of Exeter

- For those who have extraordinarily served the community over a number of years (minimum of 20 years) in a voluntary or professional capacity;
- For those who have achieved national, international or world recognition for excellence in their particular field of expertise (be it business, entrepreneurial, sport, or any other area);
- For those who have promoted Exeter during their career so as to significantly raise the profile of the City on a national, international or world basis;
- For those who have via a particularly extraordinary act, or series of acts, put the safety or well being of themselves secondary to those of others.

2.2 That provision be made for the withdrawal of this award in line with the Council's adopted scheme for the enrolment of Honorary Aldermen.

3. Reasons for the recommendation:

3.1 Section 249 of the Local Government Act 1972, gives Councils the power to grant "Freedom of the City" to any individual who it feels has given eminent service to the City. To this end, an Extraordinary meeting of the full Council must be convened to specifically consider this matter, with two thirds of those present, voting in favour.

3.2 Members will recall that at an Extraordinary meeting of the Council held on 15 October 2014, the Freedom of the City was granted to Mrs Yolonda

Henson, Mrs Jo Pavey and Mr Liam Tancock.

3.3 It is also suggested that so as to maintain the dignity associated with the award of such an honour, a set of criteria be drawn up against which future nominations can be considered.

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

- 4.1 Other than a small cost in preparing a suitable ceremonial scroll and hosting a small reception, there are no resource implications.

5. Section 151 Officer comments:

- 5.1 This report raises no issues of a financial nature.

6. What are the legal aspects?

- 6.1 The provisions for the award of Freeman of the City are contained within Section 249 of the Local Government Act 1974.

7. Monitoring Officer's comments:

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

8. Report details:

- 8.1 The position of Freeman of the City of Exeter has been awarded since 1266 for a variety of reasons. Originally, many paid a fine to the City to take up the honour, whilst others provided work for an apprentice; and others have been awarded the honour for various acts of local or national importance (for example, the Captain of HMS Exeter which was involved in the Battle of the River Plate in 1939, was given the Freedom of the City).
- 8.2 Recently, the Council has awarded the honour to those who have served the City in a public role (former Member of Parliament Sir John Hannam; David Morrish, Mrs Saxon Spence and as mentioned above, Mrs Yolonda Henson), although as mentioned above, two local prominent athletes were also recently awarded the honour, due to their promotion of Exeter to a much wider audience.
- 8.3 These days, the majority of applications for Freeman of the City have been on an hereditary basis, as the Council allows a relative of a previous Freeman to apply to take up that honour by proving their lineage.
- 8.4 Officers have undertaken some research with other Councils who still admit Freemen, and concluded that there are no hard and fast rules as to the grounds for nomination, with the award being made to whomever it sees fit.
- 8.5 The consideration of setting some criteria against which nominations may be judged is particularly pertinent now considering the recent on-line petition which received 89 signatures requesting the Council to consider giving the honour to Chris Martin of Coldplay. This e-petition was backed up by a world-wide social media campaign which received over 2,000 supporters. In correspondence with Mr Martin, he raised the point that whilst honoured to having been put forward for such an award, he did

not, at this time, feel he had done sufficient for the City to warrant its award. It is therefore suggested that this be put on hold until such time as to when Mr Martin feels he is in a better position to be considered for the award.

- 8.6 As part of the process in drawing up this report, all members of the Council were asked to comment on the appropriateness of the proposed criteria. Five councillors took up this opportunity, two of whom indicated their satisfaction with what being proposed; two suggesting that the previous suggestion of at least 15 years of community service was not significant enough with one suggesting it should be a minimum of 20 years and the other suggesting a minimum of 25 years; one suggesting that a provision be included for the removal of the award if the individual brought the position or Council into disrepute; and one other suggesting that all future Freemanships be given on a life time basis and would not be eligible for passing to future generations.
- 8.7 Bearing in mind the above comments, the community service qualification has been extended to be a minimum of 20 years.
- 8.8 The suggestion of the removal of the award is consistent with the approach recently taken for the position of Honorary Alderman, where the following was adopted:-

"It shall be competent for the Council in any other particular case to withdraw the title of Honorary Alderman and the attached rights and privileges. Such withdrawal of the title shall be by way of formal motion to a meeting of the full Council, (the summons to which contains special notice that such withdrawal is proposed and the reason therefore) and subsequent resolution of the Council passed by not less than two thirds of the Members present and voting thereon at the meeting of the Council. On the passing of such resolution, the Corporate Manager, Democratic & Civic Support shall delete the name of the person concerned from the list of Honorary Alderman and advise that person accordingly."

It is therefore considered appropriate to also include this provision in the criteria.

- 8.9 Finally, the suggestion as to making the award of the honour similar to that of a life peerage, would be a break from the current convention where anyone who can prove their lineage to a forebear have been awarded such a position, can apply for the position in their own right. This has happened on three occasions in the last 12 years. Whilst accepting that with the possibility of more Freemanships being awarded now if these new criteria are adopted, and therefore there may be a greater call for hereditary Freemanships in the future, it is not felt that these occasions will be any more frequent than in the more recent past.
- 8.6 It is therefore considered that the following criteria should be established against which future nominations should be considered:-
- For those who have extraordinarily served the community over a number of years (minimum of 20 years) in a voluntary or professional capacity;
 - For those who have achieved national, international or world recognition for excellence in their particular field of expertise (be it business, entrepreneurial, sport, or any other area);
 - For those who have promoted Exeter during their career so as to significantly raise the profile of the City on a national, international or world basis;

- For those who have via a particularly extraordinary act, or series of acts, put the safety or well being of themselves secondary to those of others

8.7 It is felt that these criteria cover all eventualities for nominations. It is further proposed that nominations should be submitted on an application form, together with a citation from the proposer as to why they feel the nominee should be put forward. Any such nominations would be considered by the Corporate Manager, Democratic & Civic Support in conjunction with the Group Leaders, with any nominations then being submitted to the Executive and Council for due consideration.

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

9.1 Consideration of widening the remit for nominations for the Freedom of the City will help promote the City as a regional capital and one which supports those who support and promote the City as such.

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

10.1 There are no risks associated with the proposals.

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 Consideration of widening the remit of nominations for the Freedom of the City will encourage nominations from all aspects of City life. The approval of criteria against which such nominations will be considered, will ensure that all nominations are treated equally and judged appropriately.

12. Are there any other options?

12.1 Continue with the existing scheme where nominations rarely come forward other than in respect of public service.

John Street

Corporate Manager, Democratic & Civic Support

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

Background papers used in compiling this report:-

Contact for enquires:
Democratic Services (Committees)
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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