

REPORT TO EXECUTIVE

Date of Meeting: 1 September 2020

Report of: Chief Executive & Growth Director

Title: Liveable Exeter Place Board

Is this a Key Decision?

No

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

Is this an Executive or Council Function?

Executive

1. What is the report about?

1.1 This report informs Executive of the progress that has been made on establishing the governance structure for the Liveable Exeter Garden City programme, and sets out the terms of reference and membership of the Board.

2. Recommendations:

- 2.1 That Executive note the terms of reference and membership of the Liveable Exeter Place Board; and
- 2.2 That the Leader of the City Council regularly report back to the City Council, in whatever is the most appropriate form, matters arising from the Liveable Exeter Place Board and issues for consideration at the Liveable Exeter Place Board.

Reasons for the recommendation:

- 3.1 On 9th July 2019 Executive recommended that Council approve the establishment of a board to oversee the Liveable Exeter Garden City programme, the proposed composition of the Board and the draft terms of reference to be delegated to the Chief Executive & Growth Director in consultation with the Leader of the Council and to be reported back to Executive at a future meeting of Executive. Council on the 23rd July 2019 approved the recommendations.
- 3.2 There have been a number of amendments to the original terms of reference included in the report to Executive in July 2019. At the first meeting of the Liveable Exeter Place Board, the Board approved the Exeter Vision 2040 Vision statement. The draft statement has been incorporated into the Council's Corporate Statement for 2018-2021. The Place Board amended the statement in two respects: To include reference to Net Zero 2030 and include reference to the UNESCO City of Literature status and the role of culture.
- 3.3 The most significant change has been to include reference to the Sport England Local Delivery Pilot. As a city wide initiative Sport England supported the proposal to request the Place Board act as the strategic board for the local delivery pilot. This would ensure the council's partner organisations across the city have a role in

shaping and steering the strategic response to supporting active and healthy lifestyles and active travel.

3.4 The active design principles are core to the Garden Community programme vision for Liveable Exeter and therefore widening the terms of reference to include the local delivery pilot anchors the Place Board with a national programme committed to realising the Liveable Exeter Vision.

3.5 At the outset of the exercise in putting together a Place Board it was hoped that we would get buy in from the leading organisations within the city. There can be a tendency for some partnership meetings for leaders to send middle managers rather than the CEOs to meetings. Not all organisations prioritise local community impact as being mission critical to their business. Therefore we did not know when we embarked on this initiative whether organisations and their leaders would support this initiative. It is therefore pleasing to report to members the composition of the board reflects a fulsome and generous support from all the leading organisations within the city and from key national bodies that have a role in shaping the agenda for the city. The Membership of the Board is shown in the attached document. One place is being held for the University of Exeter's new Vice-Chancellor Lisa Roberts.

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

4.1 This report does not seek any further funding.

5. Section 151 Officer comments:

5.1 There are no financial implications contained in this report.

6. What are the legal aspects?

6.1 None identified

7. Monitoring Officer's comments:

7.1 This report makes very clear that any matter that requires a decision by Exeter City Council will be reported through the Councils' Executive arrangements in the usual way. Given that, the Monitoring Officer is supportive of the approach taken.

8. Report details:

8.1 Council approved the establishment of the Liveable Exeter Place Board giving the Chief Executive & Growth Director delegated power, in consultation with the leader of the city council, to agree the terms of reference and membership of the board. Over the 12 months since that decision was taken the CE&GD and Leader have been working with the Chair of the Place Board, Sir Steve Smith, on assembling the Board. Because of Covid-19, the anticipated working pattern has necessarily changed to reflect the important management of the crisis and the recovery phase. Virtual meetings have been convened and partners have been encouraged to meet frequently, often fortnightly, to draw up a recovery plan for the city. The Crisis has demonstrated the value in having such a vehicle in place for the city. Rapidly we have been able to take the pulse of the city and we have brought national and regional agents to focus on city issues. The turn out from leaders across the city has been impressive. However, the Crisis has necessarily taken the immediate focus away from the Liveable Exeter transformational housing programme as everyone has been impacted by the crisis. The Chair of the Board assigned Board members to 7 work streams forming the recovery plan and the Board has urgently gone about the role of developing a response. This response has shaped the terms of reference and was instrumental in rethinking the role of steering the work of the Sport England Local delivery Pilot.

Place Board Members

- 8.2 The Liveable Exeter Place Board has brought together an impressive body of civic, community, business and national leadership focused on making Exeter a stronger city, guided by a long term vision for Exeter 2040.

Chair of the Liveable Exeter Place Board is Sir Steve Smith,
The Government's International Education Champion and current VC of the University of Exeter

The Right Honourable
Ben Bradshaw
MP for Exeter (Labour)

The Right Honourable
Simon Jupp
MP for East Devon (Conservative)

Cllr Phil Bialyk
Leader, Exeter City Council

Cllr John Hart
Leader, Devon County Council

The Right Reverend
Robert Atwell
Bishop of Exeter

Shaun Sawyer
Chief Constable, Devon & Cornwall Police

Suzanne Tracey
Chief Executive, Royal Devon & Exeter NHS Foundation Trust

Lord Charles Courtenay
Earl of Devon

Dinah Cox
Chair of Trustees, Devon Community Foundation

John Laramy
Principal & Chief Executive, Exeter College

Lee Elliot-Major
Professor of Social Mobility, University of Exeter

Ian Cameron
Business Group Director, Met Office

Claire Kennedy
Licensee and Curator, TEDxExeter

Kalkidan Legesse
Social entrepreneur and Managing Director at Sancho's

Paul Crawford
Chief Executive Officer, LiveWest

Steve Hindley
Chairman, Midas Group, & Great South West

Glenn Woodcock
**Director
Oxygen House**

Charles Johnston
Executive Director of Property, Sport England

Tony Rowe OBE
Chief Executive & Chairman, Exeter Rugby Club

Julian Tagg
Chairman ECFC, Chairman City Community Trust

Sarah Crown
Director of Literature' Arts Council England

Lady Lucy Studholme
Chair of Board of Trustees, Exeter Northcott Theatre

Mike Watson
Managing Director – Stagecoach South West

Mike Gallop
Western Route Director, Network Rail

Matthew Golton
Interim Managing Director, GWR

Matt Roach
Chairman Exeter Chamber of Commerce & MD Exeter International Airport

Karime Hassan
Chief Executive & Growth Director, Exeter City Council

University of Exeter
One place is being held for the University of Exeter's new Vice-Chancellor Lisa Roberts.

The Membership of the Board is included in the terms of reference document *Appendix 1*.

- 8.3 These individuals and organisations have responded to our request to work together specifically in pursuit of the original draft terms of reference. This was primarily focused on the Liveable Exeter Garden City programme. At the heart of this programme is the challenge of how we secure the funding and investment required to build up to 12,000 homes, largely on brown field sites where the infrastructure costs are likely to be high, and build in such way that we deliver the quality outcomes captured in the Exeter Vision 2040 vision. This focus on quality and outcomes is critical if we are to succeed in learning the lessons of the past.

Exeter Vision 2040

- 8.4 The Exeter Vision 2040 statement is a vision for the city and expresses outcomes that go beyond the scope of a district council's primary responsibilities; for example the Vision statement includes the following strategic outcomes:
- Exeter will be healthy and happy
 - Health, care and wellbeing services will be designed and delivered in partnership with the communities who use them
 - A high quality and accessible built environment and green spaces, with great arts and cultural facilities, will encourage healthy and active lifestyles.
 - A comprehensive network of safe routes will ensure that most everyday journeys are made by walking and cycling
 - Access to: world class education and training, meaningful high-quality employment and fair wages
 - Recruit and retain talent, attract the best global talent
 - Keeping more money in the local economy
 - A global leader in addressing social, economic and environmental challenges of climate change and urbanisation
- 8.5 The Liveable Exeter Place Board provides a forum to collaborate across the city in pursuit of these outcomes. The Council's convening power in bringing people together only goes so far, but it is a good start in shaping and influencing other organisations to work towards our collective ambitions for the city. This place shaping role is a discretionary service not taken into account when Government calculates our funding requirement, but it goes to the heart of what residents and businesses assume the role a council should play in stewardship of the city. In the past, until 2011, the Government imposed a duty on all councils to set up a sustainable communities partnership and sustainable communities plan, and it was envisaged as the vehicle to bring organisations together. In practice austerity put an end to that sustainable communities agenda.
- 8.6 The Government is currently focused on building homes and will shake up the planning system in support of this aim. National funding will flow to those places that support housing growth and a strong governance framework is generally seen as essential to give confidence to Government that plans are credible and that a culture of tackling barriers to delivery is in place. Access to national funding is always a competitive process and, therefore, it is usually good advice to heed messages from national bodies. The Place Board will give confidence in support of the transformational housing programme, and the calibre of individuals sitting on the board is a powerful statement on behalf of the city.

Transport

- 8.7 The presence of key transport bodies such as Devon County Council, GWR, Network Rail, Stagecoach, and Exeter Airport provides a great opportunity to focus on the transport needs of the city and sub-region, and for those leaders to understand the transport needs in a wider place shaping role. An example of this is active travel and the work being done by the Sport England local delivery pilot; this is engaging the major employers in the city, the schools and the community. Active travel initiatives provide the construction and development companies with confidence that when the city council talks about car free developments that practical steps are being taken to progress non-car forms of transport in the city. It is also a requirement in support of the next local plan. The County have set a target of 50% of all journeys originating and ending in the city to be by walking or cycling. Therefore the city will need to engage our residents and businesses in support of active travel. The City Council is

not the transport authority and therefore the council has to work with others to secure the outcomes identified by members. It is also necessary to state the financial context we are working within. A decade of cuts, with a further £5.8m to find over the next three years, means that we have literally no officers employed to work on transport - a county council function - but we leverage Exeter City Futures, the Sport England Local Delivery Pilot and our network through the Place Board to work with us in pursuit of this ambitious transport goal. Resolutely focused on the vision we necessarily have to be flexible and embrace innovation in our tactics and actions. It is important that members recognise the financial context within which we are having to work. When we have no direct statutory responsibility for transport, and we have no staff or limited funding other than CIL payments to contribute to transport, our partnership work is critically important to bring about change. We want greater influence over the transport agenda but we have to begin by recognising our ability to influence requires us to work differently and in partnership with those bodies that have the responsibility for transport.

Net Zero Exeter

- 8.8 In a similar fashion having the Met Office and University of Exeter on board discussing the city's Net Zero ambitions (both organisations with a world class expertise in climate sciences) allows a widespread appreciation of the issues to inform the thinking of the leaders across the city; and gives credibility to the City's ambitions. The city council will take the decisions it needs to take in respect of the council's own estate and services but our Net Zero Plan relates to the city as a whole and therefore other organisations need to be involved and we need to understand the issues they are addressing in responding to the challenge. The Board has yet to consider the Net Zero Plan, but given the Board insisted in including Net Zero Exeter 2030 in the Exeter Vision, it should anchor the deliberations of the Board in a credible delivery programme for the Vision statement. Council has adopted the Net Zero Plan 2030 and it would support city wide initiatives if the Board members could socialise the Plan among their organisations and at the appropriate time consider whether their bodies would be prepared to adopt the plan. The Place Board now provides a mechanism to have such conversations.

Culture

- 8.9 The Board acts as the governance structure for the cultural compact. A partnership with Arts Council England and many of the institutions in the city. The Cultural sector has been hit particularly badly by the Covid-19 crisis and having Sarah Crown, a national director with Arts Council England, on the Board has been most valuable. The UNESCO designation should place culture at the heart of everything we do in the city. The Place Board gives the Cultural Partnership a mechanism for addressing matters that require a city perspective rather than an institutional perspective. Previously this would have been a series of one to one meetings possibly leading to a meeting between the principal funding partners, now we have the opportunity to have regular strategic conversations across a wider set of parties bringing different perspectives.

Sport England Local Delivery Pilot

- 8.10 It would be fair to say that the role of the Liveable Exeter Place Board shifted as a result of the pandemic, meeting fortnightly, the Place Board became the driving force behind the recovery process for the city. This created a powerful and engaged senior leadership forum, well placed to provide strategic oversight of the Sport England Local Delivery Pilot (LDP). A number of the Place Board members sat on the original LDP Programme Board. In consultation with Sport England, an opportunity was taken to reflect on the governance of the programme, and it was felt that the role of the Place Board as a steering board for Liveable Exeter would provide the right strategic fit with

the role of providing vision and strategic direction for the programme to ensure the LDP is aligned with strategic and system priorities. Simply put the Place Board acts as a steering board to maintain a common purpose across the city, assess options and evaluate progress. It does this for the housing programme, active design and culture, and therefore it makes sense to do this in support of active lifestyles and active travel, e.g., the LDP.

Engagement with the work of the Liveable Exeter Place Board

- 8.11 Now that the Board has been established and it is meeting at a pace and frequency that it is determined by the Board, the City Council's role is primarily to support Sir Steve Smith, the Chair, in organising and hosting the meetings. This is discharged by the Project Director for Liveable Exeter. The meetings of the Liveable Exeter Place Board are not city council meetings. The agenda is set by the Chair and therefore it is appropriate that consideration be given to reporting back to the City Council Executive matters that may need to be considered (The Place Board is a non-decision making body in relation to the city council) and the Leader of the City Council as the representative on the Board has indicated he will be reporting regular updates to members through Executive and Scrutiny Committee as appropriate.
- 8.12 The effectiveness of the Place Board in confronting issues that need to be addressed so as to remove obstacles to delivery requires a level of candour and confidence for leaders to confide among each other in a constructive and positive tone. It is difficult to have such conversations in a public setting, quite simply leaders will not reveal things in public that they would in a more private setting. For understandable reputational reasons trust is generally a prerequisite for frank and candid conversations. We have declared a climate emergency and we need to work at pace. Therefore whilst acknowledging members desire to have matters discussed in a public fashion, if the Board is to be able perform its role effectively, the Board must be allowed to work in the manner it determines appropriate.
- 8.13 Clearly any matter that requires a council decision will be report through the councils reporting mechanisms in the usual manner. All funding and policy decisions require Executive and Council approval. There may be issues that relate to the cultural agenda, skills, community & wellbeing that will be necessary to report to the portfolio holder for consideration. Any such matter will be progressed in accordance with council policy and procedure.

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

- 9.1 The Liveable Exeter Place Board provides a mechanism to support the delivery of the City Council's corporate priorities. The Corporate Plan's Focus is on three strategic programmes that address the current, major challenges facing the city:
- Tackling congestion and accessibility
 - Promoting active and healthy lifestyles
 - Building great neighbourhoods
- 9.2 The Council's priorities reflect the City Council's vision for Exeter 2040. This vision statement addresses key outcomes: "a city that is inclusive, healthy and sustainable – a city where the opportunities and benefits of prosperity are shared and all citizens are able to participate fully in the city's economic, social, cultural and civic life." The city council as a district council with little statutory responsibilities for these outcomes has to work in partnership with other institutions and businesses to achieve.

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

- 10.1 The level of engagement with senior leaders cannot be assumed as a matter of right. It can be common for strategic partnerships to dilute over time as leaders delegate attendance to others in the organisation. If leaders believe they are not getting anything out of the meetings they will vote with their feet. Should the number of meetings become too much of a burden leaders may drop out. We recognise these risks and therefore this plays an important duty on the officers and Chair of the meetings to get the right balance for the agenda. The current Chair is superb at running meetings and has a gravitas that is difficult to match. The meetings are positive and constructive and this engenders leaders feeling they get something out of the meetings. Speaking candidly we need these organisations to help the city deliver against our agenda for active and healthy life styles, building great neighbourhoods, net zero Exeter, tackling congestion, building an inclusive and healthy city, delivering world class education and training, and putting culture at the heart of everything. Recognising that we can't do this on our own, we have to give up a bit of control to gain greater influence, to leverage the organisations in the city in pursuit of Exeter 2040.
- 10.2 In acknowledgement of the risk that the membership of the Board does not reflect the demographic composition of the city or that females or BAME communities are under-represented on the Board, significant efforts have been made to form a diverse Board which can represent the interests of all citizens. Membership of the Board will be kept under review to ensure that it is fully representative, whilst also maintaining attendance from key partner and stakeholder organisations.

11. Equality Act 2010 (The Act)

- 11.1 This report informs Members about governance arrangements that have been put in place to oversee the transformational housing programme and in support of active and healthy lifestyles. The work of the Board is focused on building homes and achieving an inclusive and healthy city. This will assist with equality and diversity impacts. Social justice/social inclusion is something we will wish to build into the programme. In time, individual development briefs and schemes will require assessment against policy and design guidance to take into account the equality and diversity impacts. This will be particularly important when looking at transport options and how the built environment impacts on all members of society. The governance arrangements are designed to bring a critical friend challenge into the strategic process to improve the quality of what is delivered. The Place Board will be presented at a future meeting with Net Zero Exeter 2030 this will raise issues for consideration such as:
- 11.2 Age - The road map/action plan could have relevance to the age equality strand due to different patterns of car ownership, different concerns over accessibility of public transport and different abilities to walk and cycle as an alternative mode of transport. Environmental information needs to be accessible and terminology used needs to encourage and not disincentives people to take action. Further, the need to take forward different energy efficiency measures in the home to alleviate fuel poverty. In relation to children and young people, the road map could have a positive impact of increased opportunities for walking and cycling which could have additional benefits of tackling obesity and encouraging healthy living. Further the very young are most at risk from thermal extremes.
- 11.3 Disability - The road map/action plan will have relevance to the disability equality strand due to different patterns of car ownership, different concerns over accessibility of public transport. In addition, the need to take forward different energy efficiency measures in the home to alleviate fuel poverty. The design and condition of the built environment has a significant impact on the quality of life of disabled people.

Although, the potential impact of reducing emissions will result in benefits for respiratory illnesses, the hotter weather may exacerbate air quality. Flood risk information will need to be publicised and made available in a range of languages and formats. Emergency plans need to address the requirements of disabled people.

- 11.4 Gender Identity - The road map/action plan could have relevance to the gender identity equality strand due to climate change having different impacts on men and women, with adverse effects disproportionately affecting women. Issues affecting for example different patterns of car ownership, different concerns over accessibility of public transport and different abilities to walk and cycle as an alternative mode of transport. There is a need to ensure energy efficient measures alleviate fuel poverty.

12. Carbon Footprint (Environmental) Implications:

- 12.1 The Liveable Exeter Place Board has amended the Exeter Vision 2040 to include explicit reference to Net Zero Exeter 2030 and is therefore expected to be supportive of the Council's plans for achieving a net zero Exeter by 2030. The Board provides a mechanism for leaders across the city to work together in pursuit of the carbon agenda. Therefore this initiative should be a positive step to addressing the Net Zero agenda.

13. Are there any other options?

- 13.1 Not applicable. Council approved the establishment of a Board to oversee the Liveable Exeter Garden City programme, the proposed composition of the Board and the draft terms of reference was delegated to the CE&GD in consultation with the Leader of the Council. This report informs Executive what has happened to date.

Karime Hassan
Chief Executive & Growth Director

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

Background papers used in compiling this report:-

Report to Executive, Date of Meeting: 9 July 2019, Report of: Chief Executive & Growth Director, Title: Liveable Exeter Garden City

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