

Our Strategy

Autumn 2020 Update



Promoting
active & healthy
lifestyles

Delivering
Net Zero Exeter
2030

Building
great
neighbourhoods

Providing
value for money
services

Leading
a well-run
council





Contents

Introduction	2
Cllr Phil Bialyk, Leader, Exeter City Council	
Build back better	6
Supporting Exeter's recovery from Covid-19	
The Exeter Vision	8
Our priorities	
Delivering Net Zero Exeter 2030	14
Promoting active & healthy lifestyles	18
Building great neighbourhoods	24
Providing value for money services	32
Leading a well-run council	36



Introduction

Our updated corporate plan reflects the changes that have occurred since we produced Our Strategy 2018-2021.

Since then the council has declared a Climate Emergency in Exeter and has set the ambitious target of creating a Net Zero Carbon city by 2030. This will be at the heart of everything we do going forward.

We have also experienced the Covid-19 crisis, which continues to have an impact on all of our lives in a way that would have been almost impossible to imagine before the outbreak.

I am extremely proud of the way our city is responding to the crisis. Residents, communities and organisations across Exeter have come together during lockdown to look after and support each other during the most difficult times.

This work is ongoing, as it becomes obvious that the virus is something that we are going to have to learn to live with in the future.

The council has not been immune to the impact of Covid-19, and we have been hit hard financially as many others have. We have had to work extremely hard to balance the books in the current financial year, and we will need to continue setting very challenging budgets in the years ahead. Delivering value for money services is therefore critical.

It would be easy to scale back our ambitions as a result of the Covid-19 crisis. But I will not let that happen. I am absolutely determined that the success our city has enjoyed over recent years will continue.

We will protect and maintain the services that we as residents all depend on. At the same time we will pioneer transformational programmes designed to address active lifestyles, clean growth, active travel, innovation, housing supply and a carbon neutral city.

It is essential that Exeter is at the forefront of the UK's recovery from the Covid-19 crisis. Everyone at the council is working hard to ensure this happens, but we can't do it alone. The collaborative approach we have taken with our partners on the Place Board means all major institutions and organisations in Exeter now speak with one united voice.

It's not simply about returning to where we were. We have pledged to Build Back Better - that means facilitating a sustainable recovery which builds on our commitment to delivering a carbon neutral city.

Since we declared a Climate Emergency in Exeter last year a lot of work has taken place with our partners at Exeter City Futures to create a roadmap to a carbon neutral future. Now is the time to start putting this into action. That's why I have set up a new portfolio dedicated to lowering carbon emissions and fighting climate change, with a new team set up to support Net Zero. The council has a long and proud record in reducing energy through a range of ambitious measures introduced over the last decade. Now we are planning for the next phase of this work.

We have a lot of plans - the buildings that we are creating here in Exeter are to Passivhaus standards, reducing carbon by up to 90 per cent and reducing the bills for households. We are bringing forward 500 council houses in the coming years all built to that standard.

We will be at the forefront of retrofitting existing properties across the city to be highly energy efficient and low carbon, reducing fuel bills and bringing clean growth to Exeter, with good skilled jobs and new apprenticeships in the technology of the future.

This update highlights our corporate priorities, which guide everything we do.

They are:

- **Delivering Net Zero Exeter 2030**
- **Promoting active and healthy lifestyles**
- **Building great neighbourhoods**
- **Providing value for money services**
- **Leading a well-run council**

These priorities, together with the recent structural changes I have made to the council, will ensure Exeter is in the best possible position to continue its economic recovery from the Covid-19 crisis, while ensuring that the fight against climate change remains at the top of the agenda.

The work we do today will shape how Exeter looks in the future. We have set out a clear vision for what we want to achieve in the next couple of decades: an innovative and analytical city, a healthy and inclusive city, the most active city in the UK, a city with accessible world-class education, a liveable and connected city, a leading sustainable city and a city of culture.

I hope this is a vision in which we can all share, and I know it is one that we can achieve if we all continue to work together in partnership.

October 2020



Build Back Better

Supporting Exeter's recovery from Covid-19: Overview

Key public sector agencies, businesses and community stakeholders in the city have worked together to produce a comprehensive plan to steer the recovery from Covid-19. Build Back Better focuses on a place-based 'Exeter' response as we oversee the transition from crisis management to turnaround and recovery planning. It aligns with and compliments the work being done at county and regional level.

It is a testament to Exeter's spirit of collaboration that so many organisations have come together to work on this plan.

Exeter's recovery plan details seven recovery groups:



Chaired by members of the Liveable Exeter Place Board, the recovery groups have offered the opportunity for many leading organisations to support the recovery plan for the city. In doing so the members have drawn out detailed, city-level knowledge and understanding of opportunities and challenges unique to Exeter. Tying this into the wealth of detailed knowledge and understanding about their specific areas of focus has resulted in a bespoke plan to drive growth back into Exeter and the surrounding region - but to also deliver growth which is sustainable and inclusive.

“Exeter has always been a successful city, we’ve worked hard to keep it that way and now we have to work even harder to ensure we remain successful into the future and Build Back Better.”

Cllr Phil Bialyk, Leader



In December 2019, organisations from within the City of Exeter and those with a keen interest in the continued growth and success of the city as an economic engine of the Greater Exeter regions, came together to form the Liveable Exeter Place Board.

Here they agreed a commitment to Exeter's Vision 2040, to be recognised as a leading sustainable city and global leader in addressing the social, economic and environmental challenges of climate change and urbanisation.

The council will play a lead and critical role in realising this vision.

The Exeter Vision

Innovative & analytical city:

Exeter will be a model of strong local democracy. Communities will organise themselves and use their assets and resources to reduce inequalities and create a sense of belonging. The city's anchor institutions will drive local impact. Active, engaged citizens and communities will be empowered to create, share and use data to respond to shared problems and needs. Exeter will be a young people-friendly city and young people will have a meaningful voice in the decisions that affect them and their communities.

An innovative and analytical culture will support communities, businesses, civil society and public bodies to work together to solve the city's challenges and achieve its ambitions. The city institutions work collaboratively with a coherence in pursuit of the city's vision.

Healthy & inclusive:

Exeter will be healthy and happy and local services will support people to live their lives well, in the ways that matter to them. Every resident will have a home that is secure, affordable and healthy in a balanced and connected neighbourhood that supports wellbeing and reduces social isolation. Access to clean, secure and affordable energy will help to eliminate fuel poverty. Health, care and wellbeing services will be designed and delivered in partnership with the communities who use them.

The most active city in the UK:

Exeter will be the most active and accessible city in England – transport will not be a barrier to economic or social activities, and sustainable means of travel will be cheaper, quicker and more convenient than private car ownership. Land currently dominated by driving and parking will be freed up for social, economic and environmental uses and air will be clean and healthy. A high-quality and accessible built environment and green spaces, with great arts and cultural facilities, will encourage healthy, active lifestyles. A comprehensive network of safe routes will ensure that most everyday journeys are made by walking and cycling.

By the time they are an adult,
a child born in Exeter today will
live in 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.

Accessible world-class education:

Exeter will be agile and innovative, and economic growth will be clean, inclusive and resilient. Local supply chains will be stronger, supporting the city's businesses and social enterprises and keeping more money within the local economy. All residents will have access to world-class education and training, and meaningful, high-quality employment with fair wages. The life-changing benefits of access to and participation in arts, culture and physical activity will be realised. Employers will be able to recruit, nurture and retain a skilled local workforce as well as attracting the best global talent.

Liveable & connected:

Exeter will be a liveable city, with a thriving city centre, within a network of thriving rural and coastal towns and villages. The impacts of growth will be managed and mitigated and communities will lead development, helping to create a city where everyone has access to the places and services which enable them to meet their needs and lead fulfilling lives. Urban planning will protect and enhance Exeter's exceptional natural and historic environment, safeguard its iconic landscape setting, and encourage high-quality contemporary design that complements and enhances the city's heritage.

A leading sustainable city:

Exeter will be a carbon neutral city by 2030 and recognised as a leading sustainable city and a global leader in addressing the social, economic and environmental challenges of climate change and urbanisation. The Exeter of the future will have grasped the opportunities ahead of us today.

Culture:

Exeter will be known nationally and internationally as a city of culture. It will innovate and lead in the area of the environment, wellbeing, cultural literacy, creative making and heritage innovation to build a living city where everyone thrives. Under its UNESCO City of Literature status Exeter will become a destination for writers and a city of readers. The city will use the power of literature and words to pursue a set of wellbeing goals to improve life for all.





“To achieve our net-zero carbon ambitions we must seek new ways of doing things and seek out new approaches to delivering services and accessing investment.

We must work much more closely together, across the public, business and community sectors, sharing responsibility for finding joint solutions for the challenges we are all facing and seeking wherever possible to collaborate and join up our services locally.”

Net Zero Exeter 2030 Plan, Exeter City Futures

The council has declared a climate emergency

Like Exeter, many other cities and towns are aiming to be carbon neutral; but few have set out clear and deliverable plans to show how that will be reached. The council asked Exeter City Futures to work in partnership with the city to create a clear delivery roadmap. Net Zero Exeter 2030 sets out the scale of the challenge, and the likely actions and investment required to ensure that Exeter is, and is in a position to remain, carbon neutral by 2030.

This marks the start of an exciting 10-year journey for our city. Success will only be achieved through a genuinely collective effort to ensure Exeter remains one of the greatest places to live in the UK.

The plan sets out a series of practical actions that local authorities, organisations and individuals can take, with associated carbon savings and cost, all of which Exeter will need to put in place in order to be carbon neutral by 2030.

Some of the key findings from the plan include a 53,000 tonnes of carbon saving if 100% of Exeter's electricity was generated from clean sources, as well as 140,000 tonnes of carbon saving if Exeter were to exploit the maximum potential for renewable generation (including solar, wind, geothermal).

In July 2020 the council adopted Net Zero Exeter 2030 as council policy to inform all policy documents, plans and corporate decision making in response to the Climate Emergency and in pursuance of the goal to make Exeter a carbon neutral city by 2030.

We will be exploring opportunities to secure investment and to create mechanisms for funding the programmes set out in the plan. Once the financial position of the City Council has been clarified with Government financial support as a consequence of the Covid-19 crisis, we will be explaining how we will deliver the actions set out in the section "what Exeter City Council can do".





We know that active and healthy lifestyles bring wider benefits to individuals and communities by reducing health inequality, tackling congestion, improving community connectivity and reducing social isolation.

Background

In England one in four people do less than 30 minutes of physical activity a week, while one in six deaths is linked to inactivity. In Exeter, some people are already more physically active than the national average. Exeter is overall a healthy place to live but some areas in the city have poor health outcomes. Whilst prosperity overall in the city has grown in recent years, the health inequalities gap between the most and least well-off areas has increased. We know that active and healthy lifestyles bring wider benefits to individuals and communities by reducing health inequality, tackling congestion, improving community connectivity and reducing social isolation.

The challenge

There is a widening inequality gap for Exeter communities in terms of health, employment and access to services. Exeter has populations that face social and financial exclusion, particularly in the six wards lying in the top 20% most deprived in the country. Our analytical approach has highlighted 20 priority areas across the city with the highest rates of inactivity leading to poorest health outcomes for those residents.

The most recent Active Lives survey data shows that 15.8% of people in Exeter are inactive, taking part in less than 30 minutes a week of physical activity. In total, including children and young people, we estimate that over 30,000 residents are doing less than the recommended 150 minutes of physical activity per week. Our local research shows that, nearly four in ten (37.9%) of people in our priority areas are inactive, nearly three times the average of the rest of the population of Exeter.

Some groups are at significant disadvantage and communities are unequal. There are certain groups, such as those on low incomes or unemployed, women and people living with disabilities who struggle to be physically active in their everyday lives. As a result the life expectancy for residents in Topsham

is over 86 years. This is more than 12 years greater than for those living in Sidwell Street where life expectancy is just 74.5 years. This is close to the maximum life expectancy inequality (16.7 years) between most and least deprived areas in England. Research shows that those who do the least activity stand to benefit the most from moving more, even if it's just small changes like gentle jogging, swimming, or playing games and exercising in the park.

Exeter has significant challenges with transport and mobility across the city, at times being gridlocked. Over 40% of car journeys within the city boundaries are between 0-5kms. People are now beginning to behave differently, more are working from home and more sustainable forms of transport are becoming prevalent. This is why our future plans have a relentless focus on doing more within our priority neighbourhoods. We want more people moving more in everyday life and we are working with our partners to find more ways to get people out of cars and walking and cycling more in their neighbourhoods and for their regular commutes.

Our plans

Covid-19 has had a profound effect on the way we behave. Social distancing and restrictions on movement have had a profound effect on how people play, exercise, travel and work. We have overhauled our pre-pandemic plans taking into account local and national insights, particularly from our strategic partner Sport England. The important benefits of being physically active have been highlighted throughout the pandemic and the need to find ways to support those who struggle the most to be active in everyday life has become more acute. We are continually evolving our plans as we seek to understand the changing needs of residents and communities and how to make lasting, positive behaviour change in this new and challenging environment.



Sport England Local Delivery Pilot

As one of 12 national pilot sites we continue to work with Sport England and local delivery partners on an ambitious plan to increase physical activity levels in priority neighbourhoods where there is the highest risk of physical inactivity. With funding from Sport England secured until 2025 we will be engaging with communities through our new social movement and digital platform called "Live&Move". This will gather and share stories of people in our communities who are realising the benefits of being active in everyday life.

We will also be:

- **Relaunching the Exeter Green Circle as an accessible fun walking route across the city.**
- **Supporting people to take part in informal physical activity in their neighbourhood.**
- **Working with primary and secondary schools to help more children and young people walk, scoot and cycle to school.**
- **Building a network of community streets and low traffic neighbourhoods to enable more people to walk and cycle in their local neighbourhood.**
- **Supporting the Liveable Exeter housing plan to create the active environments of the future.**

Wellbeing Exeter

All areas of the city are supported through the assets-based work of Wellbeing Exeter, which was established as a small pilot over five years ago. It has grown into a remarkable and unique, place-based network of support for individuals through Community Connectors linked to every GP practice in the city. Grass roots community activity is supported by the Community Builders based in every ward.

The Wellbeing Exeter network reaches into every part of the city and has been a vital ingredient in the community response to Covid-19. Our challenges now are to continue to expand this work and to address key issues identified through ongoing learning and listening that is an essential component of our asset based community development (ABCD) approach.



Wellbeing Exeter is an example of real collaboration between the public and voluntary and community sector with funding partners now including Devon County Council, Exeter's NHS Primary Care Networks, NEW Devon Clinical Commissioning Group and Sport England.

Built Leisure Facilities

Across the UK councils and leisure providers are struggling to maintain and develop leisure facilities in the wake of Covid-19. We set out our long-term plans in our Move More strategies published in 2019. To bring these to fruition we took the radical decision to bring the management of all our leisure facilities under the direct control of the council. This took effect in September 2020. Our priority in the immediate term is to re-open facilities and centres as and when it is safe to do so within the Covid-19 environment with customer and staff health and safety always being a priority.

We will now be able to continue to take forward our ambitious development plans for our centres and 2021 will be a big year for us. The new flagship St Sidwell's Point swimming pool and leisure centre has progressed rapidly despite the complexities of the Covid-19 pandemic. This amazing centre will open in 2021 and will provide residents with an unrivalled activity experience as the first leisure centre in the UK to be built with healthy biology and low-energy Passivhaus standards.

The refurbishment of the fire-damaged Riverside Swimming Pool and Leisure Centre has continued through the pandemic. This has been a complex and frustrating project but we are confident it will re-open, with a brand new look, alongside St Sidwell's Point in 2021.

We will be bringing forward investment plans for the development of a Community Sports Village at the Exeter Arena and ISCA centres sites. This will include a new, integrated sports hub, a new swimming pool and state of the art cycling facilities in partnership with British Cycling. We will also be concluding the first phase of a community engagement process in Wonford where hundreds of local residents and stakeholders have been working together (as part of our Sport England Local Delivery Pilot) to create the designs for the new Health and Wellbeing Hub. We will be bringing forward plans to take this project through to full design and build phase continuing with the community-led design approach.



The city is already home to a rich network of diverse and friendly neighbourhoods. The aim is to protect and nurture these communities but also to ensure that existing and new residents will have a home that is secure, affordable and healthy in a balanced and connected neighbourhood.

Background

Exeter has always ranked very highly as a great place to live in comparison with other cities in the UK. It is the quality of the environment, the friendliness of local people and the quality of life that make it so. Its popularity and its attractiveness as a place, drive growth and investment. This fuels demand for more housing, placing greater pressures on an overloaded infrastructure including hospitals, schools and other public services

Much of the new housing and the new jobs have migrated to the edge of the city and there remains great reliance on the private car to get about. It is clear that congestion on the city's roads is having a direct impact on quality of life, while at the same time undermining Exeter's economic success story.

The emerging Exeter Vision 2040 captures the sense of the city's importance on a global stage, as the home of world-renowned businesses, institutions and organisations such as the Met Office and the University. With people living in connected, cohesive, healthy safe and active communities. This means attracting and retaining the most talented individuals by offering a fantastic quality of life in the very best kind of environment whilst ensuring local communities can continue to connect and flourish.

It is also about embracing the new and relishing change and making sure no one gets left behind with everyone in the city benefiting from growth and opportunity. It is about finding a place for the new entrepreneurs and the new businesses that will spring up in the city and finding ways to help existing businesses to evolve and thrive.

The city is already home to a rich network of diverse and friendly neighbourhoods. The aim is to protect and nurture these communities but also to ensure that existing and new residents will have a home that is secure, affordable and healthy in a balanced and connected neighbourhood. The Liveable Exeter programme will be a key vehicle in supporting the delivery of up to 12,000 new homes with new communities built around hubs of activity, workspaces, schools and local amenity.

“A key issue for city development is the planning of new developments to deliver a built environment conducive to active and healthy lifestyles and active travel. It needs to tame the car in the areas closet to the city centre so we can create streets prioritised for walkers and cyclists and in the process create attractive public spaces.”

Karime Hassan, Chief Executive and Growth Director

The challenge

There is a shortage of social and affordable one and two bedroomed homes in the city with over 3,000 people on the waiting list for social and affordable housing.

Unless we change our approach we could have a shortfall of approximately 7,000 affordable homes by 2040.

The infrastructure that serves the city is already stretched and we know that the city faces challenges around congestion and the transition to being a carbon neutral city. This means that significant investment is needed to support not only our existing communities, but also deliver infrastructure to support future communities. The scale of this investment will be significant and is beyond the capacity of the council to deliver alone. Support will therefore be required from other partners to ensure that the necessary infrastructure is created to support the delivery of new sustainable and inclusive communities.

Great neighbourhoods are supported by vibrant and dynamic local centres, a strong city centre and the availability of secure and diverse employment opportunities. Exeter, like many towns and cities, faces challenges in ensuring the continued viability of its local centres, the city centre and employment opportunities and this will necessitate joined up action to ensure the city remains as an economic engine for the region and a leading shopping destination.

Our plans

- Progress work on our own statutory Local Plan and work with Teignbridge, East Devon, Mid Devon district councils and Devon County Council on a potential, non-statutory strategic and infrastructure plan.
- Continue to work with our neighbouring authorities to consider and plan for the impacts of development across the Greater Exeter region and seek to cooperate in addressing and mitigating the impacts of such development.

- Continue to use our wholly-owned housing development company, Exeter City Living, to promote the development of new homes for the city. Since 2019, the Company has completed twelve new homes across two sites at Anthony Rd and Thornpark Rise, commenced ten new homes at Bovemoors Lane (to be completed in December 2020) and will commence the development of 157 new homes at Hamlin Gardens, Clifton Hill and Vaughan Road this year. Exeter City Living's pipeline of development exceeds over 800 new homes over the next five years.
- Complete business plans for three new subsidiaries of the Exeter City Group, for retrofitting homes and buildings, residential property management (market rent) and property consultancy.
- Champion and promote the development of exemplary and sustainable new homes and developments within the city, supporting the delivery of the 2030 carbon neutral commitment and building upon the city's reputation as a global leader in the promotion and delivery of exemplary development - showcased by the St. Sidwell's point development.
- Continue to progress the Liveable Exeter programme, with a view to delivering up to 12,000 new homes for the city in sustainable, inclusive and highly accessible new communities.
- Work to ensure that schemes and projects are promoted and implemented to support the city centre, and other local centres, to ensure that they remain attractive, viable and vibrant.
- Work to ensure that the city has sufficient supply of the type and quality of commercial accommodation to meet the needs and demands of Exeter's businesses, both now and in to the future.
- Work with the Liveable Exeter Place Board and other strategic partners, including Homes England and Sports England, to identify opportunities for strategic interventions to support the delivery of the 2040 Vision - including, for example, the development of a Strategic Place Partnership or City Fund model in conjunction with Homes England to support the delivery of new communities.

Council housing

With the removal of the HRA Cap, the council is able to borrow against its assets to enable the provision of more affordable housing. To this end, the HRA team has undertaken a review of all viable sites that might provide quick wins for the council.

- **The council housing development programme now has nine priority sites which are actively being investigated and progressed. The current target is to deliver 500 properties over the next ten years, but we are currently well ahead of this.**
- **Some of these sites have existing non-traditional housing which will need to be demolished to enable more energy efficient, lower maintenance homes to be built, increasing density to achieve higher numbers of homes to help meet demand.**
- **Other sites have garages in need of refurbishment on them, which will work better as housing.**
- **To help with the council's aims of Promoting an Active and Healthy Lifestyle, and Building Great Neighbourhoods, some sites in sustainable locations are being designed as car free schemes. This will encourage and enable residents to walk, cycle and use public transport more.**
- **In line with car free schemes, investigations are taking place into creating 20 Minute Neighbourhoods - where it is possible to walk or cycle to everything you need within 20 minutes.**
- **To help achieve the ambition of being Carbon Neutral by 2030, all our homes will be Climate Resilient, and built to Passivhaus and Building Biology standards, helping to address fuel poverty and ensuring longevity in the face of increasing climate change challenges.**
- **Retrofitting is essential in some cases to extend the life and improve the energy efficiency of existing stock. A pilot at Chestnut Avenue will deliver a retrofit Energiesprong solution to six properties by December 2020.**

Schemes underway or completed, in many cases working with Exeter City Living (ECL) either as a Joint Venture partner or Development Agent include:

- **Three high specification houses at Anthony Road, purchased from ECL in October 2020.**
- **53 one and two bedroom Extra Care flats at Millbrook Lane, due for completion in spring 2021.**
- **Nine three bedroom houses at Thornpark Rise, purchased from ECL in October 2020.**
- **18 poor energy efficient, non-traditionally built properties at Newman Road are being demolished and rebuilt. The first six will be completed before Christmas 2020.**
- **Ten three bedroom houses at Bovemoors Lane, due to be completed in December 2020.**
- **21 one and two bedroom flats at Hamlin Gardens due to start on-site before Christmas 2020.**
- **60 flats for the HRA and 32 for ECL at Vaughan Road as a Joint Venture. Currently going through tendering process with the intention to start on-site in spring 2021. Demolition will take place beforehand to speed things up.**
- **The way forward for Rennes House is currently being considered and will be reported to the Executive in due course.**

To maximise best value, receipts from Right to Buy sales are offset against schemes and where possible grant from Homes England will be obtained. All schemes are carefully assessed for viability.

Achieving Net Zero or carbon neutrality for the council's housing stock is aligned to the corporate objective and the council has been successful in securing Government funding of £600,000 to target the retrofit of 120 properties to improve their energy performance rating. The retrofit programme associated with the grant will be October 2020 to April 2021 and will align with the wider strategy of the council to achieve full carbon neutrality of the council's housing stock by 2030.

Background

We provide more than 100 services to those living in, working, visiting and studying in the city from our annual net budget of £14.1m.

Over the last decade the council has worked in collaboration with other public service bodies to address whole system change to address outcomes such as supporting individuals with housing and financial problems, care and healthy lifestyles.

At times this means the council incurs expenditure in pursuance of solutions that benefit other organisations financially, such as the police, the local hospital trust and Devon County Council. This is the right thing to do and we will continue to work in this way through the Liveable Exeter Place Board, Wellbeing Exeter and other initiatives. Improving public services to achieve the Exeter 2040 vision of an inclusive, healthy and sustainable city will deliver savings to the public sector purse in the long run.



Cost reductions & additional income to date:	
2010-11	£1.748m
2011-12	£2.421m
2012-13	£1.048m
2013-14	£2.190m
2014-15	£1.465m
2015-16	£0.460m
2016-17	£0.975m
2017-18	£1.265m
2018-19	£0.945m
2019-20	£1.963m
2020-21	£2.201m
TOTAL	£16.681m

The challenge

In the face of ongoing austerity and the ongoing response to Covid-19 there is less money and more demand on our services than ever before. If we continue delivering services in the same way as we do today there will be a significant funding gap over the next five years. This is despite a track record of reducing our costs and increasing income by £16.7m since 2010.

This ongoing requirement to ‘balance the books’ each year means we have to continue to reduce our costs, generate additional income and prioritise spending. We also need to balance our successful strategy of growing the city with a focus on the council itself and how we deliver our services.

Reductions required	
2021-22	£1.8m
2022-23	£2.7m
2023-24	£1.5m
TOTAL	£6.0m

Our plans

To meet ongoing reductions in central government funding we will:
Focus on value for money by:

Spending less:	Minimising the cost of services
Spending wisely:	Prioritising what we spend money on
Spending well:	Providing services efficiently, making the best use of available resources

- Expand our commercial activity and generate more income.
- Improve the management of our built assets, improving value for money, income potential and maximising longevity.
- Procure goods and services as efficiently and effectively as possible.
- Make it as easy as possible for more people to help themselves by providing high-quality information and advice through digital and self-help services.
- Provide accessible, high-quality, efficient and effective one-stop shop services for people who need our help and advice.
- Support our staff with agile, mobile and remote working, ensuring we make the best use of their skills and experience.

Our approach

As for all organisations, delivery of our strategy relies on us being a well-run council. For us this means having open and accountable governance arrangements, adopting management best practice and complying with a range of regulations and statutory requirements.

As a well-run council, we will:

- Inform and engage openly with our stakeholders.
- Ensure that health and safety at work is a priority for the council and that all staff are aware of its significance for their roles and responsibilities.
- Develop the capability of our staff to ensure they are highly motivated, well trained and meet our values.
- Promote equality and diversity and tackle social exclusion in all of our work.
- Manage risks and performance.
- Ensure we are resilient to deal with emergencies and disruptive incidents.
- Use data to inform our decisions and priorities.
- Manage and secure our information, which will be transparent and accessible.
- Reduce our carbon and waste production and reduce our energy consumption to help make Exeter a greener place.

