

ECF CIC Board Meeting Minutes - 19.12.2018

Meeting	EXETER CITY FUTURES COMMUNITY INTEREST COMPANY - BOARD MEETING
Date	Wednesday 19th December at 10:00hrs
Location	Broadwalk House
Present	Karime Hassan (KH) - Exeter City Council Glenn Woodcock (GW) - Global City Futures Jamie Hulland (JH) - Devon County Council Rob Bosworth (RB) - Exeter College Chris Evans (CE) - University of Exeter (via telephone) Suzanne Tracey (ST) - Royal Devon and Exeter Hospital (apologies) Liz O'Driscoll (LoD) - ECF CIC Programme Director Matt Gingell (MG) - ECF CIC Company Secretary

1 Notice, quorum and chairman

It was agreed that proper notice had been given of the meeting. The attendance is quorate with both current Directors (GW,KH) in attendance.

KH is to act as Chair

2 Approval of new member organisations

Letters had been received from Exeter College, Devon County Council and the University of Exeter requesting membership of the ECF CIC and appointment of Directors. MG outlines that the two current Directors (KH, GW) are required to both agree to accept these applications.

New members are approved.

KH outlines that he is pleased to have the new members joining.

Action: *New members to provide the Director appointment information to Matt Gingell to allow the appointments to be notified to Companies House (All)*

3 Member expectations of the ECF CIC Board (ToR, director role, impact measurements)

KH outlines that it is important with new members coming on board for each organisation to outline their expectations of their involvement.

Each member has 5 minutes to outline expectations. Members have been asked to include: key projects to demonstrate value, benefits of CIC over other interactions, key challenges facing them as organisations.

Exeter College

RB expresses that he is excited for the College to be part of ECF. All of the 12 Goals of ECF align with the ambitions of Exeter College. The College currently has in the order of 5,500 16-18 years old travelling into its sites. The College already has a set of maps that show where the students travel from each day. 60% of students come from outside the City. RB outlines that he sees the

College as having a role as a civic partner in the City and should be working to help solve the problems that it is contributing to.

The College is a key supporter of skills development and is working to accelerate skills from across the City into employers. RB wants to play a part in developing solutions that will be of benefit to the College.

A greater role of education should be included within the ECF programme plan. It is important to include schools and education. RB outlines several project and opportunities that could be a focus including FlyBe and airport skills. There are projects ongoing that are escalating skills to a level but currently not sharing the data and information to help benefit the wider public sector.

RB believes that there should be an orbital effort, moving skills, research and innovation around the City for multiple organisations to share.

Key to understand and articulate will be the benefit and impact of the innovations that are being developed - both locally and nationally. RB would like to see these ideas distilled into 2-3 key projects.

University of Exeter - UoE

CE outlines that it is positive to anchor City partnerships through ECF CIC. Work over Summer on the Exeter Industrial Strategy has provided a foundation that outlines what Exeter is good at. Key to the ECF CIC will be for the group to be able to work together to deliver the ideas presented within the Industrial Strategy document, bringing together the strength of our individual activities in a coherent way.

CE believes that ECF CIC should be acting as a hub for City innovation. The team to date have begun this but there is more work to be done to engage academics.

The University is developing its next 10-year capital strategy, and is also reviewing its sustainable transport policy. Being part of ECF presents a good opportunity to bring forward some ideas.

KH adds that he hopes that Exeter City Council and the Royal Devon and Exeter Hospital will also be engaging in similar activities and that these should be aligned.

Devon County Council - DCC

JH states that it is positive that the 12 Goals have been aligned to reflect priorities across the member organisations. JH agrees that the skills agenda is key for the City region. Other key areas for DCC include supporting health outcomes (linking strongly to active transport) is a critical area that can create a lasting legacy; an opportunity to support a generation of young people growing up being more active. Mental health is also important and has a link with how people can access education, employment and communities.

Moving towards low carbon transport will be critical for the future of the City. JH states that he recognises that the City is congested at peak times.

JH agrees with previous members comments that supporting skills in innovation is important to delivering the Goals. There is a need to fill a capability gap within the public sector in terms of access to innovation to support the emerging transport strategy.

Behaviour change is seen as key. Devon Country have had some success in the past with shifting travel behaviour but how do we engage with people to support long term changes in travel choices.

JH outlines the emerging transport strategy and how it aligns with the Greater Exeter Strategic Plan (GESP). Work to date between stakeholders involved has ensured this alignment.

The DCC staff travel situation is similar to Exeter College, lots of people come in from outside the City. There is a need to find a way to get people into the City that does not allow the

network to become congested. Inside the City there should be networks for walking, cycling and mass transit.

The City needs access to good data and analytics. The City needs to be working with the private sector and innovators to make the most efficient use of the road network we have.

Exeter City Council - ECC

KH adds that there is an opportunity to consider policy frameworks to support the ambitions. There is the opportunity for the ECF CIC Board to provide space for discussions about what these should/could be. ECF CIC has the potential to support bolder thinking and stretch the ambitions of existing regulatory frameworks and provide a methodology for change. There is scope for the Members of ECF CIC to act as problem solvers, as key organisations in the City (including political influencers). It will be important to continue to access a network of private sector innovators.

At the pace that the City is developing, there is a 12-month window of opportunity to lay out plans for change. The emergence of the DCC transport strategy will set out an ambitious target about not using the private car - 50% of people within the City will be walking and cycling. Plans for meeting the housing targets will need to be launched shortly after the transport strategy along with new policy frameworks emerging from the Sport England Local delivery Pilot programme. All these activities will need to be aligned. Exeter has also been selected for inclusion in a case study for the National Infrastructure Commission. These work will help understand the infrastructure challenges that our City faces and support the case to Central Government for change. The proposals within the Industrial Strategy are also developing with ECF CIC as a hub for transformation and innovation.

The ECF CIC Group needs to work together to share data and find a plan to deliver the Goals and be part of the solutions, The group needs to decide what needs to be done in order to deliver a City wide mobility solution.

KH asks whether as a City we are taking opportunities to learn from what happens when the roads are closed (e.g for works). When the Heavitree Road was closed recently for roadworks, did we take the appropriate steps to measure and collect data about the impact. KH asks the Board to consider how we can ensure that we can collect data, analyse it, learn and use it to make change.

Global City Futures - GCF

GW states that in his role on the Board of ECF CIC he is also representing Oxygen House Group (OH) - a large employer in the City and the sole owner and investor in GCF. GW recognises that employers have the opportunity to make change within their own organisations and drive innovation in the City.

Exeter is likely to be the receiver of a lot of economic changes/forces as its a great place to live and has strong education and employment offerings. As an employer, OH wants to ensure that it can continue to recruit the best talent. There is inevitable growth in Exeter and it's important to ensure that this growth makes the City an even better place and not worse.

GW outlines that individually no organisation can solve the challenges that the City faces, but as working together as a group and bringing in wider networks of businesses and industry it is possible to find solutions.

It will be necessary to be prepared for ECF CIC members to push themselves to be bold and make change in their own organisations. It will be critical to work to understand the infrastructure and capital expenditure plans across the group and find ways to align the

outcomes of the strategic choices being made within individual organisations, in a way that also supports the outcomes that the City requires.

GW hopes that the ECF CIC Board will provide collaborative leadership that holds a measurable set of plans and outcomes that have deliverables distributed among the member organisations. It will be key to move quickly from concept ideas to outcomes that make a difference.

JH comments that there are already some potential projects that could be considered to provide demonstrable outcomes. Heavitree Road is a known problem area for traffic and air quality. The road has approximately 18,000 employees working at each end, it also has one of the highest collision rates within the City and a neighbourhood centre in the middle. The road potential offers opportunity to tackle many of the 12 goals. JH asks whether there may be potential to consider this area as a pilot project.

Action: *Consideration of what a project might look like for Heavitree Road (JH)*

The group briefly discusses employee travel plans. Member organisations already have strong travel plans and reasonable travel statistics are collected for staff. There is opportunity for the member organisations to lead by example for the City to demonstrate new approaches for travel that could help other organisations adopt different approaches.

Action: *Members to find out if their organisation is happy to share details of current travel plans with ECF CIC to aid in defining a best-practice example (All)*

GW states that from a business perspective making sustainable change will be about finding breakthrough business models. Lots of organisations have people travelling into the City from outside. There may be a need for some different approaches to be taken and a consideration of how change can be driven through mechanism to influence how people would prefer to spend their money. One option could be simply getting rid of car parks but it would need to be done in a way that ultimately would benefit the organisations. The City needs to find a way to take managed risks and find breakthrough ways to make change.

General Discussion

Measuring Impact

KH outlines that currently we can all make suggestions for new concepts and solutions but we have no way of being able to model the impact. We need grand ambitions but also real practical things we can talk about to show how we are making a difference. The Board agrees that ECF can take more risk than the individual members alone because its not any one single organisation who is standing behind it.

ECF has the opportunity to be bold and try a few pilots but it needs to ensure that it demonstrates impact. Exeter City Futures has the opportunity to invest in some projects to understand and address some of the big challenges and assess the potential negative consequences. Projects can be piloted to develop solutions.

Communications

The communications strategies of ECF will be of significant importance. It is agreed that a clear narrative is needed around the City must grow and a consciousness of the unintended consequences (negative benefits) of growth. ECF should ensure that communications clearly frame the ambitions in terms of how the place will be experienced by individuals; articulating the vision from the perspective of different groups and ensuring the inclusion of the perspective of the people who live in the City. Key will be to bring the political leaders and the people on the journey.

ECF has a role to provide coherent messaging on behalf of its member organisations/ ECF should be proactive in terms of promoting outcomes in order to galvanise support for what we are aiming to achieve. It will be important to consider how the member organisations can work

together and share resource to define the comms strategy and also to expand the reach of the comms messaging.

Action: *Organise meeting of Member comms leads with ECF Programme Director and ECF Comms lead to discuss strategy for communications including: resource support, key messages about ECF CIC, communicating benefits and key campaigns (LoD)*

Operational Structure and Delivery Plan

The wider governance structure was discussed. It will be necessary to define the workstreams and consider what is required in terms of resource to deliver these activities. This may include the inclusion of a technical advisory panel. Representation from the Partner Network also needs to be considered.

Action: *Update draft management plan to incorporate technical advisory panel and appropriate representation from Partner Network*

A clear plan, containing milestones and steps to be taken is needed. This should include dates of all strategic decisions within the City and publications dates of key planning and strategy documents.

Action: *Provide dates of key strategic plan launches and delivery activity in 2019 (e.g DCC transport strategy, Exeter Housing delivery plan) to ECF Programme Director - so as to form a 12 month plan of activity and enable comms messaging to be developed appropriately and areas of collaboration/innovation support to be identified (All)*

Action: *Create draft strategy, and detailed 12 month plan of activity, for how to understand and address key City challenges presented by the goals. Include key events and decision points for the City (LoD)*

Retaining focus will be key as there is a risk that we could divert from the mission to consider negative consequences of growth that are not aligned to the goals. It is necessary to have innovation approaches that help the City move forwards with pilots in a managed way with risks understood. Accessing funding for pilot projects will be something to address. DCC is led by government funding opportunities. Bids for funding are linked to housing growth. Alignment of plans with funding routes will be critical.

4 Agreement of meeting frequency and next dates

It was agreed that the Board should seek to meet every-other month for a minimum of 1hr.

RB offered to investigate potential to provide resource support from his team to schedule and manage the meetings.

Action: *Plan dates of next ECF Board meetings and secure Director availability (LoD)*

Action: *Consider whether administrative support can be provided to ECF Board for meetings (RB)*

Summary of Actions

Action #	Details	Owner
1	New members to provide the Director appointment information to Matt Gingell to allow appointments to be notified to Companies House.	New Member Directors
2	Consideration of what a project might look like for Heavitree Road	Jamie Hulland
3	Members to find out if their organisation is happy to share details of current travel plans with ECF CIC to aid in defining a best-practice example	All Member Directors
4	Organise meeting of Member comms leads with ECF Programme Director and ECF Comms lead to discuss strategy for communications including: resource support, key messages about ECF CIC, communicating benefits and key campaigns.	Liz O'Driscoll
5	Update draft management plan to incorporate technical advisory panel and appropriate representation from Partner Network	Liz O'Driscoll
6	Provide dates of key strategic plan launches and delivery activity in 2019 (e.g DCC transport strategy, Exeter Housing delivery plan) to ECF Programme Director - so as to form a 12 month plan of activity and enable comms messaging to be developed appropriately and areas of collaboration/innovation support to be identified.	All Member Directors
7	Create draft strategy, and detailed 12 month plan of activity, for how to understand and address key City challenges presented by the goals. Include key events and decision points for the City	Liz O'Driscoll
8	Plan dates of next ECF Board meetings and secure Director availability	Liz O'Driscoll
9	Consider whether administrative support can be provided to ECF Board for meetings.	Rob Bosworth