

Exeter City Futures Strategy

October 2020

We are innovators. We are leaders. We are influencers.

We inspire change and visualise the future.

We create positive energy and champion collaboration.

We take a bold approach generating practical action.

Our Mission

To work collaboratively with the city to help Exeter become carbon neutral by 2030

Our Values

We believe in Exeter, a leading city that continues to be a great place to live and work

We believe in sharing and analysing city data to enable better decision making

We believe in collaborative partnerships, aligned decision making and collective action

We believe in cleaner air and more active, healthy lifestyles for future generations



Engagement and Conversation

- Engaging with all residents, businesses and communities in Exeter
- Running connect events, roundtables and key events
- Aligning with wider city initiatives and programmes
- Developing online toolkits and sharing resources
- Increasing scale of our reach and influence
- Enabling dialogue, debate and forming of opinions



Collaboration and Co-operation

- Adoption of Net Zero Exeter 2030 plan by city and partners
- Building trust and transparency with city
- Growing a diverse and inclusive audience
- Identifying gaps and opportunities for collective action
- Creating value and mutual benefit for all
- Collaboration with ECF CIC board members and Net Zero Network



Facilitation and Co-ordination

- Managing projects and activities that align with Net Zero Exeter 2030 plan
- Encouraging a joined-up approach
- Establishing a collective voice focused on Net Zero Exeter journey
- Providing strategic guidance and focus on Net Zero Exeter 2030 plan
- Identifying and pulling together city-wide ecosystem and plans
- Supporting the city's pipeline of funding and delivering shared supply chains



Data and Innovation

- Crowd-sourcing input via interactive maps and activities
- Developing and populating the Exeter Data Mill
- Launching a Net Zero Exeter dashboard
- Supporting Exeter-focused innovation and start-ups
- Monitoring projects and activities that feed into Net Zero Exeter plan
- Tracking Exeter's progress against the Net Zero plan and its themes



Action and Impact

- City-wide adoption of Net Zero Exeter plan
- Policy change (city, county, government)
- Behaviour change (resident, student, worker)
- Operational change (business, city)
- Sustainable and efficient energy use
- Increased use of active travel
- Less traffic on roads
- A plastic-free Exeter
- Improved environment and air quality

EXETER NET ZERO 2030 PLAN

 SUSTAINABILITY

 CAPABILITY

 MOBILITY

 ENERGY

Why? Our mission, values and the Net Zero Exeter 2030 plan

How? Our expertise, services and networks

What? Our impact, output and results

01 Engagement and Conversation

We initiate dialogue with the city, creating an environment where views and ideas are shared openly. We want to encourage everyone in Exeter to become involved in shared projects, processes or future outcomes that will be of greater benefit to all.



➤ Why

We believe in creating positive engagement with Exeter's residents, communities and organisations by listening and taking part in open conversation and balanced debate to generate a better understanding of the city's Net Zero Exeter 2030 plan.

This enables everyone to feel empowered to have their say on important decisions that affect their lives, their communities and their city as a whole.

We want to build trusting relationships that are focused on a shared vision of a more vibrant future for Exeter - with cleaner air, greener public spaces, better health and wellbeing, as well as high quality employment and vital services available to all.

➤ How

- Creating common ground through open dialogue with an eclectic mix of stakeholders.
- Providing a direct route to consultation and outcomes.
- Listening to and representing our audience. Acknowledging that one size does not fit all.
- Building trust with Exeter's residents, communities and organisations by being transparent and inviting healthy debate and scrutiny.
- Understanding which groups in Exeter haven't been engaged with, assess why, and establish how we might bring them on the journey.
- Developing toolkits for inspiration, interactive maps that enable civic engagement, and encouraging further discussion through an online forum.
- Hosting networking and knowledge sharing events to spark collaborations and mobilise projects that feed into the Net Zero Exeter 2030 plan.

➤ What

- Individuals, communities and organisations that are engaged with the Net Zero Exeter 2030 plan and driving change themselves.
- Growth and linking together networks across Exeter, leading to collaborative, collective action.
- Measuring and monitoring impact, e.g. participation in digital engagements, social media and website analytics etc.
- Trust instilled through a consistent and transparent approach.
- Number and reach of online / offline media coverage.

02 Collaboration and Co-operation

We work collaboratively with the city to deliver a shared vision of a better future for Exeter. This is done through decisions, processes and projects that are jointly owned, championed and have a focus on achieving a positive impact for all.



➤ Why

We believe in creating an environment where all groups in the city can work together to achieve shared goals. This is a place where everyone can bring their own expertise to help set out a clear pathway for our communities, organisations and city leadership.

We believe that by strategically working together to solve complex problems we can accomplish more, gain access to a greater pool of resources and locate compelling data to inform better decision making.

In doing so, we will secure a healthier and more sustainable future for our city and for future generations.

➤ How

- Understanding respective skillsets, knowledge and projects across the city, avoiding duplication, and creating mutual benefit.
- Identifying complimentary strategies and areas of focus and strategically aligning for cross-pollination. Bridging the gaps on contentious points.
- Highlighting city challenges, gaps in city-wide plans and projects. Seeking to address through partnerships and collaborative working.
- Establishing city-wide consensus for change, bringing focus around shared objectives and identifying key roles that will be needed for delivery.
- Leading by example through exemplar projects and activities with our networks
- Building confidence through continuous reflection and improvement.
- Cultivating a city that is united by the Net Zero Exeter 2030 plan.

➤ What

- Number of individuals, community groups and organisations we are actively working with.
- The growth of our Net Zero Network and number of collaborative projects between members.
- Increased student engagement through workshops and other activities.
- Reach of our key projects and analytics that demonstrate progress.
- Participation in online events, social media following, website visitor analytics and number of guest blogs.
- Number of data sets on the Exeter Data Mill and other open data activities (e.g. Hackathons)
- Attendance of our community events (by residents, organisations and school networks).

03 Facilitation and Co-ordination

We organise activities, projects and resources across the city in a more effective manner. We want to enable more rapid progress against shared goals through collaborative methods of working and an integrated structure to provide best use of the resources available to the city.



➤ Why

We believe in translating the combined strength and energies of our networks into practical action. What unites us is our love of Exeter and a collective desire to help shape a better city for future generations.

In pulling together a collaborative city ecosystem that is supported by strategic project planning and better use of resources, we can provide a clear framework that connects all relevant activities, projects and data that leads to better decision making.

This will enable our networks – as individuals, communities or organisations – to work towards their own unique sustainability objectives whilst also feeding into the city's Net Zero Exeter 2030 plan.

➤ How

- Co-ordinating city projects and decision making by providing independent and strategic insight. Assessing their complexity and seeking to simplify outcomes.
- Seeking out opportunities for collaboration with our networks that feed into the delivery of the Net Zero Exeter 2030 plan.
- Creating an inclusive environment that tackles complex challenges collaboratively with a diverse mix of stakeholders.
- Connecting complimentary projects and enabling greater partnerships that achieve wider mutual benefit for our city and its residents.
- Highlighting gaps and challenge areas across the city and seeking to apply innovative solutions that meets the needs of Exeter's residents.
- Monitoring progress to ensure focus is maintained and city is on track to deliver the Net Zero Exeter 2030 plan.
- Acting as Exeter's grant finance hub by building its pipeline of funding and delivering joint procurement for an emerging decarbonised city.

➤ What

- Tracking what has been achieved to date, capturing learnings and highlighting future opportunities.
- An increasing awareness of the city's progress and celebration of successes.
- The number, scale and success of projects delivered that feed into the Net Zero Exeter 2030 plan.
- The number of connections initiated that lead to projects that help with delivery of the Net Zero Exeter 2030 plan.
- Creating a 'one-city voice' through strong, clear and joined up communications.
- Providing structures, timeframes, and data that supports important decision making across the city.
- New Net Zero commercial contracts being facilitated on behalf of the city.
- New Net Zero grant finance being raised on behalf of the city.

04 Data and Innovation

We analyse information and data from across the city to share meaningful patterns and insights that can help improve Exeter. We want to aid better decision making and help generate creative thinking and innovative solutions to the complex challenges facing our city.



➤ Why

We believe in being inquisitive, reflective and open minded. We are facing environmental challenges that will affect everyone in Exeter and will only worsen for future generations if we continue on a 'business-as-usual' trajectory.

We see the value in applying logical and reasoned analysis to interpret city data and unearth meaningful insights.

We want to seek out new and pioneering technologies and solutions that help with the delivery of the Net Zero Exeter 2030 plan.

We want Exeter to become an analytical city, where everyone has access to city data and it is used to inform and drive better decision making.

In doing so, we can bring about the necessary behaviour change and create the demand that empowers city leaders to deliver transformational and far reaching policy change.

➤ How

- Formulating hypothesis around city challenges and potential solutions. Testing, evaluating and communicating findings.
- Analysing city data and statistics and publishing insights on the city's data portal - the Exeter Data Mill.
- Providing open source information and city data to analysts and the general public, via the Exeter Data Mill, that is up-to-date and intuitive to use.
- Training and upskilling of individuals across Exeter on how to understand and use data.
- Supplying data, evidence and insights that challenges the status quo, encourages interventions and influences better decision making by city leadership.
- Building the confidence within the city to make bold yet calculated decisions by refining services, projects and solutions through trial and error.
- Promoting an entrepreneurial spirit and stimulating innovative trials across Exeter that explore new technology and services that meet the needs of residents.

➤ What

- Growing user base, more data sets available and an increased participation with the Exeter Data Mill.
- Delivering sophisticated evidence obtained from data analysis that supports better decision making and influences policy changes.
- Thriving start-up and social innovation ecosystem and support network that delivers tangible benefits to residents.
- Reporting learnings from projects and trials across the city that highlights missed and future opportunities.
- Monitoring, tracking and celebrating Exeter City Futures impact and the city's progress as a whole.

05 Impact and Action

We want to deliver outcomes that stimulate momentum, practical action and positive change across Exeter. We want to do this by exerting influence through collaborative activities that lead to long lasting, mutual benefits for everyone who lives and works in the city.



➤ Why

We believe that all our pillars of work; all the engagement, collaboration and co-ordination we deliver, as well as all the data analysis and innovative solutions we embark upon must lead to tangible and transformational results.

We want to help set out a clear pathway to a healthier, cleaner and more sustainable Exeter, focusing on outcomes that meet the needs of the residents, communities and organisations of our city.

By inspiring and empowering every individual, every family, every community, every organization and every leader we can achieve the behaviour and policy changes needed for an even better future, fit for future generations.

➤ How

- Enabling discussion, inviting scrutiny and reflecting on impact to highlight opportunities to continuously improve Net Zero Exeter 2030 plan.
- Sharing expertise, processes and data with our networks to create a unified approach to delivering the Net Zero Exeter 2030.
- Influencing city leaders, organisations and communities to embark on joint ventures that leverage the power of collective resources and assets.
- Working with an entrepreneurial mindset that is shaped by meaningful data and delivers tangible benefits to Exeter's residents.
- Adopting an approach which centres on improvement, that drives incremental, breakthrough and transformational results.
- Equipping all stakeholders with the tools and capability to achieve their own unique sustainability objectives whilst helping with delivery of the Net Zero Exeter 2030 plan.

➤ What

- City wide adoption and delivery of Net Zero Exeter 2030 plan that leads to improved air quality, better green space, less congestion and improved health and well being.
- Policy changes at city, county and central Government that enable delivery of the Net Zero Exeter 2030 plan.
- Behavioural change within Exeter's communities that drives demand and leads to more active lifestyles and cleaner air for everyone.
- Organisations implementing operational changes aligned to the Net Zero Exeter 2030 plan.
- High quality employment and vital services easily accessible and available to all.
- A plastic free Exeter.