



EXETER  
CityFutures

CAPABILITY



**NET ZERO EXETER 2030 PLAN**

# CAPABILITY

If we are going to successfully become a carbon-neutral city by 2030 we will need **'Collective Action'** from everyone. We need to work together to develop programmes of education and volunteering so that people are acutely aware of and engage with the issues we face globally, and as a city.

It is important to recognise and celebrate stories of local people, businesses, as well as council activities that are already working towards the city's ambitions. This will help highlight best practices and set the benchmark that creates a ripple effect that inspires others to take action.

One of Exeter's goals is to adopt **'An Analytical Approach'**. Currently many citizens and entrepreneurs across the city already have the drive and the capacity to develop new skills but may not have the analytical knowledge or access to data and tools needed to increase their capability for making change.

## Alignment to Ingredients for Future Placemaking: [\[see page 10\]](#)

- Prioritise Healthy Travel
- Diversify Uses
- Digitally Responsive

By giving citizens and entrepreneurs the tools they need to develop long-term solutions we can begin to solve our urban challenges more effectively and with greater speed.

By using data to understand and solve these major problems of urbanisation, we can stimulate innovation in the city, build stable knowledge and deliver a wide range of benefits that are sustainable, environmentally and financially.

One of the most critical aspects to consider in our growing city is how to finance development and how to finance it in a way that ensures it delivers against our ambition of a carbon-neutral city and ensures Exeter remains a great place to live.

A key goal is for Exeter to have **'Locally Controlled Finance'**; striving to have the capability to invest in energy-positive, car-free developments as well as schemes that benefit our local businesses and communities.

**54.5%** OF RESPONDENTS TO THE BUSINESS SURVEY STATED THAT THEY WOULD LIKE TO ENGAGE WITH OTHER ORGANISATIONS TO COLLABORATE



## Collective Action



## An Analytical Approach



## Locally Controlled Finance



# PRIORITY ACTIONS

Support Exeter's businesses and organisations in accessing resources that help them reduce their carbon outputs.



Ensure city purchasing decisions support a 'just transition' with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.

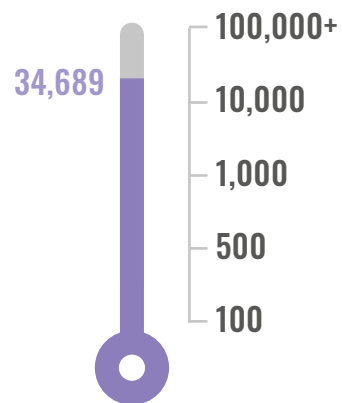


Establish a fund to provide a source of finance for carbon reduction projects and to support emission reductions from existing buildings, where achieving carbon savings can be more challenging.



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

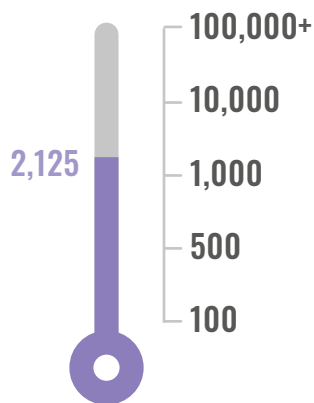
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

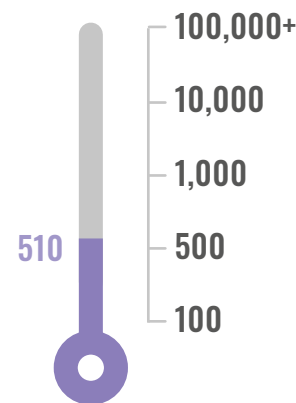
£ 0

0.5



## CARBON SAVING

TONNES PER YEAR



INDICATIVE COST / RESOURCE

£ 0

1



“Don't let our worries about the global crises prevent us from taking action locally. We can have the biggest effect on our wellbeing by connecting locally and doing what we can in Exeter”

Resident Voice

# GOAL 10

## COLLECTIVE ACTION



If we are going to become a carbon-neutral city by 2030 we will need collaborative effort from everyone. We will need to work together to develop programmes of education and volunteering so that people are acutely aware of and engage with the issues we face globally, and as a city, and can understand how we can each make a difference.

By highlighting best practices we can create a ripple effect that inspires people to take action and helps Exeter remain a truly great city in which to live.

In a Net Zero Exeter, all groups within the city are engaged with and have embraced Exeter's sustainable future and work collaboratively and creatively to make it a reality.

### Related Plans and Policies:

- [Exeter Community Strategy](#)

### DIRECT ACTIONS

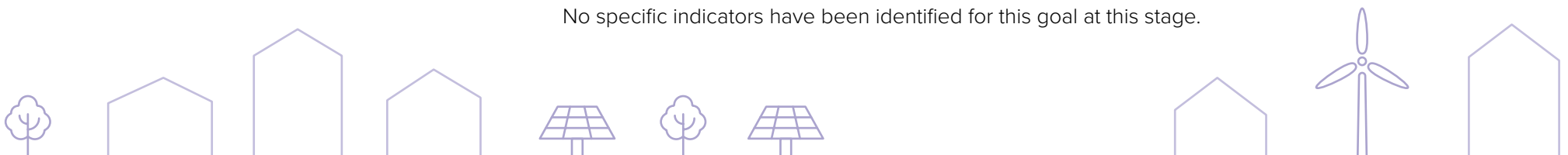
- 10.8** Support Exeter's businesses and organisations in accessing resources that help them reduce their carbon outputs.

### ENABLING ACTIONS

- 10.1** Implement programs of education and teacher training at schools and educational institutions across Exeter, linked to the climate emergency and the UN's Sustainable Development Goals (SDGs).
- 10.12** Support Exeter's businesses with 500+ employees to align their Corporate Social Responsibility policies to the city goals, resulting in a coordinated volunteering programme that brings benefit for the city and for businesses.
- 10.3** Launch an accreditation scheme for socially responsible businesses in Exeter who are actively working towards being carbon-neutral.
- 10.4** Provide mechanisms that ensure the voices of all citizens are heard in developing solutions to becoming a carbon-neutral city.
- 10.5** Define processes and structures that support development of local co-operatives and social enterprises formed by communities to deliver the net-zero ambition.
- 10.6** Foster a thriving community volunteering sector, with more than 50% of people volunteering or helping out in their community to take action on climate change at least once per year.
- 10.7** Ensure that every neighbourhood in Exeter has a strong and sustainable community anchor organisation.

### INDICATORS

No specific indicators have been identified for this goal at this stage.



# CASE STUDY

## MAGDALEN ROAD COMMUNITY RECLAIMING THE STREET



# GOAL 11

## AN ANALYTICAL APPROACH



Data can provide us with the power to understand and control our environment in positive ways. It can help us understand the challenges we face and identify action that needs to be taken, but only if we have the skills and tools to convert raw data into information that we can use.

By increasing the analytical and entrepreneurial skills of the city and enhancing the culture of sharing we can increase our capability for solving not only today's challenges but those of tomorrow.

A Net Zero Exeter will be an engaged data-aware and entrepreneurial city which has the skills to analyse and address the challenges that it faces.

### Related Plans and Policies:

- [Skills Strategy for Exeter \(Draft\)](#)

***"We lack the internal skills to develop clear strategy around data"***

Business Voice

### DIRECT ACTIONS

All actions within this goal are enablers rather than directly contributing to significant carbon reduction.

### ENABLING ACTIONS

- 11.1** Launch a digital platform that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc).
- 11.2** Target the development of walking, cycling and public transport infrastructure in accordance with data about how people move around the city.
- 11.3** Make ultrafast broadband available to all businesses and installed in all public buildings (including schools) to improve services to communities and support productivity and digital innovation.
- 11.4** Ensure citizens have control over their personal data and access to 'data trusts' enabling them to share data to support development of city services.
- 11.5** Provide support for Exeter businesses to enable them to commit to making their operations carbon-neutral.
- 11.6** Draft a clear strategy for the development of skills within the city needed for the future of work in the region to ensure that local opportunities are accessible to all.
- 11.7** Build a thriving ecosystem of start-ups and social enterprises, supported by active investor network, that is recognised as a leading city for entrepreneurs addressing urban challenges.
- 11.8** Provide all communities in Exeter with access to programmes that support them to develop data and analytics skills and build sustainable enterprises that lead to positive local change.

### INDICATORS

- 11.9** Residents, businesses and the local authority access and share data to make informed decisions about their activities and enable measurement of progress.
- 11.10** Exeter's highway space is prioritised to move people in the most efficient ways.



# CASE STUDY

## EXETER'S E-DISC APPRENTICESHIPS



Exeter Data Information Science Collaborative (E-DISC) is a pioneering alliance among leading partners in Exeter to develop the city's next generation of data scientists.

This partnership brings together key organisations to develop the city's technical data analytical skills for the future. Under the collaboration, organisations including the Met Office, Exeter College, Exeter City Council, University of Exeter and the Royal Devon & Exeter NHS Foundation Trust are taking part in a new Data Analytics Apprenticeship scheme.

Each partner is passionate about the use of data analytics and information science and committed to developing essential technical skills and talent to meet priority skills gaps.

The Data Analytics Apprenticeship offers a unique training opportunity in the Greater Exeter area where apprentices will not only follow the new standards in Data Analytics, but they will also come together as a group and collaborate to use their skills to address city-wide challenges.



*"This is part of a much broader skills escalator scheme, where the University and the College is driving the digital and data skills agenda and creating an ecosystem of technically trained information scientists"*

**Rob Bosworth,**  
Vice Principal, Exeter College

*"The E-disc apprenticeship with Exeter City Futures has been an amazing opportunity to learn about the city and develop new skills I never thought I would. I have been lucky to work with businesses and individuals across the city (and UK), meeting a variety of people and learning even more from others' experiences. From this I have gained high-level qualifications and invaluable work experience which will set me up for a job in the data industry in the future, and beyond"*

**Laura Hunt,** Data Analyst Apprentice, Exeter City Futures



# GOAL 12

## LOCALLY CONTROLLED FINANCE



Local government funding continues to be reduced and we can no longer solely rely on long term funding from the national government for the purpose of delivering our ambitions to be carbon-neutral.

Instead we must develop strategies that enable us to use our assets to generate local finance to invest in socially important schemes as well as mechanisms that encourage investment in the city from the residents and businesses themselves.

A Net Zero Exeter will have the finance and capability to develop in a way that delivers a 'just transition' to carbon-neutrality - providing affordable homes, eradicating fuel poverty and reducing relative congestion.

### Related Plans and Policies:

- [Community Infrastructure Levy Policy](#)

**“We need to generate funds for local control and reinvestment”**

Political Voice

### DIRECT ACTIONS

- 12.5** Ensure city purchasing decisions support a 'just transition', with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.
- 12.8** Establish a fund, using Section 106 agreements, to provide a source of finance for carbon reduction projects across Exeter and to support emission reductions from existing buildings where achieving carbon savings can be more challenging.

### ENABLING ACTIONS

- 12.1** Create a city partnership to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality.
- 12.2** Commit to the development of a city-owned development fund that gives Exeter access to the money needed to invest in infrastructure required for a 'just transition' to carbon-neutrality.
- 12.3** Promote investment in the city, with local people and businesses investing to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions).
- 12.4** Establish mechanisms for Exeter organisations to jointly purchase energy directly from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables.
- 12.6** Support and promote Exeter companies that grow as a result of our clean transition.
- 12.7** Consider whether a structured scheme of pricing and taxation for road use and parking can encourage a modal shift to active and shared modes and enable re-investment in city mobility.

### INDICATORS

No specific indicators have been identified for this goal at this stage.





# TIMELINE: NET ZERO EXETER 2030



## 10. COLLECTIVE ACTION

- 10.1** City schools and educational institutions shall have implemented programs of education and teacher training linked to the climate emergency, sustainability and the SDGs.
- 10.2** The Corporate Social Responsibility programmes of businesses with 500+ employees shall be aligned to enable a coordinated volunteering programme that brings benefit for the city and for businesses.
- 10.3** An accreditation scheme shall exist for socially responsible businesses in Exeter who are actively working towards being carbon-neutral.
- 10.4** Exeter shall have systems in place that ensure that the voices of all citizens are heard in developing solutions to becoming a carbon-neutral city.
- 10.5** Exeter shall have processes and structures that support development of local co-operatives and social enterprises formed by communities to deliver the net-zero ambition.
- 10.6** Exeter shall have a thriving community volunteering sector with more than 50% of people volunteering or helping out in their community to take action on climate change at least once per year.
- 10.7** Every neighbourhood in Exeter shall have a strong and sustainable community anchor organisation.
- 10.8** Businesses/organisations in Exeter shall be supported to access resources to help them reduce their carbon outputs

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
---------------------------	----------------------------	--------------------------

- |      |      |      |
|------|------|------|
| 10.1 |      |      |
| 10.2 |      |      |
| 10.3 |      |      |
| 10.4 | 10.4 | 10.4 |
| 10.5 | 10.5 | 10.5 |
|      | 10.6 |      |
|      | 10.7 |      |
| 10.8 | 10.8 | 10.8 |



## 11. AN ANALYTICAL APPROACH

- 11.1** Exeter shall have a digital platform that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc); enabling residents, businesses and the local authority to make informed decisions about their activities.
- 11.2** Exeter shall have a detailed understanding of how people move into and around the city in order to support targeted development of walking, cycling and public transport infrastructure and to ensure the highway space is prioritised to move people in the most efficient ways.
- 11.3** Ultrafast broadband shall be available to all businesses and installed in all public buildings (including schools) to improve services to communities and support productivity and digital innovation.
- 11.4** Citizens shall have control over their personal data and access to 'data trusts' enabling them to share their data and support the development of improved city services.
- 11.5** All Exeter businesses with 250+ employees shall have committed to making their operations carbon-neutral and are sharing data to support the measurement of progress.
- 11.6** The city shall have a clear strategy for the development of skills needed for the future of work in the region to ensure that local opportunities are accessible to all.
- 11.7** Exeter shall have a thriving ecosystem of start-ups and social enterprises, supported by active investor network, and is recognised as a leading city for entrepreneurs addressing urban challenges.
- 11.8** All communities in Exeter shall have access to programmes that support them to develop data and analytics skills and build sustainable enterprises that lead to positive local change.
- 11.9** Residents, businesses and the local authority access and share data to make informed decisions about their activities and enable measurement of progress.
- 11.10** Exeter's highway space is prioritised to move people in the most efficient ways.

Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
---------------------------	----------------------------	--------------------------

- |      |       |  |
|------|-------|--|
| 11.1 |       |  |
| 11.2 |       |  |
|      | 11.3  |  |
| 11.4 |       |  |
| 11.5 |       |  |
| 11.6 |       |  |
|      | 11.7  |  |
|      | 11.8  |  |
|      | 11.9  |  |
|      | 11.10 |  |

# TIMELINE: NET ZERO EXETER 2030



## 12. LOCALLY CONTROLLED FINANCE

- 12.1** A city partnership shall be created to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality.
- 12.2** Exeter shall have committed to the development of a city-owned development fund that gives the city access to the money needed to invest in infrastructure required for a 'just transition' to carbon-neutrality.
- 12.3** Investment in the city shall be promoted, with local people and businesses investing to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions).
- 12.4** Exeter shall have established mechanisms for organisations to jointly purchase energy direct from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables.
- 12.5** City purchasing decisions shall support a 'just transition' with organisations using procurement contracts to stimulate innovation and encourage their supply chain to become carbon-neutral.
- 12.6** The city shall actively support and promote companies that grow as a result of our clean transition.
- 12.7** The city shall have a structured scheme of pricing and taxation, for road use and parking that reflects the true cost of carbon emissions, pollution and congestion; encouraging modal shift to active and shared modes and enabling re-investment in city mobility.
- 12.6** The city shall set up fund using Section 106 agreements to provide a source of finance for carbon reduction projects across Exeter and to support emission reductions from existing buildings where achieving carbon savings can be more challenging.

	Short Term 2020 - 2022	Medium Term 2023 - 2026	Long Term 2027 - 2030
12.1	12.1		
12.2	12.2		
12.3	12.3	12.3	12.3
12.4	12.4		
12.5	12.5		
12.6	12.6	12.6	12.6
12.7	12.7		
12.8	12.8		

# WHAT EXETER CITY COUNCIL CAN DO

## CAPABILITY

- Work with partners to secure funding for a digital platform / City Hub that integrates multiple sources of data to provide information on city performance (traffic, air quality, energy etc). Ensure that data sharing agreements and data trusts are in place to encourage data to be shared [11.1, 11.4, 11.5]
- Assign an officer to work with telecoms operators to facilitate improvements in broadband and mobile provision across the city [11.3]
- Assign an officer to lead Exeter City Council towards being a net-zero council and define an organisation net-zero strategy with interim and measurable targets [11.5]
- Identify a clear mechanism for reporting to Full Council and the public on the progress that the city is making towards delivery of the Net Zero Exeter 2030 Plan including an annual report [11.5]
- Continue to work with city organisations through Exeter City Futures CIC to facilitate all city organisations to work towards delivering the Net Zero Exeter 2030 Plan [11.5]
- Draft a clear strategy for the development of skills within the city needed for the future of work in the region to ensure that local opportunities are accessible to all [11.6]
- Take steps to share local authority data to help residents and businesses make informed decisions about their activities and enable measurement of progress [11.9]
- Create and lead a city partnership and aligned investment fund that enables the city to strategically develop, co-ordinate, deliver and invest in infrastructure that supports Exeter to achieve a 'just transition' to carbon-neutrality [12.1, 12.2]
- Review procurement policies and update to ensure that contracts are stimulating innovation and encouraging the supply chain to become carbon-neutral. Encourage a local circular economy where possible [12.5]
- Work with Devon County Council to ensure the Exeter Transport Strategy prioritises carbon reduction measures; evaluate potential benefits / impact of schemes such as road pricing and taxation, clean air zones and reduced speed limits [12.7]
- Implement and manage a structured scheme of pricing for Council-owned car parks that discourages all but the most critical users [12.7]
- Realign mechanisms, such as Section 106 agreements and Community Infrastructure Levy, to provide a source of finance for carbon reduction projects across Exeter. Assign a full-time officer to implement [12.8]

# WHAT DEVON COUNTY COUNCIL CAN DO

---

As the transport authority Devon County Council will play an essential role in achieving a Net Zero Exeter and will work to accelerate measures which prioritise carbon reductions within the Transport Strategy Action Plan. Alongside these actions, Devon County are also developing their own plans to become a carbon-neutral council, as well as leading the Devon Climate Plan. In this section we concentrate only on actions that Devon County Council could do to directly enable Exeter to become net-zero carbon.

## CAPABILITY

- Continue to work with city organisations through Exeter City Futures CIC to facilitate all city organisations to work towards delivering the Net Zero Exeter Plan [11.5]
- Take steps to share County Council mobility data to help residents and businesses make informed decisions about their daily activities and travel choice [11.9]

# WHAT ORGANISATIONS CAN DO

## CAPABILITY

- Align Corporate Social Responsibility programmes with other organisations across the city to enable a coordinated volunteering programme that brings benefit for the city and for businesses [10.2]
- Seek accreditation as a socially responsible business, actively working towards being carbon-neutral [10.3]
- Offer resources and support to other businesses to support the collective effort to become a net-zero city [10.8]
- Make a commitment to being a net-zero organisation and define an organisational net-zero strategy with interim and measurable targets [11.5]
- Work with the city council to develop a clear strategy for the development of skills needed for the future of work in the region to ensure that local opportunities are accessible to all [11.6]
- Take steps to share data to help the city make informed decisions and enable measurement of progress [11.9]
- Invest to support the vision for Exeter (e.g. through crowdfunding, a regional bank, or other locally focused financial institutions) [12.3]
- Initiate / join local schemes that support organisations to purchase directly from solar, wind or other developments (e.g. via 'sleeving' agreements) with the contracts used to help finance the development of new renewables [12.4]
- Review procurement policies and update to ensure that contracts are stimulating innovation and encouraging the supply chain to become carbon-neutral. Encourage a local circular economy where possible [12.5]

# WHAT INDIVIDUALS CAN DO

---

We look to the government and the local authority for action, but tackling climate change is everyone's responsibility. Here are many things that individuals can do to play a role in the city's carbon ambition, because together small changes can make a huge impact. This isn't intended to be an instruction list but instead a response to regular questions we are asked around what individuals can do to help.

As with the list for businesses, we know that not everyone is able to do all the things we outline here, especially given the impact that COVID-19 is having on our lives. These present steps that can be considered and actioned if and when able to

## CAPABILITY

- Look out for local volunteering and crowdfunding opportunities to support the city to meet its net-zero carbon ambition and help local communities [10.2, 12.3]
- Contact your local council representative (City, County or MP) to let them know that you support local action on climate and share your views [10.4]



EXETER  
CityFutures