

EXECUTIVE

Date: Tuesday 6 October 2015

Time: 5.30 pm

Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sarah Selway, Democratic Services Manager (Committees) on 01392 265275.

Entry to the Civic Centre can be gained through the Customer Service Centre, Paris Street.

Membership -

Councillors Edwards (Chair), Denham, Hannaford, Leadbetter, Morris, Owen, Pearson and Sutton

Agenda

Part I: Items suggested for discussion with the press and public present

1 Apologies

To receive apologies for absence from Committee members.

2 Declarations of Interest

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

3 Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of item 8 on the grounds that it involves the likely disclosure of exempt information as defined

in paragraphs 1, 2 and 3 of Part I, Schedule 12A of the Act.

4 Corporate Plan Update 2015

To consider the report of the Corporate Manager Policy, Communications and Community Engagement.

(Pages 5 - 6)

5 Overview of the General Fund Budget 2015/16

To consider the report of Assistant Director Finance.

(Pages 7 - 20)

Scrutiny Committee – Resources considered the report at its meeting on 16 September 2015 and its comments will be reported.

6 Capital Monitoring Statement to 30 June 2015

To consider the report of Assistant Director Finance.

(Pages 21 - 32)

Scrutiny Committee – Resources considered the report at its meeting on 16 September 2015 and its comments will be reported.

7 Partnership Delivery Officer

To consider the report of the Assistant Director Customer Access.

(Pages 33 - 46)

Part II: Items suggested for discussion with the press and public excluded

No representations have been received in respect of the following items in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

8 Help Me with my Financial/Housing problem system - Amended Financial Restructure Report

To consider the report of the Assistant Director Customer Access.

(Pages 47 - 308)

Date of Next Meeting

The next scheduled meeting of the Executive will be held on **Tuesday 17 November 2015** at 5.30 pm in the Civic Centre.

A statement of the executive decisions taken at this meeting will be produced and published on the Council website as soon as reasonably practicable.

Find out more about Exeter City Council services by looking at our web site <http://www.exeter.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Democratic Services Officer (Committees) on (01392) 265115 for further information.

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REPORT TO EXECUTIVE

Date of Meeting: 6 October 2015

Report of: Corporate Manager (Policy, Communications and Community Engagement)

Title: Corporate Plan

Is this a Key Decision? No

Is this an Executive or Council Function? Council

1. What is the report about?

1.1 The report presents the council's 2015-16 Corporate Plan. Copies of the plan will be circulated at the meeting.

2. Recommendations:

2.1 It is recommended that Executive notes and Council approves the council's 2015-16 Corporate Plan.

3. Reasons for the recommendation:

3.1 To endorse publication of the plan, to enable members, employees and stakeholders to be informed about the council's progress during 2014 -15 and to set out key priorities up to 2016.

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

4.1 There are no resource implications. Funding for any projects or initiatives identified in the plan will be considered as they are approved on an individual basis.

5. Section 151 Officer comments:

5.1 None

6. What are the legal aspects?

6.1 None

7. Monitoring Officer's comments:

7.1 None

8. Report details:

8.1 The aim of the Corporate Plan is:

- to promote understanding and ownership of the council's achievements, direction and priorities;
- to set out some of the key actions the council will be taking;
- to shift the focus to outcomes and evidence of how the council is making a difference to the people of Exeter;
- to enable effective reporting on progress

8.2 The plan is intended primarily as an electronic document that is simple to navigate and provides easy access for members, officers and the public. The plan can also be easily printed in a readable format and hard copies will be available on request.

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

9.1 The risks of projects or initiatives identified in the plan will be assessed as they are approved on an individual basis and included in the Council's Risk Register as appropriate.

10. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

10.1 The impact of the projects or initiatives identified in the plan will be assessed as they are approved on an individual basis.

Bruce Luxton
Corporate Manager

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

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

REPORT TO RESOURCES SCRUTINY COMMITTEE

Date of Meeting: 16 September 2015

REPORT TO EXECUTIVE

Date of Meeting: 6 October 2015

REPORT TO COUNCIL

Date of Meeting: 20 October 2015

Report of: Assistant Director Finance

Title: OVERVIEW OF REVENUE BUDGET 2015/16

Is this a Key Decision?

No

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

Is this an Executive or Council Function?

Council

1. What is the report about?

- 1.1 To advise Members of the overall projected financial position of the HRA & General Fund Revenue Budgets for the 2015/16 financial year after three months and to seek approval for a number of supplementary budgets.

2. Recommendations:

It is recommended that Scrutiny Resources Committee and the Executive note the report and Council notes and approves (where applicable):

- 2.1 The General Fund forecast financial position for the 2015/16 financial year;
- 2.2 The HRA forecast financial position for 2015/16 financial year;
- 2.3 The additional supplementary budgets listed in Appendix C;
- 2.4 The outstanding Sundry Debt position as at June 2015;
- 2.5 The creditors' payments performance;
- 2.6 The Council Tax and Business Rates collection performance.

3. Reasons for the recommendation:

- 3.1 To formally note the Council's projected financial position and to approve additional expenditure required during the financial year.

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

4.1 The impact on the General Fund working balance, HRA working Balance and Council Own Build working balance are set out in sections 8.3.6, 8.2.1 and 8.2.3 respectively.

4.2 A request for supplementary budgets totalling £89,900 has been included in the report.

5. Section 151 Officer comments:

5.1 The report represents the projected financial position to 31 March 2015. In respect of the year end projections, the overall position in respect of the General Fund is positive, with a reduction in the estimated to the working balance. The significant variance is down to 2 key factors, the proposed change to the Council's MRP policy and the substantial increase in income generated by Housing Benefit overpayments.

6. What are the legal aspects?

6.1 There are no legal aspects to the report.

7. Monitoring Officer's comments:

7.1 This report raises no issues of concern for the Monitoring Officer

8. Report details:

8.1 Financial Summary

FUND	Planned Transfer (to) / from Working Balance	Budget Variance Over / (under)	Outturn Transfer 2015/16
	£	£	£
General Fund	1,240,260	(653,600)	586,660
HRA	2,959,391	(625,391)	2,333,791
Council own Build Houses	(37,800)	0	(37,800)

8.2 Housing Revenue Account (Appendix A)

8.2.1 The first quarter projection shows an improvement against the estimated budget reduction in the working balance. The projected reduction is £2,333,791 to leave the working balance at £5,402,741.

Movement	2015/16
Opening HRA Balance, as at 01/04/15	£7,736,532
Deficit	(£2,333,791)
Projected balance, as at 31/3/16	£5,402,741

8.2.2 The key variances are as follows:

Management Unit	Over / (Underspend)	Detail
Management Costs	(£75,360)	<ul style="list-style-type: none"> • The introduction of mobile working in housing services is progressing with the acquisition of handheld devices and system interface work, however further spend is pending a wider review of the housing management IT system. It is therefore estimated that £50,000 of the budget will need to be deferred until 2016-17. • Savings in employee costs are expected due to vacant posts. • Initial community engagement research in respect of older residents has completed with a £5,000 saving.
Repairs and Maintenance Programme	(£589,612)	<ul style="list-style-type: none"> • Significant savings are expected to be achieved in respect of the damp ingress contract following lower tender prices coupled with a lower level of remedial repairs compared to original estimates. • Savings have also been achieved through utilising scaffolding already in place for the external painting programme, where possible. • The budget also made allowance for unidentified flats and houses suffering damp ingress but the number of properties has remained relatively stable at approx 330. • The final saving may increase as the estimated outturn figure still retains a contingency sum for poorer condition properties and additional properties to be dealt with.
Capital Charges	£60,531	<ul style="list-style-type: none"> • Depreciation charges are higher than budgeted due to a rise in the valuation of housing assets. Depreciation is a real cost to the HRA as it represents the amount of money which needs to be set aside in the Major Repairs Reserve to provide for the cost of future capital works or to repay debt

8.2.3 The Council's new properties at Rowan House and Knights Place form part of the overall Housing Revenue Account, but separate income and expenditure budgets are maintained in order to ensure that they are self-financing. There is no projected variance to the projected surplus at the end of the first quarter.

Movement	2015/16
Opening Council Own Build, as at 01/04/15	£127,995
Surplus	37,800
Projected balance, as at 31/3/16	£165,795

8.3 General Fund (Appendix B)

8.3.1 The Service Committees show projected underspends of £588,890 against a revised budget of £13,397,320. The main variances are:

8.3.2 **Scrutiny Committee Community – (An overspend in total of £117,440)**

Management Unit	Over / (Underspend)	Detail
Public Safety	(51,000)	<ul style="list-style-type: none"> Contribution from the Housing Revenue Account towards the cost of continuing the Home Call Alarm service to residents in the Council's older persons accommodation.
Domestic Refuse Collection	86,000	<ul style="list-style-type: none"> Agency costs are expected to exceed the estimates mainly as a result of significantly higher levels of absences (sickness, suspension and phased return) than assumed when calculating the budget. A target saving of £33,000 cannot be achieved.
Cleansing Chargeable Services	42,000	<ul style="list-style-type: none"> Income from Trade Refuse expected to be less than the estimates, offset by reduced waste disposal costs. The contractor dealing with the processing of garden waste has gone into liquidation. While an alternative contractor has been engaged, the price has significantly increased Income from Trade Recycling expected to be less than estimated partially offset by some small cost savings.
Recycling	52,500	<ul style="list-style-type: none"> Prices achieved for reclaimed materials are below those estimated

8.3.3 Scrutiny Committee Economy – (An underspend in total of £73,590)

Management Unit	Over / (Underspend)	Detail
Estates Services	45,000	<ul style="list-style-type: none"> • Non Domestic Rates expenditure expected to exceed the budget. • Income from South Street anticipated to be less than budget
Economic Development	45,610	<ul style="list-style-type: none"> • Following the secondment of the Assistant Director Economy on 1 July 2015, his pay costs will be charged entirely to this unit. This will result in salary savings in the services which previously bore his costs, partially offset by honoraria paid to the acting managers. • The unit has an apprentice for which there is no budget; however there are savings elsewhere in the Council where apprentices are no longer employed. • These additional costs are partially offset by a net saving following the deletion of the City Centre Management service.
Planning Services	96,730	<ul style="list-style-type: none"> • Additional consultant fees, partly offset by transfer from Local Development Framework reserve. • Recharge from Environmental Health for work carried out expected to exceed budget.
Markets & Halls	(45,620)	<ul style="list-style-type: none"> • Additional income is anticipated from car storage and lettings at the Livestock Centre. • Utility costs at the Corn Exchange are expected to be less than the estimates. • Non Domestic Rates expenditure expected to be less than the budget.
Contracted Sports Facilities	(220,000)	<ul style="list-style-type: none"> • As a result of the sports facilities contractor acquiring charitable status, the income receivable under the contract will increase. • The estimated contribution required from the Council for utility costs is expected to be excessive, leading to a cost saving.
Museum Service	(6,770)	<ul style="list-style-type: none"> • Vacancy pay savings

8.3.4 Scrutiny Committee Resources – (An underspend in total of £632,740)

Management Unit	Over / (Underspend)	Detail
Revenue Collection/Benefits	(564,420)	<ul style="list-style-type: none"> • Recovery of overpayments higher than budgeted • Underspend on pay budgets

8.3.5 Other Financial Variations

Other items	Over / (Underspend)	Detail
Revenue Contribution to Capital	20,100	<ul style="list-style-type: none"> • Revenue contribution to capital expenditure in respect of the Civic Centre.

8.3.6 General Fund Balance

In 2015/16 it is projected that there will be an overall net contribution to the General Fund Balance of £165,955. The minimum requirement for the General Fund working balance was approved by Council in February 2015 at £2million.

Movement	2015/16
Opening Balance, as at 01/04/15	£3,974,518
Deficit	(£ 586,660)
Balance, as at 31/3/16	£3,387,858

8.3.7 Supplementary Budgets

There is a small requirement for further supplementary budgets in 2015/16. It is therefore proposed that supplementary budgets totalling £89,900, identified in Appendix C are approved in 2015/16.

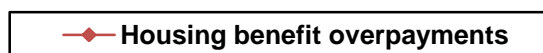
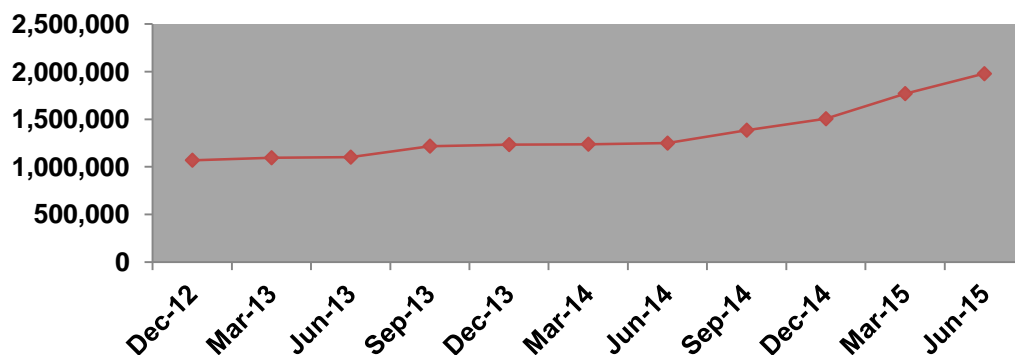
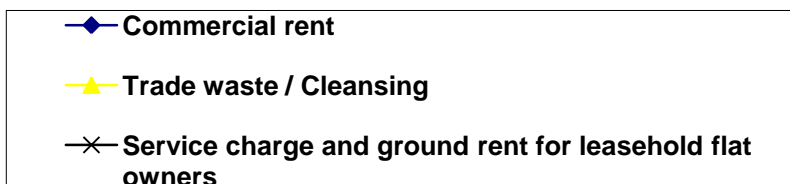
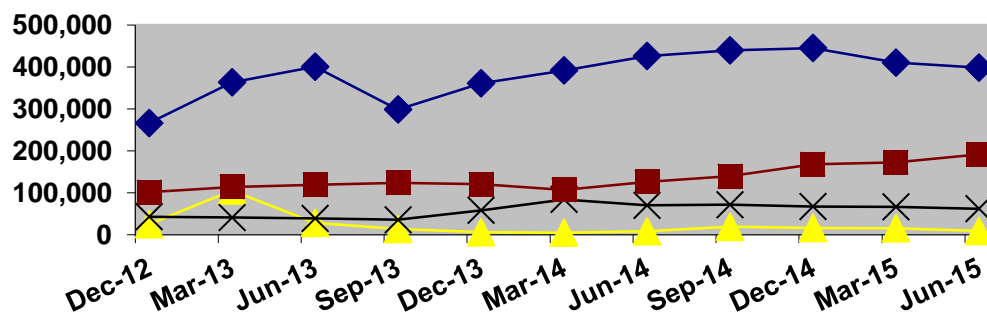
8.3.8 The additional budgets for Planning and Legal Services were approved by Council in July 2015 and are merely being reported in this report. The budget for HR is a request to carry forward the underspend of the Corporate Training budget from the previous financial year.

8.4 OUTSTANDING SUNDRY DEBT

8.4.1 An aged debt analysis of the Council's sundry debts is shown in the table below.

Age of Debt	June 2014	March 2015	June 2015
Up to 29 days (current)	£961,767	£1,779,525	£1,795,454
30 days – 1 Year	£1,020,962	£1,467,882	£1,783,582
1 – 2 years	£483,753	£575,938	£636,979
2 – 3 years	£271,280	£342,542	£367,355
3 – 4 years	£112,054	£185,764	£229,290
4 – 5 years	£87,808	£72,627	£82,318
5 + years	£181,678	£213,294	£215,423
Total	£3,120,302	£4,637,572	£5,110,401

8.4.2 Of the outstanding debt, the graph below sets out the main services and debt trends for debt over 30 days old: Of the £3,314,947 outstanding debt over 30 days old, £2,164,011 relates to Housing Benefit overpayments which are now shown on a separate graph.



8.5 DEBT WRITE-OFFS

8.5.1 The following amounts have been written-off during 2015/16:

	2014/15 total	2015/16 (Qtr 1)
• Council Tax	£193,034	£33,627
• Business Rates	0	£0
• Sundry Debt	£85,554	£37,215
• Housing Rents	£41,609	

8.6 CREDITOR PAYMENTS PERFORMANCE

8.6.1 Creditors' payments continue to be monitored in spite of the withdrawal of statutory performance indicator BVPI8. The percentage paid within 30 days was 92.64% for the first quarter of 2015/16 compared with 95.60% for 2014/15.

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

9.1 This is a statement of the projected financial position to the end of the 2015/16.

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

10.1 The risks relate to overspending the Council budget and are mitigated by regular reporting to the Strategic Management Team and Members.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

11.1 Not applicable

12. Are there any other options?

12.1 Not applicable

David Hodgson
Assistant Director Finance

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

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

HOUSING REVENUE ACCOUNT

ACTUAL TO DATE			YEAR END FORECAST			
PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	Code	APPROVED BUDGET	Qrt 1 FORECAST VARIANCE	CURRENT OUTTURN FORECAST
£	£	£		£	£	£
147,419	124,582	(22,837)	85A1	1,267,390	(75,360)	1,192,030
239,544	239,718	174	85A2	1,239,920	10,000	1,249,920
4,697	1,495	(3,202)	85A3	274,230	0	274,230
2,167,936	900,682	(1,267,254)	85A4	8,680,512	(589,612)	8,090,900
0	0	0	85A5	5,771,930	0	5,771,930
2,484,370	2,544,901	60,531	85A6	2,484,370	60,531	2,544,901
243,093	176,458	(66,635)	85A7	1,222,550	(30,950)	1,191,600
(4,979,865)	(4,741,305)	238,560	85A8	(19,918,280)	0	(19,918,280)
0	0	0	85B2	1,936,560	0	1,936,560
			85B4	(2,959,182)	625,391	(2,333,791)
				0	0	0
			Net Expenditure			
			Working Balance 1 April 2015	7,736,532	31 March 2016	5,402,741

COUNCIL OWN BUILD SITES

PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	Code	APPROVED BUDGET	CURRENT OUTTURN FORECAST	CURRENT OUTTURN FORECAST
£	£	£		£	£	£
(2,422)	(3,711)	(1,289)	H006	(8,020)	0	(8,020)
(14,269)	(13,231)	1,038	H007	(47,870)	(301)	(48,171)
0	0	0	H008	6,890	0	6,890
11,200	11,501	301	H009	11,200	301	11,501
			H010	37,800	0	37,800
				0	0	0
			Net Expenditure			
			Working Balance 1 April 2015	127,995	31 March 2016	165,795

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GENERAL FUND
2015/16 REVENUE ESTIMATES - SUMMARY
as at 30 June 2015

	Annual Budget £	Supplementary Budgets £	Revised Annual Budget £	Year End Forecast £	Variance to Budget £
SCRUTINY - COMMUNITY	9,063,180	143,940	9,207,120	9,324,560	117,440
SCRUTINY - ECONOMY	149,250	637,460	786,710	713,120	(73,590)
SCRUTINY - RESOURCES	6,074,060	89,210	6,163,270	5,530,530	(632,740)
less Notional capital charges	(2,759,780)		(2,759,780)	(2,759,780)	0
<u>Service Committee Net Expenditure</u>	12,526,710	870,610	13,397,320	12,808,430	(588,890)
Net Interest	150,000		150,000	150,000	0
New Homes Bonus	(3,528,980)		(3,528,980)	(3,528,980)	0
Revenue Contribution to Capital	0		0	20,100	20,100
Minimum Revenue Provision	1,570,730		1,570,730	1,570,730	0
<u>General Fund Expenditure</u>	10,718,460	870,610	11,589,070	11,020,280	(568,790)
Transfer To/(From) Working Balance	(369,650)	(870,610)	(1,240,260)	(586,660)	653,600
Transfer To/(From) Earmarked Reserves	1,607,980		1,607,980	1,523,170	(84,810)
<u>General Fund Net Expenditure</u>	11,956,790	0	11,956,790	11,956,790	0
Formula Grant	(6,635,000)		(6,635,000)	(6,635,000)	0
Business Rates Growth / Pooling Gain	(561,000)		(561,000)	(561,000)	0
<u>Council Tax Net Expenditure</u>	4,760,790	0	4,760,790	4,760,790	0
Working Balance	March 2015	£ 3,974,518		£ 3,387,858	March 2016

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		Funded by	£
Resources			
Legal Services	approved by Council - 28 July 2015	General Fund Balance	28,900
Human Resources	Carry Forward 2014-15 underspend on Corporate Training Budget	General Fund Balance	37,000
			<u><u>65,900</u></u>
Community and Environment			
			<u><u>0</u></u>
Economy & Development			
Planning Services	approved by Council - 28 July 2015	General Fund Balance	24,000
			<u><u>24,000</u></u>
General Fund Total			<u><u>89,900</u></u>
			0
HRA Total			<u><u>0</u></u>
Overall Total			<u><u>89,900</u></u>

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Agenda Item 6

REPORT TO SCRUTINY COMMITTEE RESOURCES, EXECUTIVE AND COUNCIL
Date of Meeting: Scrutiny Committee Resources - 16 September 2015
Executive - 6 October 2015
Council - 20 October 2015
Report of: Assistant Director Finance
Title: Capital Monitoring Statement to 30 June 2015

Is this a Key Decision?

Yes

Is this an Executive or Council Function?

Council

1. What is the report about?

To report the current position in respect of the Council's revised annual capital programme and to advise Members of the anticipated level of deferred expenditure into future years.

The report seeks Member approval to amend the annual capital programme in order to reflect the reported variations.

2. Recommendations:

It is recommended that Scrutiny Committee – Resources notes and Council approves:

- (i) **The revisions to the capital programme detailed in section 8.1**
- (ii) **The revision of the annual capital programme to reflect the reported variations detailed in 8.4 and 8.5**

3. Reasons for the recommendation:

Local authorities are required to estimate the total of capital expenditure that it plans to incur during the financial year when it sets the prudential indicators for capital expenditure. This shows that its asset management and capital investment strategies are affordable, prudent and sustainable.

Capital expenditure is a significant source of risk and uncertainty since cost variations, delays and changing specifications are often features of large and complex capital projects.

In order to manage the risks associated with capital programming the annual capital programme is updated every three months to reflect any cost variations, slippage or acceleration of projects.

4. What are the resource implications including non financial resources

The financial resources required are set out in the body of this report.

5. Section 151 Officer comments:

This report has been prepared on behalf of the Section 151 Officer to set out the financial position of the Capital Programme as at 30 June 2015.

6. What are the legal aspects?

The capital expenditure system is framed by the Local Government and Housing Act 1989.

7. Monitoring Officer's comments:

The report raises no issue for the Monitoring Officer.

8. Report Details:

CAPITAL MONITORING STATEMENT TO 30 JUNE 2015

8.1 REVISIONS TO THE CAPITAL PROGRAMME

The 2015/16 Capital Programme, including commitments brought forward from 2014/15, was last reported to Scrutiny Committee – Resources on 1 July 2015. Since that meeting the following changes have been made that have increased the programme:

Description	£	Approval/Funding
Capital Programme, as reported to Scrutiny Committee – Resources, 1 July 2015	23,210,170	
HRA Acquisition of Social Housing	3,210	Funded from usable capital receipts
Revised Capital Programme	23,213,380	

8.2 PERFORMANCE

The revised capital programme for the current financial year is £23.213 million. During the first three months of the year the Council spent £1.534 million on the programme, which equates to 6.6% of the revised programme. This compares with £1.210 million (4.9%) being spent in the first three months of 2014/15.

The current programme is detailed in Appendix 1. The Appendix shows a total forecast spend for 2015/16 of £20.477 million with £2.663 million of the programme potentially being deferred to 2016/17.

Appendix 2 shows the overall position for those schemes which span more than one financial year.

8.3 AVAILABLE CAPITAL RESOURCES

The available capital resources for the General Fund for 2015/16 are £3.011 million. An estimated spend of £9.770 million is required of which £6.759 million will have to be funded from borrowing. The available capital resources for the HRA for 2015/16 are £15.869 million. An estimated spend of £10.707 million is required leaving £5.162 million to be carried forward into 2016/17. Appendix 3 sets out the forecast use of the resources available for the General Fund and the HRA and the likely amounts of borrowing that will be necessary to fund the capital programme over the next two years.

The value of actual capital receipts received in the quarter in respect of the General Fund and the HRA are:

	General Fund £	HRA £
New Receipts	192,883	387,720
Less HRA Pooling		(109,151)
Balance as at 30 June 2015	192,883	278,569

8.4 EXPENDITURE VARIANCES

The main variances and issues concerning expenditure in 2015/16 are:

Scheme	Estimated Overspend / (Underspend) £	Reason
Countess Wear Community Centre (1 st Grant)	(68,580)	These underspends and overspends reflect the changes outlined to the New Homes Bonus and Grants Panel on 25 June and subsequently approved by Council on 28 July 2015.
Countess Wear Community Centre (2 nd Grant)	(50,000)	
Countess Wear – Village Hall	75,000	
Beacon Heath Martial Arts & Boxing Club – New Roof	21,805	
MRA Fees	(26,620)	The provision of quantity surveying support to the HRA by Property Services has ceased following their restructure, which will result in a reduced recharge. Recharges will remain for maintenance of the select list of contractors.
Faraday House Roof Replacement	9,000	An overspend is expected to occur due to additional health and safety measures at Faraday House including the provision of a roof guard-rail. However, a compensating saving will be made in the re-roofing programme.
Re-roofing Programme	(9,000)	
COB Phase 3 Professional Fees	(9,200)	No further works will be undertaken in respect of COB Wave 3 until resources have been secured for development of the sites.
Rennes House Wider Site Development	(7,050)	This budget provision was intended to provide for works to return 7 Hill Lane to a lettable standard, but such works were not required.

8.5 SCHEMES TO BE DEFERRED TO 2016/17 AND BEYOND

Schemes which have been identified as being wholly or partly deferred to 2016/17 and beyond are:

Scheme	Revised 15/16 Budget £	Budget to be Deferred £	Reason
Northbrook Flood Alleviation Scheme	498,130	498,130	Awaiting further information from the Environment Agency
Leisure Complex – Build Project	0	(1,600,000)	The capital budget was profiled to commence in 2016/17, however it is now proposed to accelerate this project and commence the capital spend this financial year.
Energy Saving Projects	2,990,700	600,000	Detailed spending plans for projects to be undertaken this financial year have now been confirmed. The surplus budget will be deferred to fund 2016/17 projects.
LAINGS Refurbishments	653,210	503,200	Currently seeking to appoint consultants to design, procure and manage the refurbishment of the LAINGS properties. It is hoped that works will commence on site towards the end of the financial year, but that significant spend will take place in 2016/17.
COB Wave 2 – Rennes House car park	1,710,810	804,758	The budget for the development of this site has been re-profiled in accordance with the latest cash-flow projections. Further design work was undertaken in order to re-submit the scheme for planning approval, which has led to delays.
St Loyes Extra Care Scheme	1,827,210	1,413,236	The scheme has been re-designed following consultation with Extra Care experts which has resulted in a significant re-profiling of expected cash-flow although the completion date is still no later than 31 March 2018 in accordance with Department of Health grant conditions.
Acquisition of Social Housing	1,154,580	440,000	The Council has committed to buying 10 two bedroom dwellings for use as social housing; however they are not scheduled for completion by developers until 2017/18.

8.6 ACHIEVEMENTS

The following schemes have been completed during the first quarter of 2015/16:

- **Paris Street Roundabout Landscaping & Sculptural Swift Tower**

The swift tower forms part of the Exeter Wild City project an initiative between Exeter City Council and Devon Wildlife Trust which aims to help wildlife thrive in the city and help people connect to nature on their doorstep. The tower project has been developed working closely with the RSPB.

The eight metre high tower has been constructed as a centre piece for the newly landscaped Paris Street Roundabout. Its sculptural form provides a series of nest holes for use by swifts. It is hoped that in coming years the tower will provide bespoke city centre housing, although experience from towers provided elsewhere in Europe suggests that it may take a few years before the birds fully take up residence.

In addition to the tower, the roundabout has also been planted so that it will provide people and wildlife with a stunning summer display of wildflowers. Flowers including poppies and cornflowers will give a splash of colour to the roundabout and help to feed important pollinating insects such as bumblebees and butterflies.

The tower has been funded by the construction of the nearby Jury's Inn hotel and from housing development. No money was spent from Exeter City Council's budget. Devon Wildlife Trust has also contributed to the scheme. Whilst providing a purpose designed nest tower for swifts the sculptural form meets a requirement of the funding for an artwork in this locality.

- **Energy Saving Projects – RAMM Solar Panels**

The energy-saving panels have been installed on the roof of the Grade II Listed Royal Albert Memorial Museum (RAMM) by SunGift Solar, as the City Council strives to become an energy neutral authority. The aim is to reduce the amount of energy used whilst generating renewable electricity to replace what is consumed.

The City Council now has solar panels on both Civic Centre buildings, a museum store, the Materials Reclamation Facility and on offices at Oakwood House. Two further arrays will shortly be placed on Mary Arches Street Car Park and John Lewis Car Park.

- **COB Wave 2 – Brookway & Bennett Square**

Silverberry Close and Barberry Close provide a total of 14 new three-bedroom properties, including two fully wheelchair accessible homes. These rented houses are now providing comfortable living space for families who were waiting for a suitable place to live on Exeter's Housing Register.

Barberry Close was previously a small underused green space off Bennett Square, and Silverberry Close was the site of the disused former Whipton Methodist Church. These underutilised areas have now been transformed to provide new homes, regenerating the area for local communities and investing in a brighter future for these parts of Exeter.

The buildings are designed to be ecological, low energy and affordable for tenants. Built to Passive house standard - a benchmark for low energy homes - each property contains a host of clever methods of saving energy. All this

means the new families moving in will have significantly reduced fuel and water bills, and the homes themselves are contributing to a low carbon, ecologically sound future.

- 9. How does the decision contribute to the Council's Corporate Plan?**
The Capital Programme contributes to all of the key purposes, as set out in the Corporate Plan.
- 10. What risks are there and how can they be reduced?**
Areas of budgetary risk are highlighted to committee as part of the quarterly budget monitoring updates.
- 11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?**
No impact
- 12. Are there any other options?**
No

David Hodgson, Assistant Director Finance

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:

None

Contact for enquiries:
Democratic Services (Committees)
Room 2.3
(01392) 265275

CAPITAL MONITORING TO 30 JUNE 2015

	2015/16 Capital Programme	2015/16 Spend to 30 June	2015/16 Forecast Spend	2015/16 Budget to be Carried Forward to 2016/17 and Beyond	2015/16 Programme Variances (Under)/Over
	£	£	£	£	£
COMMUNITY					
KEEP PLACE LOOKING GOOD					
Play Area Refurbishments	66,990		66,990		
Flowerpot Skate Park Lighting	33,650	175	26,500		(7,150)
Topsham Recreation Ground	3,530			3,530	
Refurbishment and Upgrade of Paddling Pools	2,420	754	754		(1,666)
Parks Improvements	9,430		9,430		
Neighbourhood Parks & Local Open Spaces	8,020		8,020		
Belmont Pleasure Ground - New Path	30,000		30,000		
Rougemont Gardens - Path & Railings	50,000		50,000		
KEEP ME/MY ENVIRONMENT SAFE & HEALTHY					
Vehicle Replacement Programme	630,000	18,532	630,000		
Exton Road Lighting	31,310	345	31,310		
Mincinglake Reed Beds and Storage Ponds	25,000		25,000		
HELP ME FIND SOMEWHERE TO LIVE					
Disabled Facility Grants	380,670	72,267	380,670		
Warm Up Exeter/PLEA Scheme	163,650		163,650		
Wessex Loan Scheme	140,830	1,602	140,830		
WHIL Empty Properties	194,000		194,000		
The Haven	7,200		7,200		
Temporary Accommodation Purchase	300,000		300,000		
COMMUNITY TOTAL	2,076,700	93,675	2,064,354	3,530	(8,816)

CAPITAL MONITORING TO 30 JUNE 2015

	2015/16 Capital Programme	2015/16 Spend to 30 June	2015/16 Forecast Spend	2015/16 Budget to be Carried Forward to 2016/17 and Beyond	2015/16 Programme Variances (Under)/Over
	£	£	£	£	£
ECONOMY					
KEEP PLACE LOOKING GOOD					
Exhibition Way Bridge Maintenance	39,980	400	39,980		
Canal Bank Repairs & Strengthening	1,060		1,060		
Northbrook Flood Alleviation Scheme	498,130			498,130	
National Cycle Network	4,500	4,500	4,500		
Repair to Turf Lock Gates	145,320		145,320		
Repair Canal Bank at M5	60,000		60,000		
Cathedral Yard - Replace Street Lighting	20,000		20,000		
Replace Car Park Ticket Machines	200,000		200,000		
Coin Counting Equipment	26,340		26,340		
Phoenix - Replace Air Conditioning Units	30,000		30,000		
PROVIDE GREAT THINGS FOR ME TO SEE & DO					
Replace Running Track at Exeter Arena	205,720		205,720		
Sports Facilities Refurbishment	67,000	3,487	67,000		
RAMM Development	382,380		382,380		
Passenger Lift at RAMM	45,000		45,000		
RAMM Shop	68,000		68,000		
Storage of Archives	21,020		21,020		
Livestock Market Electrical Distribution Boards	12,650		12,650		
Livestock Centre Roof Replacement	1,250,000		1,250,000		
City Centre Enhancements - TV Screens	40,000		40,000		

CAPITAL MONITORING TO 30 JUNE 2015

	2015/16 Capital Programme	2015/16 Spend to 30 June	2015/16 Forecast Spend	2015/16 Budget to be Carried Forward to 2016/17 and Beyond	2015/16 Programme Variances (Under)/Over
	£	£	£	£	£
DELIVER GOOD DEVELOPMENT					
Newcourt Community Hall (S106)	10,000	130	10,000		
Newcourt Community Hall (Grant)	36,240		36,240		
Newtown Community Centre (1st Grant)	50,000		50,000		
Newtown Community Centre (2nd Grant)	49,000		49,000		
Countess Wear Community Centre (1st Grant)	68,580				(68,580)
Countess Wear Community Centre (2nd grant)	50,000				(50,000)
Countess Wear - Village Hall			75,000		75,000
Beacon Heath Martial Arts & Boxing Club - New Roof			21,805		21,805
Devonshire Place (Landscaping)	13,690	5,710	13,690		
Alphington Village Hall (Repairs & Extension)	50,000		50,000		
St Sidwells Community Centre	40,000	11,720	40,000		
Exeter Gymnastics Club	40,000	40,000	40,000		
City Centre Enhancements	8,260	177	8,260		
Paris Street Roundabout Landscaping & Sculptural Swift Tower	24,840	6,513	24,840		
Heavitree Environmental Improvements	22,880		22,880		
Ibstock Environmental Improvements	3,240		3,240		
Local Energy Network	67,050	67,050	67,050		
Leisure Complex - Build Project			1,600,000	(1,600,000)	
ECONOMY TOTAL	3,650,880	139,687	4,730,975	(1,101,870)	(21,775)

CAPITAL MONITORING TO 30 JUNE 2015

	2015/16 Capital Programme	2015/16 Spend to 30 June	2015/16 Forecast Spend	2015/16 Budget to be Carried Forward to 2016/17 and Beyond	2015/16 Programme Variances (Under)/Over
	£	£	£	£	£
RESOURCES					
WELL RUN COUNCIL					
STRATA Implementation	30,650	30,651	30,650		
Annual Contribution to Strata	53,900	53,904	53,900		
eTendering System	15,000		15,000		
Invest to Save Opportunities	100,000		100,000		
Energy Saving Projects	2,990,700	135,709	2,390,700	600,000	
Customer Contact Platform	145,000		145,000		
Voice Activated Directory	44,800	28,994	44,800		
Civic Centre Access Doors	20,000		20,000		
Capitalised Staff Costs	175,000		175,000		
RESOURCES TOTAL	3,575,050	249,258	2,975,050	600,000	

CAPITAL MONITORING TO 30 JUNE 2015

	2015/16 Capital Programme	2015/16 Spend to 30 June	2015/16 Forecast Spend	2015/16 Budget to be Carried Forward to 2016/17 and Beyond	2015/16 Programme Variances (Under)/Over
	£	£	£	£	£
HRA					
MAINTAIN OUR PROPERTY ASSETS					
Adaptations	595,940	117,982	595,940		
Rendering of Council Dwellings	353,650	27,341	353,650		
MRA Fees	40,000		13,380		(26,620)
Communal Door Entry System	13,440		13,440		
Environmental Improvements - General	59,080	3,919	59,080		
Programmed Re-roofing	120,000	9,970	111,000		(9,000)
Energy Conservation	115,510		115,510		
Smoke Detector Replacements	158,040	80,747	158,040		
LAINGS Refurbishments	653,210		150,010	503,200	
Kitchen Replacement Programme	1,418,880	126,342	1,418,880		
Bathroom Replacement Programme	1,253,770	92,080	1,253,770		
Other Works	94,620		94,620		
Fire Precautionary Works to Flats	291,400	23,111	291,400		
Communal Areas	196,650	2,639	196,650		
Structural Repairs	262,940	750	262,940		
Rennes House Structural Works	485,840		485,840		
Common Area Footpaths/Wall Improvements	269,430	4,186	269,430		
Lift Replacement - 98 Sidwell Street	50,000		50,000		
Replacement of Lead Water Mains	30,000	3,916	30,000		
Soil Vent Pipe Replacement	26,620		26,620		
Electrical Central Heating	21,630	7,419	21,630		
Faraday House Roof Replacement	125,000		134,000		9,000

CAPITAL MONITORING TO 30 JUNE 2015

	2015/16 Capital Programme	2015/16 Spend to 30 June	2015/16 Forecast Spend	2015/16 Budget to be Carried Forward to 2016/17 and Beyond	2015/16 Programme Variances (Under)/Over
	£	£	£	£	£
Electrical Re-wiring	1,147,970	137,112	1,147,970		
Central Heating Programme	33,000	9,958	39,600		6,600
Boiler Replacement Programme	164,230	8,147	157,630		(6,600)
<i>HELP ME FIND SOMEWHERE TO LIVE</i>					
COB Wave 2 - Rennes Car Park	1,710,810	150	906,050	804,760	
COB Wave 2 - Newport Road	622,140	203,936	622,140		
COB Wave 2 - Brookway (Whipton Methodist Church)	130,400	28,045	130,400		
COB Wave 2 - Bennett Square	158,280	83,487	158,280		
St Loyes Extracare Scheme	1,827,210	13,016	413,980	1,413,230	
Phase 3 Professional Fees	9,200				(9,200)
Phase 3 St Andrews Road	10,230		10,230		
COB Land Purchase	300,000		300,000		
Rennes House Wider Site Development	7,050				(7,050)
Acquisition of Social Housing	1,154,580	66,962	714,580	440,000	
HRA TOTAL	13,910,750	1,051,218	10,706,690	3,161,190	(42,870)
TOTAL CAPITAL BUDGET	23,213,380	1,533,838	20,477,069	2,662,850	(73,461)

Agenda Item 7

REPORT TO EXECUTIVE AND COUNCIL
Date of Meeting: 15 September, 2015 & 20 October 2015
Report of: Bindu Arjoon, Assistant Director Customer Access

Title: Partnership Delivery Officer

Is this a Key Decision? No

Is this an Executive or Council Function? Council

1. What is the report about?

This report informs members of the Council's work as part of the first phase of the Troubled Families Programme and seeks support for increasing the Council's engagement in Phase Two of the programme, now called Early Help For Families. The report also outlines the emerging agenda in co design and co delivery with partners and proposes that the Council increases its engagement with this agenda to recognise the benefits.

2. Recommendations:

- i. That Members note the areas of the Council's work impacted by the Early Help approach and benefits of working with other agencies to support families and vulnerable individuals.
- ii. That Executive recommends to Council the creation of a temporary post for 18 months to support this work on an invest to save basis and agrees to receive a monitoring report on its success in reducing the costs to the Council, using the Home Office's Cost Calculator.
- iii. That Executive recommends to Council the approval of a sum of up to £38,000 to fund the proposed post; to be met from the Housing Revenue Account working balance and General Fund balances.

3. Reasons for the recommendation:

- i. As the public sector continues to respond to financial challenges, working alongside agencies supporting the same individuals or families is an efficient and more effective use of public funds.
- ii. Access to advice and support professionals from other agencies enables the Council to develop a more holistic service to our residents

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

- i. There is a proposal to create a temporary post for 18 months. The Job Description and Person Specification for the post is attached as an Appendix to this report. Should members be minded to support the creation of this post, a Job Evaluation will be conducted to determine the grade of the post. However, based on an indicative grade 9, it is anticipated that the maximum salary for this post, including on costs is in

the region of £38, 000. In recognition of the fact that a proportion of the families that we will be working with are the Council's tenants, this post will be jointly funded from the Housing Revenue Account and the General Fund. Based on Phase One of the Programme, the proposed initial split is 40/60. However, this will be reviewed as we engage further in Phase Two as the widening of criteria to include families in debt may mean that we are working with a increased number of tenants.

- ii. There is an expectation that each of the Directorates directly affected will identify a Lead, at senior level, for the Early Help Programme.

5. Section 151 Officer comments:

Funding for the temporary post can be met from General Fund balances and from the HRA working balance for the 18 month period, on the basis that the Council may benefit from compensating reduced costs of dealing with troubled families residing in both private and Council owned housing. The resulting net cost to the Council will be monitored using the Home Office's cost calculator in order to inform any further funding requests.

6. What are the legal aspects?

The creation of and recruitment to this new post must be conducted in accordance with the Council's relevant recruitment policies.

7. Monitoring Officer's comments:

This report raises no issues for the Monitoring Officer

8. Report details:

8.1 Background

The Troubled Families programme was launched in 2011. Troubled Families were identified as facing significant issues and challenges which may impact on the community around them. The public sector tends to face high costs when addressing the complex issues often related to those families. A Troubled Families team, based in DCLG, was established to join up efforts across the whole of government and to provide expert help to local authorities to drive forward the programme. The aim was to work with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015.

Government data collected in October and November 2011, estimated that £9 billion is spent annually on troubled families – an average of £75,000 per family each year. Of this, an estimated £8 billion is spent reacting to the problems these families either experience or and cause with just £1 billion being spent on helping families to solve and prevent problems in the longer term.

8.2 The Troubled Families Programme

Phase 1 of the Troubled Families programme, targeted the following issues:

- getting children back into school

- reducing youth crime and anti-social behaviour
- putting adults on a path back to work
- reducing the high costs these families place on the public sector each year

The Government encouraged local authorities to work with families in ways the evidence shows is more effective, such as:

- joining up local services
- dealing with each family's problems as a whole rather than responding to each problem, or person, separately
- appointing a single key worker to get to grips with the family's problems and work intensively with them to change their lives for the better for the long term
- using a mix of methods that support families and challenge poor behaviour

The government is increasing local authority budgets by £448 million over 3 years on a payment-by-results basis.

8.3 Devon's Approach: Targeted Families

The programme has been delivered through a Devon-wide Executive Leadership Group, with City Council officer representation. Co-ordinators at District level have driven activity with partners, with additional focus provided through a number of Intensive Family Support (IFS) practitioners.

Both the local governance structure and IFS focus have demonstrated their effectiveness during the programme, and provide a foundation upon which to build an expanded partnership model.

In Exeter, 373 families were identified under Phase 1, 154 of these were living in Exeter City Council Properties.

8.4 The City Council's Role in Phase 2

The Devon programme has successfully met its targets for Phase One and it has been confirmed that the programme has been extended into phase 2 from April 2015, for a further 5 years, with an additional 400,000 families to benefit nationwide.

The problems targeted by Phase 1: youth crime, ASB, poor school attendance and unemployment remain relevant in phase 2. The eligibility has been expanded from phase 1. Shown below are the extended criteria and their relevance to City Council services:

1. Parents and children involved in crime or ASB (*Housing and Environmental Health*)
2. Children who have not been attending school regularly
3. Children who need help (*Environmental Health, Housing and Customer Access: Housing Options / Devon Homechoice / Local Welfare Support*)
4. Adults out of work or at risk of financial exclusion and young people at risk of worklessness (*Customer Access: One View of Debt, Housing*)

5. Families affected by domestic violence and abuse (*Housing and Customer Access: Housing Options*)
6. Parents and Children with a range of health problems (*Housing and Customer Access: Housing Options and Devon Homechoice*)

It is likely that the Customer Access and Housing Directorates will be most involved in the Early Help programme.

Phase 2 success will be measured through demonstrating significant and sustained success or continuous employment for families, providing family monitoring data, and understanding the financial benefits through cost savings calculators.

The principles underpinning the expanded programme reflect a formalised partnership arrangement, with the focus on providing a targeted approach to support for families, supporting them to address the issues affecting them, thereby reducing demand on services in the medium to long term.

Under Phase 2, it is planned that Troubled Families will sit within The Early Help Model developed by Devon County Council working with partners locally.

8.5 The Involvement of City Council Directorates in Phase Two.

Payments & Collections Team. At a Practitioners meeting where 21 cases were presented, over £9,056.51 was owed to Exeter City Council in unpaid Council Tax, Housing Benefit Overpayments and Rent Arrears. Under Phase 2 there will be an opportunity to refer families who are at risk of financial exclusion. Referrals may result in additional resources being made available, through family intervention workers to support customers to improve budgeting and to address the cause of their debts. The level of debt is likely to be a contributing factor to some of the other issues going on in the household and was not addressed under phase 1.

Revenue and Benefits. Will be there to assist in maximising income and assisting in claiming relevant Housing Benefit and Council Tax Benefits for *Adults out of work or of financial exclusion and young people at risk of worklessness*. Priority referrals can be made to Exeter Money Advice Partnership for families with large debts – support through Troubled Families can assist families to attend relevant meetings and help with budgeting advice. Local Welfare Support can assist children who need help by providing families who need emergency assistance with food and to access support for utilities.

Housing Options. Housing options can assist in a number of areas, for example, *Families affected by domestic violence and abuse, Parents and Children with a range of health problems*. During phase 1, there has not been a holistic approach towards the role of housing in Troubled Families due in part to us not being engaged in the process. It is clear from the referrals presented at a recent Practitioners Meeting that there are issues relating to overcrowding. One family had 8 people living in the household which could explain some of the issues presenting by the family. An additional room might make all the difference in alleviating some of the ongoing

challenges and resulting in improved ASB, attendance at school. Housing Options currently contract Young Devon to provide support for 16 and 17 year olds and care leavers who are homeless or are facing homelessness. If a family has an identified 16 or 17 year old living in the household, then the Youth Homelessness Prevention worker can be utilised to provide mediation to prevent future homelessness, it can also be utilised to arrange respite care if deemed necessary to prevent potential relationship breakdown. Where parents and children with a range of health problems are contributed due to their living conditions then Devon Homechoice or making a Direct Match to meet that family's need can be used.

Housing (Landlord Services) – As a stock holding authority of 4,900 properties with 3,241 of our properties being potential family accommodation, it is likely that a number of the families who will be supported under phase 2 will be Exeter City Council tenants. If there is anti social behaviour in the household either from parents or from the children, this should trigger a referral to Early Help. There is then the potential to access Family Intervention Services to provide support to the family and Housing Customer Relations Officer and to try to prevent the need for legal action due to continued ASB. On average, an ASB case will cost up to £3,000 if uncontested. However, if contested, costs could be above £15,000. If a family is evicted there are then the potential additional costs of having to accommodate under a duty which could cost up to £10,000.

Environmental Health – Anti Social Behaviour and The Community Safety Partnership now falls into the realms of The Environmental Health Directorate. It is likely that Troubled Families referrals will be identified as part of the ASBAT (Anti Social Behaviour Action Team). Environmental Health will form a large part of identifying those families residing in Housing Association Properties and Private Rented Properties who will need a multi agency approach and meet the criteria for Troubled Families under Phase 2.

8.6 Proposals for Resourcing City Council work as part of Phase Two

A focus on an Early Help Model would enable the Council the opportunity to make the most out of the potential resources on offer to support meeting the needs of residents. In order for this to be successful there has to be a corporate approach towards the programme as this relates to at least three directorates: Customer Access, Housing and Contracts and Environmental Health. Involvement in the Programme also allows us to understand the benefits and challenges with working with partners on an operational level as well as understand within the Council how we may need to adapt the way that we work between Council services and with partners.

Our proposal seeks Executive approval for the creation of an 18-month Partnership Delivery Officer post. The post will coordinate responses across the three directorates and to ensure referrals are being made if families meet the Troubled Families criteria. This role will be pivotal in ensuring that there is a comprehensive and consistent approach and can act independently in meeting the corporate needs. The role will also be responsible to deliver training and support to departments to ensure that they understand the opportunities provided by the Early Help programme and what resources can be utilised. Part of the remit of this post would be the use of the cost

calculator to identify the savings being made to services by working in this way, looking at the costs of, for example:

- taking a family to court because of ASB
- taking a family to court because of rent arrears
- evicting a family due to ASB including associated void costs
- evicting a family due to rent arrears including associated void costs
- a family going through the homeless process
- finding a family intentionally homeless
- taking a family to court due to Council Tax Arrears

After 14 months, an analysis will be done using the cost calculation to assess if the savings and/or non financial benefits merit a request to Members for a permanent post.

In addition, named leads will be identified within directorates who are responsible for ensuring that Early Help is given the appropriate leadership and focus. The Lead will be responsible for collating responses for the co-ordinator and identifying what future resources might be needed.

8.7 Reporting On Early Help Work

As there are three Directorates involved in this work, it is proposed that reporting on progress be done to the Portfolio Holders for Customer Access, the Housing Revenue Account and Anti Social Behaviour and via the Transformation Plan to the Transformation Leadership Board. Quarterly reports will also be made to Scrutiny Community.

8.8 Wider Partnership Delivery Agenda

This report has focused very much on the Early Help for Families agenda. However as alluded to at the start of the report, it is anticipated that that the proposed post also plays an active part in supporting delivery around other key areas of partnership work; i.e. the Exeter Community Hub which is being developed to address the needs of vulnerable client groups, including ex-Offenders and vulnerable adults who are Homeless and have substances abuse issues and/or mental health needs. This also reflects the Integrated Care Exeter programme where one of the key strands looking at providing responsive health care for individuals who are homeless and have particular and significant health needs are more holistically and more quickly supported. This piece of work is being led on by the City Council

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

This Programme relates to three of the Council's Purposes as identified in the Corporate Plan- Help Me with My Financial/Housing Problem, Keep Me/My Environment Safe and Healthy and Find Me Somewhere Suitable to Live.

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

10.1 There is a risk that if the Council does not direct appropriate resources to this work, services will not realise the full benefits for our services working with the identified families.

This risk is being mitigated by proposing to create a post to co-ordinate our involvement in Early Help. There are only benefits from being proactively involved in addressing the social issues that families are facing. Benefits to the Council include:-

- Improved partnership working
- Improved access to Social Services through Early Help
- Increase in support for families to deal with budgeting, help address debt and in turn to assist them to prioritise payments to the Council
- Improvement in families health and wellbeing
- Decrease in evictions due to reduction in ASB / arrears
- Decrease in numbers of families needing to be accommodated in emergency accommodation

If the creation of the post is not agreed, the services would need to try and engage within existing resources but this is likely to be done in an unstructured and unco-ordinated way across the Council.

10.2 If the creation of post is approved, there is a risk that we are not able to identify the cost savings to the Council of engaging in the Early Help Programme and therefore are not able to demonstrate the benefits to the Council of the post. This risk will be mitigated by ensuring that we are working with the County Council on identifying the costs using the Cost Calculator.

11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

The focus of the work in the Early Help model relates to identifying families and individuals who met the criteria and intervening to support them in a holistic way. If this approach is successful, as it has proved it can be in Phase One, this will have a positive impact on all of the factors identified here.

12. Are there any other options?

The Strategic Management Team have discussed options for resourcing this work within existing staff resources but have come to the view that there is not sufficient existing capacity to appropriately test this new way of working.

Bindu Arjoon
Assistant Director Customer Access

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

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275



Job Description

JOB TITLE	:	Delivery Partnerships Officer
GRADE	:	Grade to be determined
POST NO	:	
SERVICE	:	Customer Access
UNIT	:	
REPORTS TO	:	To be determined
RESPONSIBLE FOR	:	No direct reports
LIAISON WITH	:	Council officers across multiple departments, statutory agencies with regular contact with social services, hospitals, and schools, voluntary & community organisations, elected Members

PURPOSE OF JOB

- To work with internal departments and external partners to achieve positive outcomes for families and vulnerable adults.
- To support a multi agency operational approach to safeguarding Children and Vulnerable Adults at Risk across the Council, providing support to front line officers as needed.
- To support local delivery models of joint working, including convening or attending key meetings and reviewing current working practices.
- To develop a cost calculator for Council services to represent internal and external costs and savings of working practices.
- To communicate to the Strategic Management Team and Elected Members the progress and future opportunities of multi agency programmes or integrated delivery for families and vulnerable adults.

MAIN ACTIVITIES

1. To identify synergies between the local multi agency programmes (such as the Early Help Programme, Making Every Adult Matter and Integrated Care Exeter) and initiatives/priorities within the Council and other partners, in order to reduce duplication and maximise positive outcomes for families.
2. Identify and promote learning about different ways of working with families and vulnerable adults (to include learning from households themselves).
3. Work with service areas and through the practitioner forums to assist in the identification of families and vulnerable adults for inclusion in multi agency programmes.
4. Facilitate and encourage effective communication between partner agencies at all levels.
5. Involve the voluntary and community sector in the development and delivery of interventions that will assist identified households in the attainment of agreed outcomes.
6. Identify risks and issues that cannot be resolved at a Service level and need escalation to the Strategic Management Team and/or Elected Members.
7. Monitor the progress of local activity in achieving the targets and outcomes for the families and vulnerable adults identified as the target group within the Devon expanded Troubled Families programme(Early Help), Making Every Adult Matter (MEAM), projects from Integrated Care Exeter (ICE) and future partnership projects as identified by the Strategic Management Team.
8. Maintain local information on Huddle (or equivalent secure information sharing portals) that records the evidenced identification, engagement and achievement of local families and vulnerable against agreed actions/outcomes and the family practitioner working with each family, until this is decommissioned.
9. Produce reports at agreed intervals which contain data on the work being done to support families and progress being made as well as qualitative case studies.
10. To develop and maintain a cost calculator for Exeter City Council which identifies the monetary cost of interventions and the savings which can be found from increased multi agency working.
11. To provide specialised advice and support to front line officers to escalate safeguarding concerns through appropriate referrals and co-ordination of case conferences.

DATE LAST UPDATED: September 2015



Person Specification

JOB TITLE : Partnerships Officer

GRADE : Grade

POST NO :

SERVICE : Customer Access

UNIT : Performance, Strategy & Resources

	<u>CRITERIA</u>	<u>ESSENTIAL/ DESIRABLE (E/D)</u>	<u>METHOD OF ASSESSMENT</u>
<u>QUALIFICATIONS & KNOWLEDGE</u>	A degree in a relevant discipline (such as social or public policy), or an equivalent professional qualification (e.g. in community or social work), or significant equivalent experience that clearly demonstrates the ability to evaluate the strengths and weaknesses of competing options, marshal & analyse complex information, and present recommendations & conclusions.	E	A, T
	Specialist knowledge of safeguarding responsibilities and procedures for children and vulnerable adults at risk.	E	A, I, T

<u>EXPERIENCE & SKILLS</u>	<p>A minimum of three years' experience of successful multi-agency partnership working, ideally within a social care, housing or voluntary sector setting.</p> <p>Good knowledge of the health & wellbeing agenda as it impacts on local authorities, the NHS & voluntary sector, and of the relevant legislative & policy framework</p> <p>Clear understanding of the financial climate in which local authorities and other parts of the public sector now operate, and the implications this has for traditional models of service provision.</p> <p>Excellent interpersonal, relationship-building & influencing skills</p> <p>A clear understanding of how statutory and voluntary agencies are funded and the ability to translate this into data to track costs of interventions.</p> <p>An understanding of the challenges posed by vulnerable households and the impact of debt, worklessness, poor health, substance misuse, domestic violence and other pressures can influence behaviours and the practical ways in which Council officers, statutory partners and voluntary and community organisations might overcome these.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>D</p>	<p>A, I</p> <p>A, I</p> <p>A, I</p> <p>A, I</p> <p>A, I</p> <p>A, I</p>
<u>SPECIAL REQUIREMENTS & ATTITUDE</u>	<p>Able to constructively challenge existing ways of working.</p> <p>Able to advocate and defend potentially sensitive & unpopular courses of action.</p> <p>Able & willing to advocate on behalf of socially excluded or marginalised groups and challenge stereotyping & discrimination.</p>	<p>E</p> <p>E</p> <p>E</p>	<p>A, I</p> <p>A, I</p> <p>I</p>
<u>OTHER</u>	<p>Able to attend and make presentations to evening meetings as necessary.</p>	<p>E</p>	<p>A</p>

COMPLETED BY: Bindu Arjoon

DATE: September 2015

CATEGORY: A – Application, C - Certificates, T – Testing, I – Interview, R - Reference

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
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