

EXECUTIVE

Date: Tuesday 14 June 2016

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, Bialyk, Hannaford, Bull, Leadbetter, Morse, 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 Minutes

To sign the minutes of the meetings held on 15 March and 12 April 2016.

3 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.

4 **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 items 14, 15 and 16 on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Part I, Schedule 12A of the Act.

5 **Major Grant Panel Minutes - 26 May 2016**

To receive the minutes of the Major Grants Panel on 26 May 2016.

(Pages 5 - 8)

6 **Exeter Community Forum - Grants Panel Terms of Reference re. Neighbourhood Portion of the Community Infrastructure Levy**

To consider the report of the Community Involvement and Inclusion Officer.

(Pages 9 - 20)

People Scrutiny Committee considered the report at its meeting on 2 June 2016 and its comments will be reported.

7 **Joint Homelessness Strategy 2016-2021**

To consider the report of the Assistant Director Customer Access.

(Pages 21 - 110)

People Scrutiny Committee considered the report at its meeting on 2 June 2016 and its comments will be reported.

8 **Welfare Reform Update**

To consider the report of the Assistant Director Customer Access.

(Pages 111 - 114)

People Scrutiny Committee considered the report at its meeting on 2 June 2016 and its comments will be reported.

9 **Exeter Science Park Strategic Business Plan**

To consider the report of the Chief Executive & Growth Director.

(Pages 115 - 128)

Place Scrutiny Committee considered the report at its meeting on 9 June 2016 and its comments will be reported.

10 **Recycling Plan 2016/21**

To consider the report of the Assistant Director Environment.

(Pages
129 - 138)

Place Scrutiny Committee considered the report at its meeting on 9 June 2016 and its comments will be reported.

11 **Safeguarding Policy**

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

(Pages
139 - 152)

Place Scrutiny Committee considered the report at its meeting on 9 June 2016 and its comments will be reported.

12 **Honorary Alderman**

To consider the report of the Corporate Manager Democratic and Civic Support.

(Pages
153 - 156)

13 **Portfolio Holders Responsibilities and Priorities**

To note the updated Portfolio Holders Responsibilities and Priorities.

(Pages
157 - 162)

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.

14 **Verbal Update - RAMM**

To receive a verbal update from the Corporate Manager Legal Services.

15 **RAMM Audience Development Team Restructure/Review**

To consider the report of the Museums Manager and Culture Lead.

(Pages
163 - 214)

16 **Exeter Heart of Devon Minutes - 23 March 2016**

Members are requested to note the minutes of the Exeter and Heart of Devon Growth Board meeting held on 23 March 2016.

(Pages
215 - 220)

Date of Next Meeting

The next scheduled meeting of the Executive will be held on **Tuesday 12 July 2016** 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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MAJOR GRANTS PANEL

Thursday 26 May 2016

Present:-

Councillor Edwards (Chair)
Councillors Bull and Sutton

Apologies:

Councillor Leadbetter

Also Present:

Community Involvement and Inclusion Officer and Exeter City Futures Programme Manager and Assistant Democratic Services Officer (Committees)

17

MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 25 February 2016 were taken as read and signed by the Chair as correct, subject to the following clarification as agreed in Minute 14:

- Le Navete Bete – to receive £8,000 Arts Grant
- Magic Carpet – to receive £2,000 Arts Grant
- Sound Gallery – to remove grant

18a Exeter Council for Sport and Recreation

At the last meeting it was suggested that the Exeter Council for Sport and Recreation could benefit from greater openness and transparency of its work and promotion of the availability of grants including through the use of websites. Members therefore asked that consideration of their request for a core grant of £6,000 be deferred until further discussions had taken place with officers.

The Exeter City Futures Programme Manager reported on the background and historical nature of Exeter Council for Sport and Recreation, and advised on the structure now in place for health and wellbeing and sport and activity, including the Health and Wellbeing Board.

Recommended to Executive that the application for £6,000 to Exeter Council for Sport and Recreation be refused.

18b Exeter Sports Fund application

The Exeter City Futures Programme Manager presented the application from the Exeter Sports Fund which seeks to provide grant aid support to grass roots community sports clubs, groups and individuals in the Exeter locality.

The Chairman of Exeter Council for Sports and Recreation would be invited to sit on the Exeter Sports Fund Board due to his experience and knowledge.

Recommended to Executive that the application for £6,000 be approved.

(The meeting commenced at 4.30 pm and closed at 4.36 pm)

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REPORT TO: SCRUTINY COMMITTEE - PEOPLE

**Date of Meeting: Scrutiny Committee People – 2 June 2016
Executive – 14 June 2016
Council – 26 July 2016**

**Report of: Community Involvement & Inclusion Officer
Title: Exeter Community Forum – Grants Panel Terms of Reference re.
Neighbourhood Portion of the Community Infrastructure Levy.**

Is this a Key Decision?

Yes

Is this an Executive or Council Function?

Council

1. What is the report about?

- 1.1 In March 2016 Executive welcomed and approved the Exeter Community Strategy as a living document that will inform the allocation of the neighbourhood portion of the Community Infrastructure Levy (CIL) and a proportion of the New Homes Bonus. It was agreed that £150,000 of New Homes Bonus funding is used over the next 2-3 years to support capacity building work with community groups across the city that require investment to enable them to access the CIL neighbourhood funding in future years.
- 1.2 This report sets out the proposed terms of reference for the Grants Panel, led by Exeter Community Forum, that will make future recommendations to Council on how the neighbourhood portion of the CIL should be spent.

2. Recommendations:

2.1 The report recommends that:

- (i) Council welcomes and approves in principle the terms of reference of the Grants Panel led by Exeter Community Forum.
- (ii) Council welcomes future recommendations from the Grants Panel as to how to spend the neighbourhood portion of the CIL and the New Homes Bonus taking account of the availability of funds
- (iii) Council is consulted as appropriate on the future review of the purpose, function and outcomes of grants awarded to ensure that the panel is working effectively and in the interests of both the Council and Exeter Community Forum.
- (iv) Through its Community Involvement and Inclusion Officer, the Council retains accounting responsibilities in relation to the neighbourhood portion of the CIL.
- (v) Council nominates the appropriate portfolio holder to represent the Council on the Grants Panel.

3. Reasons for the recommendations:

3.1 The recommendations are intended to enable the spend of the neighbourhood portion of the CIL following consideration of community recommendations, and thereby the implementation of the Exeter Community Strategy. The recommendations also reflect the need for the Council to remain accountable for the spend of CIL monies.

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

4.1 It is estimated that the neighbourhood portion of the total Community Infrastructure Levy receipts over the next 10 years will be approximately £3.75 million. Executive approved the ring fencing of these funds for implementing the Exeter Community Strategy at its 10 February 2015 meeting. The CIL regulations do not provide for borrowing to be undertaken against CIL receipts, and so sufficient CIL receipts must have accumulated before projects can be funded. There will be administrative and accounting costs in relation to decision-making processes and the implementation of projects funded by the neighbourhood portion of the CIL, and it is anticipated that these staff-related costs will be borne by the Council's Community Involvement and Inclusion work.

4.2 To date, CIL Liability Notices for more than £800,000 have been issued (CIL Demand Notices are subsequently issued when development commences), and over £400,000 has been received. At 15% of total CIL receipts, the neighbourhood portion of CIL receipts therefore currently equates to approximately £90,700.

5. Section 151 Officer comments:

5.1 The Section 151 Officer notes the proposals and will work with the Assistant Director City Development and the Community Involvement and Inclusion Officer to ensure that the spend of the neighbourhood portion of the CIL is appropriately administered and accounted for, bearing in mind the decision-making procedures to be put in place and the Council's ultimate retention of accountability. At the end of 2015-16, the value of CIL receipts for neighbourhood purposes totaled £90,727.

6. What are the legal aspects?

6.1 There are two main issues as follows:

(a) The Council is prohibited from borrowing against future CIL receipts to forward fund infrastructure delivery. Hence, CIL receipts cannot be spent until they have accumulated sufficiently to fund projects. This will affect decisions on spending the neighbourhood portion of the CIL, as it does CIL spend decisions generally.

(b) The CIL regulations (specifically regulation 59F, as amended) provide for the Council to set aside a proportion of CIL receipts for spend in neighbourhoods, and Council's Executive resolved to set aside 15% of CIL receipts for this purpose on 10 February 2015.

7. Monitoring Officer Comments

The Monitoring Officer has raised no issues beyond those set out in paragraph 6.1 above.

8. Report Details:

8.1 Proposed Grants Panel membership:

1. Exeter Community Forum Chairperson
2. Up to four other community representatives drawn from different community organisations which are full members of Exeter Community Forum.
3. The Council's portfolio holder for Communities and Neighbourhoods.

4. The Council's Community Involvement and Inclusion Officer or nominated substitute (non-voting member)
5. When established, a member of the Exeter Community Youth Forum to attend panel meetings and have voting rights.

8.2 Applicants should:

1. Take appropriate steps to obtain the views of community interest groups (e.g. elderly, young people etc).
2. Seek comment and support for applications, verbally or in writing, from city or county councillors for a ward where a proposed grant-funded activity will take place. This may also include relevant portfolio holders.

8.3 Evaluation criteria:

All applications will be scored and assessed against the following criteria. The application

1. Addresses one or more of the priorities identified by ECF as part of the consultation process.
2. Provides evidence of local consultation/need
3. Provides evidence of seeking local support, including
 - support from local councillor/s
 - support from community interest groups, e.g. young people, minority ethnic communities etc, where relevant.
 - Support from Community Organisers where relevant or possible
4. Provides evidence of a partnership approach and evidence of community collaboration where possible
5. Provides evidence of the social impact of project
6. Provides evidence of the viability of the overall project.
7. Commits to match funding either a monetary contribution and/or in-kind contribution e.g volunteer hours.

8.4 The panel will make recommendations for consideration by Executive and Council.

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

9.1 Adoption of the Exeter Community Strategy and allocation of Neighbourhood CIL funding helps us to achieve the Corporate Plan objective of Supporting Exeter's Communities – *Communities in Exeter know best what facilities are needed in their areas and where investment should be prioritised. We recognise that community and voluntary groups have an important role to play in helping us to shape and deliver services in new ways. We will continue to provide support to the community and voluntary sector to achieve a range of positive outcomes for our communities through co-design and co-delivery.*

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

10.1 CIL receipts are dependent on development happening on the ground in that CIL Demand Notices can only be issued when development commences. CIL cannot be used to forward fund projects unless a party other than the Council is willing to borrow against those receipts to deliver the project. In this context, it will take some time for the neighbourhood portion of CIL to accumulate into a more sizeable pot with which to address some of the priorities identified by the ECF. A change for the worse in macro-economic circumstances has the potential to seriously affect the accumulation of CIL receipts in general. There are therefore some risks that community expectations may not be fulfilled because of lack of funding or funding which is slow to materialise.

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?

1.1 Supporting the capacity of community organisations to take initiatives, including through identifying priorities for the use of CIL, has the potential to support a wide range of groups across the city and thereby address issues such as equality and diversity, health and wellbeing, etc.

12. Are there any other options?

12.1 No.

**Dawn Rivers
Community Involvement and Inclusion Officer**

**Peter Hearn/ Richard Short
Assistant Director City Development**

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

None

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Exeter Community Strategy
Grants Panel Terms of Reference

Final Draft MAY10 2016

www.exetercommunityforum.net

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DRAFT

1 . Background

The Exeter Community Strategy will underpin community-led development in the city for ten years from 2016. It will provide a way for the communities to take the lead, build their capacity to own and manage assets, work with partners, and fund and deliver initiatives and services. It is based on a statement of principles of community-led development to which partners are invited to sign up, and will embody openness and accountability in all its activities.

The strategy includes an action plan for the first three years, from April 2016 to March 2019. The action plan will be delivered through the three programmes, all of which will receive funding from Exeter's Community Infrastructure Levy (CIL). Some programmes will receive additional funding from other sources. The programmes are:

1. Supporting community plans. This will be delivered by appointing one or more community plan support officers.
2. Supporting community action. This will be delivered by:
 - (a) Community organising, by appointing one or more community organisers,
 - (b) Community initiatives, through direct grants, or web-based fundraising. This can be capital or revenue funding.
3. Community collaboration, delivered through direct grants. (see note i)

The Exeter Community Strategy grants panel will make all funding recommendations regarding direct grants in programmes 2.b. and 3. Its recommendations will be subject to ratification by Exeter City Council where CIL or other council-disbursed funds are involved.

2 . Grants panel composition

Invited to sit for 1 year, the grants panel will be composed of the following members:

1. The Exeter Community Forum chairperson or nominated substitute (Voting member)
2. Up to four other community representatives drawn from different organisations which are full members of Exeter Community Forum. (To be drawn from different organisations and geographic areas of the city.) (Voting members)
3. The Exeter City Council portfolio-holder for Communities and Neighbourhoods. (Voting member)
4. The Exeter City Council Community Involvement and Inclusion Officer or nominated substitute (non-voting member)
5. Work towards a member of the Exeter Community Youth Forum to attend panel meetings and have voting rights. (see note ii)

2.1 Transparency and accountability

Conflicts of interest must be declared prior to reviewing applications and attending panel meetings. (Where there is a conflict of interest the panel member will not have a vote, following guidance from the Chair).

The grants process and the grants panel will follow a transparent process, and so:

1. Grant application guidelines will be publicly available.

2. Minutes will be taken at all panel meetings, which will include a brief statement of the reasons for any decision taken on a grant application.
3. Minutes will be published on the Exeter Community Forum website.

Decisions of the panel will be made fairly in line with criteria.

2.2 Panel Meetings

The applicant may invite up to three other people to attend the Grants panel meeting in order to present and support the application. In this way, the panel may become better informed regarding the issues relating to, or community context of, particular grant applications.

To assist the panel's decision-making further, the applicants should:

1. Take appropriate steps to obtain the views of community interest groups (e.g. elderly, young people etc).
2. Seek comment and support for applications, verbally or in writing, from city or county councillors for a ward where a proposed grant-funded activity will take place. This may also include relevant portfolio holders.

3 . Grant-making process and timetable

The panel may determine the grant-making process and timetable. Until it does so, the following will apply:

3.1 Direct grants

1. The panel will meet no more than three times per year, with meetings timed to allow decisions to be passed to Exeter City Council for ratification by full council.
2. Simple application forms and guidelines will be used.

The grant process will be administered by the Exeter City Council Community Involvement and Inclusion Team. They will liaise with the ECF chair to agree applications that broadly meet eligibility criteria that can then progress to the panel, or identify those that need further work that need to be referred back to the applicant for further work

4 . Eligibility criteria

Applications can be for capital, or revenue funding, or both.

Applicants must:

1. Be community groups such as voluntary organisations, residents' groups, community associations, local charities, clubs and faith groups. Funding cannot be paid to individuals.
2. Have a constitution and access to a bank account with at least 2 signatories.
3. Be applying for between £1,000 and £50,000. For smaller applications, please see [the Community Grants Scheme](#).
4. Be applying for activities that will normally be completed during one calendar year. The panel will review after 1 year and agree extensions where deemed appropriate.
5. An organisation may make a further bid in a subsequent financial year (provided that the fund continues to exist), but the grants panel will weigh the merits of repeat applications against those of worthwhile new projects.

(see note iii)

6. Include an element of match funding, whether a cash or in-kind contribution.

Evaluation criteria

All applications will be scored and assessed against the following criteria:

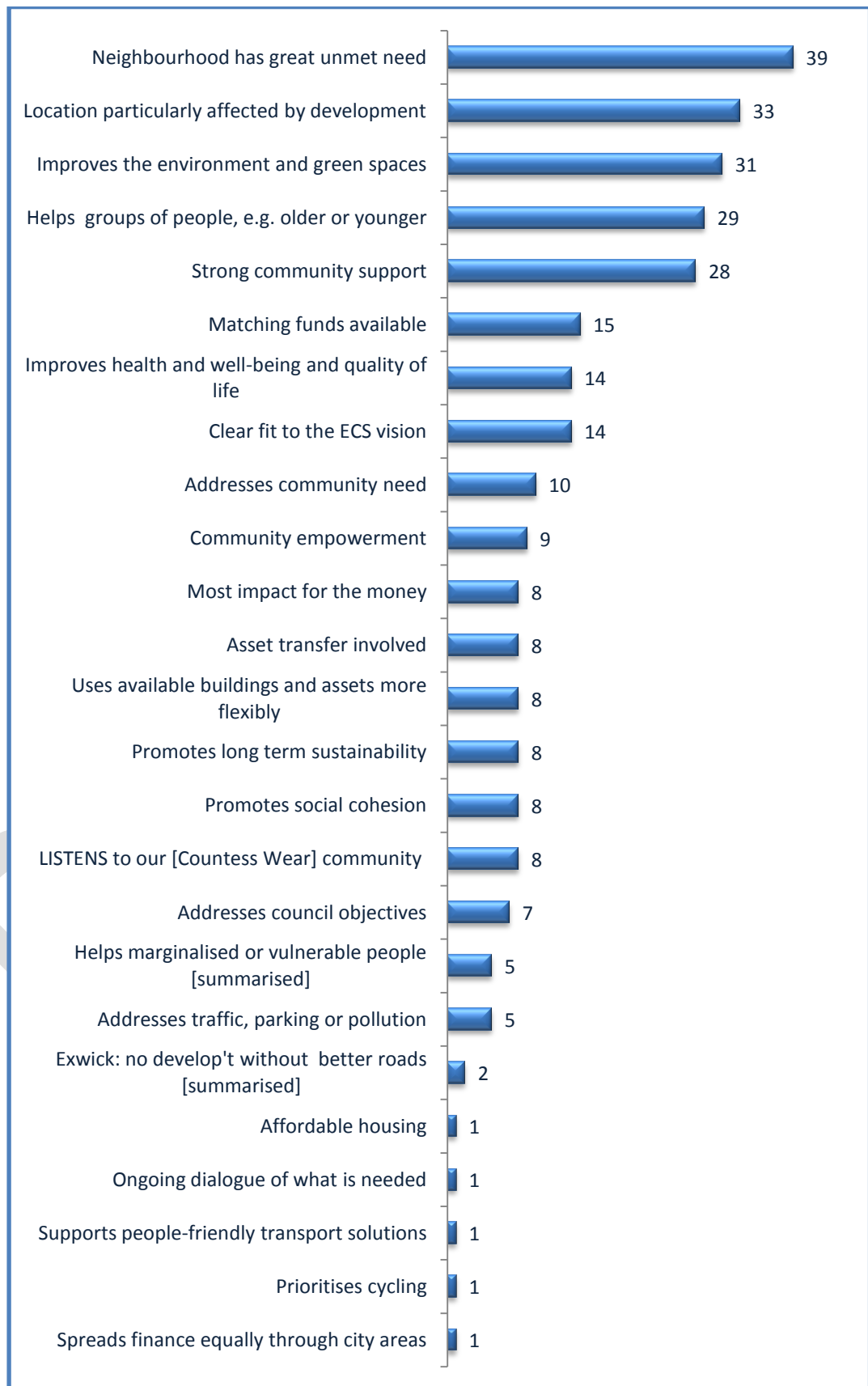
1. Addresses one or more of the priorities identified by ECF (see Appendix)
2. Provides evidence of local consultation/need
3. Provides evidence of seeking local support, including
 - support from local councillor/s
 - support from community interest groups, e.g. young people, minority ethnic communities, etc, where relevant.
 - Support from Community Organisers where relevant or possible
4. Provides evidence of partnership approach and evidence of community collaboration where possible
5. Assessment of Social Impact of project (see note iv)
6. Provides evidence of the viability of the overall project.
7. Commitment to provide match funding, for example;
 - a. Cash contribution through fundraising activities, crowdfunding, contribution from partner and/or
 - b. Social capital or in-kind contribution e.g volunteer hours, expert input, use of building.

See note iv.

5 . Priorities: As identified by participants in community events

The grants panel will take into account the prioritisation provided by participants in community events, as summarised in the table Appendix xx or with reference to any local community plans.

Table 1: ECS Criteria for Assessing Proposals: Prioritisation by participants in community events



6 . Notes

- i. Funding applications should be led by community organisations. Collaboration might see groups working with statutory bodies but the application should be community led
- ii. New ECC Communities Officer will work with ECF towards establishing an Exeter Community Youth Forum to provide a perspective on all applications. Once established the panel will invite a member of the Youth Forum to attend panel meetings and have voting rights.
- iii. Applications can be for different elements, activities and services and be viewed as 'new project'
- iv. A sample Social Impact pro-forma will be provided with the application guidance and form

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REPORT TO: People Scrutiny Committee, Executive, Council
Date of Meeting: 2 June 2016
14 June 2016
26 July 2016

Report of: Assistant Direct Customer Access

Title: Joint Homelessness Strategy 2016-2021

Is this a Key Decision? No

Is this an Executive or Council Function?

The approval of the strategy is a Council function

1. What is the report about?

The purpose of the report is consider the Joint Exeter and Teignbridge Homelessness Strategy and to identify how the proposed plans address the priority issues identified by residents, key partners, members, and stakeholders through the response to consultation. The strategy has been developed through a cross- party Task and Finish Group comprised of members from Exeter City Council and Teignbridge District Council and local partners.

2. Recommendations:

- That Members comment on the issues, or actions that have been proposed as part of this work.
- That Members endorse the content and aims of the draft Joint Homelessness Strategy for Exeter and Teignbridge 2016-2021, for consideration for the Executive and full Council
- That Members note the findings of the Business Impact Assessment
- That Members note the process and outcomes of the 'You said, we did' consultation exercise.

3. Reasons for the recommendations:

There is a legal requirement for local authorities to review their provision to help homeless people and publish plans about how any gaps found will be addressed. This strategy has been developed following a series of cross party Task and Finish Group of members from Exeter City Council and Teignbridge District Council and local partners. The draft strategy has been subject to a six week public consultation which included two events to collect wider feedback. The consultation response is broadly in favour of our plans and partners are keen to assist in the development of projects.

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

i) The proposed actions within the strategy do not commit any additional funding beyond that available to the service at present.

ii) There are implications for the use of operational resources to provide services outside of the Civic Centre where there is a clear benefit to do so as well as further investigating opportunities for integrated service delivery with key strategic partners.

ii) Financial pressures on the service and wider sector are discussed within the strategy. These include concern regarding the impact of welfare reform upon demand and viability of temporary accommodation models in the long term. The document highlights initial actions to mitigate these threats and will be reviewed annually to include relevant subsequent actions as required

5. Section 151 Officer comments:

There are no additional financial implications contained in this report.

6. What are the legal aspects?

The Homelessness Act 2002, requires local authorities to review their services and outline how they will address homelessness in their locality. A review should be conducted at least every five years. The Homelessness Strategy incorporates not only the statutory duties the council must perform for those in need but also how it will act to prevent homelessness and provide advice and assistance to those in need.

7. Monitoring officer Comments:

This report raises no issues for concern to the Monitoring Officer

8. Report Details:

Despite central and local government efforts, poor housing and homelessness still exists in modern Britain and continues to adversely affect the physical and mental wellbeing of many people, especially vulnerable groups.

It is a statutory requirement for local housing authorities to review the services provided to homeless people. The current homelessness strategy ended in April 2016. As the Housing Options Team is jointly managed across two local authority areas, the development of the strategy has mirrored this arrangement to maximise the efficiency and opportunities that exist from working together. A review of homelessness has been conducted through a Task and Finish Group, which involved members and officers from both Teignbridge and Exeter Councils.

The joint Exeter City and Teignbridge District Council Homelessness Strategy 2016 to 2021, sets out how the two councils, and their combined partners, will work together to tackle homelessness over the next five years.

Members will recall that the main themes and aims of the Strategy were discussed at the Overview and Scrutiny meeting on the 19th January 2016. These remain unchanged. Members have also had the opportunity to comment through the public consultation exercise undertaken 12 February 2016 to 29 March 2016 including a consultation event at the Courtney Centre in Newton Abbot on the 25 February 2016 and a public event at the Guild Hall in Exeter on the 24th March 2016.

Main changes from the consultation

The majority of consultation responses were supportive of the proposed approach. Some developments include:

- Cosmetic changes to format including a further plain English review and layout of charts.
- Inclusion of Private Sector Leased properties into the cost of homelessness
- Promotion of ‘Streetlink’ phone line to provide clarity on how local residents and organisations can refer rough sleepers to support and accommodation services.
- Inclusion of conversations with wider partners including faith based organisations to ensure local delivery makes the most of available resources.
- For comments regarding wider affordable housing delivery respondents have been referred to the respective Housing Strategies which are now in place. The Homelessness Strategy will continue to be reviewed alongside the wider strategic housing responsibilities in each local authority.

More detailed consultation responses can be seen in the “You Said, We Will” document.

Key Themes and Actions

There is a clear strategic link between the development of the homelessness strategy and the wider Teignbridge Housing Strategy 2015 – 20 which the key themes being mirrored into a homelessness context.

The themes are:

A Place to Live	Access to Services
Reviews the supply of accommodation in the local area and whether it is used effectively to meet local housing need.	Looks at how we offer services and engage with homeless people.
Health and Protection	Money Matters
Outlines how health and homelessness impact upon each other as well as the importance of protecting vulnerable people from violence and abuse.	Considers the financial pressures on local people facing homelessness, financial constraint on the sector locally and how we achieve value for money.

Place to Live

- Increase access to good, safe and affordable accommodation
- End the use of bed and breakfast for families and young people
- Bring rough sleeping to an end

Access to Services

- Work together to put customers first
- Offer help at times and places where clients need them most
- Make sure help is accessible for everyone

Health and Protection

- Improve the health and wellbeing of homeless people
- Help protect the vulnerable from violence and abuse
- Support people who are released from prison, hospital, or leaving the armed forces

Money Matters

- Help people manage household finances when faced with homelessness
- Target investment to reduce homelessness
- Maximise opportunities with partners and provide better value for money

Homelessness Strategy Projects 2016/17

Following the consultation with members, staff, key partners and the public, we have prioritised a number of projects to deliver the aims of the strategy. These are detailed in the strategy document. We have not included the internal, day to day operational work that is carried out on a routine basis.

We will be carrying out annual project reviews and monitoring them on a quarterly basis to respond to the changing political and financial climate and to anticipate changes to welfare reform. We plan to hold an annual event work with members and partners to give an update on projects and prioritise work for 2017/18, as well as continue with the joint members group to review progress and emerging issues.

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

The strategy has a positive impact in helping some of the most vulnerable groups in our society to access accommodation and support services. There are actions to specifically assist in the safeguarding of children and adults with improvement of experiences in leaving institutions such as hospitals as well as installing an emphasis on preventing homelessness to reduce the impact of homelessness on people's lives.

A shared Business Impact Assessment has been developed in consultation with the Exeter City Council Policy, Communications & Community Engagement Team to ensure that the positive elements are reviewed and that there are no specific negative impacts on local residents and partner organisations.

Bindu Arjoon
Assistant Director Customer Access

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

Background papers used in compiling this report:

Draft Joint Homelessness Strategy – Working Together
Business Impact Assessment
You Said, We Did – Consultation responses

Contact for enquiries:
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Exeter
City Council



Homelessness Strategy

Working better together

Exeter City Council


Teignbridge District Council

2016 to 2021



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1. Introduction

Most people are lucky enough to have never experienced homelessness. But for those who do, it can be a traumatic experience that damages both physical and emotional wellbeing. Not having a decent home adversely affects all areas of your life, from your health, to your achievement at school and your ability to get work.

Since the Homelessness Act 2002 all local housing authorities have been required to conduct a review of their services and develop a Homelessness Strategy. Our previous plans have now come to an end and with a rapidly changing environment in the public sector it is important that we review our current position and set out plans for tackling homelessness in the future.



“We have worked together with Teignbridge Council to develop the Homelessness Strategy in a slightly different way. Listening to the challenges facing homeless people and the services in place to help them has highlighted the importance of prevention whenever possible and acting quickly and collectively to reduce the impact of homelessness for those where we cannot prevent this. There are many organisations in the city who are working really hard to help homeless people. I hope this strategy will help to grow this work further in a truly collaborative way.

As part of the strategy we are committed to bring rough sleeping to an end. Building on work already started, we are determined to help those without a roof over their head to turn their lives around whilst also working to prevent homelessness in the first place

Emma Morse,
Executive Member for Customer Access, Exeter City Council



‘Taking part in the homelessness strategy meetings with Exeter City Council has been a real eye-opener. It has highlighted many aspects of homelessness that I had not previously considered, for example, I had not realised that many people are only two pay cheques away from losing their home, or that becoming homeless can happen very quickly as a result of illness, bereavement, job loss, or relationship breakdown.

I hope that this strategy can help people at risk of homelessness more quickly and effectively and will go some way to prevent homelessness by giving support, such as money advice, at an earlier stage.

Cllr Humphrey Clemens
Executive member for Housing & Planning, Teignbridge District Council



'On any given night, there are still over 2,000 people sleeping rough and up to 40,000 living in hostels and supported accommodation in England. Too many families are still living in temporary accommodation and facing an uncertain future.'

Kris Hopkins MP, Under Secretary of State for DCLG, March 2015

Despite significant efforts and investment, poor housing and homelessness still exist in modern Britain and continue to adversely affect the physical and mental wellbeing of many people, especially vulnerable groups.

The joint Exeter City and Teignbridge District Council Homelessness Strategy 2016 to 2021 sets out how the two councils, and their partners, will work together to tackle homelessness over the next five years. The document outlines our strategic vision in addressing homelessness and sets out the actions we intend to take to help us reach our goals. It contains a review of the main challenges ahead and highlights key areas of positive work that we are currently delivering.

At the end of each theme there is a list of annual projects that have been developed in consultation with partners, members and stakeholders. It demonstrates both councils' commitment to preventing homelessness and supporting those who find themselves homeless. Plans will be monitored quarterly and reviewed annually to keep abreast of budgets, welfare reform and developing government policy.

To make sure that we have paid due regard to duties under the Equality Act 2010 we have developed an 'impact assessment', which looks at how we have considered equal access by mapping any positive, or negative, impacts upon the local community. This document will highlight any additional actions we intend to take to reduce inequality.

2.1 Exeter and Teignbridge

2.1a The local area

Exeter and Teignbridge have similar sized populations, yet they differ in density, landscape and stock profile. Exeter is a densely populated university city and is well serviced with transport links. In contrast, Teignbridge is over ten times the size, with a mix of coastal and rural areas with some larger market towns and smaller villages, where distance makes transport a challenge.

Exeter City retained its housing stock and enjoys national average levels of social housing, whereas Teignbridge has half the national average of social housing and transferred its social stock to Teign Housing in 2005. In both areas the private rented sector outstrips the social stock, with Exeter having almost 5% more private rented property than the national average.

2.1b Tackling homelessness

Whilst there are some differences between Exeter and Teignbridge in the experience of homelessness, the causes and available solutions are the same. By working together we can establish better and more cost effective services and develop clearer, more accessible routes for clients, stakeholders and residents. Where needed we will also be able to offer targeted coverage at a local level, from urban rough sleeping encampments in Exeter, to the more isolated families facing homelessness in a rural setting in Teignbridge's smaller villages.

The Housing Options Teams in Exeter and Teignbridge have been jointly managed since May 2015. The decision to create a shared vision for homelessness across the area further helps us to

respond more robustly as issues arise, as well as helping us to develop more holistic conversations with partners, service providers and clients who often do not recognise local authority boundaries.

2.1c Working better together

Working in partnership is key to the success of the strategy. We will continue to engage with the larger national organisations to provide context, as well as maintain and develop conversations with the smaller local organisations to develop a more joined up set of values and objectives. The strategy aims to develop these values and goals in recognition of national, regional and local policy and proposes a vision for the benefit of all our residents, stakeholders and partners.

This is a wide-ranging and ambitious strategy that will require both councils to work together and continue to be open to new ways of tackling issues. By working together with partners and stakeholders, we can better tackle homelessness and address some of its root causes, whilst maximising resources and delivering a better service.

This strategy is intended to drive improved quality and coverage and will be of interest to:

1. Residents, stakeholders and clients by setting out our intentions
2. Partners, to help share our vision and improve joined up planning and of future work
3. Service managers, members and staff to enable them to better understand, plan and deliver improvements

2.2 Themes and aims 2016 to 2021

The strategy combines both councils' five year plans to prevent homelessness and improve the experience of those who become homeless locally. It is a call to action to partners and stakeholders to help us deliver, and develop, a more joined-up service to address homelessness in the area.

This strategy looks to deliver our services from a client, or customer, point of view and has been themed to reflect the broad range of work that we do to address homelessness. In this way we hope to break away from a department led approach. Under each theme is a set of strategic aims.



2.2a Themes and aims summary

A place to live

- Increase access to good, safe and affordable accommodation
- End the use of bed and breakfast for families and young people
- Bring rough sleeping to an end

Access to services


- Work together to put customers first
- Offer help at times and places where clients need them most
- Make sure help is accessible for everyone

Health and protection

- Improve the health and wellbeing of homeless people
- Help protect the vulnerable from violence and abuse
- Support people who are released from prison, hospital, or leaving the armed forces

Money matters

- Help people manage household finances when faced with homelessness
- Target investment to reduce homelessness
- Maximise opportunities with partners and provide better value for money

10.1	Statistical data: Overview	
10.1a	Population estimate of Exeter & Teignbridge in 2014	42
10.1b	Age demographics of Exeter and Teignbridge in 2014	42
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3 A place to live



'We must make sure that families who experience the downward spiral that leads to homelessness have an adequate safety net. In the long-term, we need an adequate supply of decent, affordable homes to prevent so many families being unable to find somewhere suitable to live.'

Shelter

The supply of suitable, affordable accommodation is central to tackling homelessness, as is having the flexibility to offer a range of sustainable options to meet changing need. Since 2013, we have used the powers under the Localism Act to proactively reduce the link between homelessness and social housing, by helping people into private rented accommodation. This gives households more choice over where they want to live, and can considerably reduce the experience of homelessness.

Many people facing homelessness have a variety of complex needs, which all too often prevent them getting, or maintaining a home. This theme focuses on the provision of housing for homeless people. We believe that it is the councils' role to provide and enable suitable housing products that can effectively dovetail with the support available, further discussed in Theme 3; Health and Protection. By offering flexible solutions and tailoring services and accommodation around the client, we will work to find longer term housing solutions for even the most challenging scenarios.



3.1 Increase access to good, safe and affordable accommodation

There should be life beyond temporary accommodation, the hostel system, or the streets for homeless households, including for the most vulnerable and complex clients. Not all homeless people aspire to, or can maintain secure, long term housing and we recognise that there is a need for a variety of housing options to meet people's need in the short term. If applicable, these options can provide a stepping stone towards a more sustained housing solution.

3.1a Help people stay at home

Often, when we consider the housing options for people facing homelessness there can be an over emphasis on looking for a new property. However, for many, the home in which they already live provides the best housing solution in terms size, cost, and location.

In 2014, the University of Exeter conducted a review of the local housing market by talking to residents. The research found that people were concerned about spiralling into homelessness due to debt and a lack of security in their lives. Failure to intervene when problems develop can quickly lead to crisis and the loss of a home.

Over the last three years we have prevented homelessness for 2,507 households.

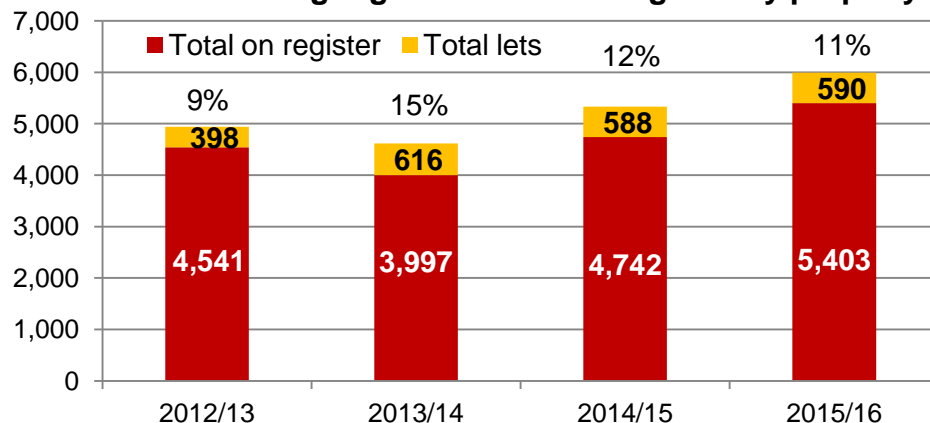
Of these 903 were helped to stay in their own homes.

(P1e, 2013 to 2016)

The majority of interventions happen in the private rented sector and we have a good track record of preventing homelessness through targeted intervention, such as landlord negotiation, resolving housing benefit concerns, arrears management, tenancy support, money advice and court desk representation. Furthermore, mediation with parents and the wider family is proving increasingly successful in resolving homelessness amongst younger people.

3.1b Social housing

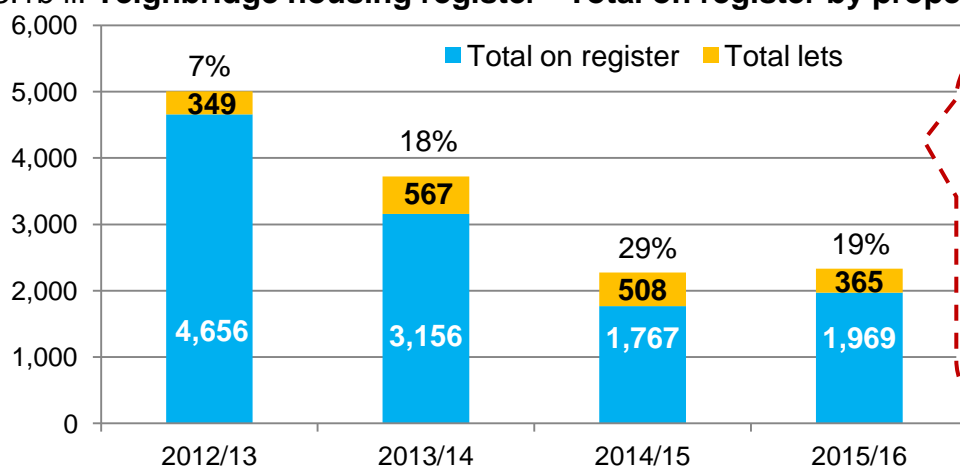
3.1b i. Exeter housing register - Total on register by property let (%)



Average on register	4,671
Average lets pa	548
Average let %	12%

Around 12% of properties are sheltered housing that rarely match the needs of homeless people.

3.1b ii. Teignbridge housing register - Total on register by property let (%)



Average on register	2,887
Average lets pa	447
Average let %	18%

Teignbridge removed band E applicants in 2014/15, which saw a dramatic fall in the total number on the register

Source: www.devonhomechoice.com

The social housing sector is seeing significant pressure from emerging housing policy that will impact landlord income and the ability to build homes in the future. Social housing is also becoming less attractive to applicants, with many registered providers no longer offering social rents and long term security. With this additional pressure, social landlords are beginning to put measures in place to protect their business position, such as requiring rent in advance and more stringent qualifying criteria for properties. These have a detrimental impact on homeless households who often have very limited funds and a poor housing history.

Social housing is unlikely to offer an immediate resolution to homelessness due to high demand in the sector. We have removed the automatic high priority banding for homelessness in an attempt to encourage people to find a housing solution, rather than wait for social housing. The banding remains in place for people with additional needs and for those who served in the armed forces. A prevention of homelessness raised banding is also in place to assist in planned moves rather than homelessness in a crisis.

Between April and December 2015, 111 homeless households were prevented from becoming homeless as a result of accessing social housing, 45 in Exeter and 66 in Teignbridge. This was not solely through a raised banding priority, but also working to directly match households with hard to let properties, as well as giving specialist advice.

3.1c Private rented sector

Availability and affordability in the private rented sector remains challenging.

According to the Valuation Office, the amount of housing benefit, or 'local housing allowance', that helps pay for one, two and three bed, privately rented property is currently between 15% to 25% lower than the average local rent. Households needing four, or more bedrooms face a significant shortfall, with the monthly benefit allowance somewhere between £600 below average rent in Exeter and £230 in Teignbridge.



Rental affordability is also a concern for working households on low wages. Single and two bed properties in Teignbridge are around £480 and £620 pcm respectively and on average is £100 per month more expensive in Exeter. In Teignbridge, to rent a three, or four bed property costs around £760 and £1,000 respectively. In Exeter, rents are more expensive and are somewhere between £260 a month more for a three bed and £470 more for a four bed. According to the Exeter Landlords Guide, letting agents' fees to landlords are generally between 8% and 14% of the rental price and can mean the difference between an affordable and unaffordable rent.

There is pressure in the private rented market, with competition for properties high and confidence in tenants low. In Teignbridge, rural and coastal homes used as holiday lets are key competition to the usual rental stock and increases competition in the market. Whereas in Exeter, the expanding student market has significantly inflated larger family property rental prices, as a higher income and greater security from parental guarantors can be gained through shared student lets. Both areas also have high house purchase to average income ratios, meaning that potential home buyers are occupying private rented properties in the locality.

Welfare reform affecting tenants and changes to financial and legislative regulation of landlords may further hinder engagement between private landlords and the local authority looking to help accommodate homeless households.

3.1d Supported accommodation

Public spending cuts have led to the loss of over 300 units of supported accommodation across the area in the last five years. Furthermore, support and accommodation is commissioned to a market-driven model. This had led to the current availability of accommodation determining the type of support provision rather than interventions being designed to respond to the needs of the local homeless population. Lack of an alternative to the large hostel in Exeter for complex clients with multiple needs often results in rough sleeping when tenancies fail. This is not necessarily a client or service failure as hostel living arrangements are not suitable for everyone. In Teignbridge, the opposite is in place, with adult supported accommodation being solely available in independent units. Location is also a concern with all young peoples provision being based in Newton Abbot with very limited options across the wider district.

Although not the fault of any particular agency, there are currently gaps in support provision as a result of missed strategic links in service design and delivery. Traditional models of accommodation may not be the answer and by working together differently there are opportunities to develop new approaches to the following:

- High support accommodation for entrenched rough sleepers
- Specialist accommodation for victims of domestic abuse
- Female only, or young people's hostel provision
- Shared supported accommodation for adults in Teignbridge
- Provision for clients with substance misuse issues, or physical disabilities

3.1e Shared accommodation

There is a lack of affordable accommodation for homeless people under the age of 35. This group have been affected by reduced benefit entitlements, or are in low paid employment because they are at the start of their careers.

The private rented market does not appear keen to expand to meet the needs of homeless people. It prioritises low risk, young professionals, or students with parental guarantors. Shared accommodation, which is affordable to younger people, is generally unavailable for those with support needs, which can lead to difficulties in attracting suitable tenants. This is a wasted resource and a lost income for landlords.

The social housing sector does not have a track record of providing this type of accommodation unless accompanied with expensive support services for tenants.

3.2 End the use of bed and breakfast accommodation for families and young people

The use of bed and breakfast accommodation often leads to families and young people living in cramped conditions and sharing facilities with adults who may be vulnerable or have significant social problems.

For this reason government guidance for temporary accommodations states that bed and breakfast is not suitable for families or young people under the age of 18 or care leavers. If no alternative accommodation is available Councils can use bed and breakfast, but only in an emergency and for a maximum of six weeks.

3.2a Temporary accommodation

There is a continued demand on temporary accommodation and a reliance on bed and breakfast type accommodation for some households.

There are 96 units of fast access, emergency accommodation in the area, with 81 units in Exeter and 15 in Teignbridge. 14 units are bed and breakfast, offering very limited facilities, which leads to a poor experience for those staying there. According to the government, this accommodation should not be used for families, or people under the age of 18 unless in an emergency and then not for more than six weeks. We currently 'spot purchase' accommodation from private guest houses when our stock is full, or does not meet a client's needs.



We have 6 units of emergency accommodation that is adapted to help disabled clients when discharged from hospital; 4 in Exeter and 2 in Teignbridge. Whilst support is available at these locations we do not provide care packages. This often means joint working with health and social care if clients are unable to look after themselves.

We have 118 properties leased from the private sector, 106 in Exeter and 12 in Teignbridge. These properties offer longer term security to homeless households whilst they look for a more settled home. However, clients have low prospects in accessing social housing and there is no additional support to help them move on, which often leads to longer stays in this expensive accommodation.

3.3 Bring rough sleeping to an end

3.3a Shelter for rough sleepers

There is no direct access hostel accommodation for rough sleepers in the area.

In 2014, Exeter City Council opened a six bedroomed, shared house to accommodate people who had been sleeping rough. The property offers accommodation for rough sleepers who may not immediately fit into current hostel, or supported accommodation provision. Also, in Exeter, additional accommodation has been made available to accommodate up to 8 rough sleepers who have engaged with partner services and want immediate shelter whilst they look for accommodation. This approach was initially 4 chairs as part of the No Second Night Out approach.

This provision was further enhanced in December 2015 when 'Safe Sleep' severe weather provision was piloted with St Petrocks, BCHA and Julian House. This provided an additional 22 spaces of accommodation for rough sleepers. The scheme provided a positive platform for engagement and helped 82 homeless people access accommodation, with 45 moving on to more sustainable options by the end. Due to the success of 'Safe Sleep' an extended emergency offer has been developed with 8 bed spaces being provided at Gabriel House for six months.



Rough sleeping is less of an issue in Teignbridge. However, a small number of people continue to sleep outside. Since 2012, the 'housing options for people excluded' project (HOPE) has been very successful in helping 47 people move into accommodation who were, either rough sleeping, or at risk of rough sleeping.


Most of the people sleeping rough in the area have previously accessed accommodation locally, but have then lost it due to poor behaviour, or rent arrears. This can be seen as a failure on both the part of the individual, as well as in terms of accommodation supply, as the available options do not meet their needs.

However, the provision of more accommodation by itself will not put a stop to people sleeping rough. No one organisation has the solution to ending rough sleeping, it can only happen with the desire of all stakeholders both statutory and voluntary sharing a vision to assist some of the most vulnerable members of our society. This work is being progressed through meaning conversation and service redesign across the local area.

3.4 Actions 2016/17

The following are suggested actions for the Councils and partners to complete in 2016/17.

Project Indicator	Place to live 2016/17	Partner
HP01	Launch a referral service for private landlords to highlight when tenancies are at risk of failing to enable early intervention to save tenancies	Teignbridge Strategic Landlord Group, Exeter Landlord Forum, PATH, private landlords
HP02	Investigate role of a social lettings agency as a tool in accessing private rented accommodation for homeless people and complete an options appraisal to present to the steering group.	Teignbridge Strategic Landlord Group, Exeter Landlord Forum, PATH, Citizens Advice, private landlords
HP03	Increase access to affordable shared accommodation through direct leasing, or landlord support by 10 units across the local area	Teignbridge Strategic Landlord Group, Exeter Landlord Forum, PATH, private landlords, Registered partners
HP04	Develop an options appraisal report with registered partners to provide accommodation options to homeless people	Registered partners
HP05	Provide 4 crash pad units to be used as an alternative to Bed and Breakfast for families by both authorities	Registered partners
HP06	Develop emergency access accommodation options specifically for 16-17 year olds and care leavers	Devon County Council, Young Devon, Community Housing Aid, Supported accommodation providers
HP07	Produce a homelessness housing needs assessment to determine extent of gaps in current provision and report findings to steering group.	All
HP08	Develop a business case for a 'Housing First' model of accommodation for entrenched rough sleepers who refuse to access current provision	Julian House, St Petrocks, BCHA, Devon County Council, Devon and Cornwall Police
HP09	Review the impact of 'Safe Sleep' winter provision and determine whether a night shelter model is a viable option in the local area to provide emergency accommodation.	Julian House, St Petrocks, BCHA, faith based organisations
HP10	Number of cases where homelessness is prevented by client remaining in existing home (P1e data)	
HP11	2 combined training events for housing options staff in mediation and negotiation skills to help maintain existing accommodation.	

10.2	Statistical data: A place to live	
10.2a	Homelessness preventions – number of households able to remain in existing home	46
10.2b	Homelessness prevented - households able to remain in existing home by measure	46
10.2c	Homelessness prevented, or relieved – number of households assisted to obtain alternative accommodation	47
10.2d	Homelessness prevented or relieved - household assisted to obtain alternative accommodation by type	47
10.2e	Average cost of private rent and local housing allowance 2014/15	48
10.2f	Households in accommodation leased from the private sector 2012 to 2015	48
10.2g	Households in bed and breakfast accommodation 2012 to 2015	49
10.2h	Households in temporary accommodation 2012 to 2015	49

4 Access to services



'Rather than attempting to establish that people are not eligible for assistance, all frontline staff should seek to understand applicants' circumstances and focus on addressing their housing need.'

'It is more cost effective to provide meaningful support at first contact with a local authority than to delay any assistance until an individual has developed more complex support needs as a result of their homelessness'

Crisis, Turned Away Report 2014

The challenge for this strategy, under the current financial climate, will be to make sure that people who are threatened with homelessness, or become homeless are not further pushed to the margins of society; unable to access the services that they need to improve their housing and health outcomes.

4.1 Work together to put the customer first

4.1a The customer experience

'I've always dreaded the Council; everyone has always slated them, but my experience was good. It was different to what I expected, I was treated with respect.'

Exeter Client at Trailways, 2014)

The helpful and constructive experience customers receive when they access our services is key to generating positive outcomes.

Customer feedback for the service has been very positive, with 90% of people in Exeter's temporary accommodation survey (2014) saying that they had had a positive experience. Similarly, in Teignbridge, 95% of customers were satisfied with the advice service that they had received (2015).

The level of demand upon the service is high and there is a challenge to manage waiting times. In Exeter, most clients are seen within 30 minutes and in Teignbridge most are seen within 15 minutes. Appointments are available at both locations to help manage demand.

Due to the nature of some enquiries, visits can take up to two hours, which can make engagement extremely challenging for vulnerable people, with time delays having a 'knock-on' effect on those waiting to be seen. Interviews are held at council offices, with the exception of young people, who visit the Youth Enquiry Services based in Exeter and Newton Abbot. The council environment is not always favourable to this type of work and could be better undertaken in locations where homeless people feel more comfortable and better supported. To achieve this we would need a flexible workforce whilst maintaining capacity to maintain a central service, from where we could conduct visits. We understand that some people find it very difficult to ask for help or engage in usual advice pathways. Therefore we are looking to introduce new interviewing techniques and widen access points to support people in accessing available services.

Complaints regarding homeless services are relatively low. This is partly due to the statutory review process which allows challenge to homeless decisions. In between April and December 2015, 15 statutory reviews were submitted; 40% of which saw the original decision overturned, due to new information, changes in circumstances, or an error in the original decision. In Exeter, a

recent Housing Ombudsman investigation found errors in our approach, which we have now reviewed to reduce timescales and improve the quality of advice.

When interacting with people facing homelessness processes often focus on needs and risks rather than the contribution they can make to the community in terms of skills. By including an asset based approach into our customer interactions the customer experience will be improved through better engagement and outcomes through designing housing options around them as individuals.

4.1b Consistency of advice and information

The formation of the Advice Exeter and Advice Teignbridge partnerships has helped to provide a more joined-up advice service. However, funding has now ended and whilst there is a desire to continue the good work, fragmented funding opportunities will test its longevity. The rate of reform in the welfare and housing sector has led to publications and web pages becoming out of date and partner agencies not understanding the impact upon each other.

Without continued engagement between voluntary and statutory services, duplication and confusion may increase, as customers begin to use different routes to access and check advice. The use of a combined referral form for all support and accommodation services across the area has helped maintain a consistent message to people accessing homeless advice. However, we now need to move beyond the homelessness sector and begin to build bridges with wider statutory and voluntary organisations who can help our clients with different aspects of their lives, such as addiction, or managing finances.

Currently, there is no specific homeless forum in place. We need to find an effective way of sharing messages through both strategic and operational channels, which is useful and sustainable for all those involved.

4.1c Reduce duplication

Accessing public services usually involves clients attending several interviews and filling in many forms before they receive service. Ironically, for those with the most complex needs this will happen more often, as they need to access more services.

In addition, when facing homelessness, the sensitivity of some of the information requested by officers makes interviews difficult and often distressing for clients. Currently, clients seeking advice from one council will need to repeat the whole experience if they wish to consider their options elsewhere. The distress is then multiplied when the same information is requested afresh.

This 'service duplication' is particularly common in neighbouring areas, such as Exeter and Teignbridge, where residents of one local authority may work in another and are happy to consider a wider geographical location when looking for a home. This duplication has 'time cost' for both the client and the council, when the same issues are addressed twice.

The use of a combined need and risk assessment for homeless people has helped to reduce some duplication and create a common understanding across support providers. There are, however, limits on how information can be shared and this can lead to delay and duplication.

There is a delicate balance needed, as the desire to reduce duplication should not compromise choice, or data protection. The voluntary sector provides a variety of services that benefit homeless people in the form of advice, support and advocacy; the challenge is to find a collaborative way of working where being signposted to another service should not mean starting again.

4.2 Offer services at times and places where clients need them most

Many services are designed around the provider's needs and location, rather than from the perspective of clients needing to use the service. By focusing on giving clear, timely information, in places where customers expect to find it, we can expect better outcomes for our clients, who will find services more responsive to their needs.

It should be noted however, that some of the most vulnerable people in society find engagement with council services a challenge. There are often conditions surrounding the help and support offered, which can prove too restrictive, or challenging for those struggling on the edge of society. For example, the Assertive Homeless Outreach Service has highlighted that in April 2016 there were 9 rough sleepers who had been out for more than 6 months of which 4 were not interested in accessing any accommodation or support. Whilst this number is low and highlights the transient nature of homeless peoples pathway in which they often come in and out of accommodation due to an inability to maintain engagement with support or service expectations.

4.2a The 'hidden homeless'

People who do not qualify for local authority housing assistance are not counted by any national statistic beyond rough sleeping. This group of people living outside of statutory provision are known as the 'hidden homeless'.

When discussing homelessness, it is often the images of rough sleeping that come to mind and dominate discussion. However, whilst rough sleeping is an issue in the local area, specifically in Exeter, the rough sleeping population equates to between 1% and 4% of the number of people to whom we provide homelessness services.

We have no way of knowing the true extent of people sofa surfing, temporarily staying with friends and family, or those remaining in unhealthy relationships due to a lack of alternative accommodation.

Services need to be visible enough for local people to know that help is available and tailored to allow self-help and early advice intervention to avoid crisis and homelessness. Services need to proactively shift to preventing homelessness, rather than focus on crisis management and providing outcomes for people who are imminently homeless.

4.3 Make sure help is accessible for everyone

4.3a Increasing levels of complexity

Homeless people often have a range of complex needs that makes engagement with the very agencies designed to help them difficult. Issues, such as a lack of accommodation, poor budgeting skills, addiction, poor mental health, trauma, limited social skills and 'anti-social behaviour' mean that some individuals get caught in a cycle of chronic exclusion, unable to get the support they need to cope with basics of everyday life.

The people approaching housing options services for help have an increasing level of need beyond that of needing accommodation. Issues are more often compounded by a high prevalence of mental and physical health problems, as well as substance misuse, and offending issues, which makes assessment and resolution more complicated. It is essential that these needs are addressed and that clients are supported to manage and sustain a tenancy.

Resolution can only be achieved by employing a well-skilled and knowledgeable workforce who is regularly trained, to not only address prevention and crisis, but who also understand emerging

policy and are prepared to embrace innovative solutions. This requires careful budgeting to make sure we balance proactive prevention against service demands and target resources appropriately.

4.3b Accessibility of services

A wide variety of people are at risk of homeless and it is important that our services are accessible to everyone who needs them.

Increasingly, diverse communities bring new challenges and opportunities in terms of service design and delivery. This has been seen through the housing options work completed with our traveller community at Haldon Forest when their encampment faced closure and when we promote our services at diversity events in Exeter.

With increasing demand on translation services, specifically in Exeter, and complexity in the rules around eligibility of services for foreign nationals and people returning from abroad, it is more important than ever to engage with wider agencies to give our services greater reach to those that need them.

The most meaningful interaction with homeless people happens face to face and is the most successful way in building rapport, understanding and trust, which is particularly important for clients in need of reassurance.

Telephone advice is available for wider advice issues, but it is not as successful in resolving acute housing need and is only available during the office hours. During an emergency, local authorities are required to provide accommodation to qualifying applicants. If outside the usual office hours, clients can get help via an 'out of hours' telephone service, but this can create difficulties in understanding client support needs and undertaking tasks, such as risk assessments.

Online information is available via the local authority websites. Whilst not suitable for statutory assessments, online self help guides and factsheets can empower people to remedy their own situation and take action to remove the risk of homelessness.

In 2014/15 Teignbridge undertook a review of its web pages, taking a more customer focussed approach. By simplifying the format and only publishing high demand information, which was relevant to clients, we saw a 53% increase in web traffic, compared with the previous 12 months. 10% of web hits were from mobile devices. A review of the Exeter webpages have also improved the quality and clarity of information available.




A clear message was from the public consultation around the Homelessness Strategy was the lack of awareness about all of the different agencies involved, the housing options available and the role of the local authority in combating homelessness. Regular information events, clear information on the website and the use of social media to promote the service were suggested.

4.4 Actions

The following are suggested actions for the Councils and partners to complete in 2016/17

Project Indicator	Access to services 2016/17	Partner
HA01	Develop promotions material to distribute to agencies, such as letting agents and hospitals, with outline of services on offer and key contact information.	All
HA02	Produce self help guides for clients to help with basic advice needs and facilitate searches for accommodation.	Citizens Advice
HA03	Produce a cross boundary directory of housing and support resources in the Exeter and Teignbridge area	All
HA04	Pilot the completion of housing assessments in locations outside of the council offices where clients are more likely to engage.	St Petrocks, Citizens Advice, Job Centres, Health and Well Being Hub, Voluntary Sector
HA05	Develop staff specialism to provide links with key partner agencies, to attend operational meetings and provide referral contacts	
HA06	Develop data sharing agreements with partners agencies where appropriate	All
HA07	Complete 2 customer satisfaction exercises a year and review service provision as appropriate - for example mystery shopping, surveys, focus groups.	
HA08	Set up 2 annual events for front line staff to network and build relationships across statutory and voluntary organisations	All
HA09	Hold 2 training events for housing staff in motivational interviewing skills to provide positive advice that engages clients to take an active role to resolve their housing difficulties.	

10.3	Access to services	
10.3a	Homelessness acceptances by age, Exeter	50
10.3b	Homelessness acceptances by age, Teignbridge	50
10.3c	Homelessness acceptances by ethnicity, Exeter and Teignbridge	50



5 Health and protection



‘ Poor health is widespread amongst homeless people. Our latest research showed that 73% suffered from a physical health problem and 80% a mental health problem.’

[Homeless Link](#)

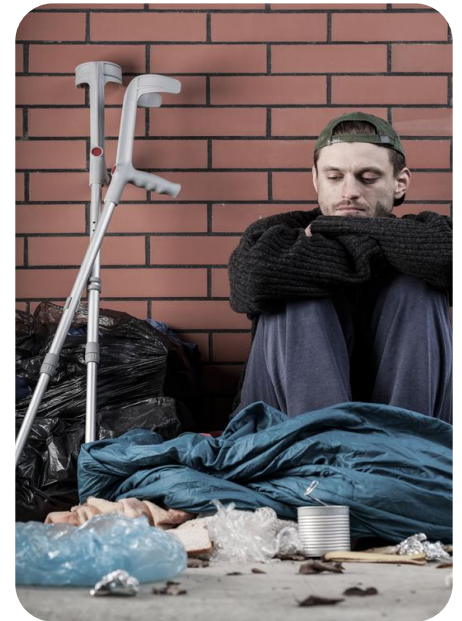
‘Most people would agree that having a home that is both safe and affordable is extremely important for your general health. If you have poor housing, or are homeless, it could increase your chances of developing a mental health problem, or could make an existing one harder to manage.’

[Mind](#)

The council’s role in combating homelessness goes beyond the provision of bricks and mortar. It is important to consider the wider situation surrounding the person who becomes homeless, so that we can work with clients to find the right solution.

Homelessness services are not alone in experiencing pressures on budgets. The current climate has seen cuts across the public sector, despite increasing levels of demand. This presents an opportunity to work collaboratively with each other and improve the way front line services are delivered.

According to a report by the charity Crisis, homeless people can expect their lives to be about 30 years shorter than the average in the United Kingdom, with a likelihood of dying at around 47 years of age. They were also nine times more likely to commit suicide than the general public, and twice as likely to die of infections. (Sheffield University).



5.1 Improve health and well being of homeless people

Keeping safe and well are key components to an individual’s welfare and when these become unbalanced, the ability to engage in everyday life is reduced. Services need to be designed to consider such circumstances and include an element of tolerance to manage clients with wider needs.

5.1a Health needs

Making sure that homeless people can access health services is vital to their recovery. A health needs audit was completed in Exeter in October 2015, which looked at the health experiences of current rough sleepers and those in supported accommodation. The initial findings are stark.

Substance misuse features highly as a support need for homeless people, with 76% of rough sleepers in Exeter reporting that they had used ‘legal highs’, also known as ‘new psychoactive substances’ (NPS). This has led to increasingly high risk situations in which accommodation and support providers struggle to safely manage services, resulting in evictions and exclusions.

The health needs of homeless people are varied with the physical and mental strain of not having a secure home making many conditions worse. The Homeless Health Needs Audit in Exeter in 2015 found that 70% of the rough sleeping population had some form of mental health problems. The data suggests the situation is getting worse when comparing the information from 2010 to 2015 and consistently higher than national comparisons.

Condition	Percentage of cohort		
	Exeter 2015 D = Diagnosed R= Reported	Exeter 2010 D = Diagnosed R= Reported	National D = Diagnosed R= Reported
Depression	70.86 D	54.14 D	34
Anxiety disorder or phobia	55.63 D	66.92 R	No data
Psychosis: Schizophrenia	20.8 D	9.78 D	6 D
Bipolar		4.41 D	5 D
Personality Disorder	13.24 D	7.52 D	7 D
PTSD	19.21 D	5.26 D	7 D
Dual Diagnosis	27.15 D	20.30 D	13 D

Homeless Housing Health Audit 2015

The use of acute medical services is very high with many conditions not being treated until they become an emergency.

- 46% of respondents had been to A&E in the previous 12 months, this amounts to 70 people: 31 people had attended once, 21 people had attended twice; 6 people had attended 3 times and 12 people had attended more than 3 times
- 35% of respondents reported that they had used an ambulance in the past 12 months, which amounts to 54 people: 32 people had used an ambulance once, 12 people had used an ambulance twice; 2 people had used an ambulance 3 times and 8 people had used an ambulance more than three times
- 33% of the sample had been admitted to hospital in the past 12 months, this amounted to 51 people: 32 people had been admitted once; 12 people had been admitted twice; 2 people had been admitted 3 times and 5 people had been admitted more than 3 times

There is currently no joint strategic plan to support people with multiple needs. These people often experience several problems at the same time, such as mental illness, homelessness, drug and alcohol misuse, offending and family breakdown. Services are commissioned separately with assumptions upon each other, which do not always fit together well. The Integrated Care Exeter (ICE) programme is addressing homelessness as a driver for change and initial indications are promising. Any learning can be shared with partners in Teignbridge, as appropriate.

'I'm glad the Council is doing something. When I was younger there were hostels people could go. The more we see it, the more that you accept it, but we mustn't with regards to homelessness.'

Exeter public drop-in event, 24 March 2016

5.1b High levels of rough sleeping

5.1b i Rough sleeping figures 2010 to 2015

Area	2010	2011	2012	2013	2014	2015
Exeter	21	29	30	23	34	27
Teignbridge	3	8	4	0	4	1
Devon	72	102	81	60	98	113
National	1,768	2,181	2,309	2,414	2,744	3,569

Source: [DCLG](#) and Housing Services

Rough sleeping numbers have been relatively high over the last few years, with the exception of Teignbridge in 2013, where all homeless people were found accommodation. Both Exeter and Teignbridge saw reductions in 2013 due to the 'No Second Night Out' initiative and 'Homeless Transition Fund'. Unfortunately, these were schemes funded over a short time and we only saw temporary benefits. Further initiatives have been launched to reduce numbers through the 'Making Every Adult Matter' and 'Safe Sleep' programmes. However, most effort has been focussed towards managing rough sleeping, rather than resolving its root cause. The snapshot figures are only an indication of the numbers on a specific night, which means the rough sleeping population is likely to be greater than the national figure.

The number of people sleeping on the streets is not purely a reflection of a lack of accommodation. During the 2014 rough sleeping count, there were 11 individuals, 10 in Exeter and 1 in Teignbridge, who did not want to be accommodated, or engage with any support services. For others, barriers to accommodation are due to significant risks relating to their behaviour, especially under the influence of alcohol, drugs or 'legal highs'.

Exeter is perceived by some as an easy place to sleep rough, with a readily available source of food, blankets and money from soup kitchens and concerned members of the public who are very generous to beggars, who may, or may not be sleeping out.

There is a wide network of voluntary agencies that can help rough sleepers to access services to keep them safe and warm, yet without a joined up approach, there is no consistent message to the rough sleeping population, or those making charitable offers, which could encourage rough sleeping and make it a sustainable option in the area.

Rough sleeping is damaging for the individual and detrimental to the communities in which they live. There are links with anti social behaviour in terms of trespass, leaving bedding and belongings in public areas, such as doorways, or car parks, which often include needles and drug related paraphernalia. This form of anti-social behaviour is of great concern to local businesses and communities.

Local authorities have enforcement powers that they can use to combat this behaviour, which are used when support options have failed to address the issue. Enforcement will be used when necessary and whilst we do not wish to criminalise vulnerable people with limited options available to them, but we do need to challenge the current position where rough sleeping is accepted in the area.

5.2 Help protect the vulnerable from violence and abuse

5.2a Youth homelessness

In 2015/16, 106 16 & 17 year olds approached our services because they were threatened with homelessness. In addition, 58 young people leaving care in the locality had difficulties with housing, or became homeless. Facing homelessness at a young age can be very detrimental to people's wellbeing and life prospects. This makes positive intervention by housing and health services all the more important.



Homeless prevention rates are high with around a third of young people successfully mediated back to the family and another third helped into alternative accommodation. However, this leaves a final third who become homeless and who need specialist intervention. The legislation regarding young people who become homeless is slightly different, as the Children's Act 1989 takes precedent in the assessment for those under the age of 18. Young people are supported through the assessment process and where necessary are taken into care.

Despite positive work to resolve youth homelessness, young people have been found sleeping rough by outreach services, despite repeated offers of accommodation. Housing options teams and specialist youth advice workers do engage with social services and the police to reduce this happening and have been attending the relevant 'safeguarding' meetings. These aim to tackle youth homelessness and its associated negative impacts, such as sexual exploitation and drug addiction.

Following the 2015 Ofsted inspection of Devon County Council, we are committed to working with partners to improve the housing outcomes of this vulnerable group. Relevant protocols are being developed to further strengthen pathways and joint working arrangements to assist young people facing homelessness and leaving local authority care when moving towards independent living.

5.2b Domestic violence

In 2014/15, there have been two high profile, domestic violence murders in, or connected to, the local area.

Nearly two thirds of clients (64%) using domestic abuse services have told us that they have attempted to leave their home. However, the need to flee a situation is not always needed, is unsuitable for many and can lead to poor outcomes. Moving victims away from family and support networks can be isolating and can cause further difficulties. The responsibility falls to the victim to deal with the administrative task of changing address details for council tax, utility bills and insurance documents, but can also be particularly challenging where children are involved, for example, re-registering at doctors' surgeries, dentists and relocating schools.

There are limited specialist accommodation options in the area such as a refuge, however local alternative options have been developed including 3 properties with security measures and support being available as well as agreement to work across the Devon area to ensure access to safe accommodation if clients need to leave.

When a relationship breaks down due to domestic violence the perpetrator of abuse is unlikely to be re-housed by the council. However, this approach fails to consider the family as a whole and may put the victim/s at greater risk. The homelessness legislation is very focussed on the victim, but interventions are less effective when the perpetrators are forgotten, as there is continued

pressure from the perpetrator to return home, which can lead to unrealistic reconciliation and continued abuse.

Alternative options are available via a local ‘Sanctuary Scheme’, which funds additional security measures to the homes of victims to prevent unwanted access. However, funding is only available to high risk cases after a referral from the police, which means low risk cases, where a simple security measure would resolve risk, would not be eligible for help.

5.3 Support people released from prison, hospital and leaving the armed forces

Information from the Health Needs Audit in Exeter from October 2015 highlighted high levels of pathway failure resulting in homelessness. The table below highlights their experiences as they

Do you have any of the following backgrounds?	Yes	No	No Answer
Spent time in prison	60	86	5
Spent time in a secure unit or young offender institution	15	131	5
Spent time in local authority care	34	112	5
Spent time in the armed forces	10	136	5
Admitted to hospital because of a mental health issue	39	107	5
Been a victim of domestic violence	28	118	5
None of these backgrounds	31	115	5

Source: Exeter Health Needs Audit 2015

The experience of homeless people in Teignbridge mirrors the findings of the Exeter audit with many clients having repeated experience of pathways.

5.3a Community rehabilitation for offenders

‘Transforming Rehabilitation’ is the name given to the government reform that changed the way in which offenders are managed through the outsourcing of a large proportion of the probation service in England and Wales.

Thirty five individual probation trusts were combined into a single National Probation Service, which is now responsible for the management of high-risk offenders. In addition, twenty one community rehabilitation companies (CRCs) were formed and made responsible for the management of low to medium risk offenders.

Devon, Dorset and Cornwall are grouped together as one community rehabilitation company (CLC), which is managed by Working Links. This change has also coincided with greater supervision responsibilities for offenders, who now need 12 months of supervision if they have spent at least one day in custody.

The community rehabilitation service (CRC) covers a wide area and there is a potential risk that a ‘one size fits all’ approach may be put in place where offenders receive guidance in relation to their local accommodation need. However, Working Links is a key partner in the CoLab in Exeter and is keen to take a similar approach in Teignbridge. This will ensure delivery on the front line is connected with local services. Whilst local operational work is improving there is a current disconnect on a strategic and commissioning level. This is an area for development moving forward.

5.3b Leaving institutions

In the local area there are two large hospitals in Exeter and Torbay. The management arrangements for each are different, which can lead to a complicated and potentially confusing platform for joint working and client exit protocols. Similarly, the local area contains two prisons; HMP Exeter and HMP Channings Wood, both facilitate the release of all prisoners with a local connection to the South West.

In 2015/16, there were 89 emergency homeless presentations; 40 from hospital and 49 from prison. There is pressure for space in both, and releases are often made at short notice involving clients with complicated needs. The early identification of housing need is vital in helping people leave the institution and find settled accommodation, yet opportunities are often missed, with attention focused on the client's immediate health, or detention needs. This leaves little scope for prevention activity.

Health services and the criminal justice system have seen significant change that has left protocols out of date. Offender advice services and hospital discharge projects are in place, but lack security in longer term funding.

5.3c Armed forces personnel

According to the British Legion, the profile and experiences of homeless veterans are largely the same as those of the wider homelessness population, although there are some notable differences. Homeless veterans have been found on average to be older, have slept rough for longer, be less likely to use drugs and more likely to have alcohol-related problems. In Exeter we know that 10 people who are homeless or vulnerably housed have a military. Post Traumatic Stress Disorder (PTSD) has been found among a small number of homeless veterans although other, non-military related mental health problems were more common.

There is little evidence to support the notion that military life, or institutionalisation, is a cause of veterans' homelessness. However, there is some evidence that, for a minority, military life, through factors such as trauma of combat, mobility of the job, or the drinking culture, had reduced their ability to cope post-service. We are working closely with The Transitions Service run by St Loyes to ensure that any ex services members who approach our service are signposted for support through Transitions and that we work together to ensure that ex-service members experience a seamless service.

How would you resolve homelessness?


'With a strategy to help people right at the start before situation escalates. Young people leaving care, prisoners coming out of prison, people discharged from hospitals.'

Exeter public drop-in event, 24 March 2016

5.4 Actions

The following are suggested actions for the Councils and partners to complete in 2016/17.

Project Indicator	Health and protection 2016/17	Partner
HH01	Champion housing options inclusion in multi-agency hubs to provide holistic services to vulnerable people.	Young Devon, Dorset, Devon and Cornwall Criminal Rehabilitation Company, Job Centre Plus, Voluntary Sector
HH02	Extend provision of security measures (Sanctuary Scheme) for all clients at risk of domestic violence.	Devon County Council, Devon Domestic Abuse Service, SAFE, Devon and Cornwall Housing Options Partnership
HH03	Develop housing pathways for: hospital discharge, prison release, youth homelessness, and veterans in housing need	NHS, CCGs, Working Links, Devon County Council, SSAFA and Royal British Legion, St Loyes
HH04	Implement recommendations from Integrated Care Exeter (ICE) programme to develop a health and wellbeing team for homeless people in Exeter.	ICE partnership
HH05	Evaluate the progress of individuals within the Making Every Adult Matter (MEAM) programme and use learning to influence service design.	MEAM partnership
HH06	Develop closer links with voluntary and community agencies, such as soup kitchens, food banks, and minority groups and faith based organisations to promote consistency in tackling homelessness.	Voluntary Sector
HH07	Deliver 2 specialist safeguarding training events to housing staff to improve understanding and interaction with social care.	Devon County Council

10.4	Statistical data: Health and protection	
10.4a	Rough sleeping figures 2010 to 2015	51
10.4b	Youth homelessness; presentations, 2014/15	51
10.4c	Youth homelessness; outcome of intervention, 2014/15	51
10.4d	Households accepted as homeless who experienced domestic violence (%)	52

6 Money matters



Homelessness is expensive, not just to the individual, or household experiencing it, but also to the community and the taxpayer. It has been estimated that on average each homeless person costs the public purse £26,000 per year and the overall costs of homelessness in the UK exceeds £1 billion per year.

Homeless Link, 2013

Homelessness and welfare reform are closely linked. Any change to the method of payment, or the amount of benefit paid, threatens to unbalance household budgets and increases the risk of arrears in rent, or mortgage payments. The level of welfare reform introduced by the previous government, and extended by the current one, threatens to significantly increase demand upon homelessness services and move more accommodation options out of the financial reach of people on a relatively low income.

These reforms also directly impact upon the provision of accommodation services to the homeless. The funding arrangements for temporary and supported accommodation are to be changed and reduced. This will put further pressure on council budgets within which there is already a deficit between the cost of the provision of accommodation and the amount available through housing benefit payments.



6.1 Help people better manage household finances when faced with homelessness

The following sections highlight the financial challenges we face, for both service provision and that faced by homeless people in the current climate of austerity.

6.1a Mitigating the effects of welfare reform

The benefit cap, which sets a limit on the total amount of benefits that most working-age people can claim, was reduced in the Budget of July 2015. It will see the cap lowered to £20,000 in the locality area. This will bring significant difficulties to large families in private rented accommodation, as well as those in temporary, or supported accommodation where rents are high.

Universal Credit will see multiple benefits, including Housing Benefit, rolled into one monthly payment. This brings concern to the homelessness sector, as evidence shows that households already struggle to budget within weekly, or fortnightly cycles. Whilst safeguards are promised for the most vulnerable claimants, there is a significant risk that homelessness will rise, through both the loss of landlord confidence and the inappropriate use of funds for items other than rent.

Benefit sanctions have been introduced in circumstances where people do not comply with an agreement they make at the job centre. When a person receives a benefit sanction, their benefits will be restricted for a set time period. There is a danger that sanctions may increase the incidence and amount of arrears, potentially leading to more evictions.

Further reforms have been outlined in the 2015 Budget, but we have yet to see the detail of their implementation. The removal of automatic housing benefit for 18 to 21 year olds and restricted levels of those aged under 35 will impact younger people already struggling to enter the housing market due to affordability. It is anticipated that there will be exceptions for care leavers and for those where the family home is unsafe.

Any welfare developments will be mapped in terms of impact and will be discussed with partners as part of wider strategic conversations.

6.1b Discretionary funds to help those faced with homelessness

There are funds available for services to use towards individual client needs where homelessness can be prevented:

- **Discretionary Housing Payments** (Housing Benefit led) - combined budget £344,225
- **Spend to Save** (Exeter) - £30,000,
- **Homeless Prevention Fund** (Teignbridge) - £10,000,
- **Individual budgets for rough sleepers** - £10,000,
- **Sanctuary scheme security measures** (Housing options & Police) - £12,500
- **Benevolent funds** (various options and grants available),
- **Varied deposit bonds schemes**
- **Section 17 monies** (Devon Social care)

Source: Exeter and Teignbridge Housing Benefits; 2014/15

There is variation in the way that discretionary funds are used with the different options available. This can lead to confusion and duplication within the advice sector in relation to how and from whom to access assistance.

Local Welfare Support has been available for the past three years to help households in emergency need and to help them to resettle into the local housing market. Local arrangements for this fund come to an end in March 2016, after which clients will be reliant on help from food banks and voluntary donations, which will no doubt result in hardship in terms of fuel poverty and limited access to goods to set up a new home.

How would you resolve homelessness?

'For me, life on the street is not my main issue. I need to work then we can talk about housing. People like me are reliable in terms of turning up for work.'

Exeter public drop-in event, 24 March 2016

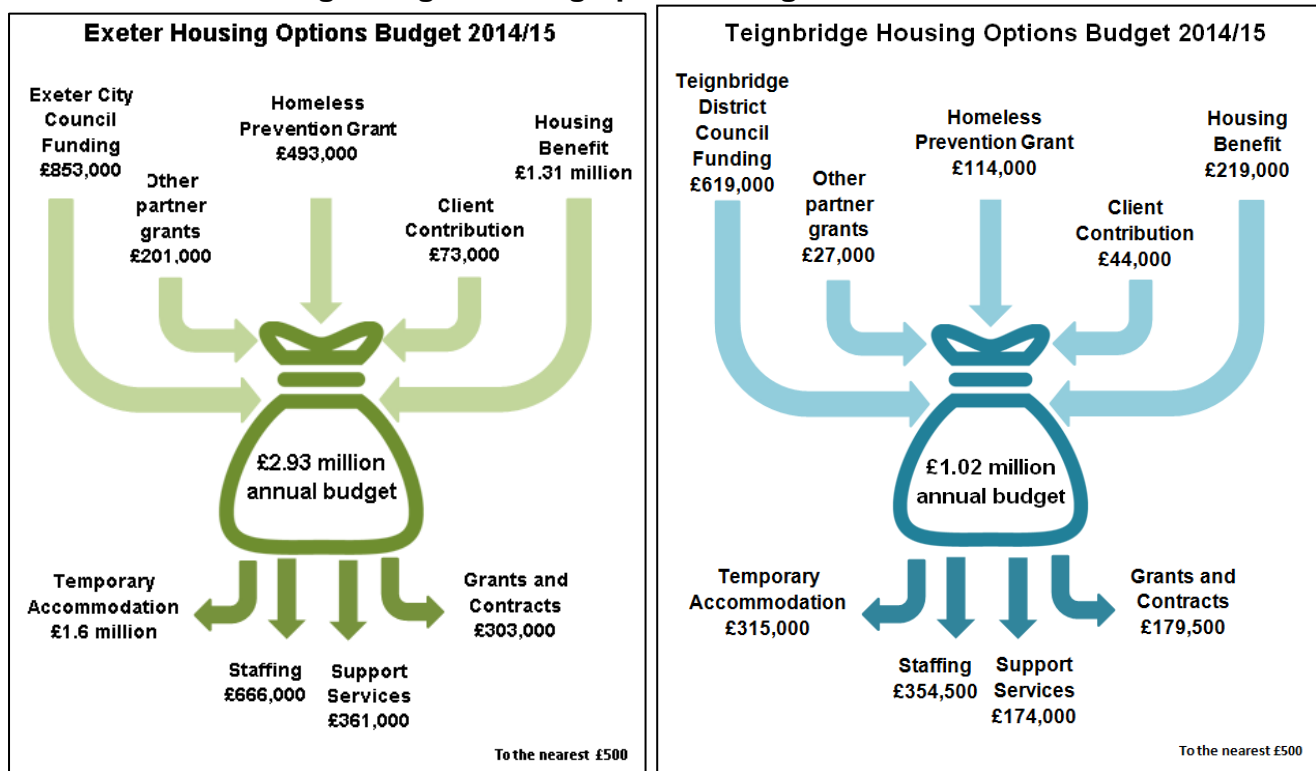
6.2 Target investment to reduce homelessness

6.2a The cost of homelessness

National reports regarding the cost of homelessness show very high figures that may be dismissed as a London biased figure. Currently, there is no benchmark data available to accurately determine costs in the local area. This data is currently being developed through joint work with Devon County Council's 'early help' programme and through tracking clients engaged in the 'Making Every Adult Matters' (MEAM) pilot.

The cost of homelessness is a cost beyond housing budgets alone, as it impacts upon health, social care and police spending. There is a developing conversation about shared costs and savings through the Integrated Care Exeter (ICE) partnership in Exeter. A spend to save approach is challenging, as savings may not be realised by the service and budgets are extremely tight.

6.2a i. Exeter and Teignbridge housing options budgets 2014/15



'Payment by Results' and 'Social Investment' are being promoted by government as a future funding model, but these require a different approach to how services are commissioned and are relatively new for smaller contracts in Devon. Costing data and an approach to collaborative service delivery will be key to attract this type of external funding in the future.

6.2b Reducing public sector budgets and 'spend to save'

Since 2010, there have been a series of budget reductions to public services, specifically local government. The Local Government Association estimates that central funding for Councils has shrunk by 40% overall since 2010. This has meant a substantial reduction in the settlement to both Exeter and Teignbridge local authorities, where both front line and 'back office' services have needed to find savings.

So far, savings identified have included the implementation of a shared management structure across Exeter and Teignbridge, the loss of staff, reduced funding for homeless prevention schemes and a reduction in the use of temporary accommodation.

The statutory duty to provide temporary accommodation for qualifying applicants is absolute and is costly. There is a risk that a further reduction in spend on prevention services will cost the local authority more in the long run by reactively managing homelessness.

Had the service failed to prevent homelessness in the six months between April 2015 and September 2015 there would have been an additional cost of providing temporary accommodation. The balance between spending money on preventing homelessness and spending to reactively manage homelessness is difficult, with a delayed impact between increasing one and decreasing the other. The average cost of accommodating household with average stays in accommodation ranges from £3,500 for a single applicant and £9,100 for a family, whereas a household with complex needs could be 3 or 4 times more. Whilst some of this is covered by Housing Benefit this remains a significant cost for the Council, and one where the re-profiling of expenditure could provide more positive outcomes for less money.

There is also the risk that wider influences, such as welfare reform, will increase future demand and therefore present a difficult costing argument with what the service would have cost rather than actual savings.

The current levels of funding only cover the reactive cost of management and our response to emergency accommodation, rather than resolving homelessness. In order to actively address the root causes of homelessness, investment needs to be channelled towards prevention and recovery activity. Whilst new funding streams will be pursued, the re-profiling of expenditure from temporary accommodation to homelessness prevention could shift attention to more positive longer term outcomes. This 'spend to save' approach may need some initial financial input.

6.2c Temporary accommodation budget pressures

£1.92 million was spent on temporary accommodation provision in 2014/15, with £1.6 million spent in Exeter and £315,000 in Teignbridge.

Residents in temporary accommodation currently pay towards their stay, with charges covering utility costs and meals where applicable. However, despite this there is still a significant gap with the net cost to the council between rental income and the price paid for the accommodation.

Details regarding the changes to funding arrangements for temporary accommodation remain unclear. Current indications suggest that there will be a reduction in benefit levels available, that payments will be made to households, rather than the council and an additional discretionary scheme put in place to help cover any new deficit in income.

There are opportunities to convert capital investment into revenue savings through investing in temporary accommodation. Currently, we have three examples of local authority hostel accommodation in Exeter and in Newton Abbot. This model manages to offer accommodation within client and benefit income levels, giving better value for money. However, this does require capital investment to purchase, or build. This model of accommodation presents a positive option for the future, but lacks security until the temporary accommodation funding reform is finalised.



When managing temporary accommodation, it is important that rooms are occupied and rent is paid. There is a delicate balance between maintaining room availability, the support for clients and the recovery of debt should things go wrong.

6.3 Maximise opportunities with partners and provide better value for money

6.3a Value for money in commissioning services

It is vital that we get value for money from the services we commission. By moving from grant-based funding to contracts that are driven by specification, we can enable both local authorities to measure value and outcomes. However, we must include partners in developing specifications to encourage innovation and joined up learning.

Opportunities to jointly commission services have taken place between Exeter and Teignbridge, as well as with East Devon and Torbay, but with different arrangements. Youth homeless prevention workers are also joint-funded through grant agreements with Devon County Council.

Across the sector, there is a growing interest in statutory agencies working together to fund and deliver services. This will be explored through the Integrated Care Exeter (ICE) programme, with learning passed on to Teignbridge.

6.3b Local authority homelessness contracts

Services in Exeter and Teignbridge are similar in design; however, funding and contract arrangements can differ. The separate contracts across the authorities have led to duplication of monitoring, accounting and contract management. The opportunity to combine contracts will allow for further efficiency, better outcomes and increased service development.

We remain open to collaborative contracting with partners to provide more a joined up homelessness service across the area, to the benefit of clients and the wider public.

Service provided	Provider	Exeter	Teignbridge
Rough sleeper outreach*	Julian House	Joint Contract	
Access into private rented accommodation	PATH	✓	✓
Youth homeless prevention	Young Devon	Joint Contract	
Additional floating support	Sanctuary	✗	✓
Domestic violence security measures	Various	✓	✓
Prison advice service*	St Petrocks	✓	✗
Court desk**	Citizen's Advice	✓	✗

*Jointly commissioned with Torbay

** Jointly commissioned with East Devon


'We welcome a greater emphasis on prevention. Support for crisis intervention must remain, but it is costly. More spending on preventative work, over time, must be the way forward.'

Online consultation, March 2016

3.5 Actions

The following are suggested actions for the Councils and partners to complete in 2016/17.

Project Indicator	Money matters 2016/17	Partner
HM01	Investigate funding sources to develop money advice and budgeting services for homeless clients.	Citizens Advice, Homemaker, Voluntary Sector, Job Centre Plus, DWP
HM02	Map current contracts relating to homelessness and their funding sources to define overlap and potential opportunities for combined commissioning	Devon County Council, Devon Partnership Plus, NHS, CCG's Probation, CRC
HM03	Drive out duplication in referral and assessment processes through adoption of common forms and risk assessment.	Voluntary Sector, Devon County Council, Probation, Mental Health, RISE
HM04	Review viability of the current models of temporary accommodation and complete an options appraisal to outline proposed mitigations	
HM05	Explore ways of delivering services differently to improve value for money, including integrated services with partners	All
HM06	Increase awareness of welfare reforms with clients through the development of literature and self help guides to improve financial planning in setting up their new homes.	Citizens Advice, Homemaker, Voluntary Sector, Job Centre, DWP
HM07	Review use of council discretionary funds and agree common processes to reduce duplication and provide clarity to clients and advisers.	
HM08	Develop a cost calculator for homelessness services to effectively measure the impact of interventions and increase readiness to new public finance initiatives.	

10.5	Statistical data: Money matters	
10.5a	Number of clients who attended money advice appointments 2013 to 2015	52
10.5b	Estimated net expenditure - homelessness x £1,000s	52
10.5c	Homelessness spend - £ per head of population	53
10.5d	Revenue expenditure, housing services - £ per head	53
10.5e	Reason for discretionary housing payment 2014/15	54

7 Ownership and governance



Homelessness was identified as a high priority topic at Exeter's Annual Scrutiny Work Programme Meeting that took place in July 2015. It was decided to use the development of a task and finish group to join together members from both councils to look at the key challenges impacting homelessness across the area. It is proposed that this group continue as a Homelessness Steering Group with 2 meetings a year.

The delivery of the actions set out in this strategy will rely upon the resources of the Council and its partners. To maximise these resources it will be important to work together, to share expertise and good practice, identify and meet gaps in provision, avoid duplication and to joint fund and combine bids to continue to help tackle homelessness in the area.

The strategy proposes that we establish an annual homelessness event to bring together partners, members and staff into a single, integrated conversation to monitor funding and projects to deliver the aims of the strategy.

7.1 Responsibility

By appointing elected members and service leads to the group it is believed that a simple and streamlined governance arrangement will be in place to best serve the people of Exeter and Teignbridge. This arrangement should ensure that there is consistency of service across both local authorities making key decisions about how we differentiate between issues that are unique to each area, for example rural and urban issues.

External guests will also be welcomed to the meetings and will be expanded to include representatives from key organisations working to tackle homelessness.

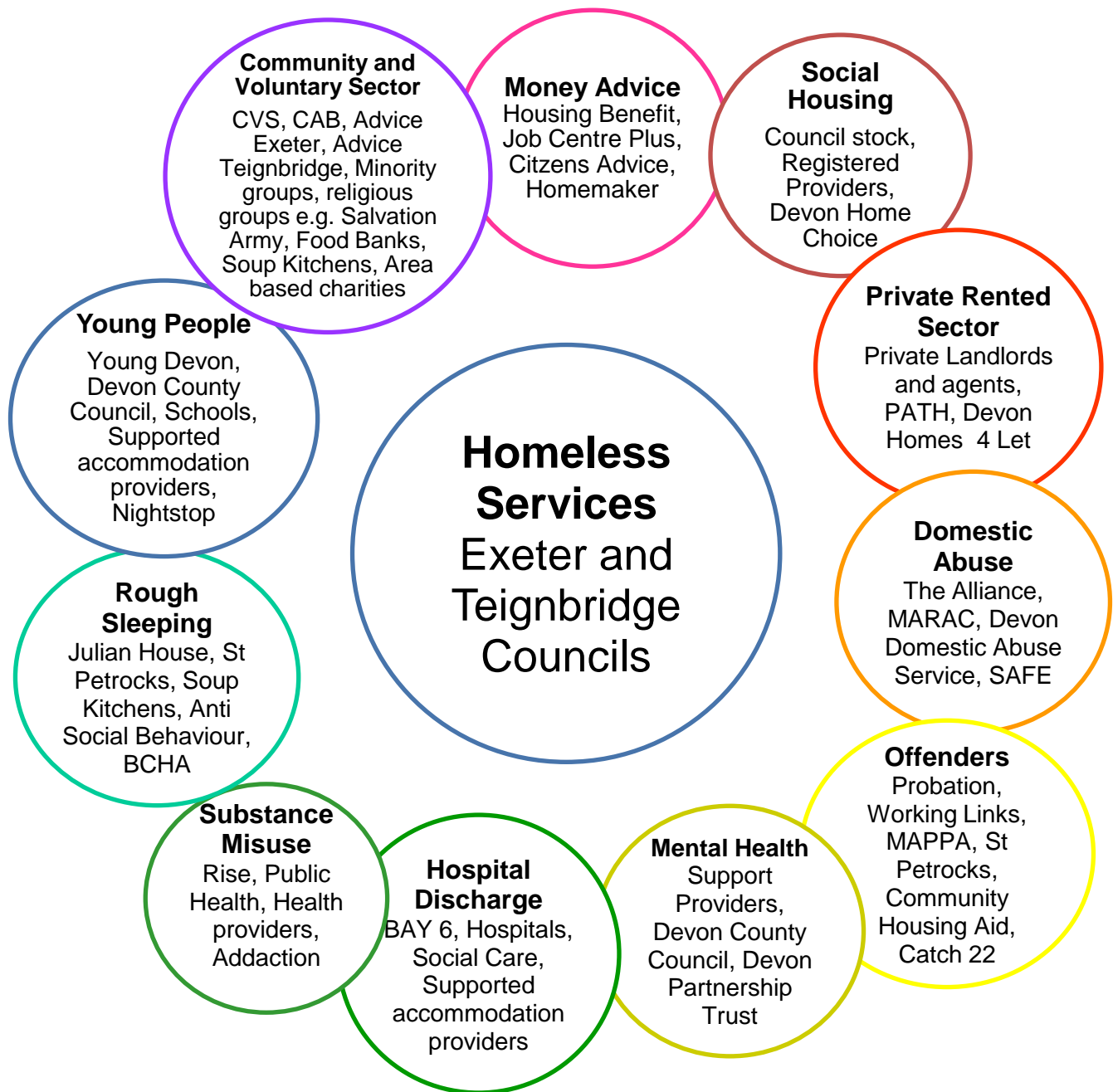
7.1a Members

The initial working group was made up of the following members. The membership of the future review group will be reviewed once the strategy is in place.

Member	Responsibility	Council
Cllr Brodie		Teignbridge
Cllr Bull		Exeter
Cllr Bullivant		Teignbridge
Cllr Clemens	Executive member for Housing and Planning	Teignbridge
Cllr Ford		Teignbridge
Cllr Harvey	Chair of the Homelessness Group	Exeter
Cllr Lyons		Exeter
Cllr Morris	Executive Member for Customer Access	Exeter
Cllr Morse	Chair of Scrutiny Community Committee	Exeter
Cllr Newby		Exeter
Cllr Prowse		Exeter
Cllr Wardle		Exeter

7.1b Partner approach

Working in partnership is key in successfully addressing homelessness. There are numerous agencies that the Housing Options service works with and their contribution is both acknowledged and appreciated in combating homelessness:



In Exeter a 'cultural values assessment' survey has been completed as part of the Making Every Adult Matter (MEAM) agenda. The study investigates how relationships between partners are working and considers the ability of the sector to influence change.

The housing and homelessness sector was seen as being central in influencing change by working together. Therefore, this homelessness strategy offers a clear intention to work together to improve service delivery for vulnerable people.

7.2 Monitoring and review

With significant welfare and housing reforms underway and with uncertainty around their full impact at a local level yet to emerge, it will be prudent to review the strategy projects and resources on an annual basis.

We will use the newsletter and bi annual meetings of the Homelessness Steering Group to regularly review progress against our strategic aims and objectives to make sure we're delivering good outcomes in terms of homelessness prevention and the best use of resources.



Homeless consultation event, 25 February 2016

8 Appendix A: Achievements since the previous strategies

8.1 Progress against the previous Exeter homelessness strategy 2008 to 2013

The previous Homelessness Strategy was dated 2008 – 2013 however the progress below covers achievements to 2015. Due to the lapse in time since the previous strategy and the changing environment much of the strategy is no longer relevant.

Priority	Achieved	Not Achieved
<p>1. Prevent homelessness and reduce numbers in Temporary Accommodation</p>	<p>Homelessness has been prevented or relieved for 2,322 households</p> <p>Significantly reduced use of Bed and Breakfast for families through re-profiling stock to provide self contained temporary accommodation.</p> <p>Money Advice Services co-located in Civic Centre to offer debt advice alongside housing and benefits advice.</p>	<p>Predicted reductions in homelessness acceptances and use of temporary accommodation</p>
<p>2. To reduce the need for anyone to sleep rough in the city</p>	<p>A common assessment framework for rough sleepers is in place</p> <p>Additional funding was secured through schemes for rough sleeping such as: No Second Night Out, Homeless Transition Funds and Help for Single Homeless funding streams but all were time limited without sustained funding achieved.</p> <p>Successful individual budgets pilot approach extended into ongoing commissioned approaches.</p> <p>Reconnection policy developed and travel arrangements funded through small grants. Reconnections have included return to native country.</p> <p>A property specifically for accommodating rough sleepers purchased and occupied in 2014.</p>	<p>Rough sleeping numbers have risen to 34 in the 2014 November Count.</p> <p>Maintain a multi agency street outreach team approach – although work is in progress to rebuild this.</p>
<p>3. To increase Housing Options available to all clients in housing need and to those needing to 'move on'</p>	<p>Established the Eastern Community HUB and Homeless Prevention Panel ensure consistent assessment and referral routes for supported accommodation in the city.</p> <p>Move on from supported accommodation is managed through a panel to ensure appropriate flow.</p> <p>Enhanced Housing Options Wizard added to Abritas Devon Home Choice system to improve self help options. (System has since been replaced)</p>	<p>Temporary accommodation usage has not reduced as anticipated</p>

<p>4. To reduce youth homelessness</p>	<p>Protocols have been established with Devon County Council to address youth homelessness and continued funding agreed for joint specialist post</p> <p>Staff provided enhanced training in mediation skills</p> <p>Young people facing homelessness assisted through Youth Enquiry Service hub rather than at the civic centre</p>	<p>The ability to offer employment and training opportunities at prevention and move on panels</p>
<p>5. To increase access to the private rented sector</p>	<p>Extra let provided up to a maximum 74 properties. However, due to budget pressures the scheme has been scaled back.</p> <p>Houses of Multiple Occupation (HMO) have been included in the Extra let stock to offer options for single people under 35.</p> <p>A 'Spend to Save' fund was made available to prevent homelessness through the payment of deposits and rent in advance to access accommodation.</p>	<p>Private rented properties have not been advertised through Devon Home Choice due to concern it would cause confusion and lack of supply</p>
<p>6. To increase agency and client involvement in the implementation of the Homelessness Strategy</p>	<p>Customer feedback from temporary accommodation is high.</p> <p>'Welcome packs' for temporary accommodation developed and recognised as good practice.</p> <p>Benchmarking exercises using Shelter's Quality Standard Framework saw Exeter score highest in Devon in 2011.</p> <p>Development of Appreciative Enquiry and Making Every Adult Matter (MEAM) approach to provide multi agency personalised packages of support for the most vulnerable</p> <p>Increasing amount of joint commissioning taking place with neighbouring authorities</p>	<p>An ongoing city-wide forum to share good practice around homelessness</p> <p>Leaflets and website were reviewed but need to be updated again</p> <p>Moving advice services online and out of the civic centre and into the community</p>

8.2 Progress against the Teignbridge housing options strategy 2010 to 2015

This was a Housing Options strategy and had further scope than homelessness. Only the outcomes relevant to homelessness are reviewed below.

Priority	Achieved	Not Achieved
<p>1. Prevent homelessness wherever possible</p>	<p>Homelessness has been prevented or relieved for 2,889 households</p> <p>Completed 19 Sanctuary Scheme installations to help victims of domestic abuse remain in their own homes</p> <p>1,294 households assisted into the private rented sector</p> <p>Implemented a pre eviction protocol to work closely with Teign Housing when tenancies fail.</p>	<p>A mediation service for young people over 18 to maintain accommodation with their family</p> <p>Develop a mortgage arrears loan scheme – this was not pursued as the national mortgage Rescue Scheme was developed.</p>
<p>2. Make best use of existing accommodation both social and private housing</p>	<p>Implemented a Discharge into the Private Rented Sector Policy and assisted 27 households into settled homes.</p> <p>231 empty homes brought back into use at affordable rents for the benefit of homeless households.</p>	<p>Establish a specific matching service for bringing empty homes back into use</p>
<p>3. Promote positive lifestyle choices for those in housing need, including financial inclusion, access to employment and training and maintaining independence</p>	<p>Housing Options for Older People (HOOP) Pilot assisted 48 people over 65 years of age threatened with homelessness.</p> <p>262 Young people facing homeless accessed additional services such as counselling, healthy relationship advice and help to access training and employment,</p> <p>Implemented Southern Hub assessment and prioritisation matrix for access to homeless related support services</p>	<p>Tenants accreditation for household in leased temporary accommodation although tenancy training has been established</p> <p>Establish links with access to work schemes</p> <p>Establish accommodation options for young parents</p>
<p>4. Ensure that vulnerable people have access to the support they need to achieve and maintain independent lives</p>	<p>Rough sleepers pathway was delivered and outreach services established in Teignbridge.</p> <p>The STAR (now named HOPE) helped 47 people into accommodation who were either rough sleeping, or at risk of rough sleeping between 2012/15.</p>	<p>Number of rough sleepers in Teignbridge has started to rise again</p>
<p>5. To improve customer experience by offering good quality effective services which offer value for money</p>	<p>Bi annual exit surveys maintain high levels of satisfaction</p> <p>Reviewed STAR project following service user feedback</p>	<p>Temporary Accommodation arrears and void levels remain above target</p>

9 Appendix B: Policy context

‘Although homelessness problems vary from district to district there is often commonality across a geographical area.’

Addressing complex needs; improving services for vulnerable homeless people, March 2015

This draft Homelessness Strategy has been developed in the context of a wide range of national, regional and local policies, strategies and plans.

9.1 Legal framework

Our legal responsibility to homeless people is set out in Part 7 of the Housing Act 1996, amended by the Homelessness Act 2002. The Housing Act 1996, placed a range of duties upon local housing authorities, including the provision of advice and assistance to homeless households, as well as the provision of temporary accommodation. The main housing duty is to help eligible homeless households who are in priority need and homeless through no fault of their own. There is also a discretionary consideration of local connection to make sure local resources are prioritised appropriately.

The Homelessness Act 2002 added a focus on preventing homelessness wherever possible, an extension of priority need groups and a requirement to have a homelessness strategy to outline local needs and priorities.

The Localism Act 2011 amended the way in which the main homelessness duty could be ended by including offers of suitable private rented accommodation and therefore ending the automatic connection between homelessness and social housing.

The Care Act 2014 introduced a strong expectation of joint working between statutory agencies when helping vulnerable people. For homelessness services this has implications in terms of finding suitable living accommodation for vulnerable clients and a clear duty to co-operate with health and social care departments both strategically and operationally.

Link: www.legislation.gov.uk

9.2 National Policy

Current national housing policy direction is focused upon helping people achieve aspirations of home ownership and re-profiling the concepts of traditional social housing through the reduction in security of tenure and variable rental levels.

In 2011, the government produced ‘Laying the Foundation: A Housing Strategy for England’ that identified addressing homelessness as a key priority, with a greater focus on homeless prevention, as well as targeted work towards addressing rough sleeping. To help address these issues a cross-Government working group was established, made up of ministers from eight government departments. Two initiatives for homelessness have arisen from this group:

Link: www.gov.uk

9.2 a No Second Night Out

This was a vision to end rough sleeping and promoted the roll out of the principles of ‘No Second Night Out’ nationally to help people off the streets, and into safe accommodation, access to healthcare, and onwards into work. The principle involved reactive outreach services, streamlined assessments and to concept of a ‘Single Service Offer’ so that all rough sleepers would be offered something. For those travelling areas this included reconnection to previous area. The approach highlighted differences of approach in the statutory and voluntary sector with expectation that soup

kitchens and homeless charities would stop helping people who had an 'offer' which they refused. This did not happen in practice.

Rough sleeping numbers reduced nationally, as well as across the locality under this initiative which saw an additional funding come into the Devon and Cornwall Housing Options Partnership (DCHOP). This funding was short term and whilst initial reductions were seen in 2013, the high numbers of people rough sleeping returned once the initiative ended.

Link: www.nosecondnightout.org.uk

9.2b Making Every Contact Count (MECC)

MECC highlighted the Government's approach to homeless prevention and promoted joint work. The report also set ten local challenges that the Government has recommended local authorities should take forward. This strategy recognises the importance of these challenges and acknowledges existing work already undertaken, or underway, in response to them. Both Exeter and Teignbridge Councils have pledged to address these challenges and will ensure that they will remain key to its targeted approach in addressing homelessness.

The ten local challenges that the MECC report posed to local authorities are to:

1. Adopt a corporate commitment to prevent homelessness which has buy in across all local authority services
2. Actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. Offer a housing options prevention service, including written advice, to all clients
4. Adopt a 'No Second Night Out' model, or an effective local alternative
5. Have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support
6. Develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords
7. Actively engage in preventing mortgage repossessions including through the mortgage rescue scheme
8. Have a homelessness strategy, which sets out a proactive approach to preventing homelessness and is reviewed annually, so that it is responsive to emerging needs
9. Not place any young person aged 16, or 17 in bed and breakfast accommodation
10. Not place any families in bed and breakfast accommodation unless in an emergency and then for no longer than 6 weeks

Link: www.makingeverycontactcount.co.uk

9.3 Regional policy

9.3a Devon County Council

Devon County Council's homelessness prevention contracts are worth £2.5 million; and provide a total of 3,300 support hours per week to approximately 450 people at any one time via ten independent sector providers. Devon's multi agency partnerships for homelessness prevention are organised into three locality based 'community hubs' and support hours are contracted across Devon providers in the following proportions:

1. Northern Region: defined by the combination of Torridge and North Devon housing authority boundaries – 20%
2. Eastern Region: defined by the combination of Mid Devon, **Exeter** and East Devon housing authority boundaries – 65%
3. Southern Region: defined by the combination of **Teignbridge**, South Hams and West Devon housing authority boundaries – 15%

Link: www.devon.gov.uk

The Housing Options Teams in Exeter and Teignbridge work closely with partners to make sure that the provision is targeted at those who need it through the 'community hub assessment process'. Services funded through the County Council's budget include:

Exeter: Gabriel House, Sanctuary Supported Living, YMCA, BCHA Move On properties, The Haven, ECC Temporary Accommodation

Teignbridge: Sanctuary Supported Living

Devon County Council's 2014 homeless prevention tender change the model of provision by giving providers freedom to support clients in existing homes and along pathways, rather than solely linked to accommodation. This has clear benefits for client pathways, but also difficulties in the provision of specialist high support services where housing support is needed alongside mental health, substance misuse, or offending behaviour and usual accommodation does not provide a suitable setting.

9.3b Devon and Cornwall Housing Options Partnership (DCHOP)

The DCHOP aims to improve the consistency of housing options and homelessness services across Cornwall and all 10 Devon Local Authorities. This will be achieved by developing shared policies, practices and service standards, and equality of access to these services. The partnership brings benefits of reduced price training and enables a collective review of new policy initiatives or legislative changes. On occasion one-off government grant funding has been allocated through the partnership, promoting joined up responses to rough sleeping, debt advice, youth homelessness and access to the private rented sector. The DCHOP Co-ordinator is hosted by Teignbridge District Council and leads on projects as well as building strategic links with key partners as a housing options representative.

Link: www.dshg.org.uk

9.3c Devon Home Choice Partnership

Devon Home Choice is a common social housing allocation system across Devon used by all 10 local authorities and most social landlords. A common application, assessment and advertising of properties brings transparency to how social housing is allocated in the area. This strategy does not include a review of allocations; however social housing remains a key housing option for some households facing homelessness and landlords essential stakeholders in the Councils' attempt to resolve housing need. This partnership enables clear dialogue between parties to find balanced solutions to the competing demands of finding a good tenant and helping the most vulnerable.

9.3d Devon Rough Sleeper Partnership

In December 2010, Devon and Cornwall local authority housing services worked together with providers to address rough sleeping in the region. Additional grant was awarded to the area to enhance the existing rough sleeper services throughout the county. Since the funding ended the partnership has continued to share good practice and maintain a strategic approach in addressing the needs of the most vulnerable.

Link: www.dshg.org.uk/dcrsp

9.4 Local policy

9.4a Local housing strategies

Both Exeter and Teignbridge have adopted housing strategies that set out what both Councils and their partners will be doing to improve the housing situation for current and future residents. Both strategies include reviews of the wider housing market in the area and outline plans for meeting housing needs in the area until 2020.

The themes within the strategies reflect the broad range of work that the councils do to meet local need, from developing affordable housing, maintaining housing standards, supporting people to stay independent in their own homes, as well as preventing and relieving homelessness. However, it is recognised that there is a legal requirement to publish a more detailed response to our work on homelessness within a dedicated homelessness strategy.

Link: www.exeter.gov.uk/housingstrategy

Link: www.teignbridge.gov.uk/housing

9.4b Help for the single homeless

In December 2014, the service was awarded £250,000 of funding from the government's Help for Single Homeless Fund. Covering a wide geographical area of Exeter, Teignbridge, Torbay, East Devon and Mid Devon, the funding has delivered the following activities:

i. Making Every Adult Matters (MEAM)

Building on the approach with the development of a co-ordinator role based at Exeter CVS and resources for specialist workers to case manage complex homeless clients. The approach varies from the regular transactional one as personalised packages of support and interventions' are developed around the individual, to enable them to access and sustain accommodation and future personal development. The MEAM cohort is small with a maximum 15 people managed in this way at one time.

ii. Offender Resettlement Workers

HMP Exeter and HMP Channings Wood resettlement prisons have provided housing interventions and related support to improve outcomes amongst the offending population.

iii. Delivery of Specialist Training for Front Line Support Workers

'Appreciative Inquiry' techniques have been trialled to engage the most vulnerable rough sleepers. This approach is similar to the one used across Devon in the former Targeted Families in which an asset based client led approach is used to encourage people to achieve their own goals rather than one placed upon them by services.

9.4c Integrated Care Exeter (ICE)

Pressure on public sector funding and partners desire to work together to drive system change has led to the development of the ICE programme. This aims to deliver a reduction in demand on statutory services and to increase resilience and social action within communities recognising that the current system is not sustainable. Homelessness has been highlighted as a key area for improvement following concerns about the inequality in access to healthcare services for homeless clients and their over reliance on acute emergency interventions.

A new model of care has been used to frame service redesign within the ICE programme. This model fits very well with the developing approach to homelessness. Frailty within the model is as an alternative term to vulnerability which is more widely recognised in the homelessness sector.

There are 2 relevant work streams for the Homeless Strategy which impact service design both operationally and strategically.

The projects include:

New Model of Care

Health and Care Interventions



i. A health and wellbeing team for homeless people

Key components

- The development of a virtual integrated team made up of professionals from across Assertive Homeless Outreach Team, Drug and Alcohol Services, Mental health Services, Adult Social Care, Onward Care through Hospital Team, Offender Services and Police.
- Focused interventions to prevent long term health problems by identifying problems sooner and providing rapid support rather than waiting for rough sleepers to get into crisis.
- Using health interventions to engage rough sleepers into considering lifestyle choices and moving towards accommodation.
- Developing seamless support links through the Prevention – Crisis - Aftercare journey to increase chance of health issues remaining manageable in the community.

ii. A collaborative approach to commissioning and service delivery

Key Components

- Mapping of resources and current contracts across the partnership
- Senior management and political buy in from partners to work differently.
- Investigate concept of pooling budgets to provide services tailored to individuals rather than through specific services.

There are clear strategic links between the ICE programme, delivery of front line services through MEAM and the development of the Health and Well Being Hub at Watt Tyler house. Exeter City Council is leading the projects regarding homelessness within the partnership and has advocated for the MEAM and Hub to be recognised as elements to the homelessness work stream to ensure strategic connectivity in rapidly changing times

Lessons learned from the implementation of ICE in Exeter will have implications for how services are delivered across the locality and the improved relationships being developed with strategic partners now will also benefit Teignbridge residents as the programme moves forward.

10 Appendix C: Statistical data

To keep the strategy document as brief as possible, the majority of statistical information has been kept separate in Appendix C.

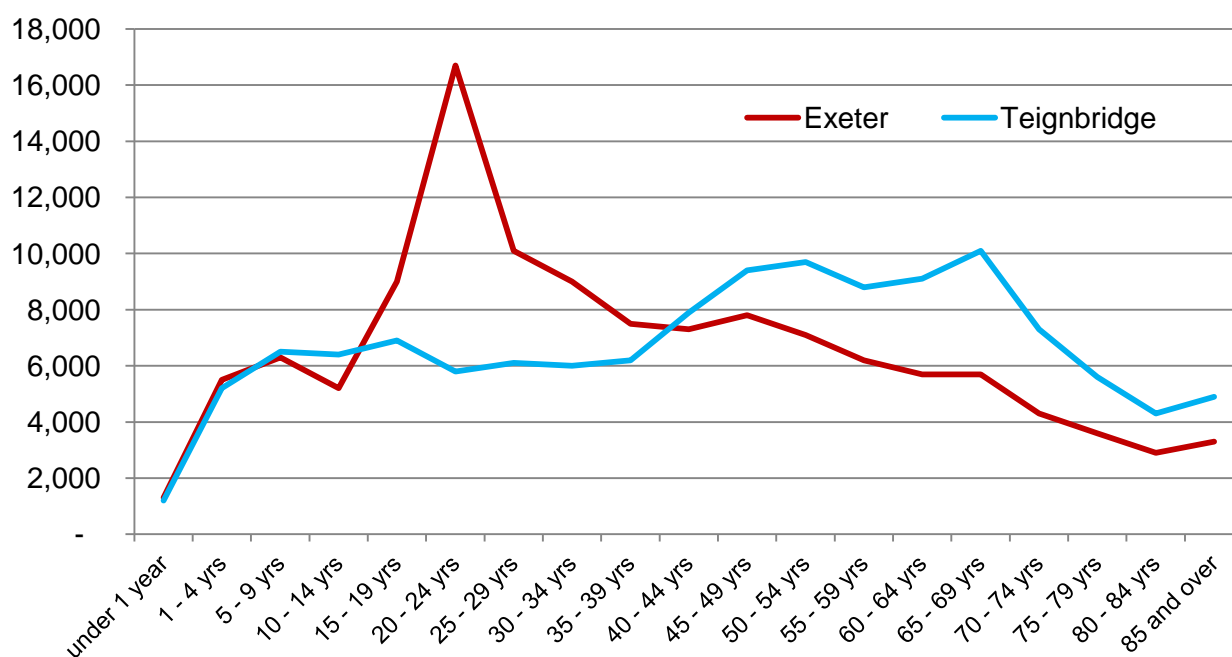
10.1 Overview

10.1a Population estimate of Exeter & Teignbridge in 2014

	Exeter	Teignbridge
Population	124,500	127,400
Female %	51%	52%
Male %	49%	48%
Area in sq miles	18	260
Density per sq mile	6,855.73	489.66

Source: [Devon facts & figures](#) + [Office of National Statistics](#)

10.1b Age demographics of Exeter and Teignbridge in 2014



Source: [Devon facts & figures](#)

10.1c Deprivation within Exeter and Teignbridge (2015)

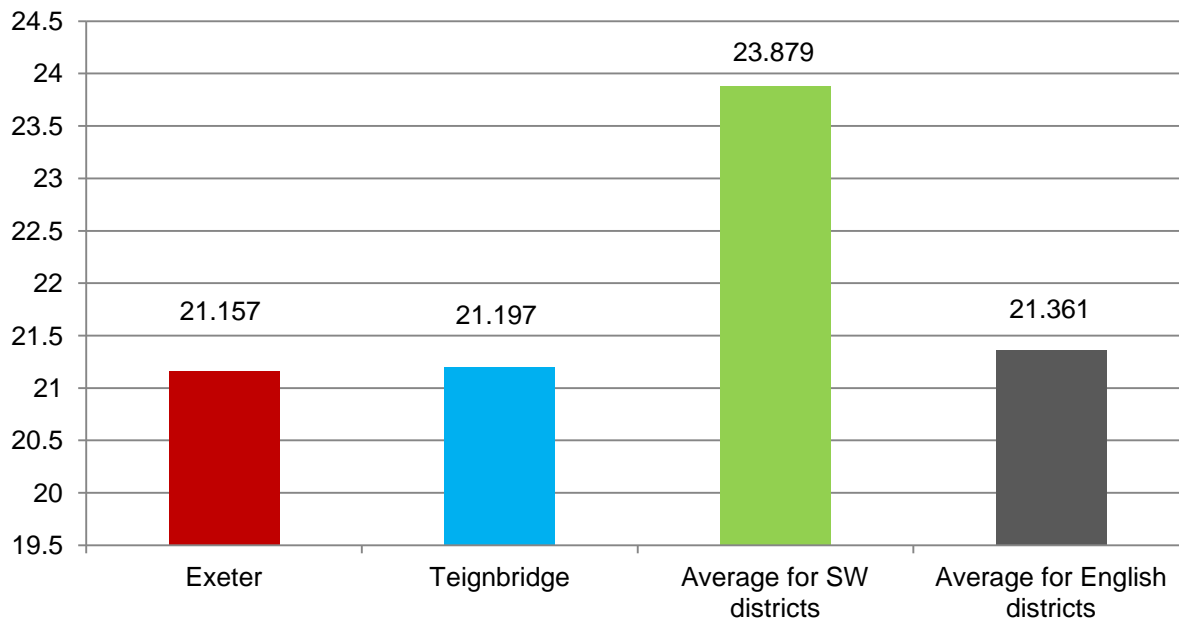
The Indices of Multiple Deprivation (IMD) is a measure of relative deprivation for small areas in England. The IMD provides a deprivation score for each geographical area in England, and ranks them from 1, the most deprived area, to 32,844 the least deprived area. The scores are calculated from thirty-seven indicators grouped under seven different themes, each measuring a different type of deprivation.

2015	Exeter	Teignbridge
Rank out of all 201 Districts*	67	87
Most deprived wards	Priory	Bushell
	St David's	Teignmouth West
	Newtown	Dawlish Central and North East
Least deprived wards	Duryard	Ipplepen
	St Loyes	Bishopsteignton
	St Leonard's	Shaldon and Stokeinteignhead

*Higher scores represent greater deprivation

Source: www.gov.uk

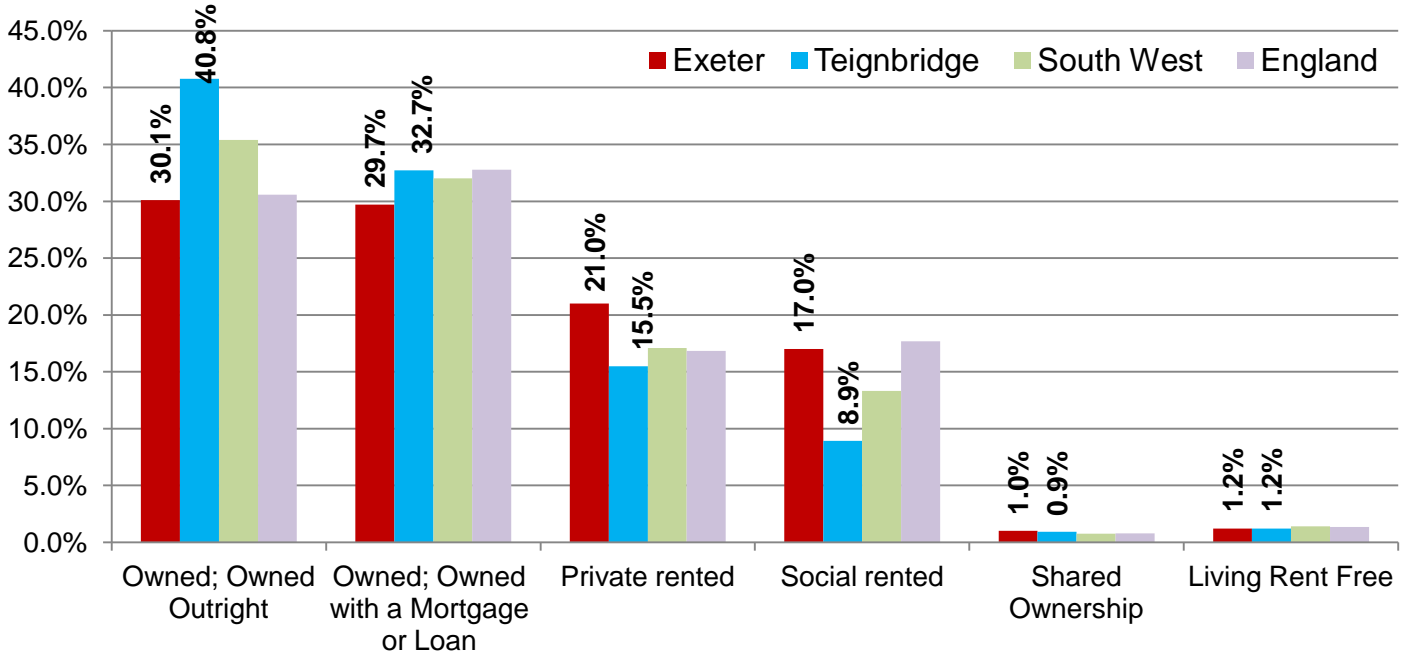
10.1d Barriers to housing and services (Index of multiple deprivation, 2015)



*Higher scores represent greater deprivation

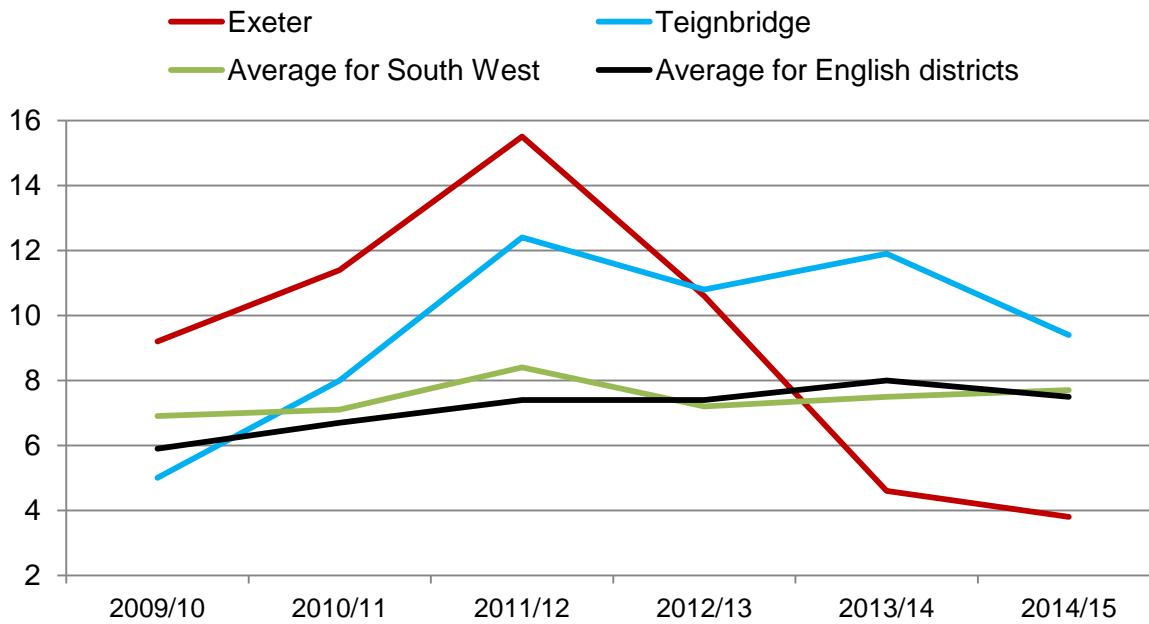
Source: www.gov.uk

10.1e Teignbridge and Exeter stock profile - Census 2011



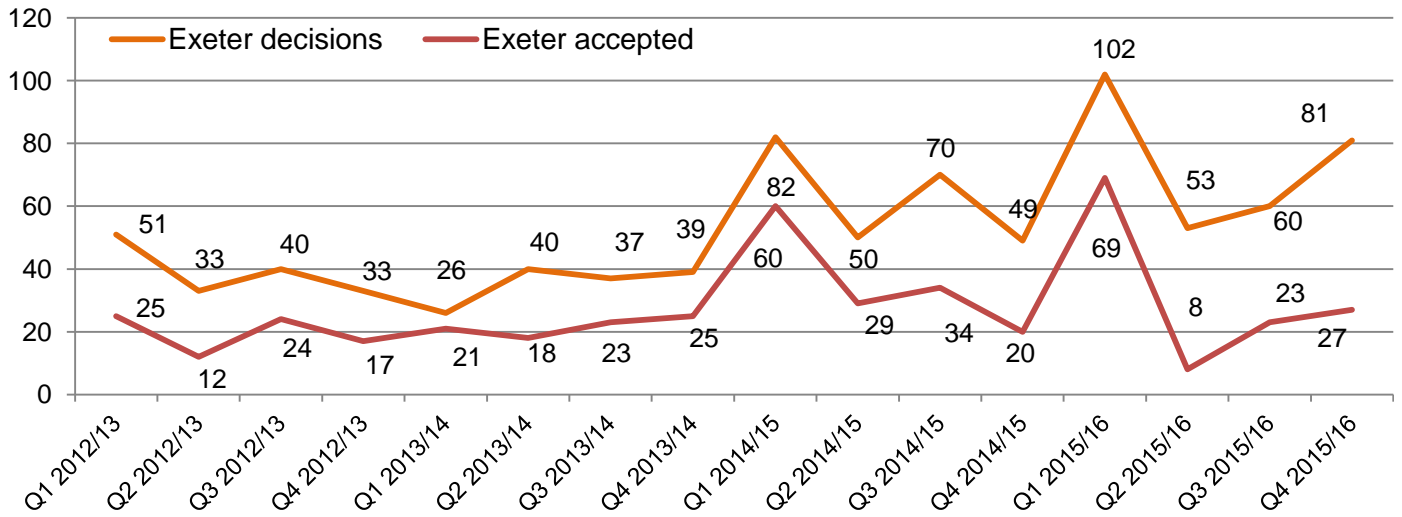
Source: [Office for National Statistics](#)

10.1f Total number of cases where homelessness was prevented and relieved - per 1,000 households



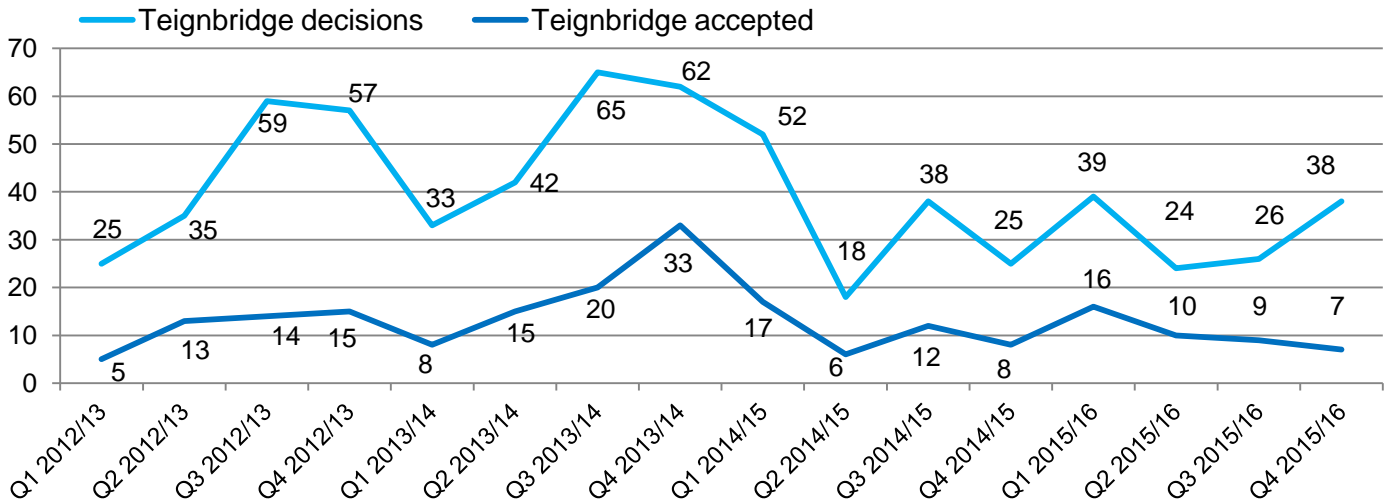
Source: [Local Government Association](#)

10.1g Exeter, Homeless decisions and accepted 2012 to 2016



Source: www.gov.uk

10.1h Teignbridge, Homeless decisions and accepted 2012 to 2016

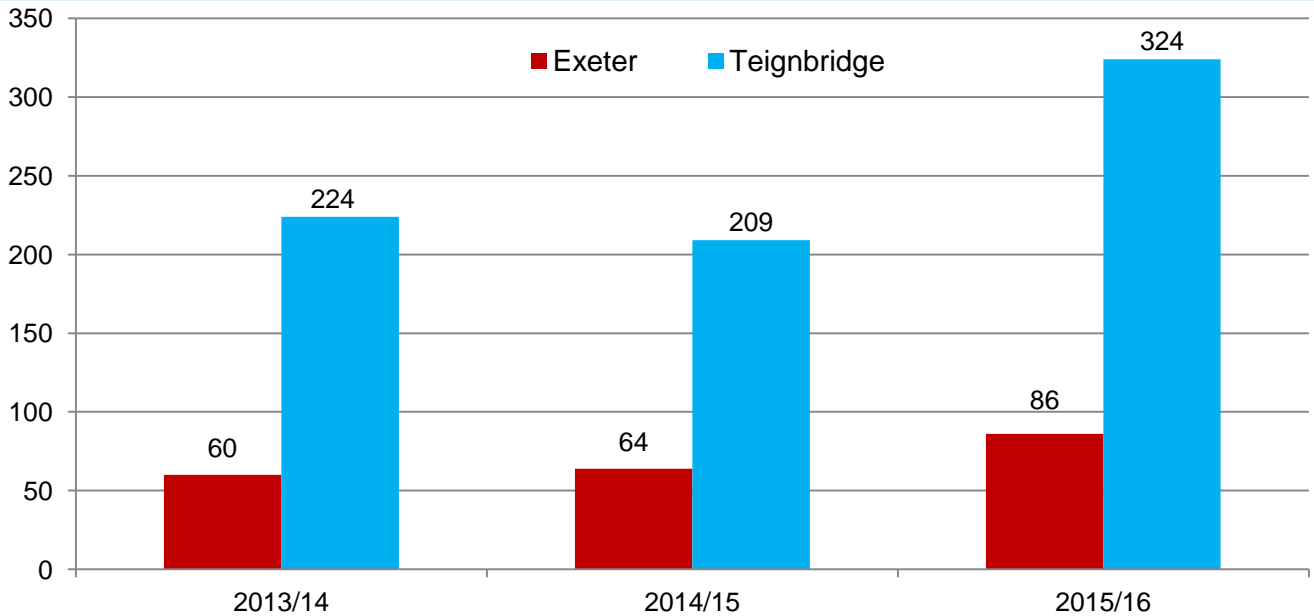


Source: www.gov.uk

10.2 A place to live



10.2a Homelessness preventions – number of households able to remain in existing home



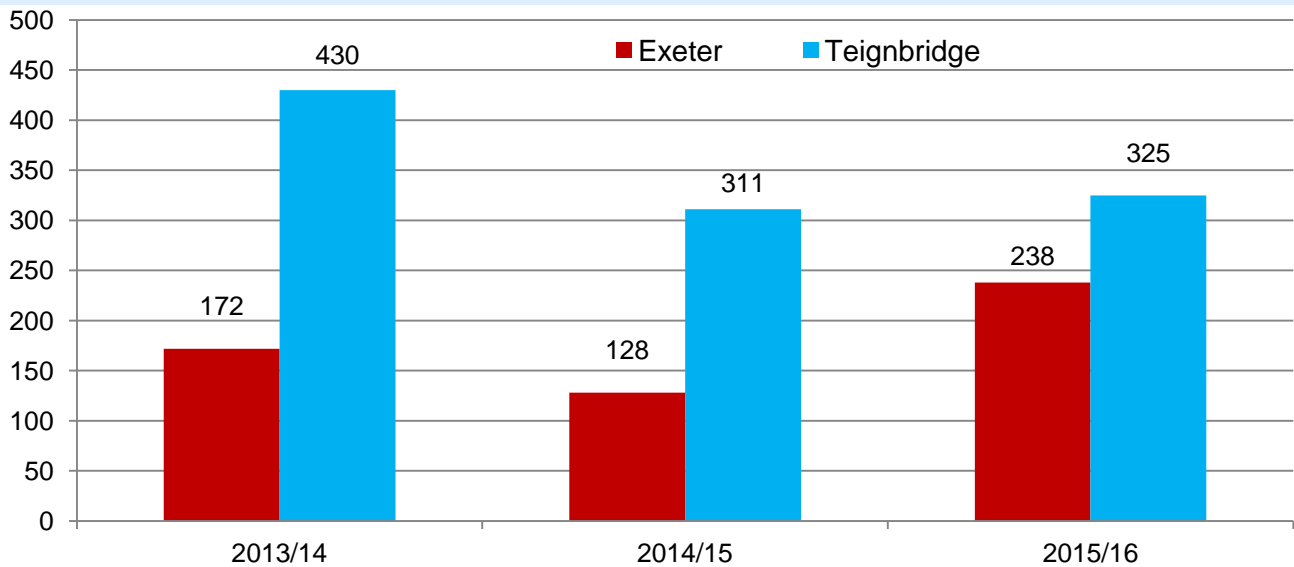
Source: www.gov.uk

10.2b Homelessness prevented - households able to remain in existing home by measure

Homelessness prevented - households able to remain in existing home as a result of;	2013/14		2014/15		2015/16	
	Exeter	Teignbridge	Exeter	Teignbridge	Exeter	Teignbridge
Mediation using external or internal trained family mediators	7	9	0	10	4	4
Conciliation including home visits for family or friend threatened exclusions	9	3	6	1	8	2
Financial payments from a homeless prevention fund	1	3	2	2	5	6
Debt advice	0	22	2	11	0	37
Resolving housing benefit problems	0	27	1	34	5	14
Resolving rent or service charge arrears in the social or private rented sector	1	83	8	112	7	22
Sanctuary scheme measures for domestic violence	0	3	1	6	1	13
Crisis intervention - providing emergency support	0	1	0	3	24	3
Negotiation or legal advocacy enabling household to remain in private rented sector	8	12	15	8	12	2
Assistance enabling household to remain in private or social rented sector	2	41	29	18	15	161
Mortgage arrears interventions or mortgage rescue	32	20	0	4	0	58
Other	0	0	0	0	5	2
Total	60	224	64	209	86	324

Source: www.gov.uk

10.2c Homelessness prevented, or relieved – number of households assisted to obtain alternative accommodation



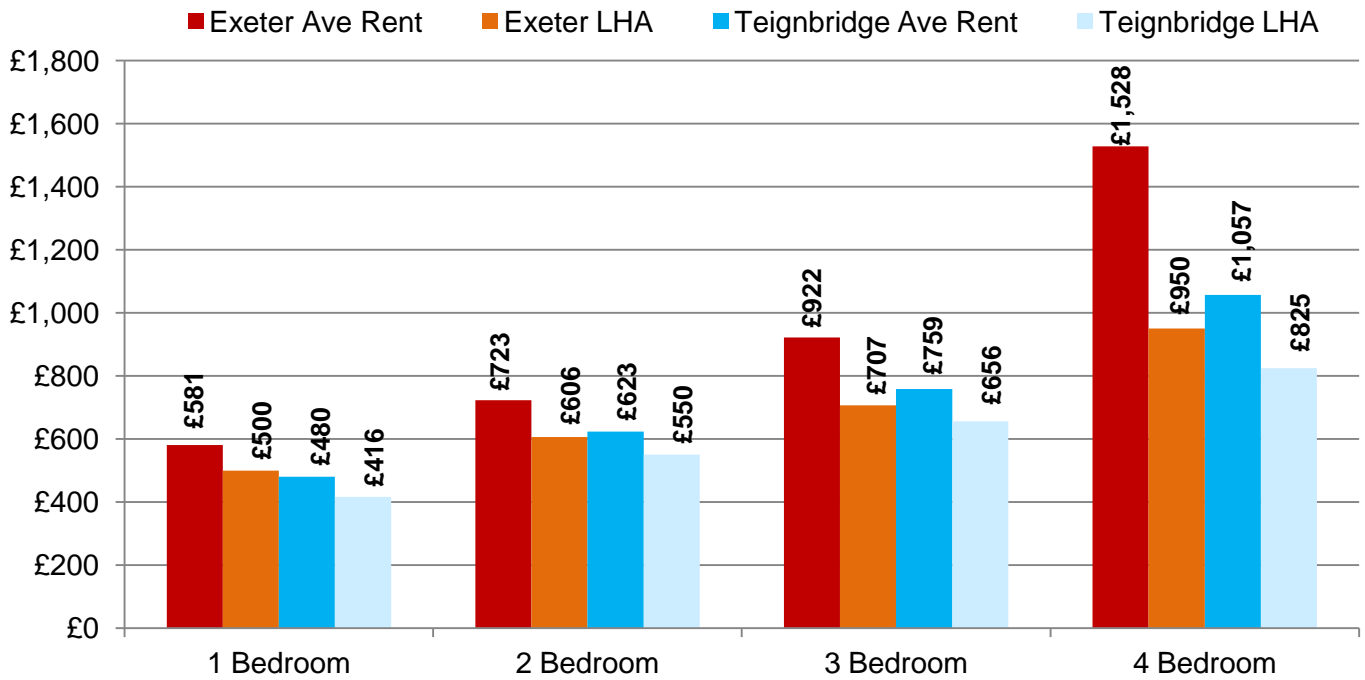
Source: www.gov.uk

10.2d Homelessness prevented or relieved - household assisted to obtain alternative accommodation by type

Homelessness prevented or relieved - household assisted to obtain alternative accommodation, in the form of;	2013/14		2014/15		2015/16	
	Exeter	Teignbridge	Exeter	Teignbridge	Exeter	Teignbridge
Hostel or House in Multiple Occupation (HMO)	6	0	0	1	32	2
Private rented sector accommodation with landlord incentive scheme	21	82	10	48	29	32
Private rented sector accommodation without landlord incentive scheme	54	188	68	180	47	167
Accommodation arranged with friends or relatives	2	6	1	7	4	4
Supported accommodation	36	51	14	24	42	33
Social housing - management move of existing LA tenant	0	6	0	3	5	3
Social housing - Part 6 offer of LA accommodation or nomination to Registered Social Landlord (RSL)	47	78	0	41	52	78
Social housing - negotiation with an RSL outside Part 6 nomination arrangement	4	18	34	4	23	4
Low cost home ownership scheme, low cost market housing solution	2	1	1	3	0	0
Other	0	0	0	0	4	2
Total	172	430	128	311	238	325

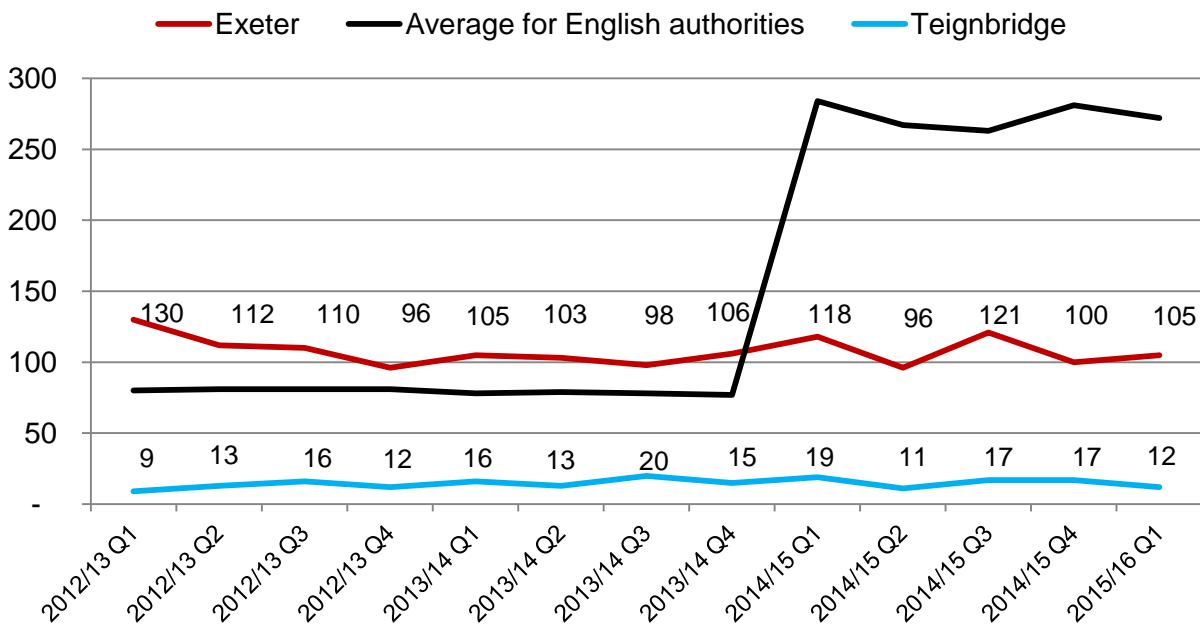
Source: www.gov.uk

10.2e Average cost of private rent and local housing allowance 2014/15



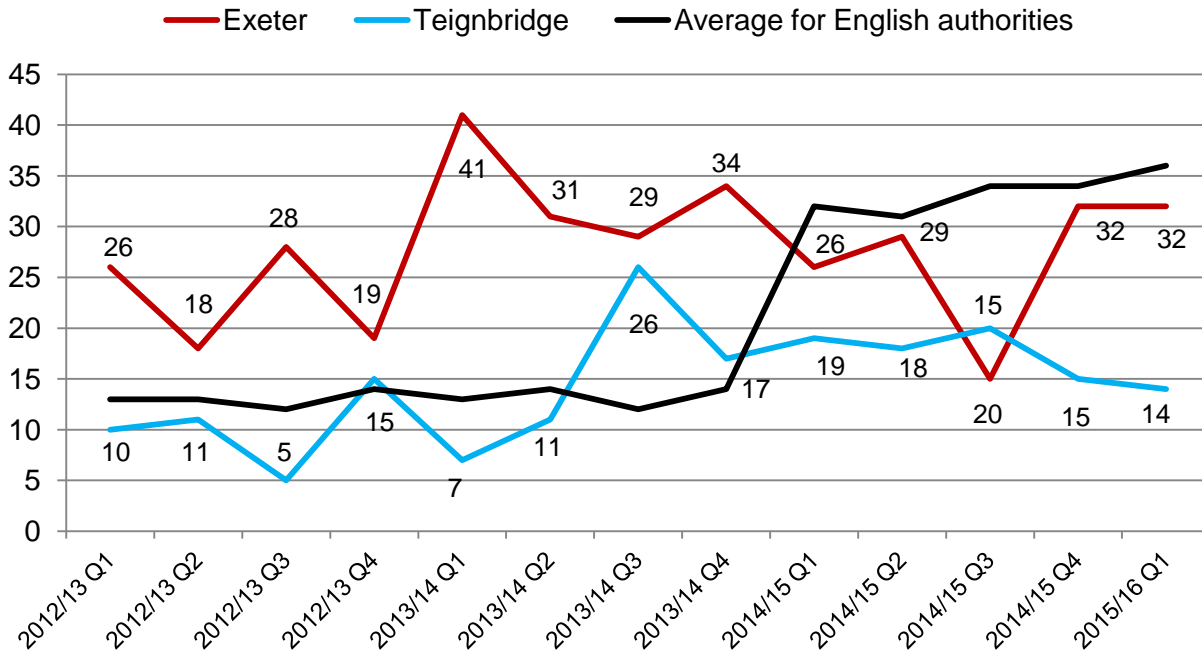
Source: www.gov.uk

10.2f Households in accommodation leased from the private sector 2012 to 2015



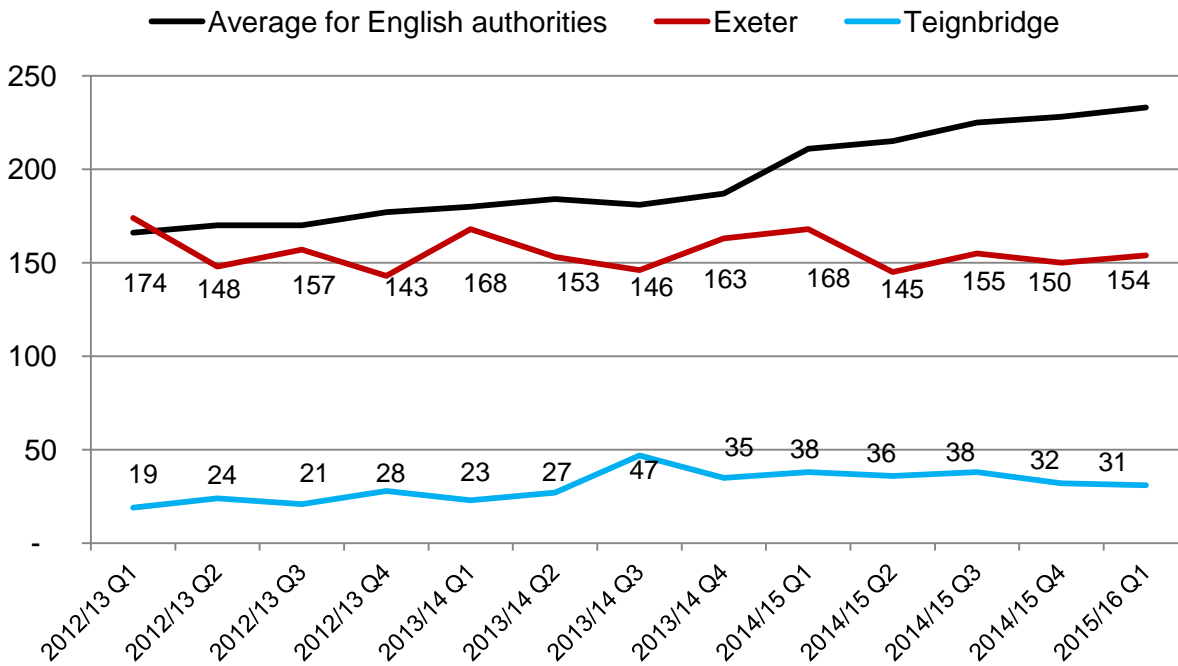
Source: Local Government Association

10.2g Households in bed and breakfast accommodation 2012 to 2015



Source: [Local Government Association](#)

10.2h Households in temporary accommodation 2012 to 2015

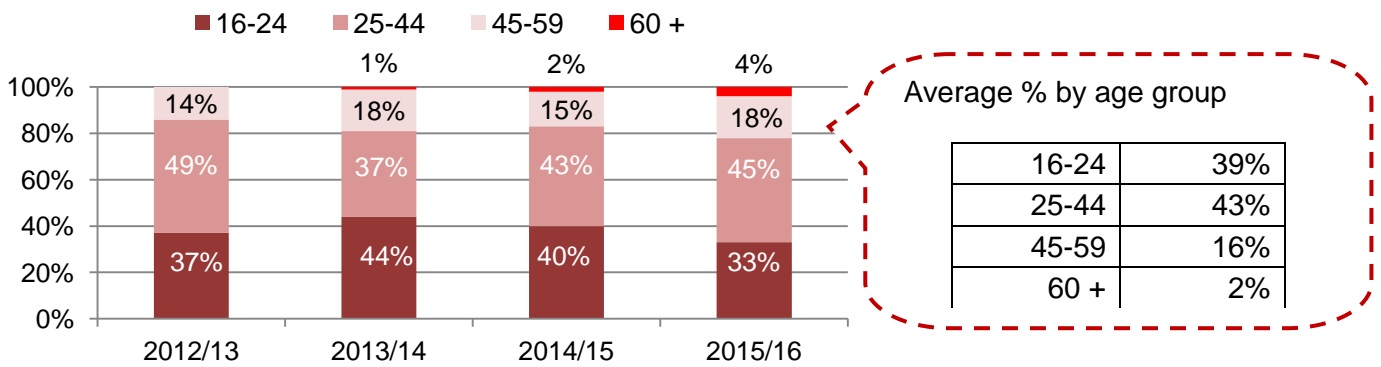


Source: [Local Government Association](#)

10.3 Access to services

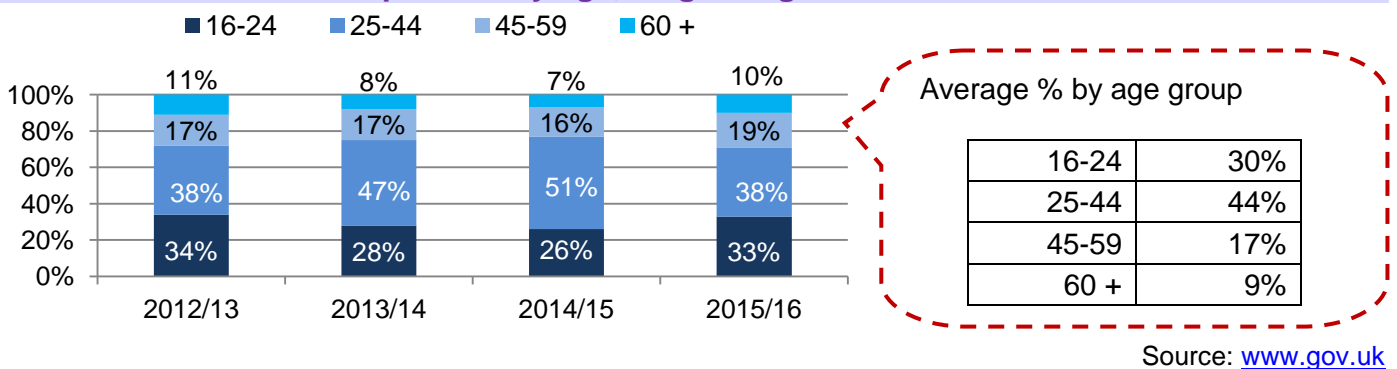


10.3a Homelessness acceptances by age, Exeter



Source: www.gov.uk

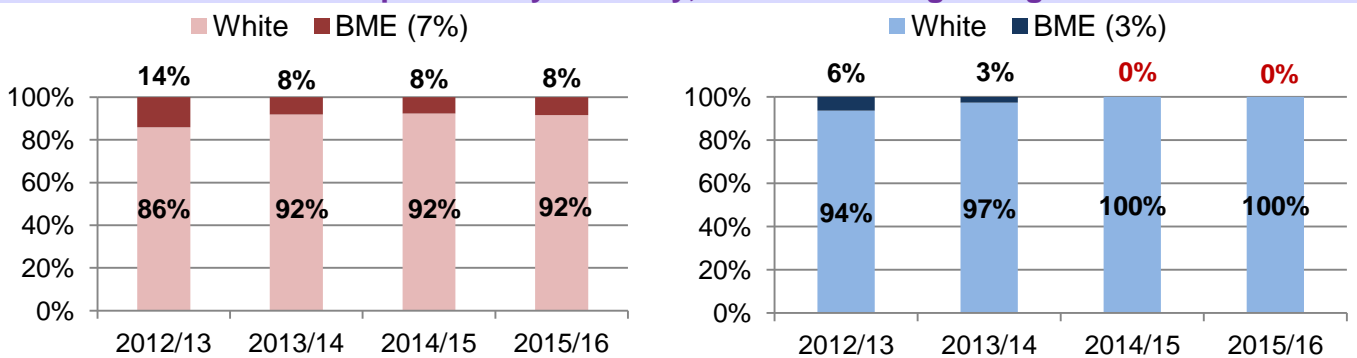
10.3b Homelessness acceptances by age, Teignbridge



Source: www.gov.uk

The majority of households accepted as homeless are between the ages of 16 to 44, with 82% in Exeter and 74% in Teignbridge. For people over 60, 9% are in Teignbridge and 2% in Exeter, which reflects the age demographic of the district.

10.3c Homelessness acceptances by ethnicity, Exeter and Teignbridge



Source: www.gov.uk

Both Exeter and Teignbridge councils' homelessness acceptances figures, in relation to BME households, are proportional to the percentage of their local BME population, with the exception of Teignbridge from 2014, where no BME households have been accepted. However, it should be noted that this measure only counts households where officers were unable to prevent homelessness. Currently, the government does not require councils to record which households they prevent becoming homeless. In 2016/17 Options officers in both authorities intend to 'spot check' this figure.

10.4 Health and protection

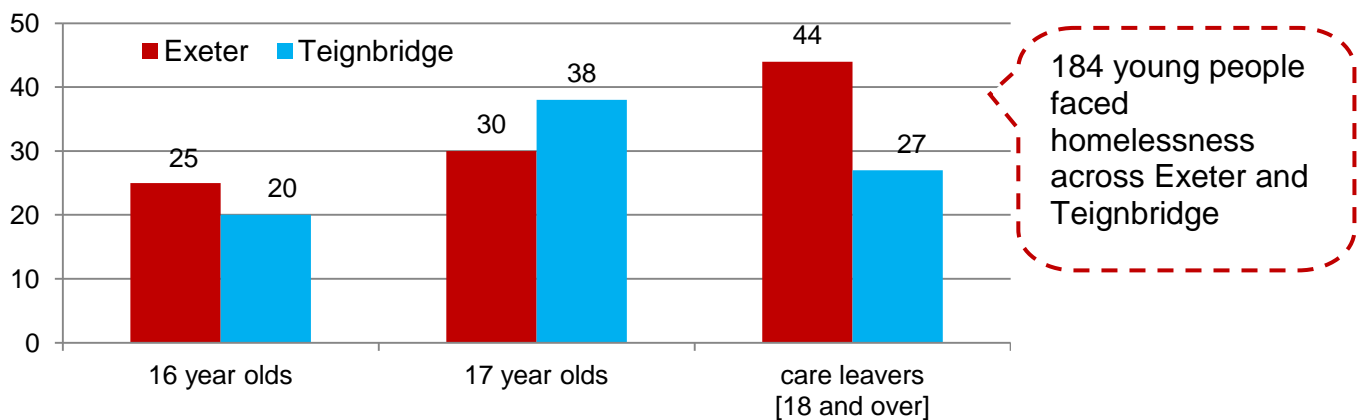
A Homeless Health Needs Audit was conducted in October and November 2015 by local housing and support providers. The data is not yet available and will be analysed for the final document.

10.4a Rough sleeping figures 2010 to 2015

Area	2010	2011	2012	2013	2014	2015
Exeter	21	29	30	23	34	27
Teignbridge	3	8	4	0	4	1
Devon	72	102	81	60	98	113
National	1,768	2,181	2,309	2,414	2,744	tbc

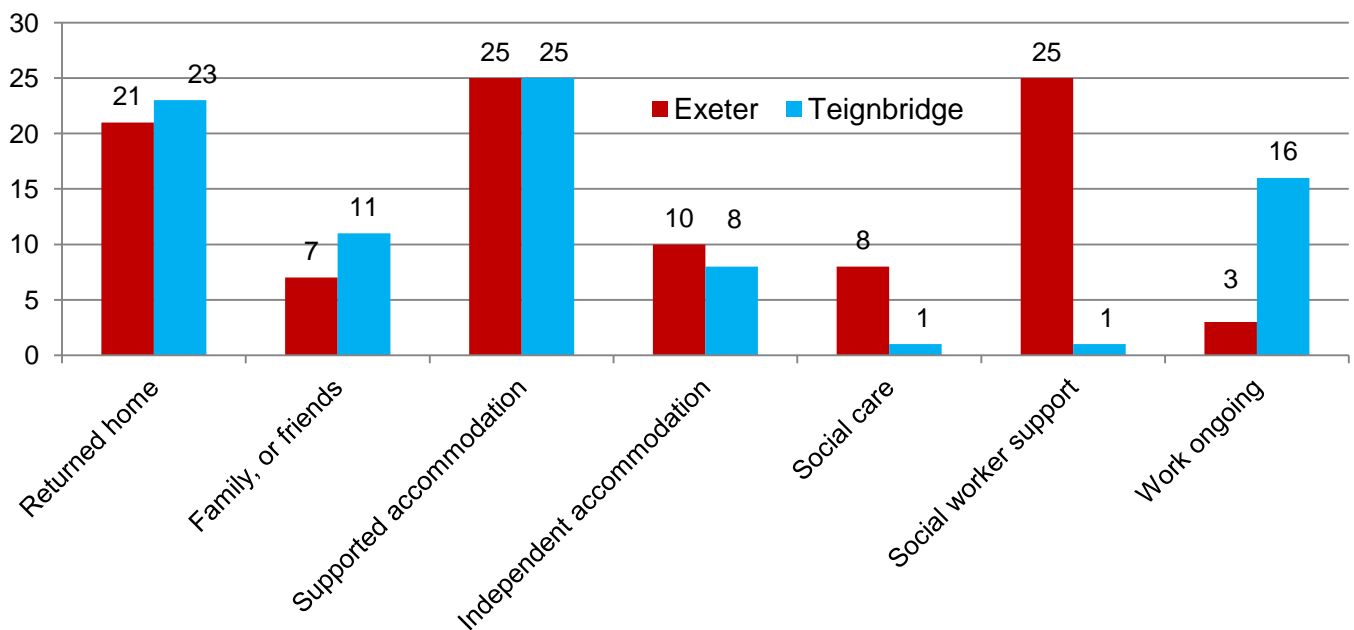
Source: www.gov.uk and Housing Services

10.4b Youth homelessness; presentations, 2014/15



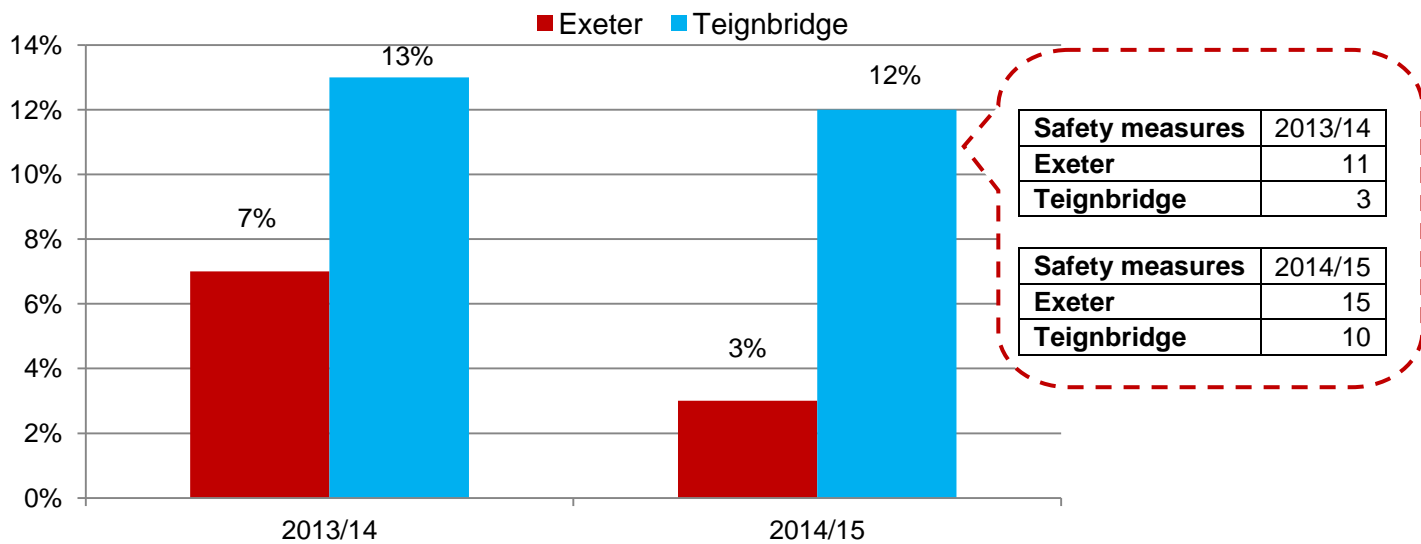
Source: Housing Services

10.4c Youth homelessness; outcome of intervention, 2014/15



Source: Housing Services

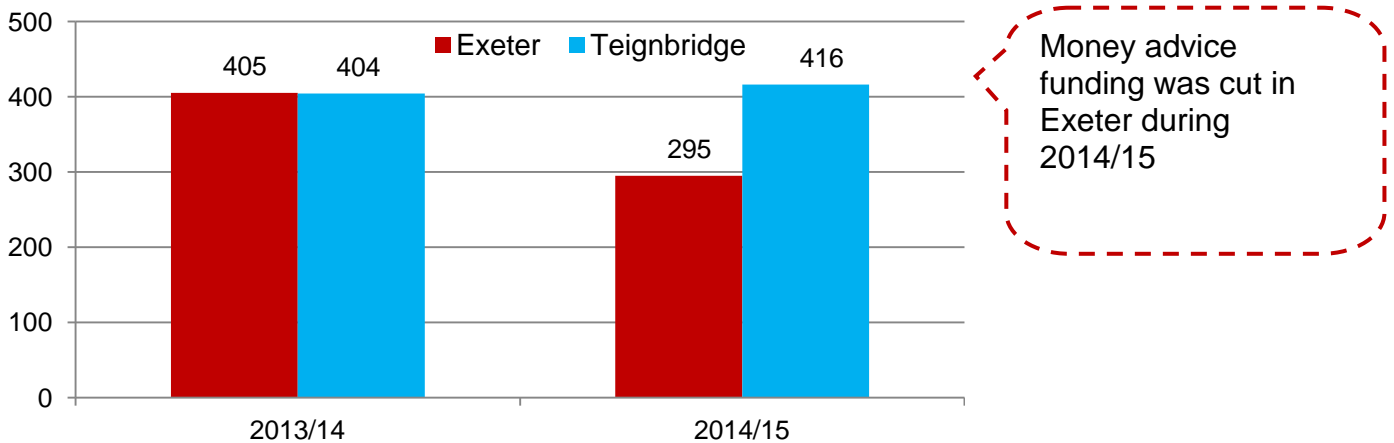
10.4d Households accepted as homeless who experienced domestic violence (%)



Source: Housing Services

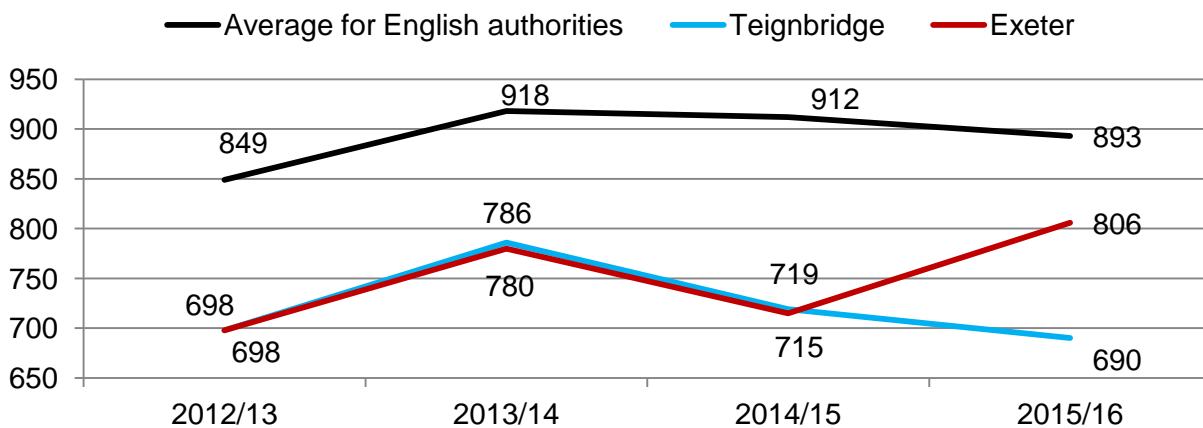
10.5 Money matters

10.5a Number of clients who attended money advice appointments 2013 to 2015



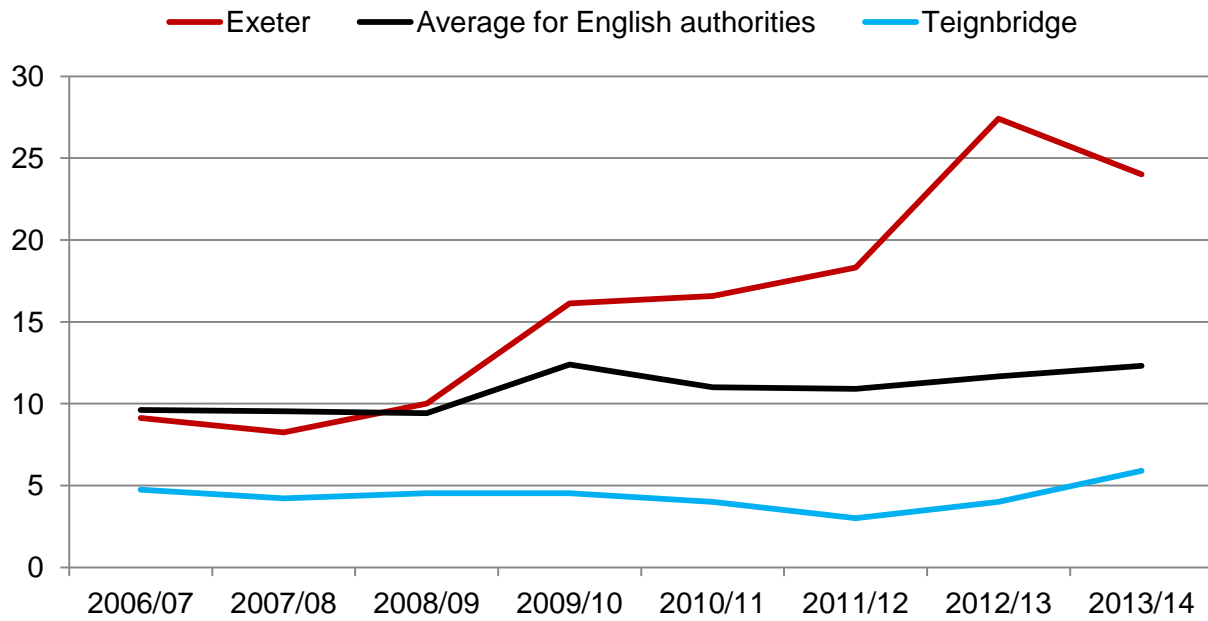
Source: www.homemakersw.org.uk

10.5b Estimated net expenditure - homelessness x £1,000s



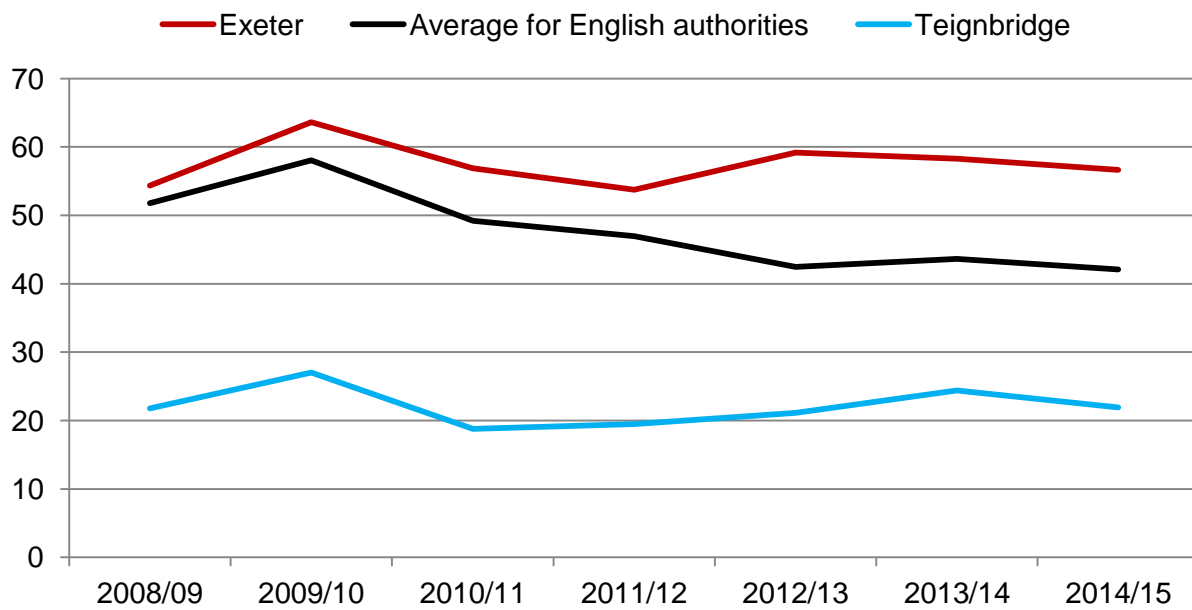
Source: Local Government Association

10.5c Homelessness spend - £ per head of population



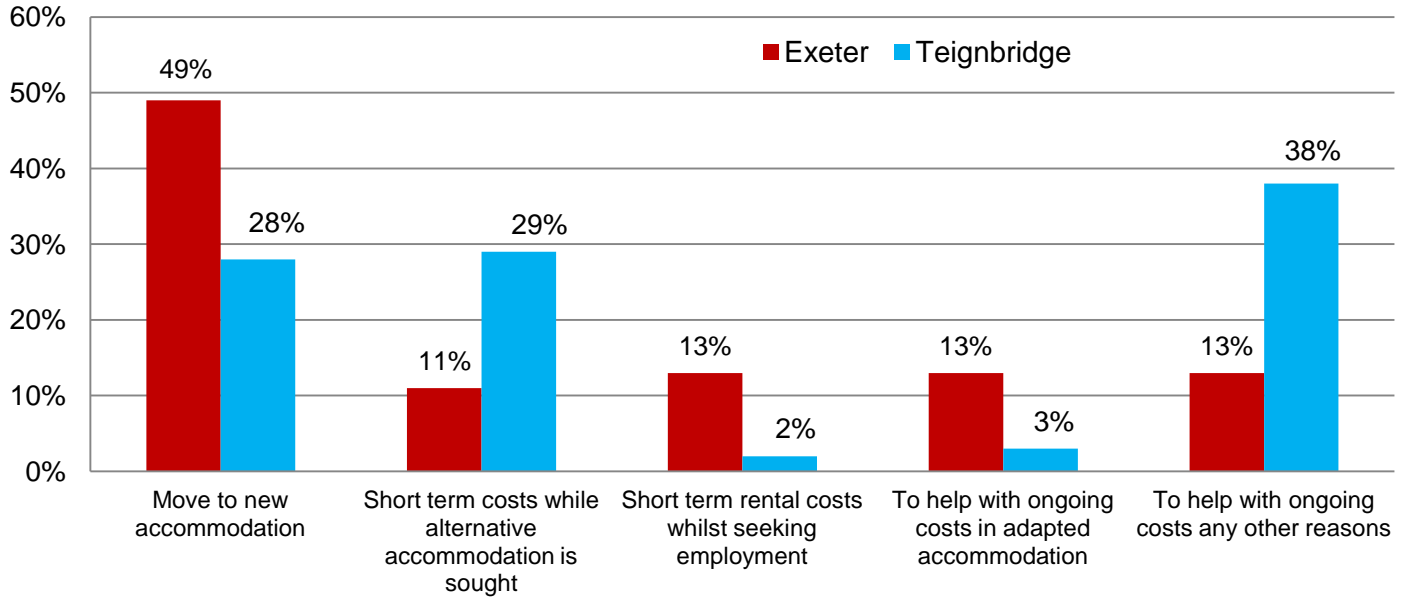
Source: [Local Government Association](#)

10.5d Revenue expenditure, housing services - £ per head



Link: [Local Government Association](#)

10.5e Reason for discretionary housing payment 2014/15



Source Exeter and Teignbridge Housing Benefits

Contact details



If you need this information in another format, please contact us.



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Tel: 01626 277 888

Email: housing@teignbridge.gov.uk
Web: www.teignbridge.gov.uk/housing
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Brunel Road
Newton Abbot
TQ12 4XX

File location:
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**Business
Impact
Assessment**



Exeter
City Council



Homelessness Strategy

Working better together

Exeter City Council

Teignbridge District Council

2016 to 2021



Business Impact Assessment ¹

Conducted by: Housing services

Date: April 2016

1. Aims of the proposal

Whilst there are some differences between Exeter and Teignbridge in the experience of homelessness, the causes and available solutions are the same. The strategy combines both councils' five year plan to prevent homelessness and improve the experience of those who become homeless locally. It is a call to action to partners and stakeholders to help us deliver, and develop, a more joined-up service to address homelessness in the area.

The aims of the strategy are to:

1. Increase access to good, safe and affordable accommodation
2. End the use of bed and breakfast for families and young people
3. Bring rough sleeping to an end
4. Work together to put customers first
5. Offer help at times and places where clients need them most
6. Make sure help is accessible for everyone
7. Improve the health and wellbeing of homeless people
8. Help protect the vulnerable from violence and abuse
9. Support people who are released from prison, hospital, or leaving the armed forces
10. Help people manage household finances when faced with homelessness
11. Target investment to reduce homelessness
12. Maximise opportunities with partners and provide better value for money

2. Methodology

This Equalities Impact Assessment uses the methodology and approach set out in Exeter and Teignbridge's engagement toolkits. Every new, or revised, strategy requires an assessment to make sure that the proposals within the strategy address both Council's equality policies and statutory requirements.

Overall, the actions detailed within the strategy to tackle homelessness are positive and are aimed to proactively address issues faced by some of the most vulnerable people living in our communities. The assessment has considered the strategy's proposals and has highlighted the actions within the strategy that are likely to have an impact for each demographic. Whilst there are no actions that intentionally disadvantage certain groups, we must be mindful about any unintentional outcomes when implementing the strategy.

Consultation 12 Feb to 28 Mar 2016

The draft strategy was made available on both Council's websites for over six weeks, with a brief survey to encourage responses. There was an option to email more comprehensive replies. The consultation was promoted in the local press and on the whole the comments were positive. In addition to the online public consultation, both Councils held events to consult with partners and the public, as well as holding targeted team meetings to consult with staff.

We have carefully considered the responses and refreshed the strategy to reflect any improvements that fall under the remit of the strategy. All comments can be viewed, along with our response to them, in the 'You said' we did' consultation document, which highlights how we included stakeholders' suggestions.

¹ Guidance notes are available to help fill in this form at www.teignbridge.gov.uk/bia.

3. Environment impacts

The proposal indicates the following impacts on the environment.	<i>Please score</i>
	+3 ← 0 → -3
a. Natural environment (wildlife, landscape, trees)	0
b. Built environment (townscape, design, archaeology, conservation)	0
c. Climate change (adaptation, mitigation)	0
d. Resource use (land, energy, water, minerals)	0

4. Value and financial impacts

The proposal indicates the following financial impacts.	<i>Please score</i>
	+3 ← 0 → -3
a. Jobs, or training opportunities	+1
b. Business investment within the area	0
c. Tourism	0
d. The supply, or quality of housing	+3
e. Access to services and benefits	+3
f. Reduce cost, or increase income	+2
g. Increase capital receipts/funding	0

Please note: Actions and reference numbers below refer to 2016/17 projects in each theme of the strategy

4a. Jobs, or training opportunities +1

The strategy will positively impact on jobs, or training by undertaking the following action:

1. Investigate funding sources to develop money advice and budgeting services for homeless clients [HM01]

Although this action does not directly 'positively impact on jobs, or training' the advice and support given to clients does help them learn about prioritising a tenancy and household budgeting. Advice will also include securing regular income, which will include work.

4d. The supply, or quality of housing +3

The strategy will positively the supply, or quality of housing by undertaking the following actions:

1. Launch a referral service for private landlords to highlight when tenancies are at risk of failing to enable early intervention to save tenancies [HP01]
2. Investigate role of a social lettings agency as a tool in accessing private rented accommodation for homeless people and complete an options appraisal to present to the steering group [HP02]
3. Increase access to affordable shared accommodation through direct leasing, or landlord support by 10 units across the local area [HP03]
4. Develop an options appraisal report with registered partners to provide accommodation options to homeless people [HP04]
5. Provide 4 crash pad units to be used as an alternative to Bed and Breakfast for families by both authorities [HP05]
6. Develop emergency access accommodation options specifically for 16-17 year olds and care leavers [HP06]
7. Produce a homelessness housing needs assessment to determine extent of gaps in current provision and report findings to steering group [HP07]
8. Develop a business case for a 'Housing First' model of accommodation for entrenched rough sleepers who refuse to access current provision [HP08]
9. Review the impact of 'Safe Sleep' winter provision and determine whether a night shelter model is a viable option in the local area to provide emergency accommodation [HP09]

4e. Access to services and benefits +3

The strategy will positively impact access to services and benefits by undertaking the following actions:

1. Offering 2 combined training events for housing options staff in mediation and negotiation skills to help maintain existing accommodation [HP11]
2. Develop credit card sized promotional material to distribute to agencies such as letting agents, hospitals, with outline of services on offer and key contact information [HA01]
3. Produce self help guides for clients to help with basic advice needs and facilitate searches for accommodation [HA02]
4. Produce a cross boundary directory of housing and support resources in the Exeter and Teignbridge area [HA03]
5. Pilot the completion of housing assessments in locations outside of the council offices where clients are more likely to engage [HA04]
6. Develop staff specialism to provide links with key partner agencies, to attend operational meetings and provide referral contacts [HA05]
7. Develop data sharing agreements with partners agencies where appropriate [HA06]
8. Complete 2 customer satisfaction exercises a year and review service provision as appropriate - for example mystery shopping, surveys, focus groups [HA07]
9. Set up 2 annual events for front line staff to network and build relationships across statutory and voluntary organisations [HA08]
10. Hold 2 training events for housing staff in motivational interviewing skills to provide positive advice that engages clients to take an active role to resolve their housing difficulties [HA09]
11. Champion housing options inclusion in multi agency hubs to provide holistic services to vulnerable people [HH01]
12. Develop closer links with voluntary and community agencies, such as soup kitchens, food banks, minority groups and faith based organisations to promote consistency in tackling homelessness [HH06]
13. Increase awareness of welfare reforms with clients through the development of literature and self help guides to improve financial planning in setting up their new homes [HM06]

4f. Reduce cost, or increase income +2

The strategy will positively reduce cost, or increase income by undertaking the following actions:

1. Investigate funding sources to develop money advice and budgeting services for homeless clients [HM01]
2. Map current contracts relating to homelessness and their funding sources to define overlap and potential opportunities for combined commissioning [HM02]
3. Review viability of the current models of temporary accommodation and complete an options appraisal to outline proposed mitigations [HM04]
4. Explore ways of delivering services differently to improve value for money, including integrated services with partners [HM05]

5. Social impacts and duties

The proposal indicates the following social impacts	<i>Exeter</i>	<i>Teignbridge</i>	3 ← 0 → -3
a. Age Children (Under 16)	15.9%	16.3%	0
Young (16-24)	19.1%	9%	+2
Working age (25-59)	44.3%	42.8%	+1
Older (60+)	20.7%	32%	0
b. Women	51.4%	48.4%	+2
c. Men	48.6%	51.6%	+2
d. Transgender		0.01%	0
e. BAME (Black, Asian, minority ethnic)	7%	3%	+1
f. LGB (lesbian, gay, bisexual) Devon	2% (Devon)	2% (Devon)	0
g. Marriage and Civil Partnership	48% (UK)	52%	0
h. Religion and belief (or none)			+1
i. Disability	17%	21%	0
j. Pregnancy and Maternity			0
k. Rural	0%	27%	0
l. Economic Deprivation (earns less than £7ph)	20.3%	22.5%	+2

* **Bold** = 'Protected characteristics'

5a. Age

The majority of households accepted as homeless are between the ages of 16 to 44, with 82% in Exeter and 74% in Teignbridge. Only 17% of 45 to 59 year olds are accepted in both authorities, but for people over 60, 9% are accepted as homeless in Teignbridge and 2% in Exeter, which reflects the age demographic of the district.

The strategy will positively contribute to this characteristic by undertaking the following actions:

Young +2

1. Develop emergency access accommodation options specifically for 16-17 year olds and care leavers [HP06]
2. Deliver 2 specialist safeguarding training event to housing staff to improve understanding and interaction with social care [HH07]

Working age +1

1. Provide 4 crash pad units to be used as an alternative to Bed and Breakfast for families by both authorities [HP05]

5b. Women (predominantly) +2

Although we recognise that men are also negatively affected by domestic violence, research shows that it disproportionately affects women in nature, severity and consequence from the violence experience by men. The strategy will positively contribute to this characteristic by undertaking the following actions:

1. Extend provision of security measures (Sanctuary Scheme) for all clients at risk of domestic violence [HH02]

5c. Men (predominantly) +2

Although we recognise that women also resort to sleeping rough, research shows that males are over 6.5 times more likely to sleep rough than females, with some research suggesting that 9 out of 10 people sleeping rough are male. However, charities are reporting an increase in the number of female rough sleepers and we are mindful to undertake risk assessments for all those placed in emergency accommodation. The strategy will positively contribute to this characteristic by undertaking the following actions:

1. Developing a business case for a 'Housing First' model of accommodation for entrenched rough sleepers who refuse to access current provision [HP08]
2. Review the impact of 'Safe Sleep' winter provision and determine whether a night shelter model is a viable option in the local area to provide emergency accommodation [HP09]

5e. Ethnicity +1

Both Exeter and Teignbridge councils' homelessness acceptances figures, in relation to BME households, are proportional to the percentage of their local BME population, with the exception of Teignbridge from 2014, where no BME households have been accepted. However, it should be noted that this measure only counts households where officers were unable to prevent homelessness. Currently, the government does not require councils to record which households they prevent becoming homeless. In 2016/17 Options officers in both authorities intend to 'spot check' this figure.

Good practice suggests a pro-active approach towards communicating with people in Black and Minority Ethnic (BME) communities, the adoption of a holistic, culturally sensitive service delivery and effective joint working with BME agencies to increase the expertise and experience available to these communities. The strategy will positively contribute to this characteristic by undertaking the following actions:

1. Developing closer links with voluntary and community agencies, such as soup kitchens, food banks, minority groups and faith based organisations to promote consistency in tackling homelessness [HH06]

5h. Religion and belief (or none) +1

The strategy will positively contribute to this characteristic by undertaking the following actions:

1. Developing closer links with voluntary and community agencies, such as soup kitchens, food banks, minority groups and faith based organisations to promote consistency in tackling homelessness [HH06]

5i. Disability +2

The strategy will positively contribute to this characteristic by linking tenants and customers to financial assistance, education, children and young people services, health services, as well as employment related agencies.

5k. Rural Communities +2

The strategy will positively contribute to this characteristic by offering targeted coverage at a local level, from urban rough sleeping encampments in Exeter, to the more isolated families facing homelessness in a rural setting in Teignbridge's smaller villages.

5l. Economic deprivation +2

The strategy will positively contribute to this characteristic by because the themes and actions within the strategy reflect the broad range of work that both Exeter and Teignbridge councils do to prevent and relieve homelessness for the most vulnerable in our communities.

6. Summarise potential impacts and planned mitigations:

1. Have representatives of those likely to be affected by the proposal been consulted ?	Yes
2. Are there ongoing plans to monitor the impact of the proposals	Yes
3. Are there any relevant Human Rights considerations?	Yes

1. Yes. Please see Section 2, under the 'consultation' heading
2. Yes. We will be carrying out annual project reviews and monitoring them on a quarterly basis to respond to the changing political and financial climate and to anticipate changes to welfare reform. We plan to hold an annual event work with members and partners to give an update on projects and prioritise work for 2017/18, as well as continue with the joint members group to review progress and emerging issues..
3. Yes. The strategy corresponds to the following articles under the Human Rights Act:
 - Article 8 Respect for your private and family life, home and correspondence
 - Protocol 1, Article 1 Right to peaceful enjoyment of your property

The homelessness strategy broadens the social housing offer and identifies the need to create a comprehensive suite of housing options tailored to all local residents, taking into account their circumstances. By linking tenants and customers to financial assistance, education, children and young

people services, health services, as well as employment related agencies, this strategy promotes equal opportunities and overall has a positive impact.

In relation to equalities the strategy is focused on providing services to residents that are accessible and designed to meet the needs of those communities being served. An important aim of the strategy is for Exeter and Teignbridge Councils to ‘work better together’ and to work with partners across the area to provide advocacy and early intervention for clients.

We are striving to improve communications with all members of the community to better inform people about homelessness, the root causes of homelessness and offer a joined up approach to the problem.

7. Duties

Under the Equality Act 2010 s.149 the Council must annually publish what actions we have taken in response to our three equality duties. This proposal contributes to the duties in the following ways:

a) The elimination of discrimination, harassment, victimisation and other prohibited conduct

1. People experiencing domestic abuse, or harassment, remain in priority need under the Housing Act

b) The advancement of equality of opportunity by:

1. Ensuring all those in housing need have the best opportunity to access appropriate accommodation

c) The fostering of good relations between people by:

The strategy will positively contribute to this duty by undertaking the following actions:

1. Develop staff specialism to provide links with key partner agencies, to attend operational meetings and provide referral contacts [HA05]
2. Set up 2 annual events for front line staff to network and build relationships across statutory and voluntary organisations [HA08]
3. Champion housing options inclusion in multi agency hubs to provide holistic services to vulnerable people [HH01]
4. Deliver 2 specialist safeguarding training event to housing staff to improve understanding and interaction with social care [HH07]

Service information here: www.teignbridge.gov.uk/equalityduties

8. Managers' evaluation

<input checked="" type="checkbox"/>	No major change required
<input checked="" type="checkbox"/>	Adjustments have been made to better advance equality
NA	Continue despite having identified some potential for adverse impacts.
<input checked="" type="checkbox"/>	Cease the proposal. It shows actual or potential unlawful discrimination.

9. Recommended Actions

That the homelessness strategy is adopted and that Housing remains a priority for the Council under the ‘Roof over our heads’ aim in the Council Strategy 2016-21

10. Sign off

	Manager		Manager
	Nicola Forsdyke		
Signed		Signed	
Date		Date	
Review date		Review date	

Contact details

If you need this information in another format, please contact us.



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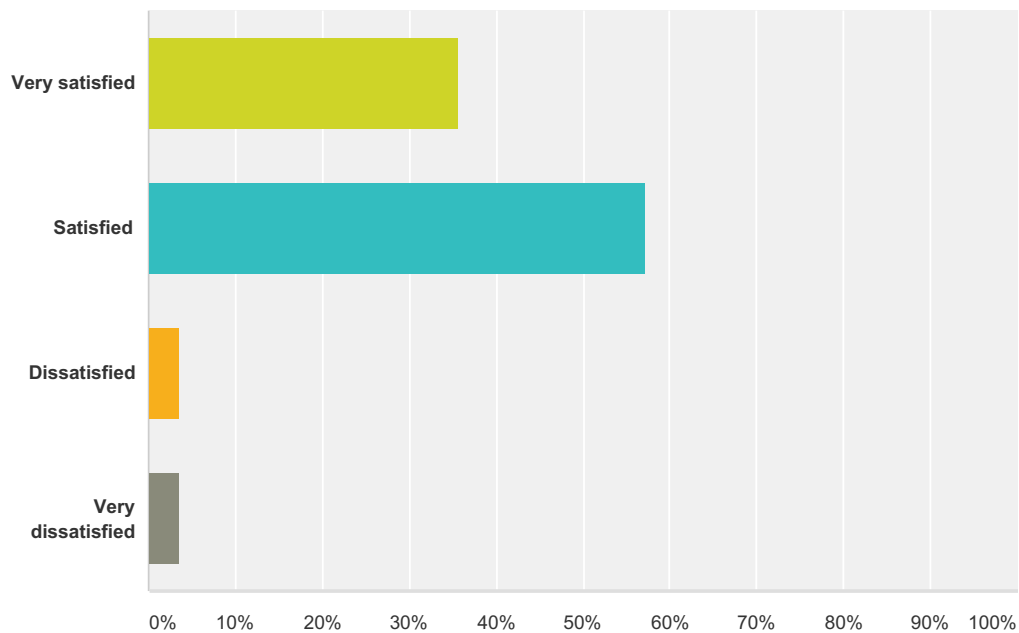
File location:
G:\Housing\Strategy\Homelessness Strategy 2015

Exeter and Teignbridge joint homelessness strategy

consultation response 12 Feb to 28 Mar 2016

Q1 How satisfied are you with the format of the document?

Answered: 28 Skipped: 0



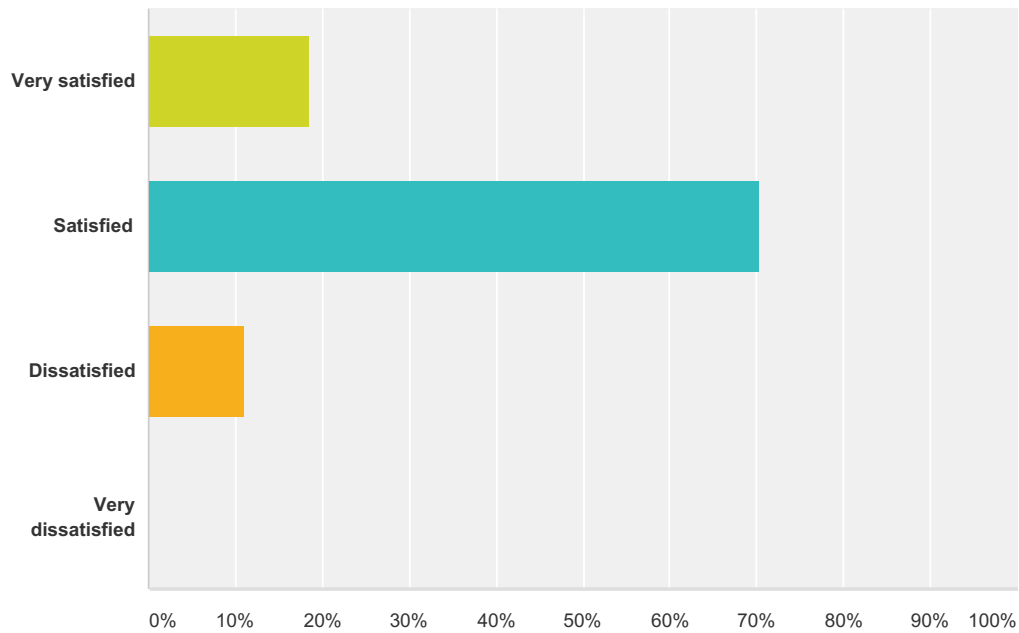
Answer Choices	Responses
Very satisfied	35.71% 10
Satisfied	57.14% 16
Dissatisfied	3.57% 1
Very dissatisfied	3.57% 1
Total	28

#	If you're dissatisfied, please tell us why	Date
1	Easy to read language and wel laid out.	3/4/2016 11:47 AM

Satisfied, or very satisfied: 93%

Q2 How satisfied are you with topics raised in Section 2: Overview?

Answered: 27 Skipped: 1



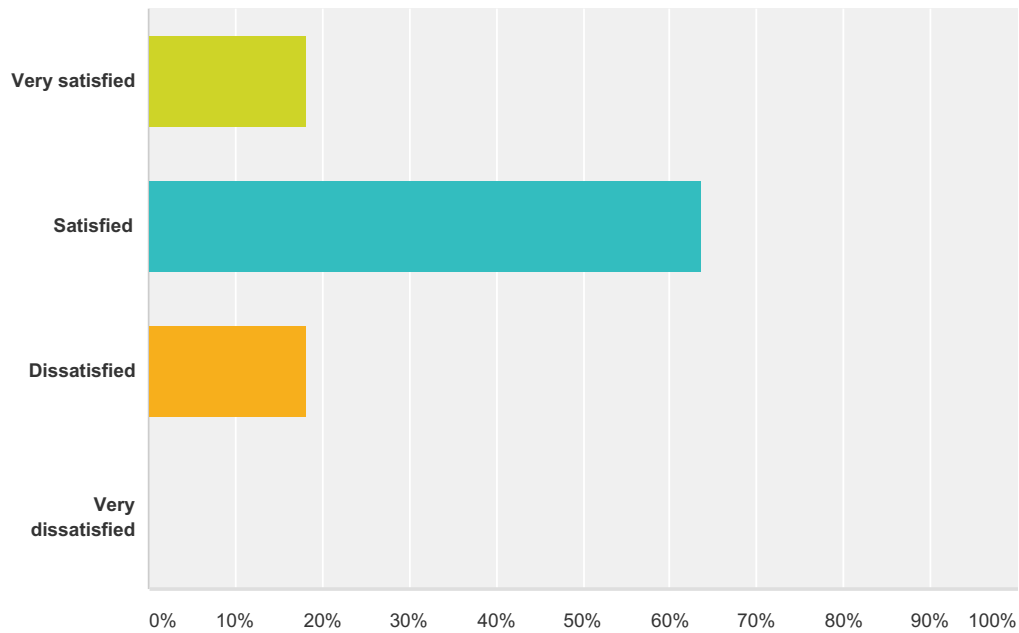
Answer Choices	Responses
Very satisfied	18.52% 5
Satisfied	70.37% 19
Dissatisfied	11.11% 3
Very dissatisfied	0.00% 0
Total	27

#	If you're dissatisfied, please tell us why	Date
1	I think the issues of mental health and substance abuse are not realistically explored to provide adequate support. Speaking from experience as a relative of a rough sleeper there was a need for all aspects to coordinate at the same time for it to work. There is no residential long term support for rehabilitation of substance abuse unless you are extremely wealthy. Seeing an advisor or two weeks in hospital is hopeless if someone does not have an alternative but to return to their pre -existing life before admission.	3/24/2016 3:33 PM
2	A bit longwinded	2/17/2016 9:46 PM

Satisfied, or very satisfied: 89%

Q3 How satisfied are you with topics and actions raised in Section 3: Place to live?

Answered: 22 Skipped: 6



Answer Choices	Responses
Very satisfied	18.18% 4
Satisfied	63.64% 14
Dissatisfied	18.18% 4
Very dissatisfied	0.00% 0
Total	22

#	If you're dissatisfied, please tell us why	Date
1	see note at end of survey	3/4/2016 11:51 AM
2	Content good but 3D style graphs make it look messy and more complicated than necessary	3/1/2016 10:35 AM
3	affordable isnt affordable. devon wages and london prices. more council owned properties are required.	2/26/2016 9:50 AM
4	Very concerned about the lack of accommodation for rough sleepers in Dawlish area. We currently have 2 sleeping rough that I know of and one who died 3 weeks ago was also rough sleeping.	2/20/2016 7:20 PM

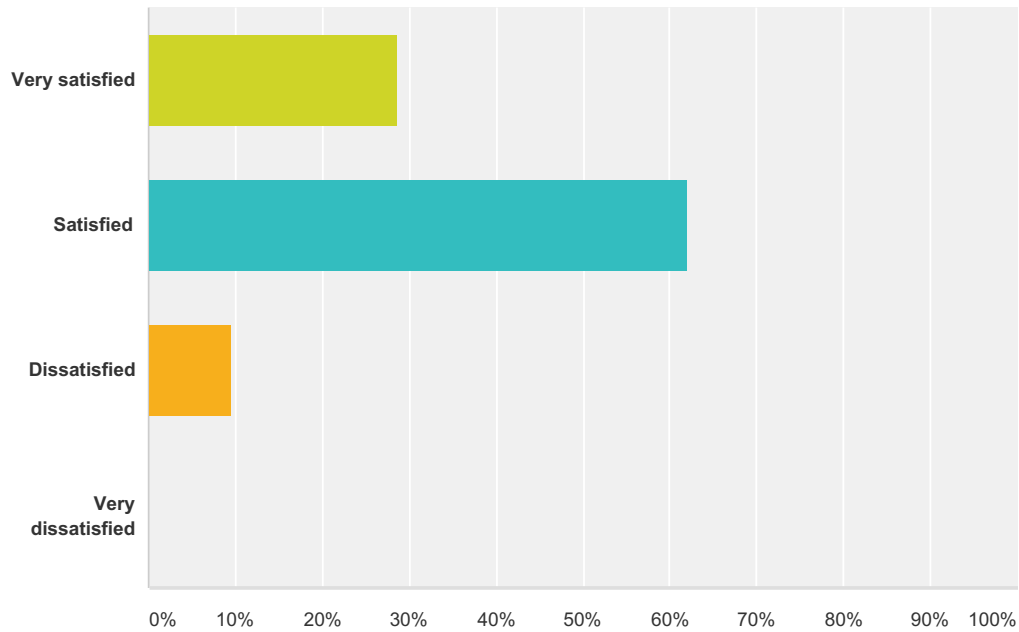
Satisfied, or very satisfied: 82%

Homelessness strategy consultation

5	<p>The document majors on prevention - which in the current climate is exactly the right thing to do. Early intervention to prevent the need for acute support is the most cost-effective solution, and has the best outcomes for customers. However, I was surprised not to see a section on how more affordable housing options can be brought on-stream - particularly in Exeter where good quality, affordable homes for single people are in short supply. (To be fair, this may be in the Housing Strategy - in which case a link in the Homelessness Strategy might be useful.) It is important to say that actually providing the housing needed cannot be a responsibility solely laid at the door of local authorities, however - we all have to accept that the resources that there used to be have gone. For that reason, I would like to see a commitment to (and call for) wider community-based social action projects to bring more housing options to the local market. I would like to see a "housing summit" of Local Authorities, RSLs, community organisations and social enterprises with a housing focus to co-design new potential solutions. (e.g. Housing First models, Peer Landlord schemes, supported tenancies brokered by social sector organisations within the private rented sector etc.) Also in Section 3 (3.3a) I think we need to think very carefully about a nightshelter in Exeter - I am not certain that this type of provision is helpful or desirable.</p>	2/15/2016 9:16 AM
6	<p>Could have more detail about what accommodation could be built. The Council should invest in homes for those without one, not people who want a different one.</p>	2/14/2016 8:16 AM

Q4 How satisfied are you with topics and actions raised in Section 4: Access to services?

Answered: 21 Skipped: 7



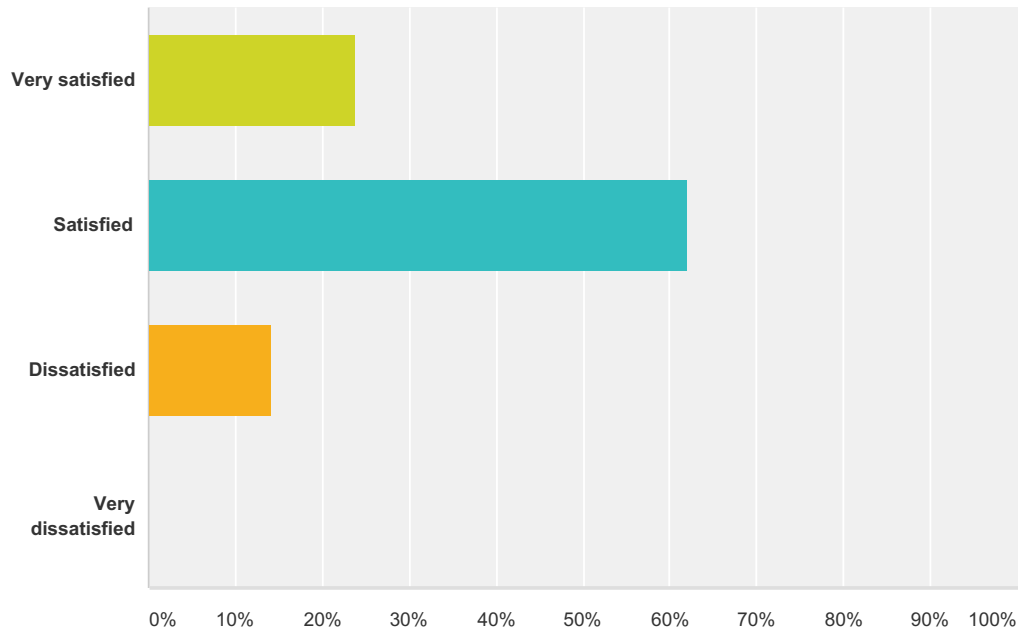
Answer Choices	Responses
Very satisfied	28.57% 6
Satisfied	61.90% 13
Dissatisfied	9.52% 2
Very dissatisfied	0.00% 0
Total	21

#	If you're dissatisfied, please tell us why	Date
1	The actions are good but our experience of trying to access help lines is not good. Often no answer from the Outreach team especially at weekends.....	2/20/2016 7:20 PM
2	Good section - could do more to highlight and celebrate the inter-agency and cross-sector work being undertaken to tackle complexity and entrenchment - e.g. MEAM, ICE etc, and the fact that the Exeter Community Safety Partnership & Street Attachment Group is currently commissioning the "mapping" of a city-wide "exit offer" for the street-attached.	2/15/2016 9:16 AM

Satisfied, or very satisfied: 91%

Q5 How satisfied are you with topics and actions raised in Section 5: Health and protection?

Answered: 21 Skipped: 7



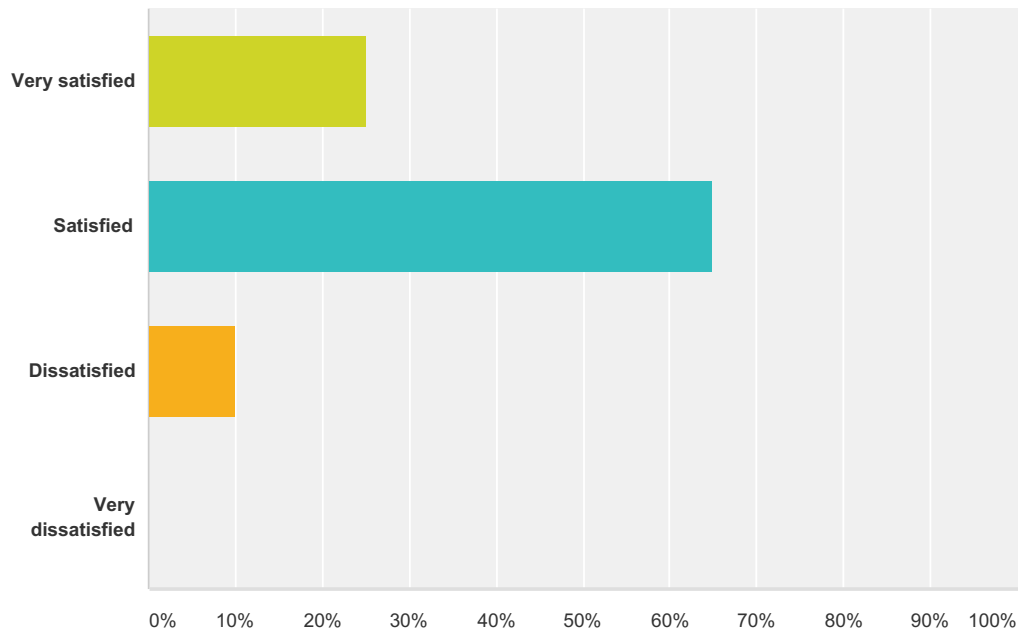
Answer Choices	Responses
Very satisfied	23.81% 5
Satisfied	61.90% 13
Dissatisfied	14.29% 3
Very dissatisfied	0.00% 0
Total	21

#	If you're dissatisfied, please tell us why	Date
1	The strategy valuably highlights the importance of supporting people with multiple needs, but the proposed response does not seem adequate to the scale of the problem. There is a specific lack of suitable accommodation for people with significant mental health needs and substance misuse issues (particularly those with dual diagnoses) locally. I fear the impact of initiatives such as ICE will be limited unless increased specialist accommodation options for those with high-support needs is also made available. Separately, I also feel that the strategy mis-represents the level of co-ordination and knowledge that already exists between experienced local voluntary groups (for example, through the Exeter Soup Kitchen Network, which incorporates all major groups locally and already works directly and proactively with ECC to tackle rough sleeping)	3/29/2016 1:00 PM
2	Have forwarded to DCC Children's Services for comment on 5.2a.	3/4/2016 11:51 AM
3	In Action HH06 (p.22) again I think you could mention that the City Council and others will be involved in mapping the "exit offer" and asking organisations to agree a shared set of values and protocols in order to develop the "consistent" approach referred to.	2/15/2016 9:16 AM

Satisfied, or very satisfied: 86%

Q6 How satisfied are you with topics and actions raised in Section 6: Money matters?

Answered: 20 Skipped: 8



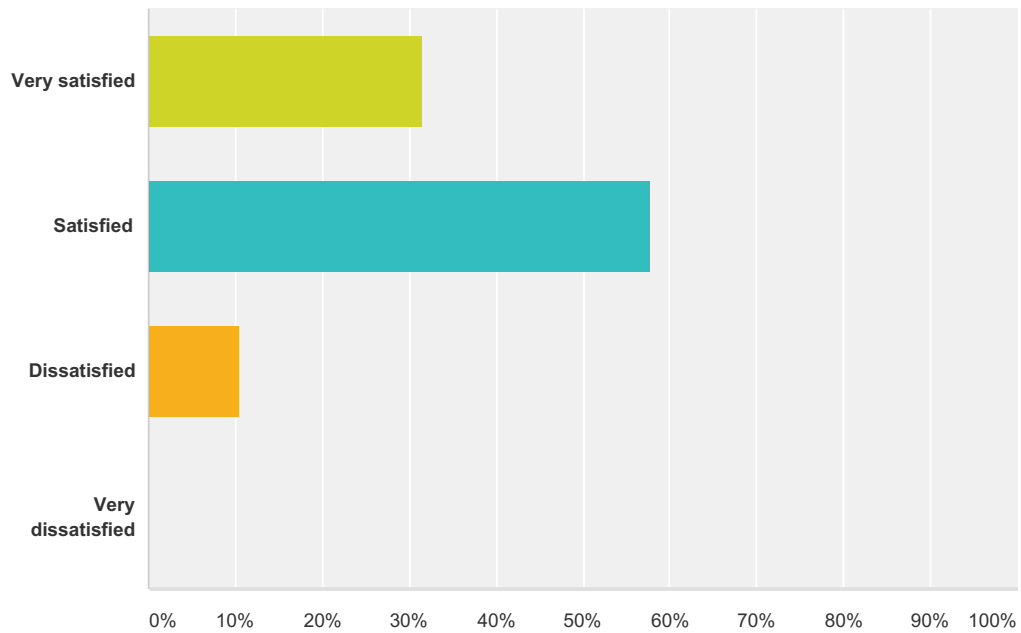
Answer Choices	Responses
Very satisfied	25.00% 5
Satisfied	65.00% 13
Dissatisfied	10.00% 2
Very dissatisfied	0.00% 0
Total	20

#	If you're dissatisfied, please tell us why	Date
1	I think the "spend to save" case is very strong in homelessness, and this driver has made housing services in some parts of the UK an "early adopter" of socially-financed models. I think Exeter & Teignbridge could more explicitly state an aim to explore socially-financed housing models - evaluating evidence and emerging practice from elsewhere.	2/15/2016 9:16 AM
2	There should be additional funding to stop homeless people dying. Stop wasting money on swimming pools and shopping centres and invest in making the city and countryside safe and offer new housing to rough sleepers	2/14/2016 8:16 AM

Satisfied, or very satisfied: 90%

Q7 How satisfied are you with topics raised in Section 7: Ownership and governance?

Answered: 19 Skipped: 9



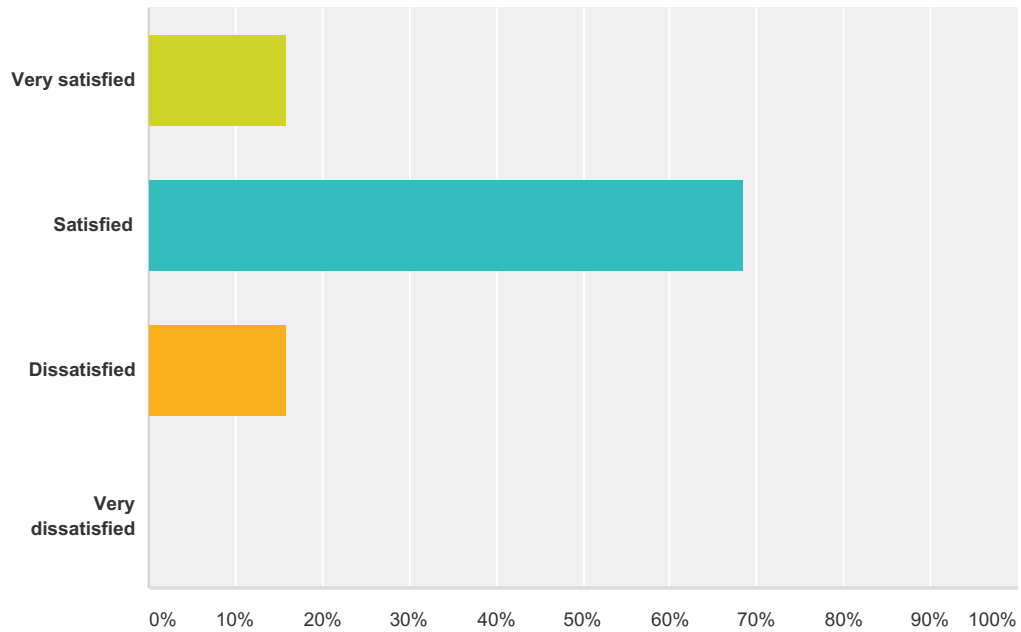
Answer Choices	Responses
Very satisfied	31.58% 6
Satisfied	57.89% 11
Dissatisfied	10.53% 2
Very dissatisfied	0.00% 0
Total	19

#	If you're dissatisfied, please tell us why	Date
1	This looks good on paper but on the ground does it mean anything????	2/20/2016 7:31 PM

Satisfied, or very satisfied: 90%

Q8 How satisfied are you with progress, context and statistics raised in Appendices A, B and C:?

Answered: 19 Skipped: 9



Answer Choices	Responses	Count
Very satisfied	15.79%	3
Satisfied	68.42%	13
Dissatisfied	15.79%	3
Very dissatisfied	0.00%	0
Total		19

#	If you're dissatisfied, please tell us why	Date
1	see note below in comment 9 box.	3/4/2016 11:53 AM
2	Mostly fine, same comment about 3D graphs	3/1/2016 10:39 AM
3	Some "not achieved" actions need re-visiting, they still have merit. E.g. - Bringing empty homes back into use, links to employment services etc.	2/15/2016 9:23 AM

Satisfied, or very satisfied: 84%

Homelessness strategy consultation

Q9 Is there anything missing; do you have any other comments?

Answered: 12 Skipped: 16

#	Responses	Date
1	The holistic awareness of individuals' needs and their impact on housing needs, and the integrated approach this leads to, is very strong in this strategy. I also greatly appreciate the new emphasis on partnership working with local organisations, including the voluntary sector, which I see as key to future successes.	3/29/2016 1:08 PM
2	Reference should probably be made to the proposed PSPO in Exeter. The Salvation Army and other churches also play a part in supporting homeless people.	3/24/2016 3:40 PM
3	We welcome a greater emphasis on prevention. Support for crisis intervention must remain, but it is costly. More spending on preventative work, over time, must be the way forward. The Court Desk referred to on page 27 would benefit from an explanation that, to the best of my knowledge, there is no County Court provision in Teignbridge. Therefore cases go to either Exeter or Torbay. A joint funding approach to the Court provision would seem fair if Teignbridge were to cover some of the real costs of the service.	3/14/2016 4:12 PM
4	Page 9 says: "Public spending cuts have led to the loss of over 300 units of supported accommodation across the area in the last five years." This sentence infers that bed spaces have been removed. Please clarify that accommodation has not been lost and also note that in line with the principle of funding individual support packages to people assessed as most in need (rather than block purchasing support attached to a building) budgets may have been reallocated to support people assessed as eligible for social care which is personalised to meet their specific needs. Page 37 says: "DCC's 2014 homelessness prevention tender changed the model of provision by giving providers freedom to support clients in existing homes and along pathways, rather than solely linked to accommodation. This has clear benefits but also difficulties in the provisions of specialist high support services where housing support is needed alongside mental health, substance misuse or offending behaviour and usual accommodation does not provide a suitable setting." For additional clarity it would be useful to add in that "Where current accommodation is not considered suitable, the flexibility of the 2014 contract allows support to be delivered on the basis of need rather than where buildings just happen to exist."	3/4/2016 11:53 AM
5	Most of the new builds in the area are not affordable for local people. also local agents advise against letting to anyone on benefits. people who let up to 2 property's should get a tax break. this would encourage private / non business to rent out without losing too much in tax. a council run scheme should be in place of land agents. this way people with a property to let can have peace of mind. tax could be taken at source as community tax and not income tax. money can then be used for more social housing.	2/26/2016 9:56 AM
6	This is a good working document but I do worry about the continuing number of homeless people we have coming to our Church asking for food and money. It's then difficult to know where to get help. It seems everything is in Exeter. Our town also desperately needs a group that will support people with addictions. Rise Recovery up and left last year and there is nothing in its place.	2/20/2016 7:31 PM
7	Why is it that if you have children when you cannot afford them or have a drinking or gambling problem you are rewarded with a house. Yet if you wait for children, save and have a full time but low paid job there are no houses in the locality you can afford. It is disappointing that stupidity is rewarded.	2/19/2016 5:59 PM
8	No mention of Credit Unions	2/16/2016 12:50 PM
9	A very well planned customer friendly layout	2/15/2016 3:46 PM
10	I think that the homelessness strategy puts into words what most already know.. And that is all that it is words ! The deed may be more difficult to deliver given the numbers set to enter the country.	2/15/2016 10:15 AM
11	The main thing missing is an actual strategy / approach / stated ambition to bring more units of accommodation into use. As stressed above, this is not to be seen simply as something for local authorities to achieve alone - it needs a multi-agency, cross-sector, co-designed solution(s). It may involve new financial models, pilots of different approaches, and a review of evidence and practice from elsewhere. However, when push comes to shove, in Exeter at least, the homelessness crisis is due in significant part to the sheer shortage of appropriate, affordable accommodation, so as a whole community we all need to do more to increase supply.	2/15/2016 9:23 AM
12	There should be more money available to provide the services people need. I get that resources are tight but they need to be prioritised across the councils to the most vulnerable	2/14/2016 8:17 AM



Homelessness Strategy Consultation



'You said, we did'

12 Feb to 28 Mar 2016




Ref	Section	You said	We say	Link
1. 4544677903	Format	Easy to read language and well laid out.	Thanks!	
2 4519049305	Overview	A bit longwinded	There is a lot of information to cover; we have put the more technical information into the appendices. We are planning to do more succinct literature to give advice. Actions HA01, 02 & 03 seek to develop self help guides for clients and promotional material to distribute to agencies, such as letting agents and hospitals.	
3 4609778140	Overview	I think the issues of mental health and substance abuse are not realistically explored to provide adequate support. Speaking from experience as a relative of a rough sleeper there was a need for all aspects to coordinate at the same time for it to work. There is no residential long term support for rehabilitation of substance abuse unless you are extremely wealthy. Seeing an advisor or two weeks in hospital is hopeless if someone does not have an alternative but to return to their pre -existing life before admission.	Mental health services are commissioned via Devon Partnership Trust and substance misuse services are commissioned via Public Health at Devon County Council. As local authorities it is important that Exeter and Teignbridge work closely with both partners. Especially through the delivery of the 'dual diagnosis strategy', which is currently under development. There is a rehabilitation service, but this is limited and accessed via Recovery and Integrated Services (RISE), who are commissioned by Public Health, who would require commitment for change from service users.	
4 4547261175	Place to live	Content good but 3D style graphs make it look messy and more complicated than necessary	Noted; we will make changes	
5 4544677903	Place to live	see note at end of survey	Noted	
6 4539449840	Place to live	affordable isnt affordable. devon wages and london prices. more council owned properties are required.	The issues of affordable housing delivery and affordability are explored within the Housing Strategy. Both Councils have a programme of building new housing, but since the government announced budget cuts in 2015, requiring a 1% rent reduction across social housing over 4 years, there are limited funds to progress some schemes. Accommodation required for homeless households will generally be sourced	

			from the private rented sector and we are working closely with partners, such as PATH, to secure 'affordable' accommodation. As Councils we also lease properties ourselves through 'private sector leasing schemes'.	
7 4526090596	Place to live	Very concerned about the lack of accommodation for rough sleepers in Dawlish area. We currently have 2 sleeping rough that I know of and one who died 3 weeks ago was also rough sleeping.	As you can see from the strategy, we take rough sleeping very seriously. We work very closely with Julian House, who have been commissioned by both Exeter and Teignbridge across the area to deliver assertive street-homeless outreach service. Projects HP08/09 specifically address accommodation gaps for people sleeping rough. If you are concerned by people sleeping rough in your area, we encourage you to contact StreetLink, who will share the information with the relevant teams.	 
8 4511577984	Place to live	The document majors on prevention - which in the current climate is exactly the right thing to do. Early intervention to prevent the need for acute support is the most cost-effective solution, and has the best outcomes for customers. However, I was surprised not to see a section on how more affordable housing options can be brought on-stream - particularly in Exeter where good quality, affordable homes for single people are in short supply. (To be fair, this may be in the Housing Strategy - in which case a link in the Homelessness Strategy might be useful.) It is important to say that actually providing the housing needed cannot be a responsibility solely laid at the door of local authorities, however - we all have to accept that the resources that there used to be have gone. For that reason, I would like to see a commitment to (and call for) wider community-based social action projects to bring more housing options to the local market. I would like to see a "housing summit" of Local Authorities, RSLs, community organisations and social enterprises with a housing focus to co-	The issues of affordable housing delivery and affordability are explored within the Housing Strategy. We will include links. Both Councils have a programme of building new housing, but since the government announced budget cuts in 2015, requiring a 1% rent reduction across social housing over 4 years, there are limited funds to progress some schemes. We are open to working with developing partners, both social and private, however the current central government policy direction and the funding available through the Homes and Communities Agency means that we have to be realistic about what can be achieved. Accommodation required for homeless households will generally be sourced from the private rented sector and we are working closely with partners, such as PATH, to secure 'affordable' accommodation. As Councils we also lease properties ourselves through 'private sector leasing schemes'. Project HP04 will 'develop an options appraisal report with registered partners to provide accommodation options to homeless people.' As part of the strategy implementation it is envisaged that we will have a number of working groups to focus on the task in hand. We will keep your comments in mind.	 







		<p>design new potential solutions. (e.g. Housing First models, Peer Landlord schemes, supported tenancies brokered by social sector organisations within the private rented sector etc.)</p> <p>Also in Section 3 (3.3a) I think we need to think very carefully about a nightshelter in Exeter - I am not certain that this type of provision is helpful or desirable.</p>	<p>In Section 3.3, at this stage it is a discussion about whether there is a need for a night shelter in Exeter City. At present there is no commitment to deliver. If something were to be delivered it would probably be more along the lines of the 'safe sleep' model, giving emergency accommodation through the coldest months, as a step toward more settled accommodation.</p>	
<p>9 4510351890</p>	Place to live	<p>Could have more detail about what accommodation could be built. The Council should invest in homes for those without one, not people who want a different one.</p>	<p>The issues of affordable housing delivery and affordability are explored within the Housing Strategy. Devon Home Choice is the way social housing is allocated to people and there are criteria about how households are allocated new homes. Both Councils have a programme of building new housing, but since the government announced budget cuts in 2015, requiring a 1% rent reduction across social housing over 4 years, there are limited funds to progress some schemes.</p>	
<p>10 4526090596</p>	Access to services	<p>The actions are good but our experience of trying to access help lines is not good. Often no answer from the Outreach team especially at weekends.....</p>	<p>Thank you. The current working pattern of the Outreach Team does not cover weekends and the capacity within Teignbridge is equivalent to one day a week. Resources are prioritised to the locations where there is the greatest need and times where engagement and resolution can be best managed.</p> <p>Both councils are signed up with the StreetLink project, which we intend to advertise more widely and promote better contacts.</p>	
<p>11 4511577984</p>	Access to services	<p>Good section - could do more to highlight and celebrate the inter-agency and cross-sector work being undertaken to tackle complexity and entrenchment - e.g. MEAM, ICE etc, and the fact that the Exeter Community Safety Partnership & Street Attachment Group is currently commissioning the "mapping" of a city-wide "exit offer" for the street-attached.</p>	<p>Noted. When the strategy was drafted the progress of Making Every Adult matter (MEAM), Integrated Care Exeter (ICE) and the Street Attachment Group (StAG) were in their infancy and their roles will be further outlined in the later version.</p>	


12 4544677903	Health and protection	Have forwarded to DCC Children's Services for comment on 5.2a.	Thank you	
13 4511577984	Health and protection	In Action HH06 (p.22) again I think you could mention that the City Council and others will be involved in mapping the "exit offer" and asking organisations to agree a shared set of values and protocols in order to develop the "consistent" approach referred to.	When the strategy was drafted the progress of Making Every Adult matter (MEAM), Integrated Care Exeter (ICE) and the Street Attachment Group (StAG) were in their infancy and their roles will be further outlined in the later version.	
14 4606645142	Health and protection	<p>The strategy valuably highlights the importance of supporting people with multiple needs, but the proposed response does not seem adequate to the scale of the problem. There is a specific lack of suitable accommodation for people with significant mental health needs and substance misuse issues (particularly those with dual diagnoses) locally. I fear the impact of initiatives such as ICE will be limited unless increased specialist accommodation options for those with high-support needs is also made available.</p> <p>Separately, I also feel that the strategy misrepresents the level of co-ordination and knowledge that already exists between experienced local voluntary groups (for example, through the Exeter Soup Kitchen Network, which incorporates all major groups locally and already works directly and proactively with ECC to tackle rough sleeping)</p>	<p>Mental health services are commissioned via Devon Partnership Trust and substance misuse services are commissioned via Public Health at Devon County Council. As local authorities it is important that Exeter and Teignbridge work closely with both partners. Especially through the delivery of the 'dual diagnosis strategy', which is currently under development. There is a rehabilitation service, but this is limited and accessed via Recovery and Integrated Services (RISE), who are commissioned by Public Health, who would require commitment for change from service users.</p> <p>There is currently a lack of co-ordination and smaller voluntary groups which we acknowledge and will seek to address. With specific regard to the soup kitchens this work has been included as part of the work of the Outreach Team, where we are looking to engage them in our emerging plan.</p>	


15 4511577984	Money matters	I think the "spend to save" case is very strong in homelessness, and this driver has made housing services in some parts of the UK an "early adopter" of socially-financed models. I think Exeter & Teignbridge could more explicitly state an aim to explore socially-financed housing models - evaluating evidence and emerging practice from elsewhere.	Noted. Action HM08 proposes to 'develop a cost calculator for homelessness services to effectively measure the impact of interventions and increase readiness to new public finance initiatives'. However, this is not the only avenue that we wish to explore.	
16 4510351890	Money matters	There should be additional funding to stop homeless people dying. Stop wasting money on swimming pools and shopping centres and invest in making the city and countryside safe and offer new housing to rough sleepers	<p>More than £110 million has been pledged by the government to tackle homelessness as part of the 2016 Budget. The money will be spent on 2,000 accommodation places for rough sleepers and on projects to prevent homelessness. Although this is mainly in the capital.</p> <p>Local authorities run a number of statutory activities which need to be resourced. Funding for some of these is ring fenced, or funding is decided by the democratically elected members. Unfortunately, severe cuts are having a continuing impact.</p> <p>Social housing is offered on criteria, on a case by case basis via Devon Home Choice.</p>	
17 4526090596	Governance	This looks good on paper but on the ground does it mean anything????	<p>Homelessness was identified as a high priority topic at Exeter's Annual Scrutiny Work Programme Meeting that took place in July 2015. It was decided to use the development of a task and finish group to join together members from both councils to look at the key challenges impacting homelessness across the area. It is proposed that this group continue as a Homelessness Steering Group with 2 meetings a year.</p> <p>We are looking at ways in which we can feed back to the community. On 24 March 16, we held a public consultation event in Exeter's Guildhall, where members of the public were given the opportunity to meet partners and stakeholders who provide service for the homeless in the area. We will be looking to replicate this in the future.</p>	
18 4547261175	Appendix	Mostly fine, same comment about 3D graphs	Noted, we will make changes	
19 4544677903	Appendix	see note below in comment 9 box.	Noted	

20 4511577984	Appendix	Some "not achieved" actions need re-visiting, they still have merit. E.g. - Bringing empty homes back into use, links to employment services etc.	<p>We will look at the unachieved actions once again.</p> <p>We have hosted several events with staff, members and the public looking to refocus work on homelessness. In addition there has been the development of a task and finish group to join together members from both councils to look at the current key challenges impacting homelessness across the area. All of these have generated the draft actions. Empty homes work is generally picked up within housing strategies, to which we will link, and we do work with partners, such as JobCentre Plus to signpost clients.</p>	
21 4581626661	General comment	<p>We welcome a greater emphasis on prevention. Support for crisis intervention must remain, but it is costly. More spending on preventative work, over time, must be the way forward.</p> <p>The Court Desk referred to on page 27 would benefit from an explanation that, to the best of my knowledge, there is no County Court provision in Teignbridge. Therefore cases go to either Exeter or Torbay. A joint funding approach to the Court provision would seem fair if Teignbridge were to cover some of the real costs of the service.</p>	<p>Agreed, early intervention, partnership working and homeless prevention are key themes in the strategy.</p> <p>We will add more detail about Court Desk provision in Exeter and Teignbridge</p>	

<p>22 4544677903</p>	<p>General comment</p>	<p>Page 9 says: “Public spending cuts have led to the loss of over 300 units of supported accommodation across the area in the last five years.” This sentence infers that bed spaces have been removed. Please clarify that accommodation has not been lost and also note that in line with the principle of funding individual support packages to people assessed as most in need (rather than block purchasing support attached to a building) budgets may have been reallocated to support people assessed as eligible for social care which is personalised to meet their specific needs.</p> <p>Page 37 says: “DCC’s 2014 homelessness prevention tender changed the model of provision by giving providers freedom to support clients in existing homes and along pathways, rather than solely linked to accommodation. This has clear benefits but also difficulties in the provisions of specialist high support services where housing support is needed alongside mental health, substance misuse or offending behaviour and usual accommodation does not provide a suitable setting.” For additional clarity it would be useful to add in that “Where current accommodation is not considered suitable, the flexibility of the 2014 contract allows support to be delivered on the basis of need rather than where buildings just happen to exist.”</p>	<p>Noted. The accommodation does currently exist, but there are no longer any support services attached. Further discussion is needed about future commissioning of support services and we look forward to working with Devon County Council to highlight where service gaps exist and how we can jointly address these needs.</p> <p>As part of the strategy implementation it is envisaged that we will have a number of working groups to focus on the task in hand. We will keep your comments in mind.</p>	
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23 4539449840	General comment	<p>Most of the new builds in the area are not affordable for local people.</p> <p>Also local agents advise against letting to anyone on benefits.</p> <p>People who let up to 2 property's should get a tax break. this would encourage private / non business to rent out without losing too much in tax. a council run scheme should be in place of land agents. this way people with a property to let can have peace of mind. tax could be taken at source as community tax and not income tax. money can then be used for more social housing.</p>	<p>Affordability is discussed in the each authorities' Housing Strategy.</p> <p>Unfortunately, the 'no dss' prejudice prevails in the private rented sector. But we do work with landlords and letting agents to help manage tenancies. Both Exeter and Teignbridge are working with Plymouth Access To Homes to better access the private rented sector and there are at least three actions in the strategy, HP01/02/03, which take a proactive approach to working in this sector.</p> <p>Strict rules apply when you rent property. Her Majesty's Revenue and Customs govern and apply those rules and we have no jurisdiction. If being a landlord is your main job, you rent out more than one property and you're buying new properties to rent out, the HMRC see it as a business and will tax you accordingly.</p>	   
24 4526090596	General comment	<p>This is a good working document but I do worry about the continuing number of homeless people we have coming to our Church asking for food and money. It's then difficult to know where to get help. It seems everything is in Exeter. Our town also desperately needs a group that will support people with addictions. Rise Recovery up and left last year and there is nothing in its place.</p>	<p>We acknowledge that there is currently a lack of co-ordination between the local authorities and the smaller voluntary groups, which the strategy seeks to address. With specific regard to the homeless visitors to your centre, our Outreach Team will be in touch to see how they can assist to help address your issues and help meet the needs of homeless people in the area.</p>	
25 4524223207	General comment	<p>Why is it that if you have children when you cannot afford them or have a drinking or gambling problem you are rewarded with a house. Yet if you wait for children, save and have a full time but low paid job there are no houses in the locality you can afford. It is disappointing that stupidity is rewarded.</p>	<p>The issues of affordable housing delivery and affordability are explored within the Housing Strategy. Devon Home Choice is the way social housing is allocated to people and there are criteria about how households are allocated homes.</p>	
26 4514219994	General comment	<p>No mention of Credit Unions</p>	<p>Agreed, we will include credit unions in the Money Matters section</p>	

27 4512241500	General comment	A very well planned customer friendly layout	Thanks	
28 4511655242	General comment	I think that the homelessness strategy puts into words what most already know.. And that is all that it is words ! The deed may be more difficult to deliver given the numbers set to enter the country.	Homelessness was identified as a high priority topic at Exeter's Annual Scrutiny Work Programme Meeting that took place in July 2015. It was decided to use the development of a task and finish group to join together elected members from both councils to look at the key challenges impacting homelessness across the area. It is proposed that this group continue as a Homelessness Steering Group with 2 meetings a year.	
29 4511577984	General comment	The main thing missing is an actual strategy / approach / stated ambition to bring more units of accommodation into use. As stressed above, this is not to be seen simply as something for local authorities to achieve alone - it needs a multi-agency, cross-sector, co-designed solution(s). It may involve new financial models, pilots of different approaches, and a review of evidence and practice from elsewhere. However, when push comes to shove, in Exeter at least, the homelessness crisis is due in significant part to the sheer shortage of appropriate, affordable accommodation, so as a whole community we all need to do more to increase supply.	As part of the strategy we will be mapping all affordable and supported accommodation across the area and will look at how people currently access this accommodation. This work will go a long way to identify gaps in the service provision and will help to determine how we can address the issue of supply. We are open to working with developing partners, both social and private, however the current central government policy direction and the funding available through the Homes and Communities Agency means that we have to be realistic about what can be achieved. But project HP04 will Develop an options appraisal report with registered partners to provide accommodation options to homeless people.	
30 4510351890	General comment	There should be more money available to provide the services people need. I get that resources are tight but they need to be prioritised across the councils to the most vulnerable	More than £110 million has been pledged by the government to tackle homelessness as part of the 2016 Budget. The money will be spent on 2,000 accommodation places for rough sleepers and on projects to prevent homelessness. Local authorities run a number of statutory activities which need to be resourced. Funding for some of these is ring fenced, or funding is decided by the democratically elected members. Unfortunately, severe cuts are having a continuing impact.	

31 4609176598	General comment	Reference should probably be made to the proposed PSPO in Exeter. The Salvation Army and other churches also play a part in supporting homeless people.	The strategy is about the prevention and reduction of homelessness. The PSPO is about dealing with anti-social behaviour. Although both are potentially linked they remain separate policies. We will include the Salvation Army in the 'Partner approach' section [7.1b]	
32 4606645142	General comment	The holistic awareness of individuals' needs and their impact on housing needs, and the integrated approach this leads to, is very strong in this strategy. I also greatly appreciate the new emphasis on partnership working with local organisations, including the voluntary sector, which I see as key to future successes.	Agreed, early intervention, partnership working and homeless prevention are key themes in the strategy. Reduction in rough sleeping and homelessness can only be achieved when partners work together. We look forward to your support.	

If you need this information in another format, please contact us.



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REPORT TO: SCRUTINY COMMITTEE – PEOPLE
Date of Meeting: 2 June 2016
Report of: Assistant Director – Customer Access
Title: Welfare Reform update

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1. What is the report about?

To provide an update for members on those Welfare Reforms having the greatest impact on the services and customers of Exeter City Council.

2. Recommendations:

That Scrutiny note the contents of the report, particularly around the effect of Universal Credit rollout on Council services.

3. Reasons for the recommendation:

Welfare reforms continue to impact Exeter City Council's customers and the work undertaken in the "Help me with my financial / housing problem" system.

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

Increasing volumes of Universal Credit claims will put pressure on staff resources within the system. As the cumulative impact of reductions in benefits are felt, the amount of Administrative grant given by Government to run the service may not be sufficient and in future years Members will be asked to determine options for future support.

5. Section 151 Officer's comments:

Although there are no immediate financial implications contained in the report, Members will note the potential for additional financial support in the future. Any impact on the medium term financial plan will be analysed when, and if, additional resources are requested.

6. What are the legal aspects?

None.

7. Monitoring Officer's comments:

This update report raises no issues for the Monitoring Officer.

8. Report details:

8.1 Universal Credit – The Government’s flagship welfare reform is set to replace several existing benefits including Housing Benefit and Tax Credits. Rollout has been considerably slower than planned and there have been delays at every stage, so the timeline given here can only be indicative. Universal Credit launched in Exeter Jobcentre in November 2015. It is currently only available to people who would normally be making a new claim to Jobseekers Allowance and who fall within narrow entitlement conditions (single, no caring responsibilities, present in UK for last 2 years etc.) Universal Credit customers receive help with their housing costs within their UC award, so in most cases are not eligible to receive Housing Benefit. This leads to a reduction in our Housing Benefit caseload, although to date volumes are too small to make a detectable difference. Customers receiving housing costs through UC will still get help from us with their Council Tax through Council Tax Support and additional help with housing costs through Discretionary Housing Payments.

8.2 The next stage of rollout is to introduce the Digital Service nationwide. At that point all new claims for legacy benefits (Jobseekers Allowance, Income Support, Employment & Support Allowance, Working and Child Tax Credits and eligible Housing Benefit) will become claims for Universal Credit. This will rapidly increase the number of people receiving Universal Credit and the complexity of their circumstances. The current plan is that this rollout will begin over the next couple of months and be across the country by the end of 2017. Exeter Jobcentre will not be going live on the Digital Service before 2017. Only once the national rollout for new claims is complete will existing cases be migrated to Universal Credit. Our best guess at present is that this will not be complete before 2022.

8.3 Experience so far is showing that, even with low numbers of claims and the most straightforward of cases, dealing with Universal Credit customers is taking significant resources within the Benefits and Welfare, Customer Services and Payment and Collection teams. There is considerable confusion on the part of claimants, landlords and even DWP staff regarding how the Universal Credit process works and, because they remain our customers, it is often falling to our teams to provide advice and support with claiming and payment issues. We have also found the interaction of Universal Credit regulations with Council Tax Support and Housing Benefit to be very complex, with virtually every new case presenting fresh challenges. The extra work being created is far outweighing any saving from losing a small number of straightforward Housing Benefit cases.

8.4 Once rollout is complete and existing cases are migrated over to Universal Credit Housing Costs, Exeter City Council will still retain:

- All Council Tax Support claims
 - National scheme for pensioners
 - Local scheme for working age
- All Pension age Housing Benefit claims
- Working age Housing Benefit claims for tenants of supported accommodation

Overall, by 2022, the Benefits and Welfare team will lose less than a quarter of their total cases, even if rollout continues as currently anticipated.

8.5 In addition we are currently in a partnership agreement with DWP to provide some support services to Universal Credit claimants. This includes:

- Support for claimants to make their UC claim online
- Personal budgeting support to manage a single monthly payment
- Support for the UC processing centre around housing costs

This arrangement will be reviewed ahead of the full digital rollout and will only continue if sufficient funding is made available by DWP.

8.6 Household Benefit Cap – Introduced in 2013, the benefit cap places a limit on how much a household can receive in welfare benefits. Households with disabled family members are excluded, as are those entitled to Working Tax Credit. When introduced in 2013 the level was set with reference to average earnings. From some point in 2016/17 the limit will be reduced from £26,000 per year to £20,000 (£500 per week down to £385). We anticipate up to 100 households in Exeter will see a reduction in their Housing Benefit entitlement. We are still waiting for a list from DWP, now due to be provided later in May 2016, of potentially affected cases. Once we have this information we will begin work to mitigate the impacts on these families ahead of the introduction of the cut, expected in November 2016. Our Discretionary Housing Payments allowance has been increased by 14% (£20,311) this year to help us support those customers who are affected for the first time or who will see their benefit income drop for a second time in three years. Affected households are mostly larger families with at least three children, in rented accommodation and with little or no work history. These customers often require a large amount of support from officers over an extended period of time to remove themselves from the effects of the cap. Exemptions for carers are expected to be introduced before the lower cap applies.

8.7 Freezing of benefit rates – From April 2016 for four years, the weekly amount of most benefits will be frozen. Assuming the cost of goods and services continues to increase during this period, the freeze will leave all benefit claimants less able to manage their expenditure. The freeze includes the amount of rent that can be covered by Housing Benefit in the private rented sector, making fewer tenancies affordable to tenants reliant on Housing Benefit. This will increase demand for discretionary and crisis support provided by Exeter City Council.

8.8 The removal of the Family Premium from Housing Benefit – From May 2016 customers making a new claim for Housing Benefit will no longer have an addition included for their family, reducing their award by £11.34 per week. This will further impact the ability of the estimated 400 low income households to afford their rent, increasing demand for discretionary funds and crisis support.

8.9 Numerous further changes to the welfare system have been announced. Legislation and start dates for many are still outstanding.

- Housing Benefit backdating reduced to one month – April 2016
- Universal Credit work allowances reduced or removed – April 2016
- Social sector rent reduction by 1% per year for 4 years – April 2016
- Housing Benefit temporary absence outside UK reduced to 1 month – Autumn 2016
- Housing support restriction for 18 to 21 year olds – April 2017
- Restrictions in Universal Credit and Housing Benefit for households with more than two children – April 2017
- Social sector Housing Benefit eligible rent restriction – April 2018

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

“Provide services to meet customers’ needs” – Our residents who are impacted by Welfare Reforms rely on the support and services we provide to help them through.

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

There is a risk that the Authority will face more demand for discretionary help and support than we have resources to provide. We will continue to work with our partners in DWP and Exeter Money Advice Partnership to offer co-ordinated help at the earliest point.

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?

Many of the welfare changes affect the more vulnerable households in our community. The disabled, large families and, in limited cases, the elderly, may all face more financial difficulty and housing insecurity as a result of reduced benefit incomes and migration to Universal Credit. The discretionary funds and support offered by the “help me” system play an important role in mitigating the worst effects on the most vulnerable.

12. Are there any other options?

Participation in the agreement with DWP to support Universal Credit delivery is voluntary. We could opt not to deliver some of the services if the terms offered by DWP are insufficient when the Digital Service rolls out next year.

Assistant Director

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: PLACE SCRUTINY COMMITTEE
Date of Meeting: 09 June 2016
REPORT TO: EXECUTIVE
Date of Meeting: 14 June 2016
Report of: Chief Executive & Growth Director
Title: Exeter Science Park Strategic Plan 2016 /17

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive Function.

1. What is the report about?

1.1 To adopt a revised Strategic Plan 2016/17 in light of recent funding and business opportunities made available to Exeter Science Park.

2. Recommendations:

2.1 That Place Scrutiny Committee note and Executive support the report and support the proposed change in strategy set out in Strategic Plan for Exeter Science Park for the period 2016/17.

3. Reasons for the recommendation:

3.1 To ensure the future success of Exeter Science Park, due to Exeter City Council being a funding partner in Exeter Science.

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

4.1 Officer time attending Exeter Science Park board meetings and officer time working with the Science Park to attract inward investment into the Park.

5. Section 151 Officer comments:

5.1 The Section 151 Officer is an alternate Director on Exeter Science Park Limited and as such has been involved in meetings regarding the Science Park's financial position and reviewed the Strategic Plan in both draft form and the final version. The Section 151 Officer believes that the adopted strategic plan provides a better opportunity for the company to achieve its aims and deliver the growth in jobs and businesses that the owners envisaged.

6. What are the legal aspects?

6.1 None identified.

7. Monitoring officer Comments

7.1 This report raises no issues of concern to the Monitoring Officer.

8. Background

- 8.1 The Vision for Exeter Science Park is: ***To be the destination of choice for knowledge-based businesses in South West England and a key driver of economic growth.*** The mission comprises four key strands:
- To drive growth in knowledge-based science, technology, engineering, mathematics and medicine related enterprise in the region through collaboration and open innovation;
 - To be a prime location for successful development of science-based businesses supported by very high levels of sustainability and an excellent quality of life
 - To promote the region's world-leading scientific capability and international ambition;
 - To contribute significantly to the Government's innovation agenda by encouraging knowledge transfer between the research base and innovative business.
- 8.2 It was clear that the strategy for the development of Exeter Science Park needed to be revised due to a number of external factors:
- The fall in land values accompanying the recession
 - An opportunity arose to bring forward Phase 2 developments, when the Met Office announced its intention to site its high performance computer on the Science Park
 - The construction of the Met Office high performance computer provided an opportunity to develop a plan for a Global Environmental Futures Campus on the Science Park, which could attract a significant number of businesses to the Park working within the weather and climate change data field.
- 8.3 The revised Exeter Science Park Strategic Plan 2016/17 was approved by its shareholders at a board meeting in March 2016. A copy of the Strategic Plan 2016/17 can be viewed in Appendix 2.

9. Future Position

- 9.1 Exeter City Council continues with its seat on the board of Exeter Science Park to protect its investment and to ensure the Science Park adjusts its own business model to local, national and international market conditions and opportunities put before them.

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

- 10.1 Even though Exeter Science Park is located outside the local authority of Exeter City Council, it contributes too many of the City Council's purposes:
- Stronger City
 - Building a stronger sustainable city
 - Help me run a successful business
 - Deliver good development
- The Science Park promotes the city as a great place to do business, supports the local economy and creates high-net worth jobs.

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

- 11.1 Exeter City Council continues with its seat on the board of Exeter Science Park to help and inform the board directors.

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

12.1 No decision required.

13. Are there any other options?

13.1 Report is for information only. If members seek a revision or an amendment to the attached strategy officers, as shareholders, would be instructed to inform the Exeter Science Park board of our concerns.

Karime Hassan, Chief Executive & Growth Director

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

Background papers used in compiling this report:-

None

Contact for enquires:

Democratic Services (Committees)

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Appendix 1

ESPL Strategic Plan 2016-17



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1. StrategicBusinessPlan

1.1 Vision

To be the destination of choice for knowledge-based businesses in South West England and a key driver of economic growth.

More specifically the mission comprises four key strands:

- To drive growth in knowledge-based science, technology, engineering, mathematics and medicine related enterprise in the region through collaboration and open innovation;
- To be a prime location for successful development of science-based businesses supported by very high levels of sustainability and an excellent quality of life;
- To promote the region's world-leading scientific capability and international ambition;
- To contribute significantly to the Government's innovation agenda by encouraging knowledge transfer between the research base and innovative business.

1.2 The Business Strategy from Dec 2013

The purchase of the land for Exeter Science Park by SWERDA and its assignment to Devon County Council formed the basis for the original strategy for the development of the Park set out in an agreement between these parties and Eagle One in 2008. It was intended that the Park be developed in two phases: Phase 1 in conjunction with Eagle One as the development partner and later Phase 2 with a newly-appointed and possibly different partner. The concept enshrined in the agreement was that income from land sales associated with the construction of buildings on Phase 1 for tenants from the knowledge base and an hotel, accrued in an account held by DCC and would be used to fund the operation of the Park and specifically the construction of a multi-occupancy Science Park Centre to house a large number of early-stage high growth businesses. This model was activated when Exeter Science Park Limited was formed in 2010 and the Further Agreement between all parties was enacted.

This initial strategy was frustrated by a combination of factors so that by December 2013 the strategy for the development of the Park needed to be fundamentally revised. Among those factors, the fall in land values accompanying the recession meant that even if the sales area originally predicted had occurred the revenue would have been inadequate to build the Science Park Centre and fund the operation of the Park. In the event, the demand for business and hotel accommodation declined so much that the predicted land sales did not occur.

From December 2013 ESPL has been operating under a revised strategy made necessary by these conditions and made possible by loan funding from the HoTSW Local Enterprise Partnership and the use of the funds of ESPL's shareholders: DCC, UoE, EDDC and ECC. In this strategy the first half of the Science Park Centre building has been primarily funded by the HoTSW loan and the terms of the loan were such that repayment can be delivered by a combination of land sales on Phase 1 and rental income from the operator of the Science Park Centre, with the whole being underwritten by shareholders. As buildings were developed in Phase 1 this would generate the momentum and brand equity to seek an external partner to fund the speculative development of Phase 2.

Under this strategy the first half of the SP Centre has been successfully built using loan funding and an operator appointed to run it: UoE's Peninsula Innovations Ltd subsidiary, PIL. PIL has signed a 15-year lease with ESPL without any service level or other attainment targets (thereby avoiding the need to go to tender) but implicit in which is the extension of the innovation support success at the UoE Innovation Centre, currently run by PIL. Take up of space in the SP Centre since its opening in May 2015 has been modest initially but there are some encouraging signs: experience elsewhere suggests the initial lag in take up is not unusual.

The Phase I developer, Eagle One, and its agent LSH, have not made any land sales since the start of Phase 1 of the Park. Their business model for Phase 1 is to construct single buildings for sale onto a third party investor upon occupation by the user. There is considerable doubt that this model will prove attractive to knowledge-based businesses undertaking high-risk, high growth development. At the same time rental rates for the existing stock of office buildings outside of the Park have provided stiff competition. Such properties are probably suitable for some knowledge-based activity and have been priced significantly below those which are deemed necessary for a new-build on Phase 1 of the Park with its special characteristics which are required to command a premium to cover costs. The obvious consequence is a loss of income and a failure to build the brand, both of which threaten the strategy.

Within this plan period an opportunity arose to bring forward the initial development of Phase 2 when the Met Office declared its intention to site its high performance computing facility and collaboration space on a Phase 2 location. That has enabled a case to be made for investment of £12.7m in the infrastructure for Phase 2 using public money ahead of other development on the Park which will increase its attractiveness to an eventual investing partner as will the presence of the Met Office. To that extent this development is consistent with the overall strategy of December 2013 although not a part of it.

Furthermore the construction by the Met Office of 2 buildings on the Park provides an opportunity to develop a plan for a wider 'Global Environmental Futures Campus' which can act

as a significant attractor of businesses working with weather & climate change data and with broader big data & data analytics and associated skills & support.

In summary, land sales have been significantly below those envisaged in the December 2013 plan and some key assumptions in the last business plan are no longer valid. If no change of strategy is implemented it is impossible to see how the Park can be developed in a reasonable timescale. Notwithstanding these difficulties a total of 60 000ft² of space in addition to Eagle House (which itself has 4 000ft² rented to a tech start-up) is in place or under construction on the Park but it is quite significant to the Board that none of this has been funded by the private sector.

1.3 The Revised Strategy

1.3.1 Background

Thus the revised strategy for the development of the Park recognises the constraints on spending and the nature of the clients which ESPL can expect to attract to the Park. It also recognises the need to strengthen the brand of the Park before ESPL seeks an external development partner. Improved understanding gained over the last two years of the nature of science park development partners suggests that there is a risk in taking on a large private sector funder too early. Unless a clear brand identity is established before a development partner is engaged there is a danger that the appetite will be for property development at the expense of the science park ideal expressed in our Gateway Policy, Appendix I, and the generation of high-quality knowledge related jobs.

The revised strategy has been developed in the light of two opportunities which have arisen since the previous plan was written:

- The provisional award to ESPL in 2015 of £10m of Growth Deal 2 (GD2) public sector grant funding for a range of projects (the detailed business cases for which have been submitted in March 2016 in anticipation of the release of funds in 2016-17);
- The designation of Exeter Science Park as part of the LEP's enterprise zone with associated business rate benefits for clients which could strengthen the revised land sales assumptions in the new plan.

The offer of GD2 grant funding has been made by the LEP as a result of shareholders' actions in bidding for the funding and will become irrevocable, subject to approval of the detailed business cases, in June 2016. This funding is to be used for the construction of buildings on Phase 1 land which will be owned or part-owned by ESPL. This will enable ESPL to generate significant rental income free from the constraints associated with income from land sales which can only be used for capital expenditure.

The designation of Exeter Science Park as a part of an Enterprise Zone results from another initiative of our Shareholders. It provides benefits to future tenants on the Park that should render the property offer from the Park, when combined with other benefits, significantly more attractive than comparable properties outside of the Park.

1.3.2 Strategy

The strategy for the development of the Park to fulfil the vision is therefore for ESPL to become an entity which owns assets in the form of buildings and land that it will develop speculatively or with private sector clients to house knowledge-based businesses. The buildings will be leased to such businesses either in stand-alone configurations or within an extended Science Park Centre. The strategic intent is that this approach generates an unencumbered revenue stream that can be used to sustain the Science Park Company in order to market the Park to clients, maintain its infrastructure and most importantly build the brand of the Park to the point where its value as a Science Park is evident to, and valued by, potential development partners for Phase 2.

1.3.3 Changing Organisation Structure

In order to adopt this strategy involving as it does building developments with clients, marketing and branding as well as asset ownership and exploitation, the exiting company structure must be further developed.

In pursuit of this goal:

- The Board has already been strengthened by the appointment of three new independent directors;
- Board members are being brought closer to the operational activity through sub-groups which have oversight and delegated decision-making;
- The formal secondment of a property specialist from DCC to ESPL has been implemented from Dec 2015;

- The company is taking advice from HR professionals about the best mechanism it should adopt to secure its workforce: the company will explore whether it should become an employer in its own right rather than rely upon the current secondment arrangements for staff.

1.3.4 Alternatives, Risks and Competition

Strategically, there are just two alternatives to the strategy proposed.

It would be possible to leave the current strategy unchanged which would see exceedingly slow development of Phase 1 of the Park with very little opportunity for marketing due to a negligible revenue income for operations. It is the view of the Board that this will fail to deliver the objectives of the Park in an acceptable timescale, ignoring the funding available from government to drive economic growth, and risking the company's viability.

It would also be possible to seek an external development partner now to enhance the financial resources being committed and deliver a property solution. This strategy puts at great risk the very rationale of the Science Park as a special area devoted to nurturing a knowledge-based economic engine to exploit the science base of the region. Experience has shown that the private sector has little appetite for investment in a science park where the gateway policy will be tightly adhered to, and would otherwise develop little more than a modestly enhanced business park with little distinctive character and which would not meet the aspirations of stakeholders: it too is not recommended.

If the ideal of the Park embodied in its Gateway Policy is maintained then the competition is international and the differentiator for ESP will be the attractiveness of the local science base relative to others. It is this notion which leads to the idea of sectoral focus for a Park driven by the expertise of the knowledge partners. The science base must therefore offer what cannot be obtained elsewhere and this rests with our stakeholders and not directly with the Park. The Park must provide the supportive environment for high-risk and high-growth businesses to flourish.

Conversely if the Gateway Policy is relaxed then the competition is from a wider spectrum of business parks locally and not nationally or internationally and the distinguishing feature will simply be the property offer and costs. This is not an option that can be contemplated because the costs for ESPL are likely to be higher than those of a straightforward business park.

1.4 Implementation

In this strategic document we present simply headline financial information based upon the best current estimates of income from land sales, development costs and operating costs and loan repayments. These headline figures arise from the implementation of the changes of strategy outlined above in order to generate revenue for the company to operate successfully and contain the following changes from the December 2013 plan:

- Actual land sales at end-2015 of £0.45m are used instead of the Dec 2013 plan number at the end-2015/16 of £1.24m;
- The use of an additional £2.0m of shareholder loans for the construction of the SP Centre in place of shareholder funds;
- The use of the £2.0m of shareholder funds for ESPL revenue costs in place of funds which were (erroneously) assumed to come from the (capital) Development Account held by DCC;
- The investment of £10m grant funding in 2016/ 17 - plus some matched funding from private sources – in three new buildings which ESPL will own and rent out;
- Higher overhead costs arising from the need to increase staff from 1.6 FTE to 3.5 and a planned increased expenditure of £60K p.a. in targeted marketing campaigns for the Park.

These changes will require careful management of:

- An accelerated rate of occupancy and use of the SP Centre;
- The development of the 3 GD2-funded building projects; Management of the associated risks such as state aid compliance;
- Rigorous work to secure the assumed rental revenues;
- Early warning on any shortfalls in capital funding;
- Greater leverage of the knowledge base in the science park offer than has currently been achieved.

There is complexity in managing some of these strategies not least because some of this work is beyond ESPL's immediate control and shareholders and stakeholders will be required to take greater responsibility for ensuring that there is, for example:

- Practical alignment of objectives between the local councils, UoE, Met Office, ESPL and local business;
- A clearer vision for the Global Environmental Futures Campus planned for the Redhayes Cluster in Phase 2 where the UoE and the Met Office can increasingly align their needs, with ESPL taking a supportive role;
- A greater involvement of the UoE and the Met Office in general in developing and connecting the knowledge base to local, national and international businesses;
- Significantly improved Science Park Centre occupancy levels based on targets: 50% by July 2016; 80% by end-2016;
- Assuming that the collaborative working required to achieve these individual plans in support of the new strategy is in place – and shareholders have given their support for this – the resulting financial performance is viable.

Gerry Shattock

6th May 2016.

1. Appendices

Appendix I Gateway Policy

1 Gateway Policy and User Clause

The Parties intend that the Site will be marketed for use as a Science Park for purposes which satisfy and fall within the UKSPA Science Park definition (and any uses ancillary thereto). The Operator may only select occupiers provided they comply with the parties' intentions for the Science Park referred to above and the Gateway Policy conditions described in points 1.1.1a)-c). All proposed tenancies must be approved by a selection committee nominated by the Sci Park Co. The Council will be obliged to grant leases to the Sci Park Co on the recommendation of the Selection Committee.

For occupiers selected on the basis of conditions 1.1.1 d)-e) the Steering Board/ SPV itself must be asked to approve eligibility.

The Gateway Policy conditions are:-

- 1.1 Whether or not a potential occupier's use would fall within the following:-
 - 1.1.1 Any science related use which:-
 - (a) Is knowledge-based, involving research and development of products or services, including where appropriate supportive manufacturing activities and/or relevant ancillary education, teaching, training, knowledge accumulation and development; and/or
 - (b) involves active collaborations with universities, higher education, institutes, research or similar organisations and/or
 - (c) Is a technology based service;
 - (d) Which falls within class B1(b) of the Town and Country Planning (Use Classes) Order 1987 together with uses ancillary thereto which fall within Classes B1(a) and (c) and B2 of that Order;
 - (e) and/or any other science related use or use which is complementary to or supportive of the Science Park project as approved by the Sci Park Co such as the Hotel Management Suite and Ancillary Use Accommodation proposed for Phase 1.
- 1.2 These criteria will also be used to determine whether or not the Council has acted reasonably in the event that its consent is withheld to an occupier selected by the Developer.
- 1.3 The Gateway Policy and user clauses in Long Leases which have already been granted will be reviewed and amended from time to time to include (1) such other uses as are reasonably consistent with the UKSPA Science Park Definition and (2)

such uses as would generally be acceptable on a science park in the United Kingdom (having regard also to the aspirations set out in **Clause 1.2**), (3) any other uses which are permitted on the Site by the Council .

- 1.4 Each Long Lease will contain a user clause which for the first 25 years of the term, preserves the character of the site as a Science Park by reflecting the provisions of **Clauses 1.1.1 and 1.3** of this Gateway Policy, the wording of such user clause to be agreed between the Council and the Developer (such agreement not to be unreasonably withheld).
- 1.5 The provisions of this policy shall be incorporated into the objects of the SPV and shall only be capable of being changed or relaxed if 75% (by value of their relevant interests in the Site) of the members of the SPV approve any such change or relaxation.
- 1.6 Any part of the Site which is sold to any third party (whether by the Developer or the Council and whether sold as a developed plot or an undeveloped plot and whether leasehold or freehold) and whether before or after the End Date shall be sold subject to such restrictive covenants for the benefit of the remainder of the Site as shall ensure compliance with the Gateway Policy in respect of such parts of the Site as is sold and the provisions of this **Clause 1.6** shall survive beyond the End Date.
- 1.7 Each Long Lease for a Plot shall be in an agreed Form in accordance with the Masterplan whether constructed by the Developer or a third party.
- 1.8 The parties acknowledge that the Gateway Policy can be changed varied or amended in anyway or a new policy introduced by the SPV but not in such a way that would materially change the parties objectives to develop a high quality Science Park.
- 1.9 Subject to **Clause 1.8** the parties agree that if there are any changes to the Gateway Policy by the SPV that these will be adopted by all parties in place of the Gateway Policy provided that the Developer will be under no obligation to adopt the revised Gateway Policy for Phase 2B if it is substantially more restrictive than the Gateway Policy.

REPORT TO: SCRUTINY COMMITTEE PLACE AND EXECUTIVE

Date of Meeting: 9 June 2016 and 14 June 2016

Report of: Assistant Director Environment

Title: Recycling Plan 2016-2021

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1. What is the report about?

To present the Council's Recycling Plan for 2016-2021 and to review progress made since adoption of the 2011-2016 plan

2. Recommendations:

Scrutiny Committee Place supports, and Executive approves, the 2016-2021 Recycling Plan (Appendix 1)

3. Reasons for the recommendation:

The measures outlined in the plan will reduce the environmental impact of Exeter's waste and put us in a stronger position to contribute towards the UK's 2020 recycling target.

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

The Key Delivery Programmes 206/17 listed in Appendix 1 will take place within agreed revenue budgets. The business case for kerbside food waste collection will identify any additional resource requirements and sources of additional income.

5. Section 151 Officer comments:

The costs associated with the introduction of a food waste collection service will be added to the Medium Term Financial Plan along with any income streams identified once the Business Case has been completed. The implications will be reported to Members when approval is sought for the implementation.

6. What are the legal aspects?

The EU Waste Framework Directive states that the United Kingdom must recycle at least 50% of its household waste by 2020. To date, however, no statutory targets have been set for local authorities have been set.

The 2011 Waste (England and Wales) Regulations require local authorities to provide separate collection of paper, glass, metal and plastic to facilitate recycling.

7. Monitoring Officer's comments:

This report raises no issues for the Monitoring Officer.

8. Report details: Review of Recycling Plan 2011-2016

The Recycling Plan is reviewed annually, with an update on progress and an action plan for the year ahead. The Recycling Action Plan 2016/17 was presented to Scrutiny Committee Community and to Executive in March 2016. This report presents the longer term plan for the next five years.

8.1 Principles of the Recycling Plan

Our Recycling Plan 2016-21 continues to endorse the Waste Hierarchy, which lists the preferred options for dealing with waste in descending order of desirability:

PREVENTION - most preferred
REUSE
RECYCLING AND COMPOSTING
OTHER RECOVERY (e.g. incineration with electricity generation)
DISPOSAL TO LANDFILL – least preferred

Therefore, reducing the amount of waste arising in the first place is at the top of the hierarchy. This is discussed in further detail in paragraph 8.2 below.

Provision of a high-quality, easy-to-use recycling service continues to be a key principle. Since 2011, the popularity of the web sites and social media as communication tools has increased and this is now an important part of our recycling communication efforts. We have also increased digital access to waste and recycling services, so that customers can now look up their collection day, download a collection calendar, report a missed collection, check which materials to recycle and order new containers online.

We continue to operate our own Materials Reclamation Facility (MRF) to sort the materials we collect for recycling. Our collection method and ability to sort materials to the high quality required by reprocessors has helped to protect our income during a period of volatile commodity prices.

8.2 Waste reduction

It is encouraging that in 2014/15, Exeter ranked 20th lowest out of 229 English local authorities for the total amount of waste produced per head, at 304kg per year (former BVPI184a). This indicates that we have been successful in minimising the amount of waste produced in the first place, which ranks above recycling in the waste hierarchy (“reduce-reuse-recycle”). It vindicates policies such as alternate weekly recycling /rubbish collections,

charging for the collection of garden waste and applying a 'no side waste' policy alongside provision of appropriately-sized rubbish containers.

Since the 2011-2016 plan was published, the following measures have been taken:

- 92% of the city now receives a biweekly household waste collection
- Allocation of grey bins is based on the size of each household, with 180 litres rather than 240 litres as the standard size
- The 'no side waste' policy for grey bins was extended in November 2015 to include overfilled bins which had rubbish sacks placed on top

Several local authorities, including East Devon DC, have introduced or trialled three-weekly collections of grey bin waste. Early indications are that these schemes have been successful in nudging households to recycle more and to reduce waste sent for disposal. The ongoing progress of these schemes will be monitored.

Exeter continues to support, through the Devon Authorities Strategic Waste Committee, waste reduction projects such as the 'real nappy' campaign, the Turntable furniture reuse project and a Devon Reuse Project to engage with communities, including workshops in Exeter.

8.3 Progress towards recycling targets

Exeter's recycling rate has plateaued at around 34% over recent years, which is well below the current UK average of 44% and our local target of 40%. The reasons for Exeter's low recycling rate relative to the rest of the UK include:

- Lack of a separate food waste collection suppresses our recycling rate by 8 percentage points
- The nature of Exeter's urban housing stock means there is less garden waste available for separate collection
- For district councils such as Exeter, the tonnage of waste managed at Civic Amenity Recycling Centres does not count towards the recycling rate.
- Recycling education and awareness efforts have not increased in recent years. The Council's recycling team has reduced from six to three FTEs and in 2014 and 2015 these resources were partially diverted to the reorganisation of waste collection rounds. This had little impact on recycling rates but has 'future proofed' the Waste Operations service by enabling us to accommodate the projected growth in household numbers for the next three years with existing resources
- Since 2013, waste from premises such as schools and charity shops has been recorded as domestic rather than commercial waste and this has inflated our reported domestic refuse tonnage by over 800 tonnes per year.

Appendix 2 shows the annual recycling statistics for 2014/15. The 2015/16 figures will be published at the Devon Authorities Strategic Waste Committee on 29 June.

Increasing participation in the current recycling service will enable progress towards a 40% recycling rate to be made. Improving the recycling rate of our current service by one percentage point per year is one of the strategic priorities of the 2016-21 Recycling Plan. Specific measures to achieve an improvement in our recycling rate were described in the Recycling Action Plan in March 2016, and these are shown in the Key Delivery Programmes 2016-17 on the Recycling Plan 2016-21.

Food waste accounts for 36% of household waste currently being sent for disposal. Some food waste can be avoided through better advice and education, but food will remain a large percentage of the household waste stream. Targeting this material with a separate collection will enable a significant improvement in our recycling rate to be made. This will require a significant change to our collection vehicle fleet and delivery of new waste containers to all households. Preparing a business case for food waste collections and introducing a service as soon as possible will be one of the strategic priorities for 2016-2021. Devon County Council has agreed to share a proportion of the saving in waste disposal costs that will arise from increased recycling. This sharing of savings will help to fund investment in vehicles, containers, communications etc that a new food waste collection scheme will require.

9.0 Other key developments since 2011

9.1 Environmental Impact

The Exeter Energy Recovery Facility opened in June 2014. This facility processes Exeter City Council's non-recycled waste and exports electricity to the national grid.

Reducing the environmental impact of our waste operations has been achieved by exceeding our target to reduce fleet emissions by 3% in 2015/16, and by the installation of solar panels on the roof of the MRF. In 2015/16 the amount of diesel used by our refuse and recycling fleet reduced by 14,000 litres over the previous year. Significant reorganisations of our collection rounds in 2014 and 2015 have enabled us to accommodate the planned increase in homes in Exeter for the next two years without increasing the size of our fleet.

9.2 Local authority partnerships

In 2013-2015 the Devon local authorities worked on a business case for a joint waste authority, initially Devon-wide then for a 'cluster' comprising Teignbridge DC, Exeter City Council, East Devon DC and Devon County Council. The key principles of a joint waste authority would be the pooling of budgets and resources, so that improved recycling collection systems are funded by savings from economies of scale, reduced waste disposal costs, and a common service provision across a larger geographical area. Although the waste cluster did not proceed, the Devon authorities are continuing to work on implementing these principles, particularly with regard to separate food waste collection and the sharing of waste disposal cost savings between the County and District Councils.

Exeter City Council has sought other opportunities to work collaboratively with neighbouring authorities. These include Exeter's MRF processing over 900 tonnes of domestic recycling for South Hams DC in 2014, and 165 tonnes per year of commercial recycling for Mid Devon DC. We have also begun a trial officer-sharing arrangement, with our MRF Manager sharing his expertise in marketing of recyclable materials with Mid Devon DC.

Working with neighbouring authorities to achieve higher performance and be more cost-effective is a strategic priority of the 2016-21 Recycling Plan.

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

Improving this service helps to reduce the Council's operating costs by achieving income from recycling, and increases the environmental sustainability of Exeter.

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

There is a risk of failing to meet the income targets agreed in the service revenue budget. This can be mitigated by taking the above actions to reduce costs and improve householders' participation in the service.

13. 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?

Promoting take-up of recycling services reduces the environmental impact of household waste.

14. Are there any other options?

Failure to adopt a realistic five-year Recycling Plan could delay progress towards our strategic targets.

Robert Norley
Assistant Director Environment

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

Background papers used in compiling this report:-

None

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Exeter City Council Recycling Plan 2016-21

Our mission

High quality waste collection service that minimises the environmental impact of waste.

How we currently provide the service

- We offer a biweekly collection service to over 90% of the city, collecting recycling one week and rubbish the other week.
- We collect paper, card, plastic and metal packaging commingled in a single bin
- We provide a network for 68 recycling bank sites principally for glass but also for textiles and paper
- We provide a choice of recycling services for commercial waste customers
- We provide a chargeable, opt-in garden waste collection service

Our principles

- Implementing the waste hierarchy (dealing with waste in the following order of preference: reduce – reuse – recycle – energy recovery - landfill)
- Providing a reliable, simple-to-use recycling scheme for our customers and telling them how to use it
- Keeping control of the sorting of our recyclates to ensure we have quality products to sell to reprocessors
- Maximising the use of technology to improve efficiency and customer access
- Minimising the environmental impact of our waste operation

How we measure our success

- Recycling rate (% of household waste sent for recycling)
- Waste disposal (Kg per household of non-recycled waste sent for disposal)
- Income achieved from sale of recyclates and recycling credits

Key delivery programmes, 2016-17

- Implement targeted communications to encourage more recycling among specific communities: students in private rented accommodation, social housing tenants, other low-recycling neighbourhoods
- Increased digital media presence complemented by double-page spread in Exeter Citizen
- On a trial basis, implement a community reward scheme to encourage and recognised improved recycling behaviour in targeted areas
- Develop a proposal for recycling litter bin waste

Strategic priorities (2016-2021)

- Improve the recycling rate for our current service by one percentage point per year
- Complete business case for kerbside food waste collection & introduce this as soon as possible
- Work in partnership with neighbouring local authorities and other organisations to achieve a better, more cost-efficient service

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EXETER 2014/15

Status: COMPLETE

Data Source: Statistics Payments and Recharges (SPR). National Recycling Data available from WasteDataFlow. www.wastedataflow.org

RECYCLED (Household Waste)			
		2013/14	2014/15
Glass	Bring Bank	2073.860	2044.230
	Kerbside	46.540	85.180
	Third Parties	76.767	44.220
	Recycling Centres	225.900	240.100
	Sub total	2423.067	2413.730
Paper	Bring Bank	167.820	167.040
	Kerbside	3719.090	3521.880
	Third Parties	697.663	398.795
	Recycling Centres	102.460	92.240
	Sub total	4687.033	4179.955
Card	Bring Bank	0.000	0.000
	Kerbside	1383.410	1172.010
	Third Parties	20.460	16.140
	Recycling Centres	731.220	737.120
	Sub total	2135.090	1925.270
Textiles	Bring Bank	50.279	56.772
	Kerbside	5.540	7.520
	Third Parties	310.942	286.438
	Recycling Centres	131.681	146.200
	Sub total	498.442	496.930
Plastic	Bring Bank	0.000	0.000
	Kerbside	1233.410	1487.760
	Third Parties	3.560	3.040
	Recycling Centres	235.621	210.367
	Sub total	1472.591	1701.167
WEEE	Bring Bank	1.808	0.000
	Kerbside	12.435	5.940
	Third Parties	22.203	0.000
	Recycling Centres	1372.062	1367.459
	Sub total	1408.508	1373.399
Organic	Green Waste (WCA)	2402.270	2786.980
	Third Parties	0.000	0.000
	Recycling Centres	4285.380	4975.305
	Sub total	6687.650	7762.285
	Other	Bring Bank	13.849
Kerbside		468.705	446.770
Third Parties		200.995	211.374
Recycling Centres		5787.346	6168.852
Sub total		6470.895	6900.988
SUB TOTALS	Bring Bank	2307.616	2342.034
	Kerbside	6869.130	6727.060
	Third Parties	1332.590	960.007
	Green Waste (WCA)	2402.270	2786.980
	TOTAL WCA	12911.606	12816.081
TOTAL WDA (Recycling Centres)	12871.670	13937.643	
TOTAL HOUSEHOLD RECYCLED	25783.276	26753.724	

RECYCLED (Non Household Waste)			
		2013/14	2014/15
WCA	TRADE	406.980	405.900
	Fly Tipped (08Ft, 44F)	0.000	0.000
	Other	5.220	0.000
	TOTAL WCA	412.200	405.900
WDA	TRADE	25.300	45.275
	Soil & Rubble	1600.620	1665.560
	Plasterboard	135.640	165.860
	IBA (Recovery)	0.000	327.900
	Other	0.000	0.053
	TOTAL WDA	1761.560	2204.648
TOTAL NON H/H RECYCLED		2173.760	2610.548

NON RECYCLED (Household Waste)		
	2013/14	2014/15
Dustbin	22074.100	22854.920 ³
MRF (Reject)	586.942	784.087
Bulky Collection	0.000	0.000
Healthcare (incinerated, Inc IBA)	139.874	141.802 ³
Street Cleansing	1445.900	1301.940 ³
IVC (Reject)	0.000	0.000
Other	0.000	0.000
TOTAL WCA	24246.816	25082.749
Recycling Centres	3163.029	851.091 ³
Recycling Centres - ERF	0.000	2181.950
IVCrf (pre process reject IVC)	0.000	0.000
TOTAL WDA	3163.029	3033.041
TOTAL NON RECYCLED (WCA+WDA)	27409.845	28115.790

NON RECYCLED (Non Household Waste)		
	2013/14	2014/15
TRADE - C&I (04t / 04ti)	2980.690	2141.026 ³
TRADE - C&D (14t)	0.000	0.000
TOTAL WCA - TRADE	2980.690	2141.026
Fly Tipped (08F+ 08Fa)	0.000	0.578
Other (Non Household)	0.000	0.000
TOTAL WCA - OTHER	0.000	0.578
Recycling Centre (WDA) (Asbestos)	36.500 ³	44.785
TOTAL NON RECYCLED (WCA+WDA)	3017.190	2186.389

SUMMARY - HOUSEHOLD WASTE		
	2013/14	2014/15
RECYCLED (WCA)	10,509,336	10,029,101
COMPOSTED (WCA)	2,402,270 ³	2,786,980
TOTAL (REC & COMP) (WCA)	12,911,606	12,816,081
TOTAL (NON RECYCLED) (WCA)	24,246,816 ³	25,082,749
TOTAL HOUSEHOLD (WCA)	37,158,422	37,898,830
TOTAL HOUSEHOLD (WDA)	16,034,699	16,970,684
TOTAL HOUSEHOLD (WCA+WDA)	53,193,121	54,869,514

SUMMARY - LACW ¹		
	2013/14	2014/15
TOTAL (REC & COMP) (WCA)	13,323,806	13,221,981
LANDFILL (WCA)	27,087,632	5,115,961
ENERGY RECOVERY (ERF) ² (WCA)	139,874	22,108,392
TOTAL (NON RECYCLED) (WCA)	27,227,506	27,224,353
TOTAL LACW (WCA)	40,551,312	40,446,334
TOTAL LACW (WCA+WDA)	58,384,071	59,666,451

PERFORMANCE		
	2013/14	2014/15
NI191 (kgs residual per h/h)	453	468
NI192 (Recycling Rate %)	34.7%	33.8%
NI193 (% MSW landfilled) ³	99.5%	18.8%
BVPI 84a (kgs waste per head) ⁴	311.2	311.2
Recycling Rate (H/H) (WCA + WDA)	48.5%	48.8%
Recycling Rate (RCs) (WDA)	82.1%	83.7%
NOTE: Recycling Centres includes non household		

WASTE GROWTH		
	2013/14	2014/15
TOTAL HOUSEHOLD (WCA)	3.3%	2.0%
TOTAL HOUSEHOLD (WDA)	10.7%	5.8%
TOTAL HOUSEHOLD (WCA+WDA)	5.4%	3.2%
TOTAL LACW (WCA + WDA)	0.9%	2.2%

POPULATION		
	2013/14	2014/15
DWELLING STOCK	119,397	121,800
	53,570	53,570

¹ LACW - Local Authority Collected Waste

² ERF input: Includes IBA. Includes Healthcare Waste (incinerated).

³ NI193 for information only. WDA & UA Indicator.

⁴ Indicative figure for DAWRRC only - Includes reuse.

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REPORT TO: PLACE SCRUTINY COMMITTEE, EXECUTIVE, COUNCIL

**Date of Meetings: 9 June 2016
14 July 2016
26 July 2016**

Report of: Corporate Manager Policy, Communications and Community Engagement

Title: Safeguarding

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

To seek approval for an updated joint Devon district councils safeguarding policy and provide an update on safeguarding work that Exeter City Council is currently undertaking.

2. Recommendations:-

That Scrutiny Committee Place and Executive support, and Executive recommend to Council the adoption of the updated joint safeguarding policy.

3. Reasons for the recommendation:

The safeguarding policy has been updated to reflect recent changes in legislation and has been written as a joint policy for all district councils in Devon to work to.

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

The report is an update on the policy and related ongoing work by officers to meet safeguarding requirements. There are no specific resource implications other than training and awareness raising programmes to ensure all staff understand their responsibilities and what to do to manage enquiries and referrals.

5. Section 151 Officer comments:

There are no additional financial implications contained in this report. Any training requirements would be expected to be covered from the Councils corporate training budget.

6. What are the legal aspects?

6.1 The Children Act 2004, specifically Section 11, places a duty on key people and public bodies, including district councils, to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children.

6.2 The Care Act 2014 requires local authorities and relevant partners (including district councils) to co-operate with each other when exercising any respective functions which are

relevant to care and support. This co-operation can be at a strategic level or related to individual cases.

- 6.3** There are a number of other pieces of legislation that cover all aspects of safeguarding under which the council has specific duties and these are listed in the policy document.

7. Monitoring officer Comments

The Monitoring Officer agrees that the Policy recommended to Members is a necessary step to ensure compliance with the Council's statutory obligations.

8. Report Details:

8.1 Policy

- 8.2 The city council has had a safeguarding children and vulnerable adults policy in place since 2006 which has been subject to review and minor amendments as and when there have been changes in the law and developments in best practice.

- 8.3 In the last eighteen months there have been major changes in legislation not least the Care Act 2014 which places a duty on authorities to co-operate when exercising functions which are relevant to care and support. Authorities are also being asked to work together to respond to new issues under the safeguarding banner that perhaps previously had been considered low risk and/or the responsibility of specific organisations, for example modern slavery, child sexual exploitation and violent extremism.

- 8.4 To respond to this increasingly complex area of work the safeguarding leads for each of the district councils in Devon have been meeting regularly to find ways of working together. This includes the development of a joint policy document to provide a framework of understanding about what safeguarding is and how to respond across the county.

- 8.5 Members are asked to endorse this document.

8.6 Procedures

- 8.7 Within the city council a new group has been set up of those officers with a key responsibility for safeguarding in order to develop clarity around procedures and share learning and good practice.

- 8.8 These officers, referred to in the guidance as Designated Professionals (DPs), represent Housing Customer Relations, Housing Options, Benefits, Environmental Health and Licensing and RAMM but are able to respond to a referral or request for advice from anywhere in the council.

- 8.9 The revised procedures for making a referral have now been published on the intranet, publicised via City News and will be highlighted in training to staff.

- 8.10 If the joint policy is agreed the next steps will be to look at whether there are aspects of guidance and procedures that can be agreed between districts.

- 8.11 ECC safeguarding officers are now linked into the MACSE (Missing and Child Sexual Exploitation) group. Information is sent on people and locations of concern to the Safeguarding Lead and Housing Options and this is shared with Environmental Health and Licensing. Links can then be made with the ASBAT (Anti-social Behaviour Action Team) and StAG (Street Attachment Group) meetings to ensure issues are not being missed.

8.12 Governance and audit

- 8.13 The joint meeting of district leads now has direct contact with the chairs of both of the statutory Safeguarding Adults and Safeguarding Children boards. The Safeguarding Children Board Manager also regularly attends this meeting to provide updates on strategic developments and decisions and receive feedback on issues for the districts.
- 8.14 The council is normally subject to a peninsula wide audit against section 11 of the Children Act. This is facilitated by Devon Safeguarding Children Board (DSCB). The audit is currently being revised following the Cornwall Safeguarding Boards' decision to opt out from the process and it is unlikely that it will be carried out this year.
- 8.15 The districts group have agreed in principle with the DSCB that in future the districts response to the audit can be a joint document highlighting areas of good practice and areas for further work in specific authorities.
- 8.16 There is no current audit process for safeguarding adults but now that the board is on a statutory footing it is anticipated that some form of audit will be set up in the near future.

8.17 Internal safeguarding training and awareness raising

- 8.18 An updated version of the safeguarding e-learning module is being rolled out shortly to all staff and will form part of the corporate induction programme. A toolbox talk for manual staff is being developed from this.
- 8.19 A training needs matrix is being developed to identify the levels of training need for different teams across the council and the types of specialist training they might require.
- 8.20 Designated Professionals are updated regularly on Devon County Council's safeguarding training sessions and the new learning partnership with Teignbridge provides further opportunities for training sessions on specialist subjects.
- 8.21 An e-learning module and toolbox talk on preventing violent extremism will be rolled out to all staff after the safeguarding module to update staff on the new duty to have due regard to the need to prevent people from being drawn into terrorism as laid out in the Counter-Terrorism and Security Act 2015.

8.22 External safeguarding training and awareness raising

- 8.23 A free training event for hotels and restaurants in partnership Devon and Cornwall Police, Devon and Somerset Fire and Rescue Service and Public Health England was held on 28 January. Focused on health and safety, this also covers emerging threats such as modern slavery, child sexual exploitation and counter terrorism.
- 8.24 Training is also being delivered to taxi drivers and businesses that form part of the evening and night time economy on child sexual exploitation in conjunction with the Community Safety Partnership.

8.25 Prevent

- 8.26 All districts and Devon County Council have applied to a one off Home Office fund of up to £10,000 each to support implementation of the Prevent duty. It has been agreed to pool this money to develop projects across the county such as increasing the number of qualified trainers to a comprehensive training and awareness raising programme for schools and public authorities.

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

In promoting safeguarding and protecting the wellbeing of children, young people and adults with care and support needs the safeguarding policy meets contributes directly to two strands of the Corporate Plan:

- Provide services to meet customers' needs
- Support Exeter's communities

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

The council safeguarding officers work closely with both Devon Safeguarding Adults Board and Safeguarding Children Board as well as other district council officers. This ensures best practice and that the council is kept up to date with any issues. The council is also subject to an annual audit carried out on behalf of the Safeguarding Children Board.

Safeguarding is included on the Corporate Risk Register.

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

The policy and associated work has a direct impact on equality and diversity, health and wellbeing and safeguarding. An equality impact assessment has been conducted which is appended to this report.

12 Are there any other options?

No.

Bruce Luxton, Corporate Manager Policy, Communications and Community Engagement

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

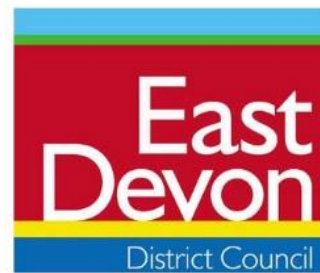
Background papers used in compiling this report:

None

Contact for enquiries:

Democratic Services (Committees), Room 2.3, (01392) 26115

DEVON DISTRICT COUNCILS
JOINT SAFEGUARDING POLICY



This policy should be read with the individual district council guides managers and employees

This policy can be made available in large print and other formats such as printed on yellow paper, taped, Braille etc. as requested.

Policy development and Version details

V1 10 December 2015

Title	Devon District Councils Joint Safeguarding Policy
Author	Devon District Councils Safeguarding Leads
Owner	Melinda Pogue-Jackson, Exeter City Council
Review dates	May 2017
Status for FOI	Open
Protected marking status	Unclassified
EqIA conducted	October 2015

Version	Date	Description

1. Introduction

1.1 This policy is based on the district council responsibilities under:

1.1.1 The Care Act 2014 in particular Sections 42 to 46 related to safeguarding, further information can be found at: <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

1.1.2 The Children Act 2004, specifically Section 11 which places a duty on key people and public bodies, including district councils, to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. Further information can be found at: <http://www.legislation.gov.uk/ukpga/2004/31/contents>

1.1.3 The Counter Terrorism Act 2015 section 26 which places a duty on certain bodies, in the exercise of their functions, to have due regard to the need to prevent people from becoming terrorists or supporting terrorism. The Prevent Agenda is one of four strands which makes up the Governments counter-terrorism strategy. Further information can be found at: <http://www.legislation.gov.uk/ukpga/2015/6/contents>

1.1.4 The Modern Slavery Act 2015. Further information can be found at: <http://www.legislation.gov.uk/ukpga/2015/30/contents/enacted>

1.1.5 The Anti-Social Behaviour, Crime and Policing Act 2014 in particular Part 10 relating to forced marriage. Further information can be found at: <http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>

1.1.6 The Serious Crime Act 2015 particularly Part 5 relating to female genital mutilation, child cruelty and domestic abuse. Further information can be found at: <http://www.legislation.gov.uk/ukpga/2015/9/contents/enacted>

- 1.1.7 The policy is written with reference to the principle of Think Child, Think Parent, Think Family. Further information can be found at: <http://www.publichealth.hscni.net/publications/think-child-think-parent-think-family-0>

2. Policy commitment

- 2.1 Devon District Councils believe that all children, young people and adults have the right to be safe, happy and healthy and deserve protection from abuse. The councils are committed to safeguarding from harm all children, young people and adults with care and support needs (see definition in point 4 relating to the Care Act 2014) using any council services and involved in any of their activities, and to treat them with respect during their dealings with the councils, our partners and contractors.

3. Aims of the Policy

- 3.1 The aims of the policy are to:

- Clarify the roles and responsibilities of all parties within scope of the policy.
- Support the promotion of a safe working environment and a culture of care in which the rights of all children, young people and adults with care and support needs are protected and respected.
- Promote best practice in how employees and associated workers interact with children, young people and adults with care and support needs while providing Council services.
- Develop clear guidance and procedures for those employees working with children, young people and adults with care and support needs and ensure through training and support that they are aware of these and able to implement them.
- Provide a framework for developing partnerships with appropriate external bodies e.g. Devon Safeguarding Children Board and Devon Safeguarding Adults Board, to ensure that the policy continues to reflect legal and best practice requirements in respect of the responsibility of care of children, young people and adults with care and support needs.

4. Scope of the Policy

- 4.1 The policy is in respect of the district council responsibility towards:

- Children and young people, legally defined as any person under the age of 18. From this point the terms child or children will be used to refer to this group.
- Adults with care and support needs are defined under the Care Act 2014 and for the purposes of this policy, as anyone over the age of 18 who:
 - has needs for care and support (whether or not the local authority is meeting any of those needs) **and**;
 - is experiencing, or at risk of, abuse or neglect; **and**
 - as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.
- The employees of the council who have dealings with children, young people and adults with care and support needs and who are required to act in a position of trust and to act responsibly and within the law.

- The employees and elected members of the council who, while not required to act in a position of trust, will come into contact with members of these groups on a regular basis during the course of their work.
 - Volunteers and other workers involved in the provision of council services but not employed by the council, including workers in organisations with whom the council has contracts for the delivery of services.
- 4.2 It covers all the functions and services of the council, its elected members, staff, partners and contractors.
- 4.3 This document is primarily concerned with protecting children, young people and adults with care and support needs from harm and providing guidance on how to deal with issues. However it is important to remember that safeguarding has a wider meaning which includes the promotion of welfare and taking action to enable all children, young people and adults with care and support needs to have the best life outcomes.
- 4.3 The policy does not cover health and safety issues related to safeguarding children such as use of play equipment or provision of food at events. Separate guidance on this and appropriate behaviours when dealing with children and adults with care and support needs, should be read in conjunction with this policy.
- 4.4 Where available this policy should also be used in conjunction with the following documents:
- Disciplinary Procedure
 - Grievance Procedure
 - Whistle Blowing Policy
 - Access to Information Policy
 - Acceptable Use Policy
 - Equality Policy
 - Complaints & Feedback Procedure
 - Harassment and Hate Crime Policy
 - Health & Safety at Work guidance

5. Responsibility

- 5.1 Responsibility for the implementation of this policy lies at all levels of the council.
- 5.2 Elected Members are responsible for ensuring that the council has a policy, which adequately provides protection for children and adults with care and support needs in receipt of its services and for the regular review of this policy in the light of changes to legislation e.g. Data Protection Act, or new legislation or regulation.
- 5.3 Elected Members should report any concerns to the Corporate Safeguarding Lead.
- 5.4 A designated Lead Member will be appointed to assume lead responsibility for safeguarding.
- 5.6 There are a number of safeguarding staff across each council situated in teams and services which have the most experience of dealing with safeguarding issues in their day to day work. In addition each organisation has appointed a Corporate Safeguarding Lead responsible for co-ordinating the implementation of the policy and providing a single point of contact for the safeguarding boards.
- 5.7 Any staff who have a safeguarding concern should in the first instance discuss the matter with any one of the safeguarding leads who will make a decision whether or not to refer the matter to the appropriate external organisation.

5.8 Safeguarding leads have responsibility for:

- Receiving concerns, discussing them with whoever has raised the concern and taking advice from the relevant partner agency/County Council service: this could include complex matters such as consent and whether parents/carers should be notified.
- Making a decision about how to proceed and whether to make a formal referral. If there is disagreement on the appropriate course of action to take then the safeguarding lead has the final decision. Where staff are dissatisfied with the decision of the safeguarding lead, they should report their concerns to their line manager in the first instance and can still make a referral if they have strong concerns.
- Ensuring the procedure is followed on such matters as making a referral, confidentiality and recording.
- Working with colleagues to improve practice across the organisation.
- In the event of an incident or query, should a safeguarding lead not be available, staff should go straight to relevant Devon County Council service. They can be supported by a senior manager but details of any incident must not be shared unless absolutely necessary.
- Attending appropriate courses and updating of safeguarding legislation.

5.9 In addition the Corporate Safeguarding Lead has responsibility for:

- ensuring there is a secure central record relating to allegations and investigations
- acting as multi agency partner on the Local Safeguarding Children Board and Local Adult Safeguarding Board
- advocating the importance of safeguarding to partners, contractors and customers
- ensuring all safeguarding policies, procedures and guidelines are implemented and promoted

5.10 Line Managers are responsible for:

- Ensuring that employees, volunteers and other workers dealing with these groups are adequately trained and aware of their responsibilities in this area.
- Ensuring that external contractors delivering council services are aware of the council's expectation that workers are aware of and abide by the standards of behaviour expected of council employees.
- Ensuring that carers and/or parents of the children and adults with care and support needs are aware that, in providing services, council employees are not normally acting in place of a parent, except in relation to events for unaccompanied children who have been formally registered.
- Ensuring the carers and/or parents of the children and adults with care and support needs who are in direct receipt of council services¹ are made aware that services will be delivered in line with this policy.
- Ensuring that any evidence or complaint of abuse or lack of care is reported to the appropriate body e.g. Devon County Council, Safeguarding Board or the Police, and to council's Human Resources or Personnel team where members of staff are involved.

¹ For example: this would include arranging accommodation for a vulnerable adult or holding an event for children at the museum. It would not include arranging accommodation for a family with children where the contract is with the parents/carers.

- Ensuring that employees and others do not work with children or adults with care and support needs on regulated activities without an appropriate Disclosure & Barring Service (DBS) disclosure.
- Working with other associated agencies to ensure the proper transfer of information relating to dealings with children and adults with care and support needs, where necessary.
- Ensuring that adequate supervision and support is available to those who have been directly involved in dealing with safeguarding cases, including a debrief of the case and any relevant outcomes.

5.11 In addition to the above, members of the senior management team are responsible for:

- Identifying those services and posts that are likely to have an involvement with children and adults with care and support needs, and undertaking an appropriate risk assessment of posts in respect of DBS disclosure requirements.
- Ensuring that those people appointed by them to the district council, whose normal duties fall into the definition of Regulated Activity as defined in the Safeguarding Vulnerable Groups Act 2006 and amended by the Protection of Freedoms Act 2012, are subject to the appropriate level of DBS disclosure and are appropriately qualified and/or trained in working with these groups.
- Ensuring that all necessary procedures and practices are in place to provide adequate protection both for the individuals in these groups but also protection for the employees involved with them.
- Ensuring that proper records are kept of any incidents occurring within their service and that these are held securely and/or passed on to the council's Human Resources/Personnel team if the incident involves a member of staff.
- Ensuring that the procurement framework for the authority includes expectations upon contractors to demonstrate effective safeguarding practices for all their staff.
- The Head of Paid Service/ Chief Executive is the lead officer with overall responsibility for the organisation's safeguarding arrangements.

5.12 Human Resources/Personnel are responsible for:

- Working with senior managers in maintaining a record of those posts, requiring a DBS disclosure together with the level of disclosure required.
- Ensuring that recruitment procedures are robust and that information pertinent to working with these groups is obtained during the recruitment procedure.
- Ensuring that DBS Disclosures are carried out in compliance with legislation and DBS guidance.
- Supporting senior managers in dealing with allegations of abuse or lack of care by staff.
- Referring information to the DBS and Local Authority Designated Officer (LADO) about employees who have been dismissed or removed from working with vulnerable groups (or would have been had they not left/resigned) as a result of a relevant caution/conviction, conduct that has harmed or put a child/vulnerable adult at risk of harm, or satisfied the 'Harm Test' in relation to vulnerable groups.

5.13 All employees and particularly those working with children and adults with care and support needs are responsible for:

- Ensuring that they are familiar with and understand the policies and procedures relating to their work with or in the vicinity of children and adults with care and support needs.
- Ensuring that they feel confident in working within this environment and working with their managers to ensure that they have the knowledge and skills to carry out their tasks in this context.
- Treating all those children and adults with whom they come into contact while carrying out their work equally and with respect.
- Reporting to a Safeguarding Lead, any concerns they may have about abuse or a lack of care of children and adults with care and support needs either from other staff, from carers, parents or those in place of a parent or between members of the group.

5.14 Volunteers, partners, contractors and other workers are responsible for:

- Working with employees of the council, to the same standard, in ensuring the safety and well-being of children and adults with care and support needs within their scope.
- Participating in any training or development opportunities offered to them to improve their knowledge of skills in this area.

6. Review

6.1 This policy and the guidance will be reviewed annually or whenever there is a change in the related legislation or an emerging risk is identified. This will help us ensure that these documents are up to date and fit for purpose.

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Equality Impact Assessment report

Devon District Councils Joint Safeguarding Policy

Introduction

Each district council in Devon has had safeguarding policies in place for some years but as the safeguarding leads now work more closely together it is felt that a joint policy would be appropriate.

The aim of the policy is to make sure that the safeguarding process is more accessible and effective through improving understanding of what safeguarding means, setting out a clear line of accountability and simplification of reporting.

The policy is a key corporate document and supporting procedures are available to all staff. The purpose of this policy and associated procedures is to protect and promote the welfare of the children and adults with care and support needs using or receiving services provided or commissioned by district councils in Devon and to protect the councils, their officers, elected members and volunteers.

Stakeholder consultation

Devon Local Safeguarding Children Board and Devon Local Safeguarding Adults Board provide the strategic lead for safeguarding in the county. The Devon district councils have a duty to co-operate with the county council in discharging its duties and to promote the wellbeing of children and adults with care and support needs.

The ultimate beneficiary from this policy will be the local community in that it will provide reassurance as to how the council will deal with safeguarding issues. However in practice the people who will be guided by the policy on a day to day basis will be council employees whose work relates to the welfare of children and adults with care and support needs. These include officers in environmental health, housing, homelessness, benefits and leisure.

Consultation on the policy will be sent to key officers within each council as well as the board managers and chairs for both children and adult safeguarding boards. However as the core content of the policy has been in place for sometime already it is not anticipated that there will be any major changes arising.

Policy review and development

Because of the statutory and high risk nature of safeguarding there are a number of processes and structures in place which allow for continual learning to feed into policy and procedure development:

- Lessons learnt and findings from serious case reviews and multi-agency case audits
- Regular meetings of district safeguarding leads with the chairs and managers of the local safeguarding boards
- Regular training opportunities provided by the county council for all staff involved in safeguarding
- Peninsula wide annual section 11 audit inspected by Ofsted
- Internal district council audit

- Lead officer links to local community safety partnerships

For this reason the policy and related internal procedures will be reviewed annually or whenever there is a change in the related legislation or an emerging risk is identified.

Identified impact

The aim of the policy is to have a positive impact on children and adults with care and support needs however most of the public interest has more recently been focused on the welfare of children. This may mean that awareness of safeguarding adults (and the duties contained in the Care Act 2014) may be low among staff. Training and awareness raising may be needed to increase emphasis on this issue.

Staff who have been in post a long time may become desensitised or over sensitive to the issues. While targeted training and promotion may address the former, the latter will need to be addressed by staff welfare programmes.

The Policy will be publicly available and can be translated into different languages and formats on request.

The Policy covers cultural or religious issues such as forced marriage and FGM which have an impact on young people. However it does not make clear that, while cultural differences are to be taken into account in assessing the needs and circumstances of children, young people and their families, these are not to be used as an acceptable reason for any form of child abuse or neglect.

The policy covers domestic abuse which has a disproportionate impact on women.

Actions

Consideration should be given to including a clause in the policy and/or procedures relating to how cultural or religious differences should be taken into account when assessing the needs and circumstances of children, young people and their families.

Further staff training on cultural diversity as well as specific issues related to safeguarding such as mental health, FGM, forced marriage, domestic abuse and modern slavery to be developed.

October 2015

REPORT TO Executive

Date of Meeting: 14th June 2016

Report of: Corporate Manager, Democratic & Civic Support

Title: HONORARY ALDERMEN

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1.1 What is the report about?

1.1 This report sets out a proposal to offer the position of Honorary Freeman of the City to Messrs Marcel Choules and Norman Shiel in recognition of their outstanding service to the Council, including their time as Lord Mayor.

2. Recommendations:

2.1 That in accordance with Section 249 of the Local Government Act 1972, the Right Worshipful the Lord Mayor be requested to convene an Extraordinary meeting of the Council, on the rising of the Ordinary meeting of the Council on 26 July 2016, to consider granting the position of Honorary Alderman of the City to Messrs Marcel Choules and Norman Shiel.

3. Reasons for the recommendation:

3.1 Section 249 of the Local Government Act 1972, gives Councils the power to grant the position of Honorary Alderman of the City to any individual who it feels has given eminent service to the City.

3.2 To this end, an Extraordinary meeting of the full Council must be convened to specifically consider this matter, with two thirds of those present, voting in favour.

3.3 An Honorary Alderman shall be entitled to the following rights and privileges:

- To enjoy the courtesy title of Alderman and to be so addressed.
- In the event of the Council deciding to give some badge, robe or emblem to Honorary Alderman, to wear such badge, robe or emblem on civic occasions.
- At each meeting of the Council to have seats reserved in the public gallery for the use of Honorary Aldermen.
- To receive a copy of each Council summons and a copy of the Council Year Book and Diary.
- To receive invitations to all civic and social events to which Members of the Council are invited.
- To walk in civic procession in a position immediately senior to serving Members.
- To enjoy such other privileges as the Council may confer upon them from time to time.

3.4 If the recommendation contained in this report is accepted by The Executive and subsequently adopted by full Council, an Extraordinary meeting of the Council will therefore be organised immediately after the ordinary meeting of the Council

scheduled for 26 July 2016, when Members will be asked to consider granting the position of Honorary Alderman of the City to Messrs Marcel Choules and Norman Shiel.

- 3.5 The nominations shown below have been received in accordance with the following agreed criteria against which nominations would be considered:-

A person shall be deemed eligible to be enrolled as an Honorary Alderman provided that the person:

- Is not a serving member of Exeter City Council
- Has served as a Member of the City Council for at least 12 years in total
- Has given exceptional service during that period

Marcel Choules

“Marcel was first elected as the representative for St James’s Ward around the year 2000. He lost that seat but shortly after was elected for Priory Ward and has been returned there twice since. He is now retiring from the Ward because of ill-health and new family responsibilities.

During his time as a Councillor he has acted as the Deputy Lord Mayor and Lord Mayor and has been a member of a number of Committees, acting as vice chair of some of them. Throughout his time he has been very active on behalf of his constituents and has frequently been mentioned in the local press for his campaigning activities. He remains very popular in the city and is highly regarded by many.”

Norman Shiel

“I am delighted to nominate NORMAN SHIEL for the position of Alderman. Norman has been an excellent councillor for St Leonard’s for many years and has represented his constituents on many issues ranging from planning applications and scrutiny and licensing and has always been and operated in a professional manner.”

In response Mr Shiel states:-

“My reaction is one of joy at the prospect of being able to remain involved in the civic life of this wonderful city which I have come to love so much.”

- 4. What are the resource implications including non financial resources.**
- 4.1 Other than a small cost in preparing a suitable ceremonial scroll and hosting a small reception, there are no resource implications.
- 5. Section 151 Officer comments:**
- 5.1 There are no additional financial implications contained in this report.
- 6. What are the legal aspects?**

6.1 Section 249 of the Local Government Act 1972, gives Councils the power to grant Honorary Alderman status to any individual who it feels has given eminent service to the City.

7. Monitoring Officer's comments:

7.1 This report raises no issues for the Monitoring Officer.

8. Report details:

8.1 The Council is asked to consider bestowing the honour to Messrs Marcel Choules and Norman Shiel, due to their services to the Council as a Councillor, particularly during their terms of office as Lord Mayor in 2006/07 and 2010/11 respectively, and their on-going and continual support for the Mayoralty and civic events.

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

9.1 This decision will help promote the City as a regional capital and one which supports those who support and promote the City as such.

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

10.1 There are no risks associated with the proposals.

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 None applicable with this decision

12. Are there any other options?

12.1 The Council could decide not to make the award, although it is felt that this would be against the approved criteria.

**John Street
Corporate Manager, Democratic & Civic Support**

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

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

Executive Portfolios and Priorities 2016

Portfolio	Responsibilities	2016-17 Priorities
1. Leader <i>Cllr Pete Edwards</i>	<ul style="list-style-type: none"> ◇ Corporate vision and strategy ◇ Partnerships and the sub regional agenda ◇ Strategic finance ◇ Organisational development ◇ Performance framework ◇ Strategic communication 	<ol style="list-style-type: none"> 1. Work with partners in the Heart of the South West on a devolution deal that meets the needs of Exeter. 2. Set up a new vehicle for delivering housing and commercial schemes 3. Introduce a pan-council performance framework
2. Support Services <i>Cllr Ollie Pearson</i>	<ul style="list-style-type: none"> ◇ Contracts and procurement ◇ Management of the council's commercial and operational property portfolio ◇ Emergency planning and business continuity ◇ Democratic and civic support including Lord Mayoralty and twinning ◇ Legal and Financial services ◇ ICT, web site and client function for Strata Solutions ◇ Digital customer platform (working with Portfolio Holder for Customer Access) ◇ Communication and marketing (working with the Leader) 	<ol style="list-style-type: none"> 1. Procure and implement a digital customer platform and maximise opportunities for shifting customers to digital services 2. Introduce a new communication and marketing strategy 3. Oversee prioritisation of the council's IT requirements and effective and efficient delivery by Strata Solutions 4. Take forward the Asset Management Plan 5. Introduce new procurement arrangements
3. Customer Access <i>Cllr Emma Morse</i>	<ul style="list-style-type: none"> ◇ One View of Debt (OVOD) - Benefits, council tax, council housing rent payments, business rates payments ◇ Customer service centre (Working on digital services with the Portfolio Holder for Support Services) ◇ Housing advice and homelessness prevention 	<ol style="list-style-type: none"> 1. Investigate and deliver more cost effective and responsive temporary accommodation to meet housing needs 2. Implement the action plan for the Housing Strategy 3. Ensure that the City Council is an active partner in Integrated Care Exeter and CoLab

Portfolio	Responsibilities	2016-17 Priorities
	<ul style="list-style-type: none"> ◇ Social housing allocations ◇ Supported housing services ◇ Private Sector Leasing, Extralet and empty properties ◇ Downsizing support ◇ Private sector housing (including landlord support services, HMO licensing, illegal evictions) ◇ Integrated Care Exeter (ICE) - demand avoidance/targeted interventions ◇ Armed Forces Champion 	<ol style="list-style-type: none"> 4. Consult on and implement the new Local Council Tax Support Scheme for 2017/18 5. Work with partners to support the development of money management skills 6. Ensure that the impact of Welfare Reform on residents and the Council is identified and mitigated where possible 7. Continue to focus on the recovery of funds due to the Council, based on principles of understanding customers' ability to pay
Page 158	Housing Revenue Account <i>Cllr Keith Owen</i> <ul style="list-style-type: none"> ◇ Housing Revenue account (HRA) housing needs analysis and supply of housing ◇ Rent and service charge setting ◇ Landlord services ◇ Leaseholder services ◇ Right to buy ◇ Tenant consultation and engagement 	<ol style="list-style-type: none"> 1. Set up a HRA Management Board 2. Maximise value from contractors 3. Ensure that the efficiency and effectiveness of the housing function matches, or aims to match that of best-in-class providers 4. Propose and consult on a new model for supporting residents of our older persons' accommodation 5. Undertake a comprehensive survey of our social housing stock in order to understand future investment requirements and inform budget planning

5.	Place <i>Cllr Rob Hannaford</i>	<ul style="list-style-type: none"> ◇ Environmental health, licensing and health and safety ◇ Cleansing, recycling, refuse and waste ◇ Fleet management ◇ Parks, open spaces and allotments ◇ Street scene and green space ◇ Bereavement services ◇ CCTV and Home Call ◇ Car parking enforcement ◇ Community safety and antisocial behaviour ◇ Engineering, flooding and day-to-day management of waterways 	<ol style="list-style-type: none"> 1. Work with Devon & Cornwall Police to provide extra police officers in Exeter 2. Address antisocial behaviour 3. Improve the recycling rate 4. Improve cleansing of the city centre 5. Progress a solution for management of the Exe Estuary Harbour, canal and waterways 6. Complete the business case for doorstep food waste collections and introduce it as soon as possible
6.	Economy and Culture <i>Cllr Rosie Denham</i>	<ul style="list-style-type: none"> ◇ Exeter City Futures ◇ Innovation Exeter ◇ Business support ◇ Exeter BID (city centre strategy) ◇ Tourism ◇ Markets and halls ◇ Arts strategy and funding support ◇ Culture and events ◇ Royal Albert Memorial Museum & Art Gallery (RAMM) ◇ Strategy and policy for parking 	<ol style="list-style-type: none"> 1. Lead the council's work with Exeter City Futures, including exploring how new technology can help to tackle congestion, achieve energy independence and progress a smart city agenda, including digital technology infrastructure 2. Support the Innovation Exeter project with the University and others to develop the knowledge economy to create more graduate and higher-paid jobs 3. Work with local residents and businesses to explore ideas for future investment in South Street and the wider West Quarter, including options for a new city-centre performance venue 4. Conclude the review of governance arrangements for the RAMM

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	7. City Development <i>Cllr Rachel Sutton</i>	<ul style="list-style-type: none"> ◇ Chair of Planning Committee ◇ Infrastructure to support development including green infrastructure and habitat mitigation ◇ Planning policy and planning control ◇ Strategic housing policy and building new housing (non-HRA) ◇ Sustainable development ◇ Building control and land charges ◇ Design and heritage ◇ Community Infrastructure Levy (CIL) 	<ol style="list-style-type: none"> 1. Progress the publication of a new development plan and address securing a future five year housing supply (working with the Leader) 2. Sit as Chair of Planning Committee 3. Establish governance arrangements for the CIL and an infrastructure fund for the 3 authorities 4. Meet government targets for time taken to determining planning applications
Page 160	Communities and Neighbourhoods <i>Cllr Paul Bull</i>	<ul style="list-style-type: none"> ◇ Community strategy ◇ Asset based community development (ABCD) ◇ Integrated Care Exeter (ICE) – community organisers and connectors ◇ Community grants ◇ Community rights ◇ Exeter Community Forum and Exeter Board ◇ Neighbourhood planning ◇ Equality and diversity ◇ Youth strategy (working with the Champion for Young People and Devon County Council) 	<ol style="list-style-type: none"> 1. Oversee implementation of the community strategy 2. Explore how ABCD can be introduced across the council and in key services 3. Work with ICE partners to improve the health and wellbeing of Exeter’s communities 4. Implement the council’s Equality and Diversity Policy 5. Renew Exeter's Fairtrade City status and seek additional partners and new support for this initiative

9. Sport and Health and Wellbeing <i>Cllr Phil Bialyk</i>	<ul style="list-style-type: none"> ◇ St Sidwell's Point ◇ New Exeter bus station ◇ Health and wellbeing (and Health and Wellbeing Board) ◇ Exeter Sports Board ◇ Active Exeter and Active Devon ◇ City Sports Strategy and Playing Pitch Strategy ◇ Cycling ◇ Strategy and policy for waterways 	<ol style="list-style-type: none"> 1. Take forward the St Sidwell's Point and bus station developments, including procurement of operators 2. Improve cycle routes and provide more cycle parking 3. Sign off and help implement the City Sports Strategy and Playing Pitch Strategy 4. Continue working with partners to make Exeter the most active city in the South West by 2018
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Member Champions

<ul style="list-style-type: none"> ◇ Responsible for driving forward specific, priority issues. ◇ Not portfolio holders (they do not receive a special responsibility allowance) but they report directly to the Leader and have the right to attend any portfolio holder or senior officer meetings. 	
Champion for Young People <i>Cllr David Gottschalk</i>	This member is responsible for identifying how the council can work with and engage young people to ensure their needs and priorities are addressed in decision making and planning the future of the city.
Champion for Older People <i>Cllr Lesley Robson</i>	This member is responsible for identifying how the council can work with and engage older people to ensure their needs and priorities are addressed in decision making and planning the future of the city.
Champion for Food Waste Collection <i>Cllr Duncan Wood</i>	This member is responsible for supporting the Portfolio Holder (Place) in completing the business case for doorstep food waste collections and introducing suitable arrangements.

Champion for Arts and Culture

Cllr Rose Ashwood

This member is responsible for working with arts and cultural organisations in the city.

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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