

PEOPLE SCRUTINY COMMITTEE

Date: Thursday 5 September 2019
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 Howard Bassett, Democratic Services Officer (Committees) on 01392 265107.

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

Membership -

Councillors Vizard (Chair), Wardle (Deputy Chair), Begley, Foggin, Moore, J, Newby, Oliver, Pattison, Pierce and Quance, I

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 approve and sign the minutes of the meetings held on 6 and 26 June 2019.

(Pages 5 -
12)

3 Declaration of Interests

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**

It is considered that the Committee would be unlikely to exclude the press and public during consideration of the items on this agenda, but if it should wish to do so, the following resolution should be passed:-

RECOMMENDED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting of the particular item(s) on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs of Part I of Schedule 12A of the Act.

5 **Questions from the Public under Standing Order 19**

Details of questions should be notified to the Corporate Manager Democratic and Civic Support at least three working days prior to the meeting. Further information and a copy of the procedure are available from Democratic Services (Committees) (Tel: 01392 265115) and also on the Council web site - <https://exeter.gov.uk/councillorsfaq/>

6 **Questions from Members of the Council under Standing Order 20**

To receive questions from Members of the Council to appropriate Portfolio Holders.

ITEMS FOR DISCUSSION

7 **HRA 2019/20 Budget Monitoring Report - Quarter I**

To consider the report of the Chief Finance Officer.

(Pages 13
- 26)

8 **Homelessness Strategy Action Plan Update**

To consider the report of the Director.

(Pages 27
- 58)

Date of Next Meeting

The next scheduled meeting of the People Scrutiny Committee will be held on **Thursday** 31 October 2019 at 5.30 pm in the Civic Centre.

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PEOPLE SCRUTINY COMMITTEE

Thursday 6 June 2019

Present:

Councillor Vizard (Chair)
Councillors Wardle, Begley, Foggin, Moore, J, Oliver, Pattison and Pierce

Apologies:

Councillors Newby and Quance, I

Also present:

Environmental Health and Licensing Manager, Service Lead Housing Tenancy Services,
Technical Accounting Manager and Democratic Services Officer

In Attendance:

Councillor Emma Morse - Portfolio Holder for Supporting People
Councillor Laura Wright - Portfolio Holder for Council Housing Development
and Services

15

MINUTES

The minutes of the meeting of People Scrutiny Committee of 7 March 2019 were approved and signed by the Chair as correct.

16

DECLARATION OF INTERESTS

No declarations of disclosable pecuniary interest were made.

17

QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER 19

None

18

QUESTIONS FROM MEMBERS OF THE COUNCIL UNDER STANDING ORDER

20

None

19

HOUSING REVENUE ACCOUNT - 2018/19 BUDGET MONITORING REPORT - OUTTURN

The Deputy Chief Finance Officer advised Members of any major differences, by management unit, between the approved budget and the outturn for the financial year up to 31 March 2019 in respect of the Housing Revenue Account (HRA) and the Council's new build schemes. An outturn update in respect of the HRA Capital Programme was also incorporated in the report in order to help provide a comprehensive financial update in respect of the Housing Revenue Account.

The 2018/19 financial year had ended with an overall net deficit of £186,889. This represented a movement of £3.9 million compared to the budgeted deficit of £4.1 million with, most notably, £3.2 million relating to a reduction in the revenue contribution required to finance in-year capital expenditure due to the extent of

slippage in the programme. Delays with the Extra Care scheme and LAINGS refurbishment account for a large part of this year's capital slippage.

It was reported that there was a requirement for supplementary budgets in 2019/20 as the HRA had identified at the end of the year a number of revenue budgets that had not been spent but where a commitment was required in the following financial year. It was therefore proposed that supplementary budgets totalling £973,400 as set out in the report be submitted to Executive for approval and added to the 2019/20 budget.

The total amount of HRA capital expenditure for 2018/19 was £6,197,257, which equated to 83.4% of the revised approved capital programme.

People - Scrutiny Committee noted the report.

20 **PEOPLE - 2018/19 BUDGET MONITORING REPORT - OUTTURN**

The Deputy Chief Finance Officer advised Members of any major differences, by management unit, between the approved budget and the outturn for the financial year up to 31 March 2019 in respect of People - Scrutiny Committee. An outturn update in respect of the People Capital Programme was also incorporated in the report in order to help provide a comprehensive financial update in respect of the People - Scrutiny Committee budgets.

It was noted that the final outturn had been calculated and the report highlighted the major differences by management unit from the approved annual budget after adjusting for supplementary budgets. The total variance for the year showed a deficit of £52,858 after transfers from reserves. This represented a variation of 1.5% from the revised budget.

The People Capital Programme showed a total spend of £470,294 in 2018/19 with £120,454 of the programme deferred until 2019/20.

The People - Scrutiny Committee noted the report.

21 **EMPTY HOMES STRATEGY - 2019-2022**

The Environmental Health and Licensing Manager presented the report setting out the new 2019-2022 Empty Homes Strategy including key objectives, actions and methodology of achieving them.

At the end of 2018, Exeter City Council had 403 long term empty homes and approximately 1,000 households registered on Devon Home Choice looking for accommodation in Exeter, representing 0.76% homes in Exeter being classed as long term empty, below the England average of 0.82%. The overarching aim was "To bring Exeter's empty homes back into use as lived in homes".

The strategy set out an increasing annual target of bringing empty homes back into use with the action plan setting out objectives of increasing the supply of quality, affordable housing in the city and continuing to raise awareness and address issues relating to empty homes. It would have a positive impact on neighbourhoods by returning empty homes to occupation, thus reducing homelessness and the incidence of anti-social behaviour. There were positive financial implications for the Council through New Homes Bonus paid for newly created or returned to use units of housing and through Council Tax by correctly registering properties and therefore paying the right level of council tax

People - Scrutiny Committee noted and supported the report and recommended Executive and Council adopt the 2019-2022 Empty Homes Strategy.

22

ADOPTION OF HOARDING POLICY IN COUNCIL PROPERTIES POLICY

The Service Lead Housing Tenancy Services presented the report setting out the draft policy in relation to hoarding in Council properties and spoke to a presentation highlighting the issues, including case studies.

Hoarding presented fire risks in property as the materials hoarded were often highly flammable as well as risks of accident and harm to the tenant and any other household members and compromising the health and safety of neighbours and the wider community. Hoarding could also lead to structural damage and clearance/repair costs to the property once vacated.

With some 48 properties identified with this problem, the Service Lead explained the role of and training for Housing and Environmental Health Officers, the latter involved more with private properties. He commended the work of the Devon and Somerset Fire and Rescue Service and the Principal Environmental Health Officer in this area.

Members discussed issues around mental health where hoarding occurred with particular views expressed where it might prove necessary to evict an individual, potentially making them homeless and incurring further cost to the public sector in support and seeking to re-house. One Member stated that, with particular reference to those with mental health issues, it was important to ensure that eviction should not occur without a guarantee of re-housing and that the policy should reflect this. Other Members felt that regard should also be had to where hoarding occurred in blocks of flats and how this behaviour could impact adversely on neighbours. Action was sometimes needed to also ensure the safety and wellbeing of the tenant and secure the long term condition of the home.

In the last eight years there had been just one case of eviction, the individual concerned being ultimately re-housed by the Council.

A Member moved that the policy be amended to ensure that where eviction is deemed necessary, the Council undertakes to ensure that a hoarder is not made homeless but found other, more suitable housing options. The motion was seconded put to the vote and lost.

Members asked that the thanks of this Scrutiny Committee to the Principal Environmental Health Officer and the Devon and Somerset Fire and Rescue Service be recorded.

People - Scrutiny Committee noted and supported the report and recommended Executive and Council adopt the Hoarding in Council Properties Policy.

(The meeting commenced at 5.30 pm and closed at 6.34 pm)

Chair

DRAFT

PEOPLE SCRUTINY COMMITTEE

Wednesday 26 June 2019

Present:

Councillor Vizard (Chair)
Councillors Begley, Moore, J, Oliver, Pattison, Pierce and Quance, I

Apologies:

Councillors Wardle and Foggin

Also present:

Director (JY), Active & Healthy People Programme Lead and Democratic Services Officer

In Attendance:

Councillor Phil Bialyk - Leader
Councillor Amal Ghusain - Portfolio Holder for Equalities, Diversity and Communities

23

APOLOGIES

These were received from Councillors Foggin and Wardle.

24

DECLARATION OF INTERESTS

No declarations of disclosable pecuniary interest were made.

25

QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER 19

None.

26

QUESTIONS FROM MEMBERS OF THE COUNCIL UNDER STANDING ORDER 20

None.

27

COMMUNITY AND ARTS GRANTS REVIEW

The Portfolio Holder for Equalities, Diversity and Communities introduced the report which described the public consultation on the proposed Exeter Grants Programme, highlighting feedback themes and proposing a revised Grants Programme to replace the current core, rent, city and grass roots grants. The report included:-

- The proposed Exeter Grants Programme;
- The report of the consultant - Red Quadrant;
- Equalities Impact Assessment : Exeter Community Grants Programme;
- Equality Impact Assessment - Exeter Community Grants Programme Transition Impacts on previous grant receiving organisations; and
- Summary of Issues Resulting from the transition from the Old to New Grants Programme.

The Director spoke to the presentation setting out the process for modernising the community and arts grants programmes following the commissioning of Red Quadrant to undertake a review and listening exercise in 2018 and further consultation in March 2019 with community groups and organisations on the draft proposals. A strong consensus had emerged for a single city fund and the Director explained the proposed framework, governance, priorities and timetable for implementation. The presentation, attached to these minutes, detailed the proposed breakdown of the total Community Grant Programme of £1,065,000 into the following five grant categories:

- Exeter Ward Grants;
- Exeter Community Buildings Fund;
- Exeter Small Grants Fund;
- Exeter Large Grants Fund; and
- Exeter Move More Small Grants.

The Grants Programme would be resourced by the Neighbourhood Proportion of the Community Infrastructure Levy (CIL), the New Homes Bonus and funds other than the General Fund.

An Independent Information, Advice and Advocacy Service would be created to help and advice residents with a particular focus on increased digital inclusion and an Exeter Voluntary and Community Sector Support Service would be established to provide practical support and training. It would have a key monitoring role in the grant giving process to ensure that application processes are simple and easy to access and encouragement given to underrepresented groups. Crowdfunding and digital platforms would help engender collaboration and new models of delivery. Tender bids would be invited for this process.

The Director further explained that an Exeter Grants Panel, membership to reflect the political make-up of the Council and with two community representatives and advisors would be established, responsible for strategic direction and ensuring that grant awards are made in line with the framework. In addition, a one-off start-up budget of £30,000 would be necessary to commence the initial processes including the commissioning of a simple to use website.

The Leader endorsed the transition to a new grant making process, highlighting the six priorities of:

- address inequalities;
- improve health and wellbeing;
- get people active;
- support communities working together to address local needs;
- encourage volunteering; and
- improve where we live.

He referred to the City Council's commitment to maintaining a robust grant giving programme for Exeter of over £1million. He also reported that the remaining Exeter Town and Parish Council Grant of £89,367, originally a joint funding initiative with the County Council, had been passed to Exeter City Council, and would be spent to aid the transition arrangements to the new grants programme. One-off grants to help support core running costs would be allocated to Ex Access and Devon Rape Crisis, both organisations providing services to vulnerable groups with protected characteristics under the Disability Discrimination Act (2010).

In addition, £25,000 would establish an additional Young Persons Small Grant Fund to be launched alongside the Exeter Grants programme to support grass roots projects generated by young people and £24,369 would be held in reserve to cover any particular unidentified emergency need that could emerge in 2019/20 from a group or organisation.

The Leader, Portfolio Holder and Director responded to Members' queries.

The start off budget of £30,000 was to assist initial mobilisation, in particular the creation of a website, a decision yet to be taken on the means of delivery. In the spirit of seeking to encourage community and voluntary participation in the new process, some assistance with expenses could be given to the community representatives on the panel whose independent contribution as specialists would be of great value. To proceed quickly with mobilisation, it was not considered appropriate for governance arrangements to be reviewed by Scrutiny Committee, the Leader undertaking to ensure that the Panel did engage Scrutiny Chairs as appropriate. He referred also to the monitoring role of the Exeter Voluntary and Community Sector Support Service which would also be facilitating an annual community conference where issues could be raised and to the annual Panel report on the programme. The Panel would also undertake any necessary adjustments during the year should these be necessary.

The Leader and Director clarified the match funding proposals within the different grant categories confirming that the term was not prescriptive and that the use of specific resources rather than actual funds would also be acceptable, as appropriate. The Director stated that sustainable support could embrace many alternative sources and funding packages, including, for example, crowdfunding. She also highlighted that the strategic city fund was a first step to securing additional investment through external partners and funders who could be seeking to offer added value and leverage for their own funds where sought by communities. A flexible approach would be necessary and this would apply also to very new organisations who would seek some guarantee of Council funding to kick start their plans as well as more established groups who would look to a recognised funder in the first instance in order to build momentum for their projects. The Leader assured Members that these and other issues would be kept under review as the programme progressed.

For ward grants, for which £65,000 had been identified, the "sub-committee" determining bids would be the three respective ward Councillors. Community buy in to the bids was important and Members asked for guidance to be provided on the governance of this aspect of the grants programme.

People Scrutiny Committee noted and unanimously supported the revised Exeter Grants Programme in the light of feedback from the comprehensive public consultation process and the amendments made to the original proposals noting the actions taken to support organisations in the transition from the old to the new system and requested Executive to:-

- (1) support the report and recommend Council adopt the proposed Exeter Grants Programme and allocate a start-up budget of £30,000 from the New Homes Bonus Local Community Reserve to mobilise the new Exeter Grant Programme;
- (2) support the report and recommend Council approve the creation of the Exeter City Fund from the sources described and notes that the extensive listening and consultation process had enabled the Council to seek views on

spending priorities with regard to the Neighbourhood Portion of the Community Infrastructure Levy in line with CIL Regulations 2010 (Regulation 59F) and the underpinning Planning Practice Guidance (PPG Paragraph 73); and

- (3) recommend Council approve the establishment of the Exeter Grants panel to provide strategic oversight and leadership of the Exeter Grants Programme.

(The meeting commenced at 5.30 pm and closed at 6.35 pm)

Chair

DRAFT

REPORT TO: PEOPLE SCRUTINY COMMITTEE
Date of Meeting: 5 September 2019
REPORT TO: CORPORATE SCRUTINY COMMITTEE
Date of Meeting: 26 September 2019
REPORT TO: EXECUTIVE
Date of Meeting: 8 October 2019
REPORT TO: COUNCIL
Date of Meeting: 15 October 2019
REPORT OF: Chief Finance Officer

TITLE: 2019/20 HRA Budget Monitoring Report – Quarter 1

Is this a Key Decision?

No

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

Is this an Executive or Council Function?

Council

1. What is the report about?

- 1.1 To advise Members of the overall financial position of the HRA Revenue and Capital Budgets for the 2019/20 financial year after three months.

In addition to the budgetary over/under-spends reported to this committee, Appendix 1 also highlights further areas of risk, so that Members are aware that certain budgets have been identified as being vulnerable to factors beyond the control of the Council, which may result in potential deviations from budget, and are therefore subject to close monitoring, by officers.

2. Recommendations:

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

- 2.1 The HRA forecast financial position for 2019/20 financial year;**
2.2 The revision of the HRA Capital Programme to reflect the reported variations detailed in Appendix 4

3. Reasons for the recommendation:

- 3.1 To formally note the HRA's projected financial position and to approve the reported variations to the HRA Capital Programme.

The Housing Revenue Account is a statutory account and local housing authorities have a duty to keep an HRA in accordance with proper accounting practices and to review the account throughout the year. This is the first quarterly financial update in respect of the HRA for 2019/20.

4. What are the equality and diversity impacts of the decision?

- 4.1 There are no significant equality and diversity impacts associated with this decision.

5. What are the resource implications including non-financial resources

- 5.1 The financial resources required to deliver both housing services to Council tenants and to invest in new and existing housing stock during 2019/20 are set out in the body of this report.
- 5.2 The impact on the HRA's available financial resources are set out in Appendix 3.

6. Section 151 Officer comments:

- 6.1 There are no issues to bring to the attention of Councillors at this stage of the financial year.

7. What are the legal aspects?

- 7.1 The Housing Revenue Account is framed by the Local Government and Housing Act 1989. This Act created the ring-fence and the structure within which the HRA operates and covers the detailed operation of the HRA, including the credits (income) and debits (expenditure) which make up the account.

8. Monitoring Officer Comments:

- 8.1 The report raises no issues for the Monitoring Officer.

9. Report Details:

HRA BUDGET MONITORING – QUARTER 1

9.1 Background to the HRA

The Housing Revenue Account (HRA) records expenditure and income relating to council dwellings and the provision of services to tenants. Housing authorities have a statutory duty to maintain a HRA account, which is primarily a landlord account, in order to account to their tenants for income and expenditure on council housing separately from other functions and services of the Council.

9.2 Projected Surplus/Deficit

During this period the total budget variances indicate that there will be a net deficit of £1,453,485 in 2019/20. This represents a movement of £117,070 compared to the revised budgeted deficit of £1,336,415 for 2019/20. The key budget deviations are explained below. Please also refer to Appendix 2.

Budget Heading	Forecast Outturn Budget Variance at Quarter 1 (Under)/Overspend
Budgeted Deficit	£386,815
Supplementary budgets – Executive approved 10 July 2018	£949,600
Revised Budgeted Deficit	£1,336,415
Management Costs	(£75,000)
Officer Responsible: Service Lead – Housing Tenancy Services & Service Lead – Housing Assets	

<ul style="list-style-type: none"> • (£40K) Forecast savings in employee costs, predominantly due to two vacant Older Person Property Services officers' posts. • (£45k) Saving to be made in respect of general management consultancy costs, in order to offset the additional cost of consultants appointed to undertake asset management procurement options. • £10k Additional council tax payable in respect of long term empty council dwellings due to planned major works or redevelopment, held for disposal or general voids. 	
Housing Customers	(£71,000)
Officer Responsible: Service Lead – Housing Tenancy Services	
<ul style="list-style-type: none"> • (£61k) Forecast savings in employee costs, predominantly due to vacant posts within the Lettings and Leasehold team. • (£10k) Forecast saving in respect of contract cleaning costs due to lower inflationary rises. 	
Sundry Land Maintenance	(£104,930)
Officer Responsible: Service Lead – Housing Tenancy Services & Service Lead – Housing Assets	
<ul style="list-style-type: none"> • (£105k) An additional Tree Inspector commenced in June in order to assist the contractor with bringing tree inspections up to date. Officers within Public Realm oversee the delivery of works to HRA trees and the works identified by the surveys are currently being prioritised. It is anticipated that slippage will occur in respect of works to HRA trees, whilst the programme of works are programmed and access issues resolved. 	
Capital Charges	£329,000
Officer Responsible: not applicable (statutory accounting charge)	
<ul style="list-style-type: none"> • Depreciation charges are higher than budgeted due to a change in the assumed life expectancy of kitchens, from 30 years to 20 years, in line with Asset Management Plans. <p>Depreciation is a real cost to the HRA as it represents the amount of money which needs to be set aside in the Major Repairs Reserve to provide for future capital works or to repay debt.</p>	
Housing Assets	£39,000
Officer Responsible: Service Lead – Housing Assets	
<ul style="list-style-type: none"> • £39k Forecast overspend predominantly relates to consultancy advice in respect of asset management procurement options, including the general maintenance and void maintenance contract arrangements. The additional cost has been offset by savings within the HRA's General Management consultancy budget, as reported above. 	
Total budget variances	£117,070
Projected HRA deficit	£1,453,485

9.3 Impact on HRA Working Balance

The HRA Working Balance represents amounts set aside to help facilitate service improvements, repay debt or to provide investment in the stock in future financial years.

The forecast balance, as at 31 March 2020, is set out below:

Movement	2019/20
Opening HRA Working Balance, as at 1/4/19	£10,025,355
Forecast deficit for 2019/20	(£1,453,485)
Balance resolved to be retained (HRA contingency)	(£4,000,000)
Balance Available, as at 31/3/20	£4,571,870

9.4 HRA Available Resources over the Medium Term

The forecast HRA available resources for delivering both housing services and capital investment are set out in Appendix 3 for the period to 2021/22.

9.5 HRA Debt

In October 2018 the Government formally removed the HRA debt cap, which restricted the amount of borrowing stock-holding local authorities could have for the purposes of the HRA. The lifting of the 'debt cap' means that local authorities are now able to borrow for housebuilding in accordance with the Prudential Code.

As at 31 March 2019, the HRA's borrowing remains at the former 'debt cap' level of £57,882,413, as no new borrowing has been undertaken.

The Director and Service Leads for the HRA are working with an advisory group of Members to develop plans for the HRA's new-build programme, which seeks to make use of the new freedom to borrow and approval will be sought through the normal decision making committee cycle.

9.6 HRA Capital Programme

The 2019-20 HRA Capital Programme was approved by Council on 26 February 2019. Since that meeting the following changes have been made that have increased the programme.

Description	2019/20	Approval / Funding
HRA Capital Programme	£20,590,510	
Budgets carried forward from 2018/19 HRA Capital Programme	£4,432,050 £1,895,440	Council 16 April 2019 Council 23 July 2019
Acquisition of Social Housing	(£75,000)	Acquisition cost met from existing budget and supplementary budget no longer required
Revised HRA Capital Programme	£26,843,000	

9.7 Performance

The current HRA Capital Programme is detailed in Appendix 4. The appendix shows a total forecast spend of £22,782,365 compared to the £26,843,000 approved programme; a reduction of £4,060,635.

9.8 Capital Budget Variances

The details of key variances from budget are set out below.

Scheme	Budget to be deferred to 2020/21
LAINGS Refurbishment	£420,000
Officer Responsible – Planned Works Lead <ul style="list-style-type: none"> Issues with the drainage design and the time required to ensure that the Phase II (occupied) properties are vacated to allow for demolition has resulted in some slippage in the programme. 	
Programmed Re-roofing - Flats	£500,000
Kitchen Replacement Programme	£897,795
Bathroom Replacement Programme	£564,140
Officer Responsible – Planned Works Lead <ul style="list-style-type: none"> The three above programmes of work require new contracts to be procured to allow work to proceed. Whilst at the start of the year it was envisaged that the Council would direct award the works via a compliant and established Framework, advice from the Council's Procurement Team has required the service to commence a process of mini competition via a framework. This process, including the preparation of more detailed specifications of works, has delayed the progression of works and we will not achieve meaningful activity until Quarter 4. Eight significant contracts have been procured in the past 12 months and the kitchen/bathroom and pitched roofs works forms part of the final 4 main contracts to be let. 	
Rennes House Structural Works	£1,028,700
Officer Responsible – Planned Works Lead <ul style="list-style-type: none"> A full design team has been appointed following a procurement process. The next step is to engage a main contractor and progress the overall design and specification of works. The budget has been re-profiled to reflect the deferral of significant works on site until 2020. 	
Extra Care Scheme	£500,000
Officer Responsible – Service Lead Housing <ul style="list-style-type: none"> Works are progressing on site with significant expenditure of £8.7m forecast for this financial year, however the latest cash-flow forecasts indicate some slippage into 2020/21 but with no impact on the overall contract length. The new scheme is expected to complete in September 2020. 	
Acquisition of Social Housing – Section 106	£150,000
Officer Responsible – Service Lead – Housing Assets <ul style="list-style-type: none"> Due to the time-lag between Section 106 negotiations and new homes completing on site (often 2-3 years) it is forecast that slippage of the budget will occur. 	

10. COUNCIL OWN BUILD BUDGET MONITORING – QUARTER 1

10.1 The Council's own build properties at Rowan House and Knights Place form part of the overall Housing Revenue Account, but separate income and expenditure budgets are maintained in order to ensure that they are self-financing.

10.2 Projected Surplus/Deficit

There are no projected variances to report at the end of Quarter 1. The budgeted net surplus of £15,470 is still projected to be achieved during 2019/20.

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

The Housing Revenue Account contributes to two key purposes, as set out in the Corporate Plan; help me find somewhere suitable to live and maintain our property assets.

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

Areas of budgetary risk are highlighted to committee as part of the quarterly budget monitoring updates. Appendix 1 sets out the risks identified, at Quarter 1.

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?

The budgeted revenue service costs for the year will help the HRA provide tenancy management services and maintain the condition of council dwellings, which has a positive impact on the health and well-being of Council tenants. In the delivery of services, housing officers are able to identify and manage issues relating to safe-guarding, vulnerabilities and community safety.

In terms of capital expenditure, the 2018/19 capital programme provides for enhancements to existing dwelling stock to be undertaken and help support the provision of new housing, both of which will have a positive impact on those in housing need.

14 Are there any other options?

No

DAVE HODGSON
Chief Finance Officer

Author:
Michelle White

Local Government (Access to Information) Act 1972 (as amended)
Background papers used in compiling this report:
None

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

AREAS OF BUDGETARY RISK**APPENDIX 1**

A number of areas of budgetary risk have been identified within the HRA, as follows:

Budget Title	Approved Budget	Risk
General Maintenance	£1,882,010 (revenue)	The volatility of the level of reported faults due to factors beyond the control of the Council, for example adverse weather conditions represent a budgetary risk. The impact of property inspections undertaken by the Housing Customer Team may also lead to the identification of additional repairs.
Repairs to Void Properties	£1,142,250 (revenue)	Property turnover and the varying condition of properties when returned to the Council represent a budgetary risk.
Rental Income from Dwellings	£18,250,000 (revenue)	Right to Buy sales, number of new tenancies set at convergence rent levels, number of days lost through major works, rent lost in respect of void properties and welfare reform changes (for which an increased bad debt provision has been made) all impact on the annual rental income. However, rental income after the first 6 months is slightly behind profile, but payments made during the rent-free fortnights may mitigate.
New Build Site Investigations	£250,000 (revenue)	Full spend of this budget provision may not occur, as other housing development sites have become available to the HRA via Exeter City Living Ltd, with much of the pre-construction stage work already undertaken.
Site Clearance Costs	£475,000 (revenue)	This budget provides for the clearance of sites to facilitate new housing developments. Full spend of this budget is dependent on identification of the sites to be cleared and any structures to be demolished.
Gas and Central Heating Servicing	£852,600 (revenue)	A potential underspend may occur in respect of this budget, following the appointment of a new main contractor. Officers are currently reviewing projected activity levels and the new contract rates in order to forecast with reasonable certainty.

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HOUSING REVENUE ACCOUNTS BUDGET MONITORING 2019-20

APPENDIX 2

QUARTER 1

ACTUAL TO DATE			YEAR END FORECAST			
PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	MANAGEMENT UNIT	APPROVED BUDGET	Qrt 1 FORECAST VARIANCE	CURRENT OUTTURN FORECAST
£	£	£		£	£	£
260,650	198,502	(62,148)	MANAGEMENT	1,325,405	(75,000)	1,250,405
278,790	267,760	(11,030)	HOUSING CUSTOMERS	1,371,670	(71,000)	1,300,670
108,010	22,126	(85,884)	SUNDRY LAND MAINTENANCE	634,430	(104,930)	529,500
1,790,540	1,077,925	(712,615)	REPAIRS & MAINTENANCE PROGRAMME	7,181,970	0	7,181,970
0	0	0	REVENUE CONTRIBUTION TO CAPITAL	2,500,000	0	2,500,000
0	0	0	CAPITAL CHARGES	3,224,210	329,000	3,553,210
366,090	352,113	(13,977)	HOUSING ASSETS	2,002,100	39,000	2,041,100
(5,409,132)	(5,459,621)	(50,489)	RENTS	(18,718,700)	0	(18,718,700)
0	0	0	INTEREST	1,815,330	0	1,815,330
			MOVEMENT TO/(FROM) WORKING BALANCE	(1,336,415)	(117,070)	(1,453,485)
			Net Expenditure	0	0	0
			Working Balance	10,025,355	31 March 2020	8,571,870

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COUNCIL OWN BUILD SITES

PROFILED BUDGET	ACTUAL TO DATE	VARIANCE TO DATE	MANAGEMENT UNIT	APPROVED BUDGET	Qrt 1 FORECAST VARIANCE	CURRENT OUTTURN FORECAST
£	£	£		£	£	£
7,120	7,768	648	MANAGEMENT	33,510	0	33,510
(3,050)	(3,289)	(239)	ROWAN HOUSE	(10,230)	0	(10,230)
(16,470)	(17,211)	(741)	KNIGHTS PLACE	(59,040)	0	(59,040)
0	0	0	INTEREST	5,740	0	5,740
0	0	0	CAPITAL CHARGES	14,550	0	14,550
			MOVEMENT TO/(FROM) WORKING BALANCE	15,470	0	15,470
			Net Expenditure	0	0	0
			Working Balance	274,855	31 March 2020	290,325

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APPENDIX 3

HRA AVAILABLE RESOURCES

HOUSING REVENUE ACCOUNT	2019-20 £	2020-21 £	2021-22 £	2022-23 £	TOTAL £
CAPITAL RESOURCES AVAILABLE					
Usable Receipts Brought Forward					10,552,213
Major Repairs Reserve Brought Forward					14,255,232
Other HRA Sales	1,459,500	0	0	0	1,459,500
RTB sales	650,000	500,000	500,000	400,000	2,050,000
Surrender back to DCLG - pending investment in replacement affordable housing	(2,324,990)	0	0	0	(2,324,990)
Major Repairs Reserve	3,553,210	3,553,210	3,553,210	3,553,210	14,212,840
Revenue Contributions to Capital	2,500,000	5,246,550	4,500,000	3,400,000	15,646,550
External contributions	625,308	0	0	0	625,308
Grant funding - Estate Regeneration Funding	391,456	0	0	0	391,456
Grant funding - Zero Energy Buildings Project	216,000	0	0	0	216,000
Commuted sums	2,966,575	2,389,786	0	0	5,356,361
Total Resources available	10,037,059	11,689,546	8,553,210	7,353,210	62,440,470
CAPITAL PROGRAMME					
HRA Capital Programme	26,843,000	14,744,592	10,470,156	8,920,408	60,978,156
Reported slippage - Quarter 1	(4,060,635)	4,031,935	28,700	0	0
Reported (under)overspends - Quarter 1					0
Total Housing Revenue Account	22,782,365	18,776,527	10,498,856	8,920,408	60,978,156
UNCOMMITTED CAPITAL RESOURCES:					
Usable Receipts Brought Forward	10,552,213	4,731,413	2,407,219	2,507,219	10,552,213
Major Repairs Reserve Brought Forward	14,255,232	7,330,726	2,567,939	522,293	14,255,232
Resources in Year	10,037,059	11,689,546	8,553,210	7,353,210	37,633,025
Less Estimated Spend	(22,782,365)	(18,776,527)	(10,498,856)	(8,920,408)	(60,978,156)
Uncommitted Capital Resources	12,062,139	4,975,158	3,029,512	1,462,314	1,462,314
WORKING BALANCE RESOURCES:					
Balance Brought Forward	10,025,355	8,571,870	5,873,606	4,311,577	10,025,355
HRA Balance Transfer - Surplus/(Deficit)	(1,336,415)	(2,698,264)	(1,562,029)	(303,326)	(5,900,034)
Quarter 1 forecast overspend	(117,070)				(117,070)
Balance Carried Forward	8,571,870	5,873,606	4,311,577	4,008,251	4,008,251
Balance Resolved to be Retained	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
Uncommitted HRA Working Balance	4,571,870	1,873,606	311,577	8,251	8,251
TOTAL AVAILABLE CAPITAL RESOURCES	16,634,009	6,848,764	3,341,089	1,470,565	1,470,565

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2019-20
CAPITAL MONITORING - QUARTER 1

	2019-20 Capital Programme	2019-20 Spend	2019-20 Forecast Spend	2019-20 Budget to be Carried Forward to Future Years	TO 2020-21	TO 2021-22	TO 2022-23	TO 2023-24	2019-20 Programme Variances Under ()
	£	£	£	£					£
HRA CAPITAL									
EVERYONE HAS A HOME									
Z4212	Adaptations	595,910	82,940	595,910					0
Z4703	Estate Improvements	64,290	28,927	64,290					0
Z4705	Programmed Re-roofing - Flats	312,060	0	312,060					0
Z4705	Programmed Re-roofing - Houses	1,131,830	0	631,830	500,000	500,000			0
Z4709	Energy Conservation	25,000	0	25,000					0
Z4713	Garage Upgrades	68,400	47	68,400					0
Z4718	LAINGS Refurbishments	2,420,000	264,355	2,000,000	420,000	420,000			0
Z4719	Kitchen Replacement Programme	1,795,590	40,788	897,795	897,795	897,795			0
Z4721	Balcony Walkway Improvements	323,000	3,928	323,000					0
Z4724	Bathroom Replacements Programme	1,128,280	124,331	564,140	564,140	564,140			0
Z4729	Door Replacements (including Outbuildings)	210,930	4,934	210,930					0
Z4743	Communal Area Improvements	118,210	0	118,210					0
Z4745	Structural Repairs	344,550	44,809	344,550					0
Z4755	Rennes House Structural Works	2,028,700	130,110	1,000,000	1,028,700	1,000,000	28,700		0
Z4758	Common Area Footpath/Wall Improvements	191,780	43,987	191,780					0
Z4763	Soil Vent Pipe Replacement	130,950	0	130,950					0
Z4764	Electrical Central Heating	19,240	0	19,240					0
Z4768	Fire Safety Storage Facilities	243,780	0	243,780					0
Z4802	Electrical Re-wiring - Domestic	328,670	6,822	328,670					0
Z4802	Electrical Re-wiring - Communal	296,920	24,979	296,920					0
Z4903	Central Heating and Boiler Replacement Programme	590,670	4,819	590,670					0
Z4906	Communal Door & Screens	388,780	21,500	388,780					0
Z4909	Fire Risk Assessment Works	505,770	53,746	505,770					0
Z4910	Loft and Cavity Insulation	97,690	0	97,690					0
Z4915	Window Replacements	1,513,750	874	1,513,750					0
Z4916	Replacement Housing Management System	92,190	67,187	92,190					0
Z4917	Porch Canopies	192,480	0	192,480					0
Z4918	Zebcat Project	446,080	60	446,080					0
HOUSING REVENUE ACCOUNT TOTAL		15,605,500	949,144	12,194,865	3,410,635	3,381,935	28,700	0	0
COUNCIL OWN BUILD CAPITAL									
Z3220	Extra Care Scheme	9,200,640	988,001	8,700,640	500,000	500,000			0
Z4751	Acquisition of Social Housing - Section 106	390,000	0	240,000	150,000	150,000			0
Z3201	Acquisition of Social Housing - Open Market	1,255,400	297,499	1,255,400					0
Z5101	Estate Regeneration - Heavitree	391,460	49,873	391,460					0
COUNCIL OWN BUILD TOTAL		11,237,500	1,335,373	10,587,500	650,000	650,000	0	0	0
OVERALL HOUSING REVENUE ACCOUNT TOTAL		26,843,000	2,284,517	22,782,365	4,060,635	4,031,935	28,700	0	0

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REPORT TO PEOPLE SCRUTINY COMMITTEE

Date of Meeting: 5th September 2019

Report of: DIRECTOR Bindu Arjoon

Title: Homelessness Strategy Action Plan Update – INFORMATION ONLY

Is this a Key Decision?

No

Is this an Executive or Council Function?

No

1. What is the report about?

Exeter City Council (ECC) has a mandatory duty to have a current Homelessness Strategy in place (renewable within a maximum of every 5 years) with reviewable actions plans across all client groups including specific actions to tackle rough sleeping.

The following report provides members with an overview of the Council's updated action plan (attached as per appendix) for the 2016 - 2021 Homelessness Strategy. The action plan sets out ambitious targets over the next two years, building on work that has already been carried out over the past 3 years (as per the presentation to Scrutiny in March 2019).

Full consultation in preparation for a new 3 year Exeter Homelessness Strategy 2021-2023 will begin in the Autumn 2020.

2. Recommendations:

That the Committee notes the contents of the updated Homelessness Strategy Action Plan and the actions that will be used to deliver future services.

3. Reasons for the recommendation:

This report highlights the ambitious targets that the Council and partners will be looking to deliver over the next 2 years. The action plan has identified the following areas as priorities:-

- **Section 1** - Preventing Homelessness
- **Section 2** – Reducing youth homelessness in Exeter
- **Section 3** – Reducing Rough Sleeping in Exeter
- **Section 4** – Focus on Priority Groups – Female Sex Workers, LGBTQ+, Homelessness within BAME Groups, Prison Leavers and homeless ex-forces personnel
- **Section 5** – Improve access to Private Rented Sector
- **Section 6** – Optimising use of temporary emergency accommodation through minimised access and maximised move on.
- **Section 7- (yet be developed)** strategic planning around initiatives such as joint strategic needs analysis, general sector mapping and gap analysis, joint funding and alliance commissioning, further digitalisation and shared services / out-sourcing options.

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

This report has no additional resource implications beyond that currently funded by the Council or via grant funding.

5. Section 151 Officer Comments:

There are no additional financial implications contained in this report.”

6. What are the legal aspects?

The legal obligations concerning the formulation of a Homelessness Strategy are set out in paragraph 1 above. This report is for information and raises no additional legal issues.

7. Monitoring Officer's comments:

This report is for information only and raises no issues for the Monitoring Officer.

8. Report details:

The current strategy is a joint 5 year one between ECC and Teignbridge District Council and was launched in 2016. Since its publication there have been significant changes in homelessness impacting differently across the two areas; the resultant effect being that the devised joint action plans are no longer universal to both authorities. This is mainly a reflection of the contrast between urban and rural homelessness but also relates to the concentration of statutory and voluntary services in Exeter as well as the city's housing market and infrastructure around street homelessness. Additionally in the last 18 months ECC has been successful in attracting £2 million in new funds to help with tackle rough sleeping and homelessness in the city and both authorities have re-modelled their housing options services in readiness for the Homelessness Reduction Act 2017 which came into force on 3 April 2018.

As a result of the above, whilst the current strategy will remain in place up to 2021, both authorities have devised respective action plans in order to concentrate on local provisions. Joint strategic work such as universal approaches to the housing register, youth homelessness and the application of the provisions of the Homelessness Reduction Act 2017 continues across all Devon and Cornwall Housing services through standing strategic forums.

In April 2019, a number of Focus Groups were carried out with statutory and voluntary services in the City. A number of the actions were directly devised through these focus groups and some of these will continue to directly involve the relevant partner agencies. The majority of the actions will be delivered through multi-agency partnership working, lead in most cases by the City Council.

Actions are subject to regular review and have been devised from a target-outcome based approach. Refinement and focus of actions is an ongoing exercise and the wording of some will undoubtedly change as the action plan is shared more widely across relevant partners.

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

The Homelessness Strategy contributes towards the Corporate strategy by meeting the following objectives:-

- Building great neighbourhoods - By tackling social inequality through maximising homelessness preventions and reliefs and maintaining and developing emergency, first and second stage housing options with suitable personalised support to address single and multiple need.
- Promoting active and healthy lifestyles – Supporting households to access key health and advocacy services in primary and secondary healthcare services including mental health assessment and support, physical and social care, and education, training and employment opportunities.
- Tackling congestion and accessibility – By extending access to homelessness & housing support services by maximising our presence and impact in the community through outreach and co-location and by developing multiple access points to advice and assistance.

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

The most significant risk of not delivering an updated action plan is that homelessness including its more visible forms such as rough sleeping in the city continues to increase resulting in higher costs to the council as well as other emergency and non-emergency services. Other risks are that the Council is no longer able to meet its statutory homelessness duties which would almost certainly result in review and potential withdrawal of grant and core funding for homelessness and significant adverse publicity and reputational loss for the Council. A further risk is that a number of the rough sleeping services in the city are temporarily funded via government grants with no confirmed extension beyond the end of March 2020.

Risks can be mitigated by maintaining capacity for the Council to undertake its statutory duties which underpin and directly form the entire action plan. Continued effective resource deployment and partnership working is essential in order to continue to drive homelessness reduction initiatives that deliver homelessness preventions and reliefs as well as reduce emergency and crisis homelessness; issues that are ultimately not solely in the control and remit of the local authority housing service alone. Timely achievement of target deliverables under the above-mentioned government funded Rough Sleeping Initiative programme will also help to mitigate the risk to future programme funding. Regular progress review and contract monitoring meetings are in place for this purpose.

The strategy action plan will be monitored on a bi-monthly basis and the full action plan includes lead responsible officer for each action and a RAG rating column for tracking and performance management purposes.

The strategy action plan in part has been co-produced with partners through Focus Groups and only incorporates targets and projects which would significantly improve the way in which services are delivered and meet the current gaps in strategic approaches to preventing and relieving homelessness as well as meeting gaps in basic and supported accommodation services.

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

The primary aim of the Homelessness Strategy Action Plan is to prevent and relieve homelessness and rough sleeping in the City for all client populations. Implicit within the Housing Needs service and throughout the strategy is to ensure that every individual and household approach to the Council service (and that of partner services and agencies) is treated equitably and transparently and with regard to specific and individual need. This includes active regard to clients with protected characteristics as well as those in priority need groups as identified under homelessness legislation and good practice guidance. The service is designed to ensure as best as possible that everyone has a safe and secure place that they can call home and fair and equitable access to appropriate health and support services by which to maintain this status.

12. Are there any other options?

None that would not otherwise place the Council's Homelessness services at significant risk of not meeting legal and statutory obligations.

Bindu Arjoon, Director

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

Homelessness Strategy Action Plan Jul 2019 - March 2021

<u>Section 1 -Preventing Homelessness</u>				
Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Improve Homeless Prevention within Community settings	Maximise and improve access to Housing needs Service. Shifting emphasis for early prevention	Work with GP surgeries, Community Centres, Library across Exeter to ensure that information is available and accessible in ways of preventing homelessness	Quarter 3 2019	Quarter 4 2019
Duty to Refer	Ensure all partners are aware of their responsibilities under Duty to Refer and how to refer to ECC Housing Needs	Roll out a programme of training on the Homelessness Reduction Act to statutory and third sector partners, focusing on promoting and understanding of homelessness prevention and relief.	Quarter 3 2019	Quarter 4 2019

Digitalisation of Housing Options Service	Introduction of a 24/7 digital service improving the way in which Members of the Public can access the Housing Needs Service	24/7 digital service for members of the public to contact Housing Options		Live
	Introduction of a 24/7 digital service improving the way in which Professionals can access the Housing Needs Service and make referrals for people who are homeless or at risk of homelessness	Digital offer for professionals to email Housing Needs to refer any household they are working with who are homeless or threatened with homelessness within 56 Days		Live
	Help to empower members of the public to better understand how to access Private Rented Sector in Exeter	Provide enhanced digital guide and self-help to access private rented accommodation	Quarter 3 2019	Quarter 4 2019
	To increase number of people using Digital Offer	Promote digital housing options services and monitor uptake and impact on customer journey	Quarter 3 2019	Quarter 4 2019
Benchmarking	How the Housing Needs Service compares against other areas in Devon and Cornwall	Benchmark Exeter City Council Housing Options service against those within Devon and Cornwall	Quarter 3 2019	Quarter 3 2019

	How the Housing Needs Service compares against similar sized LA's in England	Benchmark Housing Options Service against those of our 'Nearest Neighbours' cities / towns with similar footprint as Exeter.	Quarter 3 2019	Quarter 3 2019
	Make it easier for members of public to understand what work is being done by the Housing Needs Service to prevent homelessness in the city	Provide regular newsletters detailing the work the City Council is doing in preventing homelessness in the city	Quarter 3 2019/20	Ongoing
	Help Improve service delivery and increase the number of prevention outcomes	Identify areas which are out performing ECC and visit to understand their approach toward prevention.	Quarter 3 2019	Quarter 4 2019
Good Practice	Improve the number of positive interactions with the Housing Needs Service	Ensure where possible that less than 10% of all Prevention Cases are closed due to loss of contact	Quarter 3 2019	Quarter 4 2019

	Ensure that Advice Guides are up to date and assist members of the public to access information whilst the service is closed	Ensure that our offer of information on homeless prevention, securing accommodation, legal rights and service access is as good as possible by seeking out best practice from elsewhere	Quarter 3 2019	Quarter 3 2019
	Identify ways in which to improve the service and ensuring we are asking those people who are currently homeless or have been homeless about their experience	Ensure that current and former homeless households are consulted and that we learn through co-production to improve our service offer	Quarter 3 2019	Quarter 4 2019
	Improving transparency of the Housing Needs service	Publish all HClic data on website within 1 month of previous quarter-end to share inputs and outcomes and to reduce time spent on FOI requests and general enquiries	Quarter 3 2019	Quarter 4 2019

	Ensuring that we have a service where we can fast track customers who are homeless or at risk of homelessness as a result of financial problems	Ensure Money Advice and Debt Management service in operation for ECC Housing Needs customers before the end of 2019-20 (by Independent Advice services or separate tender)	Quarter 3 2019	Quarter 3 2019
	Improve our IT system cutting down staff time and making it easier for us to run reports.	Implement new Homelessness database with online portal for customer review and input.	Quarter 3 2019	Quarter 3 2019

Section 2 - Reducing Youth Homelessness in Exeter

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Working with Children's Services and partner agencies	Improve the working relationship with Childrens Services	To meet with Childrens services (DCC) to ensure that there is improved and more pro-active sharing of information from Children's Services with Housing Options around young people at risk of homelessness.	Quarter 3 2019	Quarter 4 2019

	The current contract comes to an end in April 2020	To procure a new Homelessness Prevention Service for 16-17 year olds and Care leavers up to the age of 21 in Exeter - to be operational by April 2020	Quarter 3 2019	Quarter 3 2019
	This builds on the back of the Joint Protocol for 16, 17 Year olds - ensuring there is a consistent approach to working with Care Leavers across the 8 districts	To work with Children's Services and other Local Authorities in Devon to produce a Joint Housing Protocol for Care Leavers	Quarter 3 2019	Quarter 4 2019
	Maximising prevention outcomes	To shadow Childrens Services and Young Devon to improve earlier identification of young people at risk of becoming homeless at the earliest stage possible and through partnerships, be able to offer early interventions such as family and individual mediation, counselling and mental health support.	Quarter 4 2019	Quarter 4 2019

	Maximising prevention outcomes	Work jointly with Children's Social Care Placement team and identify if there is a need to increase the Staying Put placements and identify break downs in foster care at the earliest stage	Quarter 4 2019	Quarter 4 2019
	Ensure that all 16 / 17 year olds have access to good quality supported housing and improve access to Mental Health Support and Substance misuse services	Re map and widen housing pathway for 16 -17 yr. olds and young people under the age of 25 in Exeter to include all relevant agencies	Quarter 1 2020	Quarter 2 2020
	Ensure that all 16 / 17 year olds have access to good quality supported housing and that there are realistic move on options for all 18+ who do not have 'a leaving care status'	Identify gaps in accommodation provision for 16 - 17 yr. olds and young people under the age of 25 and work with providers to source	Quarter 1 2020	Quarter 2 2020

	To ensure Young People in Exeter have a voice and that they are able to help improve services and redefine future service need.	To work with Young Devon and other partner agencies to set up a Youth Focus Group which builds on the experience of YP who have experienced homelessness in Exeter and give a 'lived experience' which young people can relate to and help redefine future service need.	Quarter 1 2020	Quarter 2 2020
	To reduce the number of care leavers with complex lives losing accommodation placements and are supported to move forward with their lives	Introduce a 'Team around the Adult' Meeting for all Care Leavers who experience complex lives	Quarter 1 2020	Quarter 2 2020
	To improve transition services for YP who need ongoing Mental health Support	To work with Children's services and Devon Partnership Trust to improve transition services for Young People experiencing mental ill health	Quarter 1 2020	Quarter 2 2020

	To improve transition services for YP who need ongoing substance misuse Support	To work with Childrens services, Public Health and Together Devon to review service offer to young adults in Exeter	Quarter 1 2020	Quarter 2 2020
Best practice	To increase the number of people moving on from supported housing in the city, into social housing / private rented housing	To review housing options service offer to young people who are ready to move on from Supported Housing. Ensuring that projects don't become 'silted up' with young people who no longer need supported housing but don't have viable housing options	Quarter 3 2019	Quarter 4 2019
	Early intervention through education	To continue to work with commissioned young persons homeless service to develop an educational schools project on the realities of homelessness and independent living.	Quarter 3 2019	Quarter 4 2019
Innovative Housing Solutions	Improve housing options for young people in the city and increase move on from supported housing in the city.	Work with providers to explore innovative housing solutions for Young People	Quarter 2 2020	Quarter 3 2020

Section 3 - Reducing Rough Sleeping in Exeter

Rough Sleeping Initiative (RSI) Projects

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Night Shelter	Reduce numbers of rough sleepers on the streets during the winter months	Ensure full policy file and operations planning timetable for operation of the Night Shelter for winter 2019-20	Quarter 2 2019	Quarter 3 2019
		Ensure opening of Night Shelter on 1 st October 2019 for full months	Quarter 3 2019	Quarter 3 2019
Housing First	Ensuring continuation of the Housing First Project	Ensure the delivery of all 15 Housing First units of accommodation to 15 clients (min) during 2019-20.	Quarter 2 2019	Quarter 3 2019
		Recommission Housing First Project	Quarter 3 2019	Quarter 4 2019
Tenancy Ready	Increase move on from Supported Housing in Exeter	Ensure the delivery of all 25 Tenancy Ready RSL units of accommodation to 25 clients (min) during 2019-10.	Quarter 3 2019	Quarter 4 2019
Women's and Prison Project	Improved housing options for women and prison leavers	Ensure ongoing provision at least 5 units of prison and women's accommodation throughout the year with min occupancy of 85%	Quarter 3 2019	Quarter 3 2019

Powers	Investigate a No First Night Out (NFNO) approach linked to the MHCLG funding	Ensure ongoing provision a minimum of 10 Discretionary Power accommodations throughout the year	Quarter 3 2019	Quarter 4 2019
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RSI Reviewing				
Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Year 2	Overview of project to date	Summary Progress Report to RC - including outputs, outcomes, successes, challenges, recommendations (incl for continuation funding - see projects above)	Quarter 4 2019	Quarter 4 2019

Rapid Rehousing Pathway Fund

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Prison Navigators	2 full time ECC Housing Options Caseworkers based in HMP Exeter	Recruit Prison Navigators		Completed
		Embed service alongside Catch-22 in the prison	Quarter 3 2019	Quarter 3 2019
		Ensure that 75% Prisoners referred to the Prison Navigators who were homeless prior to custody are released with accommodation to go to	Quarter 3 2019	Ongoing
Navigators	4 x Full time workers working with a maximum cohort of 60 people who experience complex lives. Improving access to health services and housing. Helping people to navigate complex	Recruit Adult Social Care Navigator		Completed
		Recruit Substance Misuse Navigator	Quarter 3 2019	Quarter 3 2019
		Recruit Housing Navigator	Quarter 3 2019	Quarter 3 2019
		Recruit Mental health Navigator	Quarter 3 2019	Quarter 3 2019
		Set up and map process for Navigators	Quarter 3 2019	Quarter 3 2019

	systems and improve wellbeing	Monitor, review and improve the service delivery to the MEAM cohort of clients to maximise timely tenancy offers, sustainment and critical harm and crisis access reduction outcomes	Quarter 3 2019	Quarter 4 2019
		Ensure that 50 individuals are supported by the Navigator Project	Quarter 4 2019/20	Quarter 4 2019
Strategic Governance	Strategic board across Homelessness Housing and Health	Setup governance structure with DCC, Public Health and DPT to oversee Project	Quarter 3 2019	Quarter 4 2019
Local Lettings Agency	Improve access to Private rented sector for people rough sleeping or moving on from supported housing	Working with St Petrocks to set up Social Lettings Agency in Exeter	Quarter 3 2019	Quarter 3 2019
		Setup website and logo	Quarter 3 2019	Quarter 3 2019
		Start working with landlords in the city	Quarter 3 2019	Ongoing

Outreach Service Re-tender

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Recommission Outreach Service	Recommissioned service from 1st April 2020. Current contract ends April 2020	Revise specification and procure new Outreach Service for 2020-23	Quarter 3 2019	Quarter 3 2019

Rough Sleeping Strategy

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
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Exeter Homeless Partnership	City wide response to ending rough sleeping and homelessness with members of the public, business, Exeter City Council and voluntary sector working together	To follow approach of Manchester Homeless Partnership promoted as good practice by Homeless Link, including focus on multi-sector partnership of equal members including co-production with experts by experience, development of a Charter, StreetSupport.net (information sharing, fundraising, and pledges), diversionary giving scheme etc. ECC representation on initial driving group	Quarter 3 2019	Ongoing
		Develop targeted work streams with targets - including development of Charter, diversionary giving, website etc.	Quarter 3 2019	Quarter 4 2019
County Lines	To better understand the risk of County Lines and to reduce its impact on rough sleeping and vulnerable people in the city	Continue to meet with D&C Police and DCC to understand the threat level of County Lines	Quarter 3 2019	Ongoing

		Review the impact of County Lines on Rough Sleeping and Homeless Population in Exeter	Quarter 3 2019	Quarter 4 2019
		Better understand how we can reduce the risk of cuckooing in vulnerable tenancies	Quarter 3 2019	Quarter 4 2019
Health - physical	To work with Devon Doctors, Adult Social Care and Providers to better understand what preventative healthcare is needed to improve the lives of those rough sleeping / homeless in the city	Complete Health Audit across Rough Sleeping Population and Homeless projects in Exeter	Quarter 3 2019	Quarter 4 2019
		Continue to work with Adult Social Care to identify how we continue to improve and meet health inequalities of homeless population	Quarter 3 2019	Ongoing
		Identify what services are missing for preventative healthcare in the City and work with stat services to improve healthcare	Quarter 4 2019	Quarter 1 2020

Health - mental	To work with Devon Partnership Trust and providers to re map and redefine the mental health offer for rough sleepers and people with complex trauma	Better understand the impact of Trauma and Adverse Childhood Experience amongst Homeless population.	Quarter 3 2019	Quarter 4 2019
		Work with Devon Partnership Trust to review the service offer for rough sleepers and people who experience complex lives	Quarter 3 2019	Quarter 4 2019
		Undertake study to evidence extent of Trauma and ACE's amongst Homeless Population	Quarter 4 2019	Quarter 1 2020
Blue Light	Working with Police, Together Devon and Public Health to tackle Street Drinking and improve outreach and care pathways for treatment resistant drinkers	Set up working group to explore the extent of Street Drinking in the city amongst Street Attached population	Quarter 4 2019	Quarter 1 2020
		Using evidence gathered from survey - roll out Blue Light Approach across City	Quarter 1 2020	Quarter 2 2020

Devon and Cornwall Rough Sleeping Partnership	Ensure there is a consistent approach across Devon and Cornwall in working with rough sleepers	Support local statutory / commissioned services to share information and good practice, and develop solutions to rural homelessness		ongoing
Review City-wide referral form	Improve City wide Referral Form taking a more strengths based approach	Review and re-write the Exeter HUB referral form to incorporate Interests and Strength-based assessment and pilot by 01.01.2020	Quarter 4 2019	Quarter 4 2019
Map current services, gaps and barriers, threats and opportunities	To better understand what resources and housing options are needed to improve move on from 18+ Homeless supported housing in the city	Continue to work on evidence collected in autumn 2017 and evaluate need across the City.	Quarter 4 2019	Quarter 1 2020
		Complete Homeless Link PrOMPT Toolkit to help identify gaps in service delivery	Quarter 4 2019	Quarter 1 2020
		Consult with partners re as-is pathway, gaps and barriers, and desired improvements	Quarter 4 2019	Quarter 1 2020
Pathway process maps				

		Create Visio process maps to show current pathway, and share with partner agencies and Exeter Homeless Partnership etc., for improved current information and understanding of service users, partners, members of the public	Quarter 4 2019	Quarter 1 2020
		Create Visio process maps to show current pathway <i>with gaps and barriers</i> , and desired future pathway: share with potential partner commissioners to inform future commissioning	Quarter 4 2019	Quarter 1 2020
Joint Commissioning with Devon County Council	System change approach towards how future services are commissioned	Investigate the development of a joint-commissioning plan or devolved budget with DCC's Contribution to Homelessness (Adult services) including allied re-tendering schedule.	Quarter 4 2019	ongoing

Multi-Agency Rough Sleepers Database	Improve Information sharing and reduce number of times that people have to tell their story	Identify opportunities to establish a Citywide rough sleeper database	Quarter 4 2019	Quarter 1 2020
Reviewing deaths of rough sleepers and former rough sleepers	Working together with statutory services and voluntary sector to help prevent future deaths on the streets and in accommodation	Meet with Public Health and coroner's office to agree process in notification of preventative deaths amongst rough sleepers and former rough sleepers	Quarter 2 2019	Quarter 3 2019
		Review recent deaths and identify learning opportunities	Quarter 3 2019	ongoing
		Continue to monitor deaths and continue to learn from how services can better prevent future deaths	Quarter 3 2019	Ongoing
		Research good practice in other cities (with RSI Adviser, HL Link etc.)		ongoing

Section 4 -Focus on Priority Groups

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
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Female street based Sex Workers	To better understand and assist Street-based sex workers who are one of the most excluded and marginalised groups of homeless people.	Work with Exeter Co-Lab and other support services to identify how best to support female sex workers in Exeter	Quarter 3 2019	Quarter 4 2019
		Produce personal housing plan for each female street based sex worker	Quarter 4 2019	ongoing
LGBTQ+	Working with LGBTQ+ Community to better assist and support those who are homeless or at risk of homelessness. Ensuring that everyone has the right to access services and that their experience is a positive one	Focus on working with Devon County Council, Intercom Trust and Exeter Pride to identify how we can best support LGBTQ+ people, who are homeless or threatened with homelessness in the city	Quarter 3 2019	Quarter 4 2019

		Review criteria relating to supported housing services to ensure all are welcoming to LGBTQ+ and to same sex couples and families, with additional regard being given for the type of accommodation offered to trans or non-binary people.	Quarter 3 2019	Quarter 4 2019
		All staff to receive training on LGBTQ+ issues and specifically relating to homelessness	Quarter 3 2019	Quarter 4 2019
Black, Asian and minority ethnic Community	To better understand and support Exeter's Black, Asian and minority ethnic communities who are homeless or at risk of homelessness in the city	Work with Exeter Communities Together to identify how we can best support Exeter's Black, Asian and minority ethnic communities who face homelessness in the city	Quarter 3 2019	Quarter 4 2019
Prison Leavers	Improving outcomes for prison leavers	Commitment to provide a dedicated Housing Options service offer within HMP Exeter		

	Review accommodation options for Young People who face exclusion from current projects due to their offending behaviour	To work with childrens services and providers to explore setting up a supported accommodation project for high risk offenders who are 18 - 25 years old.	Quarter 1 2020	Quarter 2 2020
	90% of prison leavers with a local connection to Exeter are released from HMP Exeter with a Personal Housing Plan	Ensuring that all prisoners with a local connection to Exeter have a Personal Housing Plan and do not return to the streets on release	Quarter 3 2019	ongoing
	Ensuring there is a consistent approach across Devon and Cornwall and supporting the Prison Navigator Project	To continue to work with the Devon and Cornwall Short Term Prisoner Resettlement Group to ensure that we are working collectively to reduce homelessness and rough sleeping amongst Prison Leavers		
	Improve housing options and support for prison leavers	To work with providers to create recovery houses for prison leavers to continue rehabilitation within the community	Quarter 1 2020	Quarter 2 2020

	To work with HMP Exeter to implement a trauma informed care approach and provide ongoing training and clinical supervision for Prison Officers and other services working inside the Prison	Quarter 1 2020	Quarter 2 2020
	To work with accommodation projects in the city to ensure that prison leavers are not treated differently to other service users	Quarter 3 2019	Quarter 4 2019
	Work with providers to explore innovative housing solutions for Prison Leavers including exploring Housing First Approach for Prolific Offenders - to break cycle of repeat offending	Quarter 1 2020	Quarter 2 2020

		Identify a rent deposit fund to assist offenders to move on from supported accommodation into private rented accommodation	Quarter 3 2019	Quarter 4 2019
Domestic Sexual Violence and Abuse (DSVA)	To provide a 'Places of Safety' property in Exeter for victims of abuse, in the absence of a refuge	To work with DSVA services to identify what housing options are needed for Exeter	Quarter 1 2020	Quarter 2 2020
	To work in Partnership with Devon County Council and DSVA Services	Strengthen partnership working with Housing Options Service	Quarter 1 2020	Quarter 2 2020
	To improve advice provided on Exeter City Council website and to ensure all Housing Options staff and providers have training on identifying abuse and supporting victims	Working alongside DSVA Services to update Housing Advice Guides	Quarter 1 2020	Quarter 2 2020
		To work with Splitz (DSVA service provider) to roll out training across Housing Options Team and with Temporary Accommodation providers.	Quarter 1 2020	Quarter 2 2020
	Support for non-eligible households	To work with DSVA services and DCC to see how we can best support households who are non-eligible for assistance	Quarter 1 2020	Quarter 2 2020

	Women only temporary accommodation	To identify women only temporary accommodation for victims of DSVAs and link in with support services	Quarter 1 2020	Quarter 2 2020
	Improving Homelessness Prevention through use of Sanctuary Scheme	Commitment to continue using Sanctuary Scheme as a homelessness prevention tool to prevent homelessness		
Homeless ex forces personnel	Honouring Exeter City Council's Armed Forces Covenant - ensuring that ex service personnel who are homeless or threatened with homelessness are treated fairly and supported into housing	To work with services in the city to ensure that homeless ex forces personnel are supported to find accommodation	Quarter 3 2019	Quarter 4 2019
		All staff to receive training on supporting ex forces personnel and the issues and challenges they might face, specifically relating to homelessness	Quarter 3 2019	Quarter 4 2019

Section 5 - Improve access to Private Rented Sector in Exeter

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Accessing Private Rented Accommodation in Exeter	Ensuring that Exeter has a Credit Union again	Produce specification for a viable Exeter Credit Union scheme and tender by end Q3 2019-20	Quarter 4 2019	Quarter 1 2020

	Improving access to the Private Rented sector and making it work for everyone	Launch ECC's PRSA offer with clear portfolio of service benefits online via website and social media outlets.	Quarter 3 2019	Quarter 3 2019
		Ensure delivery of Rapid rehousing Pathway Local Lettings Agency accommodation and support units for 2019-20	Quarter 1 2020	Quarter 1 2020
		Ensure delivery of Rapid Rehousing Pathway PRSA accommodation and Landlord sign-up targets for 2019-20	Quarter 1 2020	Quarter 1 2020
	Honouring commitment to accommodate 12 families fleeing Syrian war	Complete the ECC delivery of 12 property tenancies for Syrian Scheme families with support and move-on PHPs and minimum ongoing tenancy support for 6 months for all.	Quarter 1 2020	Quarter 3 2020
	Increased move on from Supported Housing. Assisting 75 households each year who are 'Tenancy Ready' to find affordable housing and to free up Supported Housing in the city	Ensure Move-on Panel meet minimum of quarterly assessment meetings during 2019-20	Quarter 3 2019	ongoing

	No legacy HRA cases in Temporary Accommodation from the 1st April 2020	Deliver move-on single service offers for all 35 Housing Options Pre-HRA Legacy cases including a minimum of 50% planned move-on by end of Q2 2019-20	Quarter 3 2019	Quarter 4 2019
	Ensuring that households in temporary accommodation aren't forgotten and supported to move on into permanent housing	Ensure minimum of 20% of Stage 2 (PSL) households move-on to new tenancies during the year (rolling target)	Quarter 1 2020	ongoing
	Bringing Empty Homes in the city back into use	Engage with a minimum of 10 Empty Homes owners and initiate a minimum of 4 new property lets by end of 2019-20	Quarter 3 2019	Quarter 4 2019
	Making the Private Sector more accessible for households on benefit	Implement ECC Tenancy Ready Training programme	Quarter 1 2020	Quarter 2 2020
		Evidence the need for change to LHA rates in Exeter and work with Rent Officer to review LHA Rates for Exeter	Quarter 3 2019	Quarter 4 2019

Section 6 - Optimising use of temporary emergency accommodation through minimised access and maximised move-on - Temporary Accommodation projects

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Optimising use of Temporary accommodation	Improving frontline service delivery and reducing out of hour calls	Undertake options appraisal to identify efficiencies in reducing number of Out of Hours calls, emergency placements and OOHs costs (including staff claims)	Quarter 3 2019	Quarter 4 2019
	Reviewing emergency housing options for 16 / 17 year olds - working with Childrens Services to ensure that no under 18 goes into B&B	Undertake a joint appraisal of the suitability of emergency accommodation for 16-17 YOs under ECC and DCC direct contract including risk capacities and risk management policies.	Quarter 3 2019	Quarter 4 2019
	Maximising income whilst the Night Shelter is in operation to help assist with running costs	Deliver a minimum of 90% Housing Benefit / UC Housing element completed claims for Night Shelter occupants during 2019-20	Quarter 3 2019	Quarter 4 2019
	Full procurement of all Temporary Accommodation	Write specification for Temporary Accommodation provision for provider re-procurement (Inc. target units) to be initiated by end of Q3 2019-20	Quarter 3 2019	Quarter 1 2020

	Review of support delivered out of Temporary Accommodation	Undertake and complete full review of all ECC / DCC – contracted Support provision to TA and produce report and recommendations for re-tender	Quarter 3 2019	Quarter 4 2019
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