

## PLACE SCRUTINY COMMITTEE

13 September 2018

### Portfolio Holder Priorities 2017/18 – Year end report

End of year updates against priorities for all Portfolio Holders are included within this report. The updates were provided in May/June 2018.

Members will note that some Portfolio Holders report to a different Scrutiny Committee and are unable to take questions at all committees.

#### **2017/18 Leader of the Council: Councillor Peter Edwards**

	<b>Priority</b>	<b>Update</b>
PH1	Work with partners on a devolution city deal that meets the needs of Exeter	We have continued to work on a Heart of the South West devolution deal (productivity strategy). We have also worked with our partners in the city on a pitch to government. Initial meetings have been held with senior government officials.
PH2	Set up a new vehicle for delivering housing and commercial schemes	Work is reaching a conclusion on the full business case for the formation of a new trading company, with subsidiary companies, to enable the delivery of residential and commercial developments. The business case and business plan for the first trading year will go to Full Council on 24 <sup>th</sup> July 2018 and if approved will commence trading from 25 <sup>th</sup> July 2018 with the first developments under construction in September 2018.
PH3	Introduce a pan-council performance framework	New corporate priorities have been set in the 2018-22 Corporate Plan. When agreed a full set of metrics will be compiled to monitor progress on both these and service delivery.
PH30	Progress the publication of a new development plan (Greater Exeter Strategic Plan) and address securing a future five year housing supply	The plan is progressing well and an enormous amount of the supporting evidence has been completed by the cross-authority dedicated team working in the Civic Centre and commissioned consultants. This evidence includes reports on housing demand, infrastructure requirements, landscape assessment, transport and a Low Carbon Strategy. Notwithstanding this work the overall timetable for the GESP has slipped by approximately 12 months for a number of reasons. This is due to a number of factors including the need to respond to emerging Government policy on housing; a higher than expected response to the “Call for Sites”; and a need to more work on the Transportation Strategy. Whilst this is disappointing it is not entirely unexpected given the aspirational nature of the original timetable and the complexities of inter-authority working.
PH32	Establish governance arrangements for the CIL and	The CIL Governance Board has now met twice under the chairmanship of the Council Leader and current Portfolio Holder for Growth and City

	<b>Priority</b>	<b>Update</b>															
	an infrastructure fund for the 3 authorities	<p>Development. Terms of Reference have been developed, and the Board has discussed future CIL spend. Amongst other issues, the Board will need to consider reviewing the CIL Regulation 123 and, potentially, the CIL Charging Schedule, seeking Executive and Council approval as necessary.</p> <p>Closer working with neighbouring authorities under the auspices of the Greater Exeter Strategic Plan (GESP) has given fresh impetus to discussions focused on establishing a joint infrastructure fund across administrative boundaries. The Government's Ministry of Housing, Communities and Local Government has consulted on proposals to allow for Strategic Infrastructure Tariffs to be introduced (in addition to authority-specific CIL) where combined authorities or joint planning committees have been delegated with strategic planning powers, and the establishment of a joint planning committee for Greater Exeter is under consideration. This would cover Exeter, East Devon, Mid Devon and Teignbridge districts.</p>															
PH33	Meet government targets for time taken to determining planning applications	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Majors %</th> <th>Non-majors %</th> </tr> </thead> <tbody> <tr> <td>Apr-Jun 17</td> <td>75</td> <td>72</td> </tr> <tr> <td>Jul- Sep 17</td> <td>50</td> <td>57</td> </tr> <tr> <td>Oct- Dec 17</td> <td>80</td> <td>73</td> </tr> <tr> <td>Jan-Mar 18</td> <td>56</td> <td>88</td> </tr> </tbody> </table> <p>Government target: Majors (60%), Non majors (70%)</p>	Quarter	Majors %	Non-majors %	Apr-Jun 17	75	72	Jul- Sep 17	50	57	Oct- Dec 17	80	73	Jan-Mar 18	56	88
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**2017/18 Portfolio Holder for Support Services: Councillor Ollie Pearson**

	<b>Priority</b>	<b>Update</b>
PH4	Produce and implement a digital customer platform and maximise opportunities for shifting customers to digital services	The digital customer platform (Firmstep) is in place and enhanced, digital services are being added on a weekly basis. A single account for customers will be introduced shortly when security and privacy issues have been resolved.
PH5	Introduce a new communication and marketing strategy	<p>Marketing and communication spend has been centralised with 300+ new marketing requests. A restructure has been completed to deal with 'resilience and capacity' issues outlined in the Peer Review. Comms and Marketing strategies are being created and deployed on a departmental and project case by-case basis.</p> <p>A yearly plan will be created to coincide with the corporate plan, which will be updated annually. Brand architecture is being established and defined with regards to Visit Exeter/Exeter City Council/waste/Dev Co/Sport England Pilot/Invest. Exeter Live Better will form the central pillar of the civic pride and inward investment element of the communications plan for the next 6 months – it has already secured £250,000k plus for in kind partner sponsorship/exposure.</p>
PH6	Oversee prioritisation of the council's IT requirements and effective and efficient delivery by Strata Solutions	The Exeter Internal Review Board meets monthly to address issues. A new process for prioritising IT projects and business change requests has been introduced. A regular, joint meeting with East Devon and Teignbridge is now taking place to ensure alignment of priorities and identification of common issues.
PH7	Take forward the Asset Management Plan	The Corporate Property Maintenance Strategy 2018-23 has been put in place. Alongside that drafting of the new Asset Management Plan is progressing and an Asset Challenge initiative is being proposed to identify and realise early wins. The City Surveyor is engaged with Devon One Public Estate to identify opportunities within the public estate in and around Exeter.
PH8	Introduce new procurement arrangements	Following significant issues with recruitment a successful interim appointment was made in April 2018, who is now working to the original delivery plan. Significant progress is

	<b>Priority</b>	<b>Update</b>
		being made on ensuring our purchase of goods and services is efficient, effective and sustainable. The interim procurement lead for housing post has been extended until September 2018 whilst the development plan is implemented. Benefits realisation is being built into the 2018/19 improvement delivery programme.

**2017/18 Portfolio Holder for People: Councillor Emma Morse**

	<b>Priority</b>	<b>Update</b>
PH9	Investigate and deliver more cost effective and responsive temporary accommodation to meet housing needs	<p>Purchase of 25 Queens Rd (7 beds) completed 26 February 2018 without negative impact on occupants. Re-contracted support and housing management for the service pending appointment of Council staff to provide the same at a lower cost. Recruitment underway with two of three posts filled and one advertised the week beginning 11 June 2018.</p> <p>15 supported severe weather bed spaces have been negotiated with Gabriel House at no cost to department budgets. Government funding has been applied for, for a night shelter on Safesleep model for 18/19. A lease offer on an empty building is pending an agreement.</p> <p>Housing First launch of five initial units agreed for Autumn 2018. Support and risk management for contracted temporary accommodation providers reviewed and remodelled to accommodate higher risk complex needs clients where feasible.</p>
PH10	Implement the action plan for the Homelessness Strategy	<p>Year 1 Strategy Review report issued in January 2018. Key deliverables achieved include:</p> <ul style="list-style-type: none"> <li>- Trailblazer funded work on prevention through an appointed tenancy rescue officer working across Exeter and Teignbridge;</li> <li>- Recruitment to private rented housing access service in Exeter;</li> <li>- Bringing online three properties for a local charity to develop accommodation service (St Petrocks);</li> <li>- Establishing a supported lodgings protocol for young persons (16-17 year olds and care leavers) plus a joint homelessness prevention protocol with Devon County Council and district housing authorities.</li> </ul> <p>Preparation for implementation of the Homelessness Reduction Act continues with a joint action plan between Exeter and Teignbridge. Systems and processes have been updated in accordance with the new Code of Guidance in readiness to meet revised statutory obligations going forward from 3 April implementation date.</p>
PH11	Ensure the City Council is taking an active role in developing and monitoring the priorities of Integrated Care Exeter (ICE) and the Council's interest on CoLab	<p>Continued high percentage of ICE clients in Exeter's temporary accommodation with tenancies being maintained under new complex need accommodation support team – jointly with Sanctuary Supported Living.</p> <p>Additional six months of service (from 1 April 2018) agreed by Stewardship Group but awaiting funding options (costs to be reduced</p>

	Priority	Update
		<p>and management to be resourced in-house by the Council).</p> <p>Models of pooled funding / joint-commissioning tabled for exploration for 18/19 re-procurement of homelessness outreach services exercise for April 2019 onwards.</p> <p>The Council is leading the IDT &amp; management team and service plan through System Lead and Complex Needs Caseworker. Undertaking liaison with MEAM to report on strategic and operational service development delivery.</p>
PH12	Consult on and implement the new Local Council Tax Support Scheme for 2017/18	Task completed in full
PH13	Work with partners to support the development of money management skills	<p>The Council has agreed to deliver budgeting advice and assisted digital support to Universal Credit claimants on behalf of the DWP for a further year from April 2018.</p> <p>Meetings have been held with both Plymouth Credit Union and Westcountry Savings and Loans, as both have extended their common bond to cover Devon, and a briefing note is being prepared for consideration by the Director and Portfolio Holder.</p> <p>The Budgeting &amp; Money Management contract is in its' fourth quarter, and to date has assisted 85 customers with money advice, budgeting support, and debt remedies including agreeing sustainable payment arrangements and drawing down extra income totalling over £21k. An options appraisal is being pulled together for consideration in preparation for the contract ending this December.</p>
PH14	Ensure that the impact of Welfare Reform on residents and the Council is identified and mitigated where possible	<p>The Low Income Family Tracker Dashboard is being utilised to case work struggling households, as well as those that could be impacted by the full service rollout of Universal Credit in September 2018.</p> <p>The Benefits &amp; Budgeting Calculator has been purchased and is being trialled by the Universal Support Team when customers apply for Discretionary Housing Payments (DHP). The Calculator links to job search and highlights excessive expenditure, and can also be used for "what ifs" e.g. how much better off would the household be if the earner increased their working hours per week from 20 to 25.</p>
PH15	Continue to focus on the recovery of funds due to the Council, based on principles of understanding customers' ability to pay	We were able to help businesses affected by the revaluation conducted by the Valuation Officer Agency (VOA) with £352k of financial support through our local Business Rates Discretionary Scheme.

	<b>Priority</b>	<b>Update</b>
		<p>Council Tax collection for 2017/18 ended 0.3% above target.</p> <p>With regard to Rent (HRA), collection has continued to improve with the outstanding debt for 2017/18 as a percentage of net rent charge being 1.55% compared to 1.71% for 2016/17 and 1.81% for 2015/16.</p> <p>Housing Benefit overpayment collection has also continued to improve with overall collection of both old and new debt for 2017/18 being 72.1% compared to 70.4% in 2016/17 and 67.3% in 2015/16.</p>
PH49	Investigate alternatives to current Council Tax Support Scheme	<p>An alternative Council Tax Support (CTS) Scheme needs to be informed by data analysis, therefore we will be procuring a resource for this in 2018/19. Our Council Tax Support Scheme is a means-tested scheme that closely mirrors its' predecessor, Council Tax Benefit. That makes it expensive to administer. However CTS is a council tax discount and with the administration funding for the scheme being cut each year, some local authorities are moving away from means testing. The Devon Benefit Officers Group (DBOG) has been monitoring and learning from changes already made to schemes throughout the country, and we will combine this learning with our data analysis in 2018.</p>

**2017/18 Portfolio Holder for Housing Revenue Account: Councillor Hannah Packham**

	<b>Priority</b>	<b>Update</b>
PH16	Set up a HRA Management Board	Currently under discussion with Portfolio Holder to determine if a Board with a wider remit would be more useful.
PH17	Maximise value from contractors	The Housing Service is currently employing a temporary procurement specialist to look at existing and pending contracts. The consultant is successfully working with Service Leads and Managers to improve the quality of the contracts and contract management. A renewed and more proactive approach to our work with our contractors has been introduced with a focus on Health & Safety and key performance indicators. We are at the early stages of developing our specification for the Reactive Repairs contracts due for renewal in 2020.
PH18	Ensure that the efficiency and effectiveness of the housing function matches, or aims to match that of best-in-class providers	We continue to benchmark our performance with a range of comparable housing providers throughout the country. Where performance in key areas fails to be in the top quartile we take remedial actions. These actions are recorded and monitored through service plans and operational meetings.
PH19	Propose and consult on a new model for supporting residents of our older persons' accommodation	Now in place and completed.
PH20	Undertake a comprehensive survey of our housing stock in order to understand future investment requirements and inform budget planning	The stock condition survey has been completed and so for the first time, we have a comprehensive view of the condition of this valuable asset for the Council. Its findings will inform our Asset Management Strategy due for completion in the autumn of this year.

**2017/18 Portfolio Holder for Place & Commercialisation: Councillor David Harvey**

	<b>Priority</b>	<b>Update</b>
PH23	Improve the recycling rate	<p>We await confirmation of garden waste and waste disposal figures before a final recycling rate and waste composition for the year is known. However, performance during quarters 1 – 3 indicate no substantial increase in recycling rate. Long term factors affecting our recycling rate remain:</p> <ul style="list-style-type: none"> <li>• ‘Lightweighting’ of packaging materials</li> <li>• Decline in newsprint consumption</li> <li>• Growth in commercial student housing</li> <li>• Lack of new services to engage residents</li> <li>• Drop in voluntary group recycling</li> </ul> <p>Recycling rate and full analysis due in June 2018.</p>
PH24	Improve cleansing of the city centre (to achieve A grade in the city centre and B grade elsewhere)	<p>Achieved. Grades consistently within A grade in the city centre, and B grade elsewhere.</p> <p>City Centre average for 2018 was 63% A, 37% B rating.</p> <p>Residential areas for 2018 was, 56.5% A, 42.5% B, 2% C rating to date.</p> <p>We are refocussing resources to more closely meet the agreed performance profile.</p>
PH25	Complete the business case for doorstep food waste collections and analyse options	This was completed and the results presented to Place Scrutiny Committee and Executive in March 2018. The recommendations, to continue the current service but to review the business case annually, were accepted.
PH43	Progress a solution for management of the Exe Estuary Harbour, canal and waterways	Report presented to Scrutiny Committee on 14 June 2018.
PH50	Carry out the recommendations of the Play Audit	<p>The Play Audit has been incorporated into the Sport England Delivery pilot to ensure an integrated approach to all green spaces, sports pitches and leisure facilities.</p> <p>Implementation will be coordinated with the Sport England work.</p>
PH51	Feasibility study on moving Belle Isle to Exton Road	Initial feasibility study was undertaken in 2017. Faithfull & Gould have been instructed to develop proposals for redesign of Exton Road to accommodate Belle Isle services.
PH52	Dog fouling / litter enforcement trial	Pre-contract meeting held with councillor involvement. The trial is likely to commence in July 2018.

**2017/18 Portfolio Holder for City Transformation: Councillor Rosie Denham**

	<b>Priority</b>	<b>Update</b>
PH26a	Lead the Council's work with Exeter City Futures, including explaining how new technology can help to tackle congestion.  Reduce congestion from base data by 20% by 2025	Exeter City Futures have been formally adopted as part of the Council's transformation plans for the city. This consolidates the partnership and enables Exeter City Futures to work more closely with the Council to tackle problems of urbanisation in ways that reduce social inequality and boost economic growth within the region. Liz O'Driscoll has been seconded to the City Council, into the post of Programme Director for Exeter City Futures, and will be working closely with the senior management team to establish a clear delivery plan as well as objectives and deliverables.
PH26b	Lead the Council's work with Exeter City Futures, including explaining how new technology can help to achieve energy independence	
PH26c	Lead the Council's work with Exeter City Futures, including explaining how new technology can help to progress a smart city agenda, including digital technology infrastructure	
PH28	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	Lacey Hickie & Caley Ltd have been engaged to produce urban analysis and proposals for improvements. Early consultation held. Draft report under review with further consultation to follow and report to Members in the summer.  New venue report completed and now out for public consultation.
PH40a	Improve cycle routes – including promoting good design	The Council has improved its links with the Exeter Cycling Campaign who are now consulted and comment on scores of major planning applications to ensure that development schemes optimise opportunities for improving cycling facilities and participation. A very well attended workshop hosted by the Campaign and with both City and County Members and Officers met in November to share good practice and improve engagement in the future. In its role as Planning Authority the Council has continued to ensure that all new major developments provide ample cycle parking and contribute towards improving the network wherever possible.
PH40b	Provide more cycle parking around St Sidwell's Point	Enhanced cycling facilities are built into the design and approved planning application.
PH46	Exeter Vision 2040	A draft of 'The Exeter Promise – A Vision for 2040' has been prepared for comments from key partners, with a view to launching this in September 2018. 'Exeter Live Better' will be rolled out as a brand for the city and ownership and take up will be reviewed.
PH48	Low Carbon Task Force	The Low Carbon Task Force continues to meet and co-ordinate a number of low carbon projects. Revised terms of reference for the group are in the process of being prepared including considering the relationship with

	<b>Priority</b>	<b>Update</b>
		Exeter City Future's energy independence objective. These will be considered by the Greater Exeter Growth and Development Board in September.

**2017/18 Portfolio Holder for Health and Wellbeing, Communities & Sport:**  
**Councillor Phil Bialyk**

	<b>Priority</b>	<b>Update</b>
PH21	Work with the Community Safety Partnership to solve emerging threats and trends	<p>A review of the Community Safety Partnership has taken place looking at both the structure and priorities going into the 2018/19 financial year.</p> <p>The review of the structure has resulted in the terms of reference being amended to introduce a second deputy chair and a management group that is able to co-ordinate the activities of the CSP between the Executive Group meetings. This has resulted in Exeter City Council taking the chair supported by the Police and Fire Service in the deputy chair roles.</p> <p>An agreed set of priorities will be agreed at the July Community Safety Partnership Executive meeting and will link to other key projects such as delivering active and healthy communities through the Sport England Local Delivery Programme and Wellbeing Exeter.</p>
PH22	Develop and implement strategies that provide public reassurance and reduces the root causes of antisocial behaviour (ASB)	<p>The coordination of multi-agency solutions to ASB has continued throughout 2017/18 to address the root causes of problems as and when they arise.</p> <p>During 2017/18, 342 ASB cases were dealt with by Environmental Health and Licensing in conjunction with other agencies. As a result 11 community protection warnings and one notice was served.</p> <p>59 cases were referred to the ASB Action Team for multi-agency discussion.</p> <p>2017/18 saw the implementation of the Public Spaces Protection Order which involved the fixing of signage in 90 different locations throughout the city. Training for police officers was carried out to ensure consistency of enforcement of the PSPO requirements. Since 1 August 2017 there have been 71 breaches of the PSPO prohibitions reported. There have been 6 prosecutions taken by the Crown Prosecution Service against those who have persistently breached the order.</p> <p>Staff from Environmental Health and Licensing supported the Police, Exeter University, Students Guild, residents and Licensed Premises to welcome the new student intake to the city at the start of the academic year. This was largely a proactive engagement to educate, support and prevent issues arising, but where necessary respond quickly to matters when needed. Initiatives included enforcing the Public</p>

	<b>Priority</b>	<b>Update</b>
		Spaces Protection Order, joint residential patrols with University Patrol, working with licensed premises to ensure effective management around premises and taking councillors and residents out to see the partnership in operation.
PH34	Oversee implementation of the community strategy	Plans for review of community grants and development of ECC Community Development Strategy through 2018/19.
PH35	Explore how Asset Based Community Development (ABCD) can be introduced across the council and in key services	See PH34 update.
PH36	Work with partners to improve the health and wellbeing of Exeter's communities	This is now delivered through Wellbeing Exeter.
PH37	Implement the council's Equality and Diversity Policy	A revised policy is due to go to Corporate Services Scrutiny committee on 28 June. Work has begun on revising the committee report format to include a separate section on equality and diversity.
PH38	Renew Exeter's Fairtrade City status and seek additional partners and new support for this initiative	Exeter renewed its Fairtrade City Status successfully in November 2016 and this will be due again in November 2018.
PH39	Take forward the St Sidwell's Point and bus station developments, including procurement of operators	Work is ongoing by way of a formal tender for the construction works. The two-stage tender process is scheduled to conclude by October 2018 ahead of a start on site in January 2019. Tendering preparation works continue to proceed with regard to the procurement of the operator for St Sidwell's Point. Formal tenders are anticipated to be issued to Leisure Operators late 2018 / early 2019.
PH41	Apply to become a Sport England Local Delivery Pilot Partner  Agree a physical activity and Sports Strategy for the City	Successful bid notified in December 2017  High level concept discussed and this will be developed during 2018/19
PH42	Continue working with partners to make Exeter the most active city in the South West by 2018	See PH41 update.

**2017/18 Portfolio Holder for Economy & Culture: Councillor Rachel Sutton**

	<b>Priority</b>	<b>Update</b>
PH27	Support Innovation Exeter programme with the University and others to develop the knowledge economy and to drive productivity growth across the Greater Exeter sub region	<p>The work of Innovation Exeter has been incorporated into the corporate plan for Growth &amp; Enterprise. It is also being fed into the emerging HOSW Productivity Strategy Delivery Plan, as well as the work around developing a growth corridor for Plymouth, Exeter and Torbay.</p> <p>The University of Exeter is pursuing options around the recommendations of the South West Science &amp; Innovation Audit for Exeter.</p> <p>A submission has been submitted to central government to establish an Institute of Technology within the city, with Exeter College and the University of Exeter as partners. Additional FE &amp; HE establishments from across Devon, Cornwall &amp; Somerset are also included within the bid – hub (Exeter) and spoke (everywhere else) model is being recommended. The Bid has now been successful at stage one.</p> <p>A Digital Skills Partnership Pilot has been launched in the HOSW. Which is a national pilot to help identify gaps in digital skills provision, encourage partners to work strategically together to address them and attract investment from outside bodies. Officers from the City Council are directly involved with the pilot, to address digital skills gaps within Exeter.</p>
PH44	Drive transformational economic growth by directing business support at innovation and entrepreneurship (as identified in the Innovation Exeter Programme and including Exeter City Futures accelerators)	<p>Support has continued for the Exeter Velocities programme, which was launched this year to support a second cohort of new business start-ups which enable them to test their ideas and innovations.</p> <p>Exeter City Futures have been formally adopted as part of the Council's transformation plans for the city. This consolidates the partnership and enables Exeter City Futures to work more closely with the Council to tackle problems of urbanisation in ways that reduce social inequality and boost economic growth within the region. Liz O'Driscoll has been seconded to the City Council, into the post of Programme Director for Exeter City Futures, and will be working closely with the senior management team to establish a clear delivery plan as well as objectives and deliverables.</p> <p>Limited funding has been provided to the Heat of the South West Growth Hub, which will enable bespoke and face to face business support to be provided to new business start-ups and grow on businesses within Exeter.</p>

	Priority	Update
		An audit of what business support is available to businesses within Exeter has been undertaken. Recommendations on a way forward to support transformational economic growth to be discussed at Place Scrutiny Committee.
PH45	Inclusive Growth	<p>The Inclusive Growth agenda is now a focus of activity for the Growth &amp; Enterprise team and is incorporated into our annual service plan, with the objective being: <i>“Enabling as many people as possible to contribute and benefit from growth and to tackle placed based social inequalities - Inclusive Growth”</i>.</p> <p>Inclusive Growth activity is broken down into three activity areas: skills &amp; learning, jobs and public sector procurement. The new Skills Officer is leading on the delivery of this work.</p> <p>A pre-apprentice programme has been developed, to be piloted in a small number of schools this autumn to determine proof of concept. The programme is aimed at young people in school, who have no desire to attend university, and to open their eyes to the wide range of employment and training options to them.</p>