



Exeter City Council

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of the Scrutiny Committee - Community

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AGENDA FOR
EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY

The Scrutiny Committee - Community will meet on **TUESDAY 16 JANUARY 2007**, commencing at **5.30 pm**, in the Rennes Room, Civic Centre, Paris Street, Exeter to consider the following business. If you have an enquiry regarding any items on this agenda, please contact Howard Bassett, Member Services Officer on **Exeter 265107**.

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

Pages

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

1. **MINUTES**

To sign the minutes of the meeting held on 7 November 2006.

1 - 2

2. **DECLARATIONS OF INTERESTS**

Councillors are reminded of the need to declare personal and prejudicial interests, including the nature and extent of such interests, in relation to business on the agenda.

3. **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC**

It is considered unlikely that the Committee would wish to exclude the press and public during consideration of the items on this agenda. If, however, the Committee were to

exclude the press and public, a resolution in the following form should be passed:

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

4. **QUESTIONS FROM THE PUBLIC UNDER STANDING ORDER 19**

A period of up to 15 minutes will be set aside to deal with questions to the Committee from members of the public.

Details of questions should be notified to the Assistant Chief Executive at least three working days prior to the meeting. Further information and a copy of the procedure are available from Member Services (Exeter 265115) also on the Council web site <http://www.exeter.gov.uk/scrutinyquestions>

5. **QUESTIONS FROM MEMBERS OF THE COUNCIL UNDER STANDING ORDER 20**

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

Details of questions should be notified to the Assistant Chief Executive at least three working days prior to the meeting. Further information and a copy of the procedure are available from Member Services (Exeter 265115).

6. **ESTIMATES AND FEES AND CHARGES 2007/08**

- i) Community - General Fund - Estimates/ New Capital Bids/ Fees and Charges (1-53) 3 - 52
- ii) Community - Housing Revenue Account - Estimates/New Capital Bids/Fees and Charges (54-71)
- iii) Operational Estimates (72-74)

To consider the report of the Head of Treasury Services - *report circulated.*

MATTERS FOR CONSIDERATION BY THE EXECUTIVE

7. **HOUSING RENTS 2007/08**

To consider the report of the Head of Treasury Services - *report circulated.* 53 - 54

8. **HOUSING REVENUE ACCOUNT BUSINESS PLAN 2006-2036**

To consider the report of the Head of Housing Services - *Report circulated.* 55 - 124

9. **OPERATION OF SCRUTINY WITHIN THE COUNCIL**

To consider the report of the Assistant Chief Executive - *report circulated.* 125 - 128

10. **LOCAL AIR QUALITY MANAGEMENT AIR QUALITY MANAGEMENT AREA**

To consider the report of the Director Community and Environment - *report circulated.* 129 - 140

11. **AUDIBLE INTRUDER ALARMS- ALARM NOTIFICATION AREAS**

To consider the report of the Director Community and Environment - *report circulated.* 141 - 144

MATTERS FOR CONSIDERATION BY SCRUTINY COMMITTEE - COMMUNITY

12. **REVIEW OF THE CORPORATE ENVIRONMENTAL STRATEGY**

To consider the report of the Director Community and Environment - *report circulated.* 145 - 148

13. **ALLOTMENT STRATEGY 2007-2011**

To consider the report of the Head of Contracts and Direct Services - *Report circulated* Allotment Strategy available on Council web site
<http://www.exeter.gov.uk/allotments> 149 - 196

14. **LEISURE AND MUSEUMS UNIT STRATEGY 2007-2012**

To consider the report of the Head of Leisure and Museums - *Report circulated.* 197 - 220

PERFORMANCE MONITORING

15. **HOMELESSNESS STRATEGY - ROUGH SLEEPING**

To consider the report of the Head of Housing Services - *Report circulated.* 221 - 228

16. **PROGRESS REPORT ON THE HOME ENERGY CONSERVATION STRATEGY**

To consider the report of the Director Community and Environment - *Report circulated* 229 - 230

DATE OF NEXT MEETING

The next **Scrutiny Committee - Community** will be held on Tuesday 27 February 2007 at 5.30 pm

FUTURE BUSINESS

The schedule of future business proposed for this Scrutiny Committee and other Committees of the Council can be viewed on the following link to the Council's website: <http://www.exeter.gov.uk/docs/committee/workschedule.doc>
Councillors can view a hard copy of the schedule in the Members Room.

Membership -

Councillors Lyons (Chair), Winterbottom (Deputy Chair), Branston, Choules, Cole, Mrs Danks, Mrs Evans, Hannford, Hobden, Mills, Mitchell, Robson and R Smith

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

Individual reports on this agenda can be produced in large print on request to Member Services on 01392 265111.

Agenda Item 1

COMMITTEENAME

MeetingDate

Present

MembersPresentRolesRows

Also Present

OfficersInattendanceRows

(The meeting commenced at MeetingActualStartTime and closed at MeetingActualFinishTime)

Chair

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 16 JANUARY 2007

ESTIMATES 2007/8

1. PURPOSE OF REPORT

- 1.1 Attached are the draft estimates for 2007/08, which are circulated for discussion and comment before they are presented to the Scrutiny Committee – Community on 16 January 2007.
- 1.2 This report outlines the strategic framework within which the estimates have been prepared, changes in accounting practices, which affect all budgets and detailed reasons for any significant changes in the Management Unit estimates.

2. BUDGET FRAMEWORK

- 2.1 The estimates include assumptions for pay, general inflation and income as follows:

- Pay 2.5%
- General inflation 1.0% (see paragraph 2.2 below)
- Income 3.0%
- Interest on Investments 5.0%

- 2.2 As a means of finding efficiency savings many non-pay budgets will again not be fully increased for inflation. There will be some exceptions to this in particular where there are ongoing contractual arrangements in place and where the Council has to meet the full price increase e.g. insurance, fuel and electricity. The Retail Price Index (RPI) for September 2006 was 3.6%. Although the Government no longer produce targets for the RPI it is still used to determine increases in pensions, benefits and pay negotiations. Indications are that inflation is likely to continue to remain at the current relatively low levels.

- 2.3 At its meeting on the 21 November 2006, Executive approved a budget strategy based on the best known data with regard to Government spending targets:

- Formula Grant increase 5.9%
- Council tax guideline 2.9%

- 2.4 The Government has now announced the provisional local government finance settlement for 2007/08. For Exeter the guideline figure is as follows:

- Formula Grant £11,663,930 (increase 5.9 %)

The provisional settlement now indicates that in cash terms our grant will increase by £652,807.

- 2.5 In addition, the Council expects to receive in 2007/08 the third (and possibly final

year) of its Local Authority Business Growth Incentive Grant (LABGI). In 2005/06, the Council received £465,108 of LABGI grant and the Government has recently announced that local authorities could expect to receive even more grant in the second and third years by abolishing the current grant ceiling and scaling factor arrangements. The scheme is set to run for three years (2005/06 to 2007/08) and can allocate £1 billion to eligible local authorities in England. The year 2 grant payment (for the current 2006/07 year) will not be announced until February 2007 and it is, therefore, expected that the year 3 payment will be on a similar timescale. The continued economic and business growth within the City gives cause for some optimism with regard to the potential LABGI grant for both the second and third years. For the purposes of the revised medium term financial strategy it has been assumed that £1 million of LABGI grant will be awarded in 2006/07 and a further £1.5 million in 2007/08.

- 2.6 The available capital resources for 2007/08 are £25.941 million with £19.157 million in respect of the General Fund, of which £3.348 million is available for new schemes. The Housing capital programme will be some £6.343 million. A list of the proposed new schemes for this Committee is attached at Appendix 3.
- 2.7 In order to help improve overall delivery and monitoring of the capital programme, schemes have been placed within 2 categories, C1 and C2. Category C1 is for those schemes that the Council is committed to and reasonably certain of being able to deliver within planned timescales. Category C2 is for those schemes that the Council is committed to but are less certain of being able to be delivered due primarily to factors outside the control of the Council. Some schemes may have elements within both categories.
- 2.8 The changes in respect of 2007/08 Fees and Charges for the Resources budget are included at Appendix 2.

3. KEY REVENUE BUDGET CHANGES PROPOSED FOR 2007/08

- 3.1 The Revenue budgets are attached at Appendix 1. A technical adjustment to the budget in respect of service cost pension contributions (FRS17) has been made in line with required accounting practice. This amendment is reversed out below the line to show the actual cost to the Council and, therefore, has no impact on the Council Tax. The treatment is similar to the way we account for capital charges.
- 3.2 Changes introduced by the 2006 Statement Of Recommended Practice (published in July 2006) have resulted in the removal of notional interest from the Capital Charges with effect from 2006/07 onwards and this has been reflected in the 2007/08 accounts for the first time.

The proposed budgets reflect a combination of budget increases and savings and the key changes are as follows:

1A1 Environmental Protection

As advised in the stewardship reports for this committee, there has been a saving in 2006/07 in respect of the litter enforcement officers, as a result of delayed recruitment and the fines collected by the officers. This saving, together with the fines that it is expected will be generated in the future, have been used to extend the litter enforcement officers' activities for an additional six months.

Additional costs will arise from the implementation of a new computer system for Environmental Health Services.

Funding for the maintenance of CCTV cameras has been increased to reflect the additional costs arising from the increased number of cameras including those to be installed in 2007/08.

Income from the Home Call Alarm and Pest Control services have reduced, and this is reflected in the estimates.

1A2 Cleansing Services

The estimates include funding for an increase in the number of litter bins in the city centre, to deal with the increased cigarette litter which will arise following the implementation of the ban on smoking in public places in 2007.

Other movements in this unit are covered in the notes on the operational budgets.

1A3 Licensing, Food, Health & Safety

Income under the Licensing Act 2003 can now be assessed more accurately, and the estimates allow for the increased levels of income being generated.

The recent restructure of the unit has led to reduced staffing costs.

Funding has been included to enable the periodic survey of the taxi service to be undertaken.

1A4 Technical & Agenda 21

Additional costs will arise from the implementation of a new computer system for contaminated land management.

1A5 Waterways & Countryside

Funding has been included in respect of dredging at Topsham Quay, water safety equipment, replacement of the Butts Ferry winch and to deal with illegal campers.

There has been an increase in the AIM recharge in respect of Canal work.

1A6 Grounds Maintenance

Funding has been included for a new Parks Events and Promotions Officer. It is anticipated that this function will generate additional income in future years which will partially offset the additional cost.

Additional costs to deal with illegal camping have been funded. The budgets for maintaining unadopted land and composting have been reduced.

The tree management project will enter its third year in 2007/08 and the funding has been reduced as provided in the original report.

Other movements in this unit are covered in the notes on the operational budgets.

1A7 Museums

A new Service Improvement Officer post has been partially funded from this unit. Costs relating to the new Museum Store have been funded.

The employee costs have been increased to reflect posts funded from grants received from Renaissance in the Regions, and the related income is also now included.

AIM recharges for the Royal Albert Memorial Museum have increased.

1A8 Contracted Sports Facilities

Funding of the Swim for Free initiative has been reduced. An increase in the recharge in respect of Leisure Services Management has been partially offset by a reduction in the AIM recharge.

1A9 Other Sports Facilities

Funding of the Swim for Free initiative has been reduced. A reduction in the non-domestic rates charges at two properties has reduced the budget.

A new Service Improvement Officer post has been partially funded from this unit, as has the expenditure for the feasibility study into the proposed new swimming pool. This additional funding has increased the Leisure Services management recharge to other management units.

1B2 Cemeteries & Crematorium

There has been a reduction in AIM charges.

The cost of works required on trees and the installation of cemetery plot markers has been funded.

Other movements in this unit are covered in the notes on the operational budgets.

1B3 Properties

AIM charges, income and support costs have reduced.

- 1B4 Dual-Use Sports Facilities**
Budgets have been removed as Devon County Council ended the contract and the management of school facilities has passed to the PFI contractor.
- 1B5 Community Outreach**
New funding has been included in respect of the continuation of elements of the Be Active for Life Scheme. Income from Leisurecard has been reduced, and support services recharges have increased.

Community Outreach Management recharge has increased due to the new post of Service Improvement Officer being funded.
- 1B6 Recycling**
The temporary Recycling Enforcement and Education post has been extended for a further year as the funding from DEFRA has also been extended.

Other movements in this unit are covered in the notes on the operational budgets.
- 1B9 Administration Service**
The staff training budgets previously held in this unit have been devolved to the relevant services.
- 1C1 Home Aid**
The estimate reflects the outsourcing of the service.
- 1C2 Advisory Services**
Savings have been made in respect of Private Sector Leased (PSL) properties rents due to the expected hand back of a number of properties; contracted serviced accommodation costs have reduced partly due to the termination of a contract.

Expenditure on repairs to PSL properties has increased, additional costs in respect a security contract at Shaul Court will be incurred, the cost of the contract will be offset by a saving on a staffing budget previously included for the provision of this activity. Income has reduced due to less Housing Benefit and rent being received; support service recharges have increased.
- 1C3 Housing Enabling**
The responsibility for the provision of Social Inclusion has been transferred to Chief Executive's Department. Legal and Customer Service Centre Support service recharges have reduced.
- 1C4 Private Sector Housing**
Following the introduction of the licensing of Houses in Multiple Occupation (HMO) the levels of income and staffing can now be more accurately assessed and these are reflected in the estimates.

Additional costs will arise from the implementation of a new computer system for Environmental Health Services.

Support service recharges for IT have increased.

1C5 Sundry Lands Maintenance

There are no material changes to the budget for 2007/08.

1C6 Contracts And Direct Services

Additional costs will arise as a result of transferring documents into Computer Assisted Design format. All costs will be recharged to other services.

1C7 Director – Community & Environment

There are no material changes to the budget for 2007/08 other than the superannuation adjustment outlined at 3.1 above.

4. RECOMMENDED that:

- 1) Members are asked to comment on the draft Estimates.

HEAD OF TREASURY SERVICES

Originator: Sally Reeve

S:PA/LP/Committee/107SCC13

11 December 2006

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

APPENDIX 1

EXETER CITY COUNCIL

**SCRUTINY COMMITTEE – COMMUNITY
16 JANUARY 2007**

**OPERATIONAL ESTIMATES 2007/08
(COMMUNITY)**

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APPENDIX 2

EXETER CITY COUNCIL

**SCRUTINY COMMITTEE – COMMUNITY
16 JANUARY 2007**

**CAPITAL PROGRAMME 2007/08
(COMMUNITY)**

GENERAL F

SCHEMES LISTED WITHIN KEY STRATEGIC THEMES		
	Lead Officer	Category

B ACCESSIBLE CITY

1	Equal Opportunities Improvements	P McCormick	C1
2	New Topsham Ferry to Carry Bicycles	A Caig	C1
3	Hamlyns Lane - New Path Link	P McCormick	C1

D CULTURAL AND FUN PLACE TO BE

1	RAM Museum Modernisation Programme	A Caig	C1
2	Parks Improvements	P McCormick	C1
3	Playing Field Improvements	P McCormick	C1
4	Floodlighting for Skateboard Park	A Caig	C2

G ENVIRONMENT CARED FOR

1	Allotments and General Open Space Improvements	P McCormick	C1
2	New Wheelie Bins	Head of Environmental Health Services (vacant post)	C1

H SAFE CITY

1	Image Recording and Processing Equipment	Head of Environmental Health Services (vacant post)	C1
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K ACHIEVING EXCELLENCE IN PUBLIC SERVICES

1	Access Platform	P McCormick	C1
2	Exwick Cemetery - Create New Burial Area	J Topham	C1
3	Exwick Cemetery - Fencing to Boundary	J Topham	C1
4	Material Recycling Facility - Sprinkler System	Head of Environmental Health Services (vacant post)	C2
5	Upgrade Solo Sweepers Storage Facilities	Head of Environmental Health Services (vacant post)	C1
6	Provide Canal Bridge Barriers	A Caig	C1

7	Exton Road Weighbridge - Extension to Fencing	P McCormick	C1
8	External Professional Support - Architects, Surveyors etc	P McCormick	C2

TOTAL

Category 'C1' Schemes

Category 'C2' Schemes

TOTAL

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APPENDIX 3

EXETER CITY COUNCIL SCRUTINY COMMITTEE – COMMUNITY 16 JANUARY 2007

FEES AND CHARGES 2007/08 (COMMUNITY)

SCRUTINY COMMITTEE
16 JANUARY 2007

A MUSEUM

- (1) **RAMM**
Admission
- (2) **RAMM Booked Educational Sessions**
 - Adult (for exceptional occasions)
 - Accompanying Teachers
 - Child, general admission
 - Child, booked educational session
 - Student/Concessions
- (3) **St. Nicholas Priory**
 - (a) Admission
 - Adult (for exceptional occasions)
 - Child, general admission
 - Child, booked educational session
 - Concessions

(4) Public lectures & Activities

NOTE: In developing new audiences fees may be waived at the discretion of the Head of Leisure & Museums.

- (a) Admission
 - Many lectures & activities are free
 - Where charged - Adult minimum
 - Where charged - Concessions minimum
- (b) Children's' Workshops & Activities
 - Child minimum
 - Concessions minimum

(5) Hire Charges

- (a) Evening lectures, private hire (RAMM, St. Nicholas Priory)
 - By negotiation - minimum per hour
 - Charity rate on application
- (b) Evening private room hire (All Sites)
 - By negotiation - minimum per hour
 - Charity rate on application
- (c) Meeting Room
 - By negotiation - minimum per hour
 - Charity rate on application
- (d) Exhibitions
- (e) Commission on Artists Sales
- (f) External lectures by curators
 - By negotiation - minimum per hour
- (g) Conservation
 - Conservation laboratory space hire per hour
 - Conservation work, per hour
- (h) Archaeological archives
 - Per box (as per English Heritage)
- (I) Object Loan

(6) Photographic Charges

Note: Location photography is available on application and will be charged on an individual basis.

- (a) Black and White - per print (10" x 8")
 - From existing negative
 - Post & Package UK
 - Post & Package overseas
 - Post & Package Europe
 - Post & Package Outside Europe
- (b) Colour - per print (10" x 8")

- New photography, per first print
- From existing negative
- Post & Package UK
- Post & Package overseas
- Post & Package Europe
- Post & Package Outside Europe

- (c) Transparencies - for hire only (5" x 4")
- New photography, per first transparency per month
 - Hire existing transparency
 - Post & Package UK
 - Post & Package Worldwide

NOTE: Prints and transparencies available in other sizes on application, cost by negotiation.

- (d) Colour slides (35mm)
- New photography, per first slide
 - Duplicate slides
 - Post & Package UK
 - Post & Package overseas
 - Post & Package Europe
 - Post & Package Outside Europe

- (e) Digital photography
- New photography
 - Scan to CD from 35mm slide or transparency up to 30Mb
 - Scan to CD from 35mm slide or transparency up to 100Mb
 - Post & Package UK
 - Post & Package Europe
 - Post & Package Outside Europe

NOTE: Repro House scans available on application, cost by negotiation.

- (f) Television/Video/Film
- Facilities fee - minimum per half day
 - Single Language
 - Multi Lingual
 - Local
 - UK/EC
 - Worldwide, one language

NOTE: The rates are for each still photograph reproduced within a single specified TV programme, video or film and for broadcast within that TV programme, video or film and covers a first flash of a maximum of 30 seconds. Repeats charged at 50% of original cost.

Photographic Charges - Student Rates (Evidence of student status required).

- (g) Black and White - per print (10" x 8")
- From existing negative
 - Post & Package UK
 - Post & Package Europe
 - Post & Package Outside Europe

- (h) Colour - per print (10" x 8")
 - New photography, per first print
 - From existing negative
 - Post & Package UK
 - Post & Package Europe
 - Post & Package Outside Europe

NOTE: Prints available in other sizes on application, cost by negotiation.

- (I) Colour slides (35mm)
 - New photography, per first slide
 - Duplicate slides
 - Post & Package UK
 - Post & Package Europe
 - Post & Package Outside Europe

- (j) Digital photography
 - New photography
 - Scan to CD from 35mm slide or transparency up to 30Mb
 - Post & Package UK
 - Post & Package Europe
 - Post & Package Outside Europe

(7) Reproduction Charges

- (a) Commercial book, journal etc.
 - Inside - One Country, One Language:
 - Black and White
 - Colour
 - Inside - World Rights, One Language:
 - Black and White
 - Colour
 - Inside - World Rights, Multi Language:
 - Black and White
 - Colour
 - Jacket/Cover - One Country, One Language:
 - Black and White
 - Colour
 - Jacket/Cover - World Rights, One Language:
 - Black and White
 - Colour
 - Jacket/Cover - World Rights, Multi Language:
 - Black and White
 - Colour

NOTE: For Print runs over 10,000 add 50% of reproduction fee. All fees cover one edition, one ISBN only.

Reproduction Charges - Reduced

- (b) Scholarly, non profit making book, journal.
 - Inside - One Country, One Language:
 - Black and White
 - Colour
 - Inside - World Rights, One Language:
 - Black and White
 - Colour

- Inside - World Rights, Multi Language:
 - Black and White
 - Colour
- Jacket/Cover - One Country, One Language:
 - Black and White
 - Colour
- Jacket/Cover - World Rights, One Language:
 - Black and White
 - Colour
- Jacket/Cover - World Rights, Multi Language:
 - Black and White
 - Colour

NOTE: For Print runs over 10,000 add 50% of reproduction fee. All fees cover one edition, one ISBN only.

(c) Audio/Video Cover

- One Country, One Language
- World Rights, One Language
- World Rights, Multi Language

(d) Websites

(i) Newspapers & Magazines

- Home Page, for cover period
- Home Page, for cover period & archived for up to 3 years
- Home Page, for cover period & archived permanently
- Secondary Page, for cover period
- Secondary Page, for cover period & archived for up to 3 years
- Secondary Page, for cover period & archived permanently

(ii) Corporate, Advertorial

- Home Page, up to 12 months
- Home Page, up to 3 Years
- Secondary Page, up to 12 months
- Secondary Page, up to 3 Years

(iii) Academic

- Home Page, up to 12 months
- Home Page, up to 12 months & archived permanently
- Secondary Page, up to 12 months
- Secondary Page, up to 12 months & archived permanently

(iv) Domestic

- Home Page, up to 3 Years
- Secondary Page, up to 3 Years

(v) CD Rom (production run of 10,000)

- Inside product, one language
- Inside product, more than one language
- Product packaging , one language
- Product packaging , more than one language

Note: Discounted fees for scholarly and commercial reproductions can be requested and will be considered on an individual basis by the Museums Manager.

Reproduction projects not mentioned can be requested and will be considered on an individual basis.

AA LEISURECARDS

- Adult
- Under 18's / Senior Citizen
- Family
- Concessionary (To be replaced by the Xcard)

Note: The prices quoted in B - L are the maxima to be charged. In addition, non-LeisureCard scheme members are subject to admission charges as appropriate, which apply to all customers at all centres as follows (except where marked #):

- Adult
- Under 18's/Senior Citizen
- LeisureCard Holders

B ISCA CENTRE for bowls and bridge (CASUAL PUBLIC USE)

Bowls Per Person

(discounts apply when there are more than 2 players)

- 1 hour
- 1½ hours
- 2 hours
- 2½ hours
- 3 hours

C CLIFTON HILL GOLF DRIVING RANGE

(max per 50 balls)

- (a) Adult
- (b) Under 18's/Senior Citizen
- (c) Concessionary LeisureCard Holder
- (d) Hire of Clubs
 - LeisureCard
 - Non-LeisureCard

Note: The actual price charged can be determined by the Contractor with the proviso that the differential between LeisureCard and Non-LeisureCard charge is maintained.

D EXETER ARENA

(1) Arena Hire (Hourly)#

- Off Peak - Weekdays (before 6pm)
- Peak - Weekdays (after 6pm)
- Weekends/Bank Holidays

(2) Floodlights (Per Hour or Part thereof)#

- Full
- Training

(3) Casual Use (including changing/shower use)

- (a) Adult
 - Peak
 - Off Peak

- (b) Under 18's/Senior Citizen
 - Peak
 - Off Peak

(4) Season Tickets (LeisureCard holders only)

- (a) Adult
 - Off Peak only
 - All Other Times
- (b) Under 18's/Senior Citizen
 - Off Peak only
 - All Other Times

(5) Soccer Pitch Match Hire (4 hour period)#

- (a) Off Peak (weekday before 6.00pm)
 - Adult
 - Under 18's
- (b) Peak (weekends, Bank Holidays and evenings after 6.00pm)
 - Adult
 - Under 18's

(6) Equipment Hire#

- (a) Small Equipment

(7) Gymnasium/Fitness Studio

- Induction
- Adult
- Under 18's/Senior Citizen

(8) Shower

E NORTHBROOK APPROACH GOLF COURSE

- (a) Per Round - Adult
- (b) Per Round - Junior/Senior Citizen
- (b) Per Ball
- (c) Per Pencil

F PYRAMIDS SWIMMING AND LEISURE CENTRE

(1) Swimming Pools

- (a) Adult Swim Per Session
- (b) Under 18's/Senior Citizen Per Session
 - 50+ Swims - Special Sessions only
- (c) shower
- (e) Hire of Pool (per hour)#

- Occasional Club/Voluntary Group
- Regular Club/Voluntary Group
- Gala requiring pool closure during public session
- Early morning club training per lane
- Learner pool

- (f) Season Tickets (LeisureCard holders only)
(Weekdays only)
- 3 months Adult
 - 3 months Under 18's/Senior Citizen
 - 3 months Early Morning Swim Club

(2) Fitness Studio

- Induction Courses
- Adult per session
- Under 18's/Senior Citizen per session

(3) Sauna

- Sauna Senior Citizen (off peak only)
- Sauna (per 2 hour session)

(4) Sunbed (10 minutes)

G NORTHBROOK SWIMMING POOL

(1) Main Pool Hire (per hour)#

- Weekday 9am-4pm
- Weekday 6am-9am, 4pm-11pm
- weekends and Bank Holidays

(2) Casual Swims

- Adult Swim Per Session
- Under 18's/Senior Citizen Swim Per Session

H RIVERSIDE LEISURE CENTRE

(1) Swimming Pools

- (a) Adult Swim per session
- (b) Under 18's / senior citizen per session
- (c) 50+ special sessions
- (d) Shower
- (e) Hire of Pool (per hour)#
 - Occasional club/Voluntary Group

- Regular club/Voluntary Group
- Gala requiring pool closure during public session
- Early morning club training per lane
- Learner Pool

(f) Season Tickets (LeisureCard holders only)
(Weekdays only)

- 3 months Adult
- 3 months Under 18's/Senior Citizen
- 3 months Early Morning Swim Club

(2) Fitness

- Induction
- Adult per session

(3) Health Suite

- Sauna/Steam/Jacuzzi/Swim

(4) Squash (per court per 45 mins)

- Peak
- Off peak

(5) Main Hall

(a) half hall per hour session (5-a-side, volleyball etc)

- Peak
- Off Peak

(b) full hall per hour session (basketball etc)

- Peak
- Off peak

(6) Badminton (per hour session)

- Peak
- Off peak

(7) Equipment Hire#

- large (eg Judo mats)
- Racket/Football Hire
- Small (eg Table Tennis Bat)

I WONFORD SPORTS CENTRE

**(1) Main Hall (per hour session)
(volleyball, basketball, 5-a-side etc)**

- Peak
- Off Peak

(2) Badminton (per hour session)

- Peak
- Off Peak

(3) Trampoline (per hour session)

(4) Table Tennis (per hour session)

- Peak
- Off Peak

(5) Outdoor Floodlit Area (per hour session)

- Peak
- Off Peak
- Floodlights

(6) Activities

(eg Children's/Ladies/50+ Recreation, Aerobics, Circuit Training etc)
Charges subject to agreement by the Head of Leisure & Museums

(7) shower

(8) Sauna/Sunbed

- (a) Sauna (Block Booking)
- (b) Sauna
- (c) Sunbed (10 minutes)
 - Peak
 - Off Peak

(9) Fitness Studio

- (a) Induction Course
- (b) Adult per session
- (c) Under 18's/Senior Citizen per session
- (d) Fitness Test
- (e) Fitness Test and Induction

(10) Equipment Hire#

- (a) Large Equipment (e.g. Judo mats)
- (b) Racket/Ball Hire
- (c) Table Tennis Bat Hire

(11) Bouncy Castle#

(12) Activity Room

(13) Creche#

J CLIFTON HILL SPORTS CENTRE

- (1) **Main Hall (per 1 hour session)**
(volleyball, basketball, 5-a-side etc)
 - Peak
 - Off Peak
- (2) **Badminton Courts (per hour session)**
 - Peak
 - Off Peak
- (3) **Trampoline (per hour session)**
- (4) **Squash (per court per 45 minutes)**
 - Peak
 - Off Peak
- (5) **Table Tennis (per table per hour session)**
 - Peak
 - Off Peak
- (6) **Activities**
(eg Childrens/Ladies/50+ Recreation, Aerobics, Circuit Training etc)
Charges subject to agreement by the Head of Leisure & Museums
- (7) **Shower**
- (8) **Crèche#**
- (9) **Fitness Centre**
 - (a) Induction Course
 - (b) Adult per session
 - (c) Under 18's/Senior Citizen per session
 - (d) Solarium
 - Peak
 - Off Peak
 - (e) Fitness Test
 - (f) Fitness Test and Induction
- (10) **Equipment Hire#**
 - (a) Large (e.g. Judo mats)
 - (b) Standard
 - (c) Small
- (11) **Dance Studio**
 - Peak
 - Off Peak

K WEST EXE COMMUNITY PITCH

Pitch hire includes pitch and changing room,
per hour or part hour

- a) Peak rate (applies to certain days and times
between 1 August and 31 March)

- Full pitch - 1 hour
 - 1.5 hours evening session
 - Two thirds pitch - 1 hour
 - One third pitch - 1 hour
- b) Off peak (all other times)
 - Full pitch - 1 hour
 - 1.5 hours evening session
 - Two thirds pitch - 1 hour
 - One third pitch - 1 hour
- c) Under 18's
 - 50% of adult charges, applies at ALL times, following charge is MINIMUM
- d) Floodlights
 - Full pitch - 1 hour
 - Two thirds pitch - 1 hour
 - One third pitch - 1 hour

L PLAY TRAINING AND RESOURCE CENTRE - SCRAPSTORE

Annual Membership

- Organisations within Exeter
- Organisations outside Exeter
- Schools and Commercial Groups
- Childminder
- Family (within Exeter only)
- Student based in Exeter

Group Membership eg Playscheme, Carnivals etc.

- Summer 3 months (within Exeter)
- Summer 3 months (outside Exeter)
- 1 x small bag of scrap
- 1 x large bag of scrap

M PARKS AND RECREATION GROUNDS

(Youth rate applies to under 18's)

Hire of Changing Accommodation Only
(Minimum 2 hours)

(1) Soccer and Rugby

(Hire of Pitch incl. Changing Accommodation)

- (a) Single Games
 - Single Games - any one day
- (b) Seasonal Licence
 - Seasonal Licence - any nominated day
- (c) Exceptions

- Without Changing Accommodation

- (d) Half Season
- (e) Under 18's (Voluntary Organisations only)
- (f) Practice Areas
 - marked pitch (Season)
 - unmarked area (Season)
 - Single Sessions (marked pitch or unmarked area)
- (g) Cancellation (Admin. Charge)
- (h) Mid-Season Changes of Use

(2) Cricket

(Hire of wickets without Changing Accommodation)

- (a) Single Games
- (b) Seasonal
 - Nominated Day
- (c) Exceptions
 - Under 18's (Voluntary Organisations only)
- (d) Half Season
- (e) Practice Sessions
- (f) Cancellation (Admin. Charge)
- (g) Use of Changing Accommodation
(conditional) per licence.

(3) Tennis

Tennis is free on City Council courts, on the understanding that players restrict games to one hour in total if others are waiting to play. The Council retains the right to restrict the free use of the courts on occasions, and to allocate courts for use by others. Fees are charged for organised use.

- (a) Organised use (eg educational establishments)
(Per Court, Per Hour)
- (b) Events and organised use

(4) Bowls

- (a) Per Player, Per Hour
 - LeisureCard Holder
 - Non LeisureCard Holder
- (b) Hire of woods

- (c) Hire of Slips
- (d) Season
 - Adult, Under 18's, Senior Citizen
 - LeisureCard Holder
 - Non-LeisureCard Holder
- (e) Use of green for County Competitions etc.
(per rink hour)
- (f) Season charge payable by clubs operating from
bowling greens

(5) Croquet

- (a) Per Player, Per Hour
(Incl. Equipment Hire)
 - LeisureCard Holder
 - Non LeisureCard Holder
- (b) Season
 - Adult, Under 18's, Senior Citizen
 - LeisureCard Holder
 - Non-LeisureCard Holder
- (c) Season charge payable by clubs operating from
croquet lawns

(6) Petanque

Annual charge payable by clubs operating from
petanque terrain

(7) Allotments

Charges are payable in March, or on commencement of the tenancy.

Tenancies commencing after 1 September are charged at 50%

Fixed until 1st March 2008

- (a) Normal fee per 25sq. metres (approx. 1 rod)
- (b) Senior Citizen fee per 25 sq. metres
(first 250 sq. mtrs only)
- (c) LeisureCard Holders

Discount of £4.00 per plot (125 sq mtrs or more) but not to be used in conjunction with Senior Citizen rate)

- (d) Sites without water
- (e) Under 18's fee per 25 sq. metres
(first 250 sq. mtrs only)

Charges from 1st March 2008

- (a) Normal fee per 25sq. metres (approx. 1 rod)
- (b) Senior Citizen fee per 25 sq. metres
(first 250 sq. mtrs only)
- (c) LeisureCard Holders

Discount of £4.00 per plot (125 sq mtrs or more) but not to be used in conjunction with Senior Citizen rate)

- (d) Sites without water
- (e) Under 18's fee per 25 sq. metres
(first 250 sq. mtrs only)

N CANAL AND RIVER EXE

*** With effect from 1st October**

(1) Canal and Town Commodity Dues

Town Commodity Dues
Imports and Exports - all commodities

(2) Dues on Commercial Vessels (zero rated)

- (a) Canal Dues
 - Importing and/or exporting per gross registered tonne.
- (b) Topsham Quay Dues
 - Importing and/or exporting per gross registered tonne.
- (c) Local Light Dues
 - All Commercial Vessels Entering Port
(scale based on gross registered tonne)
 - Vessels of up to 100 GRT
 - Vessels of 101 - 200 GRT
 - Vessels of 201 - 300 GRT
 - Vessels of 301 - 1,000 GRT
 - Vessels over 1,001 GRT
- (d) Additional Charge for Vessels per one-way passage through Canal outside normal working hours
 - Non Bank Holidays
 - Bank Holidays
- (e) Mooring on Bight Buoy
 - Charge per Day

- (f) Services
 - Standing Charge, per visit
 - Water, Electricity, Waste Disposal
- (g) Topsham Quay
 - Laying alongside, not loading or unloading, per day, or part thereof.
 - per metre
- (h) Passenger use of landing facilities

(3) Dues on other Vessels

- (a) Berthing Licence (part months pro rata)
 - Charge per metre per month
 - Canal in the water at Turf
 - Canal in the water at Basin
 - Canal Basin on the Quay
 - Canal Basin in the Compound
 - Turf Depot covered storage
 - Topsham Quay in the water
 (Monthly rate doesn't apply May-Aug when a minimum 5 months summer permit is required, or visitor rate ((3) (e) (ii)) applies. From 1 April 2004)
 - Topsham Quay on the Quay*
 - (Minimum 5 month period to include Nov-Feb)
 - * booking deposit required
- (i) Charges inclusive of locking and
 - passage through canal during normal working hours, but delays in arrival and departure can incur a charge under 3(f).
- (ii) Outside of normal working hours
- (iii) Multihulls incur a 25% supplementary charge
- (iv) Length, calculation includes bowsprits, bumkins and any other permanent or temporary extensions to a vessel's overall length, excluding masts stored on deck not interfering with other vessels.
- (v) Trailers, empty cradles and other similarly stored items at half rate (containers charged at full rate).
- (vi) 10% discount for early payment within 14 days from date of pro-forma invoice
- (vii) 10% surcharge for late payments over 28 days from date of pro-forma invoice subject to any recovery costs incurred

(viii) Min. period 4 weeks

N.B. (vi) & (vii) applicable to 3(b) and 3(c)

(b) Cranage
Subject to condition of use 4 & 6

(i) Lift in or out

(ii) Cranage over quays per metre each way
(free for vessels charged under 3(a)
stored for more than 2 months)

2006/07

(iii) Hire of cradles per season
(Summer and Winter pro rata)
- cradles or legs on keel boats compulsory

2007/08 onwards

(iii) Hire of cradles per (boat) metre per month
(or part month) - cradle or legs on
keel boats compulsory

(c) Masts
- Stepping or striking per hour or part
- Storage of masts ashore
(per period up to 12 months)

(d) Services
- Water and Waste Disposal
- Electricity

(e) Visitors' Mooring and Berths

(i) Exmouth Bight and Turf Mooring Buoys
- per half day or less
- per day
- > 13m on ship's buoy (per day or part)

(ii) Berths alongside per day (max. period 4 weeks)
- Turf Basin (min period 2 days)
- Topsham Quay (on/or alongside)

Note: 25% reductions for stays of one week or
more; group bookings negotiable.
Supplements chargeable for weekend
arrivals/departures

(f) Assistance to Craft
- Labour per hour (minimum charge £18, 06/07 £17)
- Labour per hour with use of boat
(minimum charge £30, 06/07 £25)

(4) Licensing of Pleasure Craft and Boat Operators

Pleasure Craft (per annum)

- Operators (per annum)
- Initial (including test)
- Renewal

(5) Topsham Ferry

- Adult per person
- Under 18's & Senior Citizen
- Dogs
- Bicycles, pushchairs etc

(6) Salmon Fishing Permits

- Annual
- Day

O CEMETERIES

(1) Purchase Fees for the Exclusive Right of Burial

Purchase of burial rights for 30 years, extendable thereafter

- Adult Lawn Grave
- Woodland Grave
- Children's Section (Exwick)
- Cremation Remains Section
- 'Edwardian' Single depth graves

(2) Interment Fees

- (a) Interment of foetal remains
- (b) Stillborn child or child whose age at time of death did not exceed one month (in grave for which no right of burial granted)
- (c) Children under 12 years of age:
 - (i) In existing children's section
 - (ii) In adult section at depth not exceeding 2.4 meters (8 ft approx)
- (d) Any person whose age at time of death was 12 years or more:
 - Depth not exceeding 2.4 metres (8 ft approx)
- (e) Hire of Chapel
 - for foetal remains or child up to 18 years old
- (f) Cremated remains:
 - Interment of child's ashes
 - Buried in a grave or special section
 - Scattering ashes

- (g) Woodland Burial
NB: For non-residents of Exeter, the fees and payments shown in 1 & 2 above are double those given except where the Council approves otherwise.

(3) Grant of right to erect a memorial

Lawn memorial
Vases
Cremation Tablets
Additional Inscriptions
Child's headstone
NB Before any memorial is erected on a grave, the exclusive right of burial must be purchased

(4) Memorial Plaques

(5) Maintenance: per annum

Soiling
Maintenance, including planting and turfing (where applicable)

- (6) Search of burials registers** (except in the case of funeral directors and solicitors making arrangements in respect of a recent death including location of grave on site.)
Maximum Charge

Certified copy of an entry in burial registers

P PUBLIC CONVENIENCES

Radar Keys
Radar Directory

Q CLEANSING SERVICES

Please contact the Cleansing Department on 01392 665010 to arrange these services

- (i) Trade Refuse

Charges on application. Please contact the Cleansing Department.

- (ii) Sale of Composters

Recommended to be sold at cost, current charges:

Composters
- Junior Wormery
- Original Wormery
- Additional charge payable if delivery required
Compost Bin 220L

Compost Bin 280L
Compost Bin 330L

Compost bins will be available from Jan 1st direct from WRAP (0845 077 0757) and, while existing stocks last, from ECC at the same prices. Costs start at £8 inc delivery.

Prices of composters may be subject to change at the discretion of the Head
of Environmental Health Services to reflect changes in wholesale price.

(iii) Exchange of wheeled bin, per visit charge
(iv) Disposal of motor car

(v) Bulky items

We collect a limited number of bulky items from Domestic premises for a standard charge
For collection of larger quantities of bulky items, or from business premises,
an hourly charge will be made

Standard charge for one item from domestic premises
Standard charge for each additional item
from domestic premises
Hourly rate for collection
from business premises
from schools

(vi) Garden Waste

Hire of brown wheelie bin for year
Biodegradable sacks - each (available from
designated retailers and Council offices)

R PEST CONTROL

(1) Rat Control

Non domestic premises - standard treatment.
(Per hour or part)
Out of hours (per hour or part)

Domestic premises - no charge during
office hours. Charge may be levied where
infestation is caused by negligence of
occupier.

(2) Mouse Control

Domestic premises - standard treatment
(Per hour or part)
Out of hours (per hour of part)

No charge during office hours for destruction
of public health pests i.e. mice, fleas, bedbugs
and wasps where householder/tenant on income
support or 100% rent rebate. (Maximum of two free
treatments, per property per year).

Annual contracts for pest control at the discretion of the Head of Environmental Health Services.

- * Charges are normally on a payment before treatment basis. Where an account is rendered, an additional charge of £16.50 is levied (inc VAT).

(3) Insect Control

Wasps - during standard hours

- out of hours

Bed Bugs - during standard hours (one bedroom)

- out of hours (one bedroom)

- additional rooms - per room

Fleas - One bedroom property

Two bedroom property

Three bedroom property

Four bedroom property

Five bedroom property

Six bedroom property

For properties larger than six bedrooms please ask for a quote.

Other Insects - during standard hours

- out of hours

Charges may be waived by Head of Environmental Health Services for public health reasons.

S DOG KENNELLING

(1) Reception (inc. transportation)

Where a stray dog is taken to a kennel (chosen by the Head of Environmental Health Services), the owner of the dog will be charged for the transportation costs, kennelling and a statutory fine of £25 on collecting the dog. (The minimum charge will be £72.00 including VAT)

(2) Other Charges

Administration (should an account be necessary in respect of kennelling)

Statutory additional charge (Environmental Protection (Stray Dogs) Regulations 1992)

Administration charge

Veterinary care charge at cost

Returning Dog to Owner

T HOME CALL

charges applicable to 28th September 2005

Householders (per week)

Keyholder Service (per week)
Keyholder Fail-safe - Call out

charges applicable from 29th September 2005

Householders (per week)
Keyholder Service (per week)
Keyholder Fail-safe - Call out

Contracts /monitoring only - By negotiation

Housing Associations - emergency response
per hour or part of

U MISCELLANEOUS

(1) Surrender of unfit foodstuffs

per hour or part

Regular inspections -
Annual terms to be agreed

(2) Food Export Licence
(Per hour or part)

Plus analysts fee

(3) Water Sampling in Commercial Premises

Plus analysts fee

(4) Food Hygiene Courses

Foundation
Intermediate
New Courses from January 2007:
Level 3 award in supervising food safety in catering
Level 3 award in food safety supervision for manufacturing
Level 3 award in food safety supervision in retail
Advanced
Others

(5) Statements

Factual Statements for
Civil Proceedings

(6) Health & Safety Courses

Foundation
Advanced
Risk Assessment
Manual Handling

(7) Environmental Awareness Course

(8) Environmental Management Course

Fees for other courses to be at the discretion of the Head of Environmental Health Services.

V LICENSING FEES - GENERAL

A NON RETURNABLE ADMIN FEE OF £25 IS PAYABLE WITH ALL NEW APPLICATIONS (INCLUDES KNOWLEDGE TEST)

(1) Hackney carriage

Vehicle Licence
(Incl Plate & Survey Charge)

(2) Hackney Carriage

Driver's Licence and Identity card
per annum

1st issue
renewal

every 3 years

1st issue
renewal

Criminal Records Bureau check

- Fee charged by CRB - currently

- Administration Charge

(3) Private Hire Operators Licence

per annum
5 year licence
Criminal Records Bureau check

- Fee charged by CRB - currently

- Administration Charge

(4) Private Hire Vehicle Licence

(Incl. Plate)

(5) Private Hire Drivers

Licence and Identity Card
per annum

1st issue
renewal

every 3 years

1st issue
renewal

Criminal Records Bureau check

- Fee charged by CRB - currently

- Administration Charge

(6) Vehicle Licences and Plate - Transfer Fees

(7) Vehicle Re-test Council's Request

under review

(8) Knowledge Test

(9) Plates

Issue of bracket
Replacement of new style plate

(10) Consents to Street Trade

For up to 3 months
For up to 6 months
For up to 9 months
For up to 12 months
Casual daily rate

Animal Welfare

The Animal Welfare Act 2006 will introduce new regulations during 2007/08 which may affect the fees charged. Th

(11) Animal Boarding Establishment

Licence

- (a) New Licence
- (b) Renewal
plus Vets fee

(12) Pet Animals Licence

- (a) New Licence
- (b) Renewal
plus Vets fee

(13) Riding Establishments Licence

Minimum charge
per horse in excess of 10
plus Vets fee

(14) Dog Breeding Establishments Licence

- (a) New Licence
- (b) Renewal

*

(15) Dangerous Wild Animals Act*

Licence Fee
(To include cost of inspections
during currency of licence)

*

Variation Fee

*

(16) Sex Establishments Licence

Gambling Licences and Permits

Premises licences and permit fees are the subject of consultation under the Gambling Act 2005, and the charges marked * are therefore subject to change during the year

(17) Amusement with Prizes Permit

Statutory Charge
All cash prize machines

(18) Small Lotteries

Statutory Charges
(a) Registration
(b) Renewal

(19) Gambling Act 2005

New fees may come into force during 2007/08 in respect of the following classes of premises:

Casinos
Bingo Clubs
Betting premises
Tracks
Family Entertainment Centres
Adult Gaming Centres

(20) Motor Salvage Operators

(a) Registration
(b) Copy of Register Entry

(21) Licence to Deal in Game

A Licence taken out after 31 July and before,
1 November and to expire on 31 July
in the following year
A Licence taken out after 31 July and before,
1 November and to expire on 31 December
in the same year
A Licence taken out after 31 October,
to expire on 31 July in the following year
An occasional licence for any
contribution period of 14 days

(22) Control of Skin Piercing etc

Registration Fee - premises (inc one person)
- extra person

(23) Food Premises Register

Copy of whole Register
Copy of a section of Register
Copy of individual premises

W LICENSING FEES - LICENSING ACT 2003

A NON RETURNABLE ADMIN FEE OF £50 IS PAYABLE WITH ALL
NEW APPLICATIONS TO BE DEDUCTED FROM LICENCE FEE IF ISSUED

The following fees are currently the subject of an independent review, which may result in some changes during 2007/08*

(1) Premises Licence and Club Premises Certificates

Grant or variation

Band A - No rateable value up to £4,300

Band B - Rateable value £4,301 to £33,000

Band C - Rateable value £33,301 to £87,000

Band D - Rateable value £87,001 to £125,000

Band C - Rateable value £125,001 and above

Annual fee

Band A - No rateable value up to £4,300

Band B - Rateable value £4,301 to £33,000

Band C - Rateable value £33,301 to £87,000

Band D - Rateable value £87,001 to £125,000

Band C - Rateable value £125,001 and above

* An additional fee is payable for premises exclusively or primarily carrying on the supply of alcohol for consumption on the premises for events of 5,000 or more persons.

(6) Other charges

Temporary event notice

Theft, loss etc of premises licence or summary

Application for provisional statement

Notification of change of name and address

Variation to specify individual as premises supervisor

Transfer of premises licence

Interim authority notice

Theft, loss etc of certificate or summary

Notification of change of name or alteration of club rules

Change of relevant registered address of club

Theft, loss etc of temporary event notice

Grant or renewal of personal licence

Theft, loss etc of personal licence

Duty to notify change of name or address

Right of freeholder to be notified

X HOUSES IN MULTIPLE OCCUPATION

Licence for Houses in multiple occupation with five or more residents occupying a property more than two storeys high (apply from 6th April 2006 under the provisions of the Housing Act 2004)

5 year licence - per property

Service of prohibition notices, enforcement notices -
charge per notice

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY

16 JANUARY 2007

ESTIMATES

1. Introduction

1.1 Attached are the estimates for 2007/08 for consideration by the Scrutiny Committee - Community. A draft version of the figures was considered at an informal meeting of Scrutiny Community on 19 December 2006.

1.2 This report outlines the strategic framework within which the estimates have been prepared, changes in accounting practices, which affect all budgets and detailed reasons for any significant changes in the Management Unit estimates.

2. Budget Framework

2.1 The estimates include assumptions for pay, general inflation and income as follows:

- Pay 2.5%
- General inflation 1.0% (see paragraph 2.2 below)
- Income 3.0%
- Interest on Investments 5.0%

2.2 As a means of finding efficiency savings many non-pay budgets will again not be fully increased for inflation. There will be some exceptions to this in particular where there are ongoing contractual arrangements in place and where the Council has to meet the full price increase e.g. insurance, fuel and electricity. The Retail Price Index (RPI) for September 2006 was 3.6%. Although the Government no longer produce targets for the RPI it is still used to determine increases in pensions, benefits and pay negotiations. Indications are that inflation is likely to continue to remain at the current relatively low levels.

2.3 At its meeting on the 21 November 2006, Executive approved a budget strategy based on the best known data with regard to Government spending targets:

- Formula Grant increase 5.9%
- Council tax guideline 2.9%

2.4 The Government has now announced the provisional local government finance settlement for 2007/08. For Exeter the guideline figure is as follows:

- Formula Grant £11,663,930 (increase 5.9 %)

The provisional settlement now indicates that in cash terms our grant will increase by £652,807.

2.5 In addition, the Council expects to receive in 2007/08 the third (and possibly final

year) of its Local Authority Business Growth Incentive Grant (LABGI). In 2005/06, the Council received £465,108 of LABGI grant and the Government has recently announced that local authorities could expect to receive even more grant in the second and third years by abolishing the current grant ceiling and scaling factor arrangements. The scheme is set to run for three years (2005/06 to 2007/08) and can allocate £1 billion to eligible local authorities in England. The year 2 grant payment (for the current 2006/07 year) will not be announced until February 2007 and it is, therefore, expected that the year 3 payment will be on a similar timescale. The continued economic and business growth within the City gives cause for some optimism with regard to the potential LABGI grant for both the second and third years. For the purposes of the revised medium term financial strategy it has been assumed that £1 million of LABGI grant will be awarded in 2006/07 and a further £1.5 million in 2007/08.

- 2.6 The available capital resources for 2007/08 are £25.941 million with £19.157 million in respect of the General Fund, of which £3.348 million is available for new schemes. The Housing capital programme will be some £6.343 million. A list of the proposed new schemes for this Committee is attached at Appendix 2.
- 2.7 In order to help improve overall delivery and monitoring of the capital programme, schemes have been placed within 2 categories, C1 and C2. Category C1 is for those schemes that the Council is committed to and reasonably certain of being able to deliver within planned timescales. Category C2 is for those schemes that the Council is committed to but are less certain of being able to be delivered due primarily to factors outside the control of the Council. Some schemes may have elements within both categories.
- 2.8 The changes in respect of 2007/08 Fees and Charges for the Community budget are included at Appendix 3.

3. Key Revenue Budget Changes Proposed for 2007/08

- 3.1 The Revenue budgets are attached at Appendix 1. A technical adjustment to the budget in respect of service cost pension contributions (FRS17) has been made in line with required accounting practice. This amendment is reversed out below the line to show the actual cost to the Council and, therefore, has no impact on the Council Tax. The treatment is similar to the way we account for capital charges.
- 3.2 Changes introduced by the 2006 Statement Of Recommended Practice (published in July 2006) have resulted in the removal of notional interest from the Capital Charges with effect from 2006/07 onwards and this has been reflected in the 2007/08 estimates for the first time.

The proposed budgets reflect a combination of budget increases and savings and the key changes are as follows:

1A1 ENVIRONMENTAL PROTECTION

As advised in the stewardship reports for this committee, there has been a saving in 2006/07 in respect of the litter enforcement officers, as a result of delayed recruitment and the fines collected by the officers. This saving, together with the fines that it is expected will be generated in the future, have been used to extend the litter enforcement officers' activities for an additional six months.

Additional costs will arise from the implementation of a new computer system for Environmental Health Services.

Funding for the maintenance of CCTV cameras has been increased to reflect the additional costs arising from the increased number of cameras including those to be installed in 2007/08.

Income from the Home Call Alarm and Pest Control services have reduced, and this is reflected in the estimates.

1A2 CLEANSING SERVICES

The estimates include funding for an increase in the number of litter bins in the city centre, to deal with the increased cigarette litter which will arise following the implementation of the ban on smoking in public places in 2007.

Other movements in this unit are covered in the notes on the operational budgets.

1A3 LICENSING, FOOD, HEALTH & SAFETY

Income under the Licensing Act 2003 can now be assessed more accurately, and the estimates allow for the increased levels of income being generated.

The recent restructure of the unit has led to reduced staffing costs.

Funding has been included to enable the periodic survey of the taxi service to be undertaken.

1A4 TECHNICAL & AGENDA 21

Additional costs will arise from the implementation of a new computer system for contaminated land management.

1A5 WATERWAYS & COUNTRYSIDE

Funding has been included in respect of dredging at Topsham Quay, water safety equipment, replacement of the Butts Ferry winch and to deal with illegal campers.

There has been an increase in the AIM recharge in respect of Canal work.

1A6 GROUNDS MAINTENANCE

Funding has been included for a new Parks Events and Promotions Officer. It is anticipated that this function will generate additional income in future years which will partially offset the additional cost.

Additional costs to deal with illegal camping have been funded. The budget for maintaining unadopted land and composting have been reduced.

The tree management project will enter its third year in 2007/08 and the funding has been reduced as provided in the original report.

Other movements in this unit are covered in the notes on the operational budgets.

1A7 MUSEUMS

A new Service Improvement Officer post has been partially funded from this unit. Costs relating to the new Museum Store have been funded.

The employee costs have been increased to reflect posts funded from grants received from Renaissance in the Regions, and the related income is also now included.

AIM recharges for the Royal Albert Memorial Museum have increased.

1A8 CONTRACTED SPORTS FACILITIES

Funding of the Swim for Free initiative has been reduced. An increase in the recharge in respect of Leisure Services Management has been partially offset by a reduction in the AIM recharge.

1A9 OTHER SPORTS FACILITIES

Funding of the Swim for Free initiative has been reduced. A reduction in the non-domestic rates charges at two properties has reduced the budget.

A new Service Improvement Officer post has been partially funded from this unit, as has the expenditure for the feasibility study into the proposed new swimming pool. This additional funding has increased the Leisure Services management recharge to other management units.

1B2 CEMETERIES & CREMATORIUM

There has been a reduction in AIM charges.

The cost of works required on trees and the installation of cemetery plot markers has been funded.

Other movements in this unit are covered in the notes on the operational budgets.

1B3 PROPERTIES

AIM charges, income and support service costs have reduced.

- 1B4 DUAL-USE SPORTS FACILITIES**
Budgets have been removed as Devon County Council ended the contract and the management of school facilities has passed to the PFI contractor.
- 1B5 COMMUNITY OUTREACH**
New funding has been included in respect of the continuation of elements of the Be Active for Life Scheme. Income from Leisurecard has been reduced, and support services recharges have increased.

Community Outreach Management recharge has increased due to the new post of Service Improvement Officer being funded.
- 1B6 RECYCLING**
The temporary Recycling Enforcement and Education post has been extended for a further year as the funding from DEFRA has also been extended.

Other movements in this unit are covered in the notes on the operational budgets.
- 1B9 ADMINISTRATION SERVICE**
The staff training budgets previously held in this unit have been devolved to the relevant services.
- 1C1 HOME AID**
The estimate reflects the outsourcing of the service.
- 1C2 ADVISORY SERVICES**
Savings have been made in respect of Private Sector Leased (PSL) properties rents due to the expected hand back of a number of properties; contracted serviced accommodation costs have reduced partly due to the termination of a contract.

Expenditure on repairs to PSL properties has increased, additional costs in respect a security contract at Shaul Court will be incurred, the cost of the contract will be offset by a saving on a staffing budget previously included for the provision of this activity. Income has reduced due to less Housing Benefit and rent being received; support service recharges have increased.
- 1C3 HOUSING ENABLING**
The responsibility for the provision of Social Inclusion has been transferred to Chief Executive's Department. Legal and Customer Service Centre support service recharges have reduced.
- 1C4 PRIVATE SECTOR HOUSING**
Following the introduction of the licensing of Houses in Multiple Occupation (HMO) the levels of income and staffing can now be more accurately assessed and these are reflected in the estimates.

Additional costs will arise from the implementation of a new computer system for Environmental Health Services.

Support service recharges for IT have increased.
- 1C5 SUNDRY LANDS MAINTENANCE**
There are no material changes to the budget for 2007/08.

1C6 CONTRACTS AND DIRECT SERVICES

Additional costs will arise as a result of transferring documents into Computer Assisted Design format. All costs will be recharged to other services.

1C7 DIRECTOR – COMMUNITY & ENVIRONMENT

There are no material changes to the budget for 2007/08 other than the superannuation adjustment outlined at 3.1 above.

- 4. RECOMMENDED** that Scrutiny Committee – Community supports the estimates and proposed fees and charges for 2007/08 and recommends approval by the Executive.

**ANDY STARK
HEAD OF TREASURY SERVICES**

**HAZEL BALL
DIRECTOR
COMMUNITY & ENVIRONMENT**

APPENDIX 2

EXETER CITY COUNCIL

**SCRUTINY COMMITTEE – COMMUNITY
16 JANUARY 2007**

**CAPITAL PROGRAMME 2007/08
(COMMUNITY - HRA)**

HOUSING - CAPITAL PROGRAMME 2007/08 AND FUTURE YEARS

	SCHEMES LISTED WITHIN KEY STRATEGIC THEMES	2006-2007 B/FWD £	2007-2008 £	2008-2009 £
HOUSING IN THE CITY				
1	Adaptations	-	600,000	400,000
2	Environmental Improvements	-	140,000	140,000
3	Central Heating	-	365,200	382,340
4	Door Entry Systems	-	10,000	10,000
5	Programmed Reroofing	-	900,000	1,005,280
6	Communal TV Aerials	-	10,000	-
7	Sheltered Accommodation	440,000	200,000	400,000

8	Electrical Rewires Programmed	-	530,400	393,260
9	Kitchen Replacements	-	952,000	980,450
10	Low Maintenance UPVC	150,000	300,000	300,000
11	Housing Condition Survey	75,000	50,000	50,000
12	Defective Properties	168,000	249,700	254,000
13	Asbestos Work	-	25,000	25,000
14	Asbestos Survey	-	106,080	-
15	Bathroom Replacements	176,410	341,500	351,380
16	Plastic windows/ doors reactive	-	-	-
17	Energy Conservation	-	50,000	50,000
18	External Walls	-	53,030	54,630
19	Door Replacements	-	73,500	75,750
20	Leypark Road Structural Defects	324,420	-	-
21	Rifford Road Structural Repairs	60,000	-	-
22	Rennes House/Faraday House Fire Alarm Upgrade	-	40,000	-
23	Warden System Calibration	-	36,000	-
24	Contingency	-	15,000	-
25	Fees	-	326,490	286,000
Total HRA Capital Programme		<u>1,393,830</u>	<u>5,373,900</u>	<u>5,158,090</u>

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY

16 JANUARY 2007

OPERATIONAL ACCOUNTS

ESTIMATES

1. Introduction

1.1 Attached are the trading account estimates for 2007/08 for consideration by the Scrutiny Committee - Community. A draft version of the figures was considered at an informal meeting of Scrutiny Community on 19 December 2006.

1.2 This report outlines the strategic framework within which the estimates have been prepared, changes in accounting practices, which affect all budgets and detailed reasons for any significant changes in the Management Unit estimates.

2. Budget Framework

2.1 The estimates include assumptions for pay, general inflation and income as follows:

- Pay 2.5%
- General inflation 1.0% (see paragraph 2.2 below)
- Income 3.0%
- Interest on Investments 5.0%

2.2 As a means of finding efficiency savings many non-pay budgets will again not be fully increased for inflation. There will be some exceptions to this in particular where there are ongoing contractual arrangements in place and where the Council has to meet the full price increase e.g. insurance, fuel and electricity. The Retail Price Index (RPI) for September 2006 was 3.6%. Although the Government no longer produce targets for the RPI it is still used to determine increases in pensions, benefits and pay negotiations. Indications are that inflation is likely to continue to remain at the current relatively low levels.

2.3 At its meeting on the 21 November 2006, Executive approved a budget strategy based on the best known data with regard to Government spending targets:

- Formula Grant increase 5.9%
- Council tax guideline 2.9%

2.4 The Government has now announced the provisional local government finance settlement for 2007/08. For Exeter the guideline figure is as follows:

- Formula Grant £11,663,930 (increase 5.9 %)

The provisional settlement now indicates that in cash terms our grant will increase by £652,807.

2.5 In addition, the Council expects to receive in 2007/08 the third (and possibly final year) of its Local Authority Business Growth Incentive Grant (LABGI). In 2005/06, the Council received £465,108 of LABGI grant and the Government has recently announced that local authorities could expect to receive even more grant in the second and third years by abolishing the current grant ceiling and scaling factor arrangements. The scheme is set to run for three years (2005/06 to 2007/08) and can allocate £1 billion to eligible local authorities in England. The year 2 grant payment (for the current 2006/07 year) will not be announced until February 2007 and it is, therefore, expected that the year 3 payment will be on a similar timescale. The continued economic and business growth within the City gives cause for some optimism with regard to the potential LABGI grant for both the second and third years. For the purposes of the revised medium term financial strategy it has been assumed that £1 million of LABGI grant will be awarded in 2006/07 and a further £1.5 million in 2007/08.

3. Key Revenue Budget Changes Proposed for 2007/08

3.1 The Revenue budgets are attached at Appendix 1. A technical adjustment to the budget in respect of service cost pension contributions (FRS17) has been made in line with required accounting practice. This amendment is reversed out below the line to show the actual cost to the Council and, therefore, has no impact on the Council Tax. The treatment is similar to the way we account for capital charges.

3.2 Changes introduced by the 2006 Statement Of Recommended Practice (published in July 2006) have resulted in the removal of notional interest from the Capital Charges with effect from 2006/07 onwards and this has been reflected in the 2007/08 accounts for the first time.

The proposed budgets reflect a combination of budget increases and savings and the key changes are as follows:

CLEANSING

The trade refuse service will incur additional costs for waste disposal as a result of both the increase in Landfill Tax and LATS (Landfill Allowance Trading Scheme) recharges. In addition, a major contract and several smaller customers have been lost, as competition in the city has increased for this service.

Additional funding has been included to enable the domestic refuse service to deal with the increased number of households in the city. The funding for replacement wheeled bins has also been increased as many of the bins are now reaching the end of their lives.

Additional funding has been included to enhance the cleaning of Cathedral Yard.

The costs of the garden waste service have reduced as a result of the increased recycling credits generated. Additional recycling credits are also being received for leaves collected by the street sweeping service.

Depreciation charges in the domestic refuse collection service have decreased.

GROUNDS MAINTENANCE

The estimates have been increased to fund the employment and training of an apprentice. Capital costs have reduced, and AIM recharges have increased.

The cost of small plant (items costing less than £5000) will no longer be funded from capital, and the unit’s overhead budgets have therefore been increased to accommodate this cost.

CEMETERIES

The cost of small plant (items costing less than £5000) will no longer be funded from capital, and the revenue budgets have therefore been increased to accommodate this cost.

RECYCLING AND THE MRF

Increased costs of maintaining plant at the MRF have been reflected in the estimates. This is partially offset by increased income from recycled materials as a result of increased levels of recycling.

Increased fleet costs have also been funded, and AIM charges for the MRF building have increased.

- 4. **RECOMMENDED** that Scrutiny Committee – Community supports the estimates and proposed fees and charges for 2007/08 and recommends approval by the Executive.

ANDY STARK
HEAD OF TREASURY SERVICES

HAZEL BALL
DIRECTOR
COMMUNITY & ENVIRONMENT

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Agenda Item 7

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e Baker City Council & 6C 6C

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 16 JANUARY 2007

EXECUTIVE 23 JANUARY 2007

HOUSING REVENUE ACCOUNT BUSINESS PLAN 2006-2036

1. PURPOSE OF THE REPORT

- 1.1 To inform Members of the outcome of the annual review of the Housing Revenue Account Business Plan.

2. INTRODUCTION

- 2.1 All local authorities who have retained their housing stock have a statutory obligation to produce a 30 year Housing Revenue Account (HRA) Business Plan that is passed as 'fit for purpose' by their local Government Office. Exeter City Council's HRA Business Plan achieved fit for purpose status in March 2006.
- 2.2 The current HRA Business Plan has been reviewed to ensure financial models and funding predictions match current levels of subsidy and other income. The current review has been undertaken following receipt of the draft HRA subsidy determinations for 2007/08. The total finance available has been checked against our housing capital programme, including the Decent Homes Programme and the Exeter Standard, to ensure sufficient resources are available to meet these commitments.
- 2.3 A copy of the revised HRA Business Plan, taking the Council up to and including 2036 is available on the website. A copy has also been placed in the Members room for information.

3. OVERALL HIGHLIGHTS

- 3.1 The Business Plan has not been altered drastically from the previous version (2004-2034). However, data tables, financial models and action plans have all been updated to show what progress has been made over the last two years. The Business Plan includes:
- A new mission statement for the housing service
 - Revised overall strategic aims and priorities
 - Updated financial models that show an on-going surplus on the Housing Revenue Account and increased revenue contributions to capital to sustain the Decent Homes Programme and Exeter Standard
 - Evidence that the Council is on target to meet the Decent Homes Standard by 2010 and the Exeter Standard by 2015
 - Performance information for the past two years together with forward targets
 - An updated 2005/06 action plan demonstrating recent achievements
 - An updated 2006/07 action plan highlighting the current years improvement programme
 - Draft action plan for 2007/08 (still under consideration and consultation)

- 3.2 Despite an overall positive picture in terms of finance, performance and service improvements the Business Plan continues to predict an increasing funding gap between available resources and capital programme commitments from 2012 onwards. Whilst there are many variables in the financial model that cannot be accurately predicted (levels of future subsidy for example), the plan will need careful monitoring over the next 4-5 years to ensure resources are not over-committed.
- 3.3 A range of action can be taken to try and close this funding gap and ensure resources meet commitments. This includes:
- Maintaining a value for money housing management service and keeping spending below management and maintenance allowances
 - Increasing income in terms of rent arrears collection and void turnover times
 - Seeking efficiency savings in goods and services
 - Looking at better procurement methods for fixtures and fittings (bathrooms and kitchens for example) to achieve the lowest cost
 - Stretching the capital programme by delaying certain works to later years

4. CONCLUSION

- 4.1 The HRA Business Plan continues to demonstrate improved performance, robust action plans to improve the service and continued financial prudence. Most importantly it clearly demonstrates that the Decent Homes Standard will be met within Government deadlines. Future reviews will continue to monitor potential gaps in funding.

5. RECOMMENDED:

- 1) that Scrutiny Committee – Community supports and Executive approves the 2006-2036 HRA Business Plan.

HEAD OF HOUSING SERVICES

Originator: Steve Warran

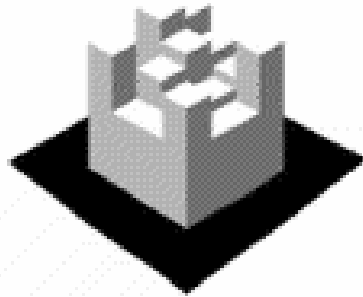
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14.12.06

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None



Exeter City Council

HOUSING REVENUE ACCOUNT

BUSINESS PLAN

2006 – 2036

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- V Housing Services Action Plan 2005/06
- VI Housing Services Action Plan 2006/07
- VII Draft Housing Service Action Plan 2007/08
- VIII Housing Management Structure Chart/Key Contacts
- VIII Glossary Of Terms

1. INTRODUCTION

- 1.1 This Business Plan sets out what the Council aims to achieve, as a landlord, in the short, medium and long-term. It has been drawn up with the involvement of tenants but also takes account of the wider community objectives of the Council and reflects the direction set in the Council's Housing Strategy.
- 1.2 Although the Business Plan is a working document for the Council, it is not written just for Council officers and members or for the Government Office. It is a public document, available to everyone. It will be available in alternative formats and languages, if required, and is displayed on the Exeter City Council website.
- 1.3 A glossary of terms and abbreviations and details of how to contact us for clarification or further information can be found at Appendix 7.

Purpose of the Housing Revenue Account Business Plan

- 1.4 This document is a business planning tool to help ensure the effective long-term management of the housing service and to allow the best use of available resources. The Plan describes how Exeter will respond to both immediate and future opportunities and challenges. The management of the Council's housing supports both the overall housing strategy and the wider Council and Community aims.
- 1.5 In line with Government guidance, Exeter's business plan is based on a 30-year financial projection, which will be updated on an annual basis. This will take account of new government legislation or guidance, updated estimates of resources and expenditure and any other changes in circumstances that might affect our ability to manage and maintain the stock.
- 1.6 The Business Plan is an important tool in planning and ensuring delivery of key tasks, and as such, the Council will ensure that it is monitored on an ongoing basis and updated when appropriate. The Council will encourage involvement and comment from tenants, leaseholders and other stakeholders in the implementation, monitoring and review of the plan.
- 1.7 The document, including its appendices, contains the data and information necessary to support the case for the proposed business direction.

2. EXECUTIVE SUMMARY

- 2.1 During 2004 the Council undertook a rigorous and comprehensive options appraisal, in full consultation with its tenants and leaseholders, to establish the future direction and resources of the housing management service. Following an assessment of the final report by the Government Office for the South West the options appraisal and its recommendations were approved in July 2005. To ensure the outcomes of this appraisal are achieved this comprehensive Housing Revenue Account business plan has been developed.
- 2.2 This Business Plan describes the Council's plans for maintaining and improving its housing stock over the next 30 years. These are based on detailed survey information on the condition of the stock and on detailed financial projections, covering the period to 2036. These show that the Council will be able to improve its properties so that they meet not only the Government's Decent Homes Standard but also the higher 'Exeter Standard', which it has agreed with its tenants.
- 2.3 Inevitably, changes have occurred since the Options Appraisal was undertaken and the projections have been updated to reflect these. Most significant is the need to invest in the sheltered housing stock to meet standards set by Supporting People.
- 2.4 The Council has agreed its outline investment plans for the next 30 years. It will now work with its tenants and leaseholders to continually improve its housing management services, increase satisfaction and maintain value for money.
- 2.5 Critical to the Business Plan is a 30-year projection for the Housing Revenue Account that shows that the account should remain in balance or surplus throughout the period of the plan. However, nothing is certain and the key factors (or 'sensitivities') that could potentially affect this projection are set out in the plan.
- 2.6 The Plan sets out the key policy objectives for the service together with performance targets and action plans. Where these have potentially significant financial impacts these are factored into the financial projections.
- 2.7 While the plan covers a 30 year period, the financial position will never be exactly as predicted and, in the interest of sound financial management, the Council will re-run its projections annually.

Mission Statement

- 2.8 The Housing Unit has recently adopted a new mission statement for the service that aims to demonstrate our overall aims and objectives. This is;

“Working with our partners, we aim to provide excellent customer services; decent, affordable homes within sustainable neighbourhoods; and a range of housing solutions for the benefit of our customers and the wider community”.

Key Service Objectives

- 2.9 The Council has agreed a number of key aims and objectives for the housing service. These include:

Strategic Aims:

1. To deliver a three-star housing service
2. To be a top quartile performer within a 'family' of similar landlords
3. To ensure there are sufficient number of affordable homes for those in housing need
4. To ensure services are effective, efficient and provide value for money
5. To continually improve our services through customer involvement
6. To increase choice for customers across the housing service
7. To ensure our neighbourhoods are safe and attractive places where people want to live
8. To ensure our services are accessible to all and meet the demands of a diverse community
9. To identify areas of social exclusion and seek practical solutions through a range of partnerships
10. To ensure staff are motivated, well trained and developed

Strategic Priorities:

11. To meet the Decent Homes Standard by 2010
12. To meet the Exeter Standard by 2015
13. To reduce homelessness by 25% by 2010 and by 50% by 2015
14. To reduce the use of temporary accommodation by 50% by 2010
15. To reduce youth homelessness (16 & 17 year olds) by 50% by 2008
16. To ensure no homeless family is placed in Bed & Breakfast accommodation for more than 6 weeks
17. To maintain the number of rough sleepers within the city to below 10.
18. To deliver an average of 200 affordable homes each year
19. To maintain a 'fit for purpose' Housing Strategy, Homelessness Strategy and Housing Revenue Account Business Plan

Current performance

- 2.10 Overall, Exeter's housing service has an excellent record on performance. The Council is a member of the Housemark service and regularly benchmarks itself against a group of similar local authorities. These authorities include Ipswich, Oxford, Cheltenham, Lincoln, Gloucester, Dover, Eastbourne and Canterbury. Performance is regularly reported to members and to residents through the formal consultation structures. Performance is also published on the Council's web site.
- 2.11 In 2005/06 the Council's Best Value Performance Indicators showed at our best performance (top or second quartile) was in the areas of delivering decent homes, rent collection and arrears, private sector empty homes and tenant satisfaction. However, in a few areas the Council does less well. Where performance is poor further work is planned to improve the service. Key priorities for improvement are:

- Reducing average void turnover time to below 21 days – new procedures introduced, weekly monitoring reports to staff and management
- Increasing the overall percentage of repairs completed within target to 95% - closer working with contractors
- Increase the percentage of responsive repairs undertaken by appointment to 75% - establish a Repairs Partnership Board to work closely with residents and contractors to identify further areas for improvement
- Increase the proportion of repairs undertaken on a planned basis to 75% - identify regular 'non-priority repairs', future programme repairs work
- Increasing the average SAP rating of the Council's stock to 67 – increased cavity wall and thermal insulation programme, complete heating programme, complete door replacement programme
- Increasing opportunities for tenants to participate in the management of the service – create a resident involvement register, introduce new Tenants' Compact, create a Resident Auditor Team and elect a Tenants Committee
- Introduce a new Anti-social behaviour and neighbourhood management policies and ensuring that cases are accurately recorded tracked and monitored.

2.12 The Council is committed to the principle of continuous improvement and believes that this can only be achieved with involvement from our tenants and leaseholders. Using customer feedback through satisfaction surveys, focus groups, resident meetings and the complaints procedure will play a key role in this process.

Developing this Business Plan

2.13 The Housing Revenue Account Business Plan was developed following completion of the housing Options Appraisal in 2004. During the appraisal process the tenants and leaseholders consultation group employed independent consultants to advise and guide them through the process. Much of this work has influenced the direction of the business plan. For example the adoption of the Exeter Standard is a direct result of our tenants participation in the process.

2.14 The Business Plan was developed initially with a small group of officers and tenants working together. Three 'general needs' and two 'sheltered housing' tenants were nominated to sit on this group. Regular progress reports were made to the main Tenant and Leaseholder consultation group and the Sheltered Housing Forum at their June and September 2005 meetings. Through the process tenants used the opportunity to challenge current policy and influence future priorities.

2.15 The Business Plan will be regularly monitored by the various tenant and leaseholder groups. During 2006, a range of new initiatives and policies have been introduced in line with the Housing Service Improvement Plan where residents have played a key role in their development. This includes the new anti-social behaviour and neighbourhood management policies, a responsive repairs review, literature review and the new performance management system. The newly established Resident

Auditor Team has also been assessing the Council's housing services against the Customer Care and Access Key Lines of Enquiry document.

3. THE NATIONAL CONTEXT

3.1 A key driver for housing investment has been the target set by the Government, in 2001, that all Local Authorities should bring all their rented housing up to the decent homes standard by 2010, with an interim target to reduce the number of non-decent houses by a third between 2001 and 2004. This issue is discussed in detail in Chapter 5 below.

3.2 A number of more recent Government policy documents have also impacted on the preparation of the Plan:

- Comprehensive Spending Review (CSR) – July 2004
- Consultation Document on Capital Financing Regime – August 2002
- Sustainable Communities – Building for the Future (Communities Plan) – February 2003
- Public Services Agreement (PSA) Plus Review – March 2003
- Guidance on Option Appraisals – June 2003
- The Local Government Act 2003
- Housing Revenue Account Subsidy Determination 2005/06

3.3 The most significant impacts from these are:

Consultation Document on Capital Financing Regime:

- For all Councils, including those that are debt-free, 75% of RTB receipts are pooled into a national capital receipts pot (replacing previous set aside arrangements);
- Local Authority Social Housing Grant (SHG) replaced by grants from local authorities, which are not reimbursed by the Housing Corporation;
- A radical reform of the capital finance system.

The Communities Plan:

- Brought in a statutory framework to endorse the split between housing strategy and enabling and HRA business planning
- Introduced plans to pool capital receipts and extend this to debt free authorities. This will be phased in over 3 years
- Packaged pooled capital receipts with funds targeted for social housing and key worker accommodation and allocated by the new Regional Housing Body (RHB). This will combine money previously available as part of the Housing Investment Programme (HIP) and the Approved Development Programme (ADP)
- Discontinued Local Authority Social Housing Grant.
- Reaffirmed the Government commitment to achieving the Decent Homes targets by 2010 and indicated that authorities would be expected to adopt one or more of the three options available if they could not meet the investment needs from within their own resources

- Expected every local authority to produce an objective and rigorous appraisal of its investment options by July 2005 – supported by resources from the Community Housing Task Force (CHTF)
- Gave additional financial support to the three alternatives to traditional Council ownership - Arms Length Management (ALMO's), the Private Finance Initiative (PFI), and stock transfer.

The PSA Plus Review:

- Introduced the need for a more robust option appraisal process. The Government requires all authorities to have finalised the appraisal of their options for delivering decent homes and providing a good service to tenants by July 2005. The Council has completed its appraisal and is awaiting formal sign-off by the Government Office for the South West.

The Local Government Act 2003 includes the following provisions relevant to this Plan:

- The removal of rent rebates from the Housing Revenue Account (HRA)
- Freedom to borrow against the revenues in the HRA (Subject to prudential limits)
- Greater financial freedom for high-performing Arms Length Management Organisations (ALMO's)
- Set-aside rules in relation to housing receipts these will be replaced by a pooling system that will apply to all housing receipts. This is particularly significant to debt-free Councils, like Exeter
- The Act also contains powers to allow the Government to require that a Housing Revenue Account (HRA) Business Plan be submitted, and to allow Subsidy to be set on a non-formulaic basis. The Act sets out a number of specific criteria against which authorities will be judged, related to the their landlord role, their wider role as a Housing Authority and "assumptions as to any matter". This means that the Government's judgement of the Council's performance, including, perhaps, its assessment of the HRA Business Plan or Option Appraisal, could influence the resources it receives.

4. CORPORATE AND STRATEGIC CONTEXT

Council structure and governance arrangements

- 4.1 The Council is composed of 40 councillors who serve for four years. One-third of these Members' terms of office expire in each of three years out of four (in the fourth year county councillors are elected). Councillors are democratically accountable to residents of their ward. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.
- 4.2 Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Council's Standards Committee monitors and reviews the code of conduct and advises councillors on its application.

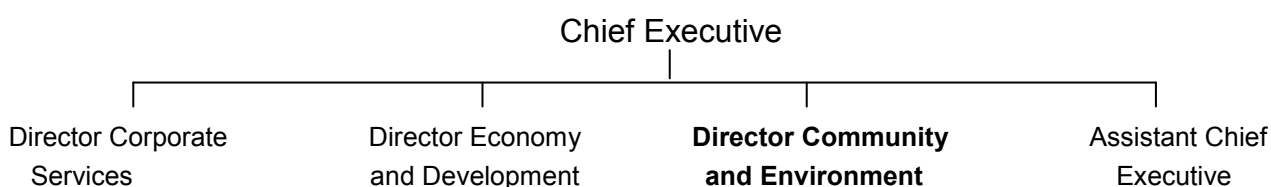
- 4.3 All councillors meet together as the Council. Meetings of the Council are normally open to the public. Here councillors decide the Council's overall policies and set the budget each year.

The Executive Committee

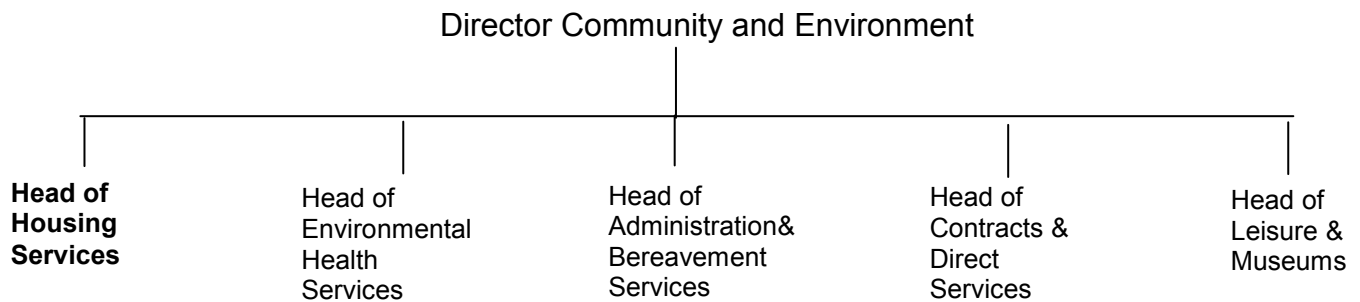
- 4.4 The Executive is the part of the Council that is responsible for most day-to-day decisions, which are not delegated to officers. The Executive is made up of the Leader of the Council, councillors who have responsibilities for various service areas (known as portfolio holders) and other councillors. All political groups on the Council have a seat on the Executive. When major decisions are to be discussed or made, these are published in the Executive's forward plan in so far as they can be anticipated. In Exeter it has been decided that all meetings of the Executive will be open for the public to attend except where personal or confidential matters are being discussed. The Executive has to make decisions, which are in line with the Council's overall policies and budget. If it wishes to make a decision, which is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

Scrutiny

- 4.5 There are three scrutiny committees that support the work of the Executive and the Council as a whole. They allow citizens to have a greater say in Council matters by allowing members of the public to raise matters at meetings of these committees. These can lead to reports and recommendations, which advise the Executive and the Council on its policies, budget and service delivery issues. Scrutiny committees also monitor the decisions of the Executive. They can, in exceptional circumstances, 'call-in' a decision that has been made by the Executive but not yet implemented and ask that the Executive reconsider the decision. They will usually be consulted by the Executive or the Council on forthcoming decisions and the development of policy.
- 4.6 There are five Portfolio holders, all represented on the Executive. The whole of the housing service falls within the remit of the Portfolio Holder for Housing and Social Inclusion.
- 4.7 The Council delivers its services through the following organisational structure



The Housing Service is managed within the Community and Environment Directorate:



Exeter Vision; the Community Strategy

4.8 The Council's overall objective, as set out in its Community Strategy, or 'Exeter Vision' is *'to enhance Exeter as a regional capital and to work in partnership to improve the quality of life for all people living, working and visiting the city.'*

4.9 The Strategy recognises the importance of housing as follows:

"Shelter is one of the basic human needs. The quality of people's homes is vital to their well being. Poor conditions in sub-standard housing can create health problems, over-crowded housing can cause daily misery and undermine family life, and housing which is too expensive can create poverty.

"The supply of housing is not just about having enough homes overall - they also have to be suitable for the people that need them. This means having family houses for households with children and studios for the younger, newly independent adults. It also means providing rented accommodation for those who cannot afford to buy, houses adapted for people with disabilities, and homes with wardens or other support for those who need it."

(from the Exeter Vision Community Strategy, Theme 7 – "A City where everyone has a home")

4.10 The Strategy comprises eleven 'themes'- many of these have implications for housing but the following are particularly important:-

Theme 7 – 'A city where everyone has a home'

7(e) Maintain and improve the Council's housing stock in consultation with tenants to meet or exceed the decent homes standard.

7(d) Promote energy efficiency to all homes and reduce greenhouse gas emissions and fuel poverty.

Theme 10 – 'To make Exeter the safest city in the Southwest ..'

10(a) Support community safety initiatives, especially in respect of addressing the causes of drug/alcohol misuse and anti-social behaviour in children and young people.

Theme 11 – Excellence in public services

11(a) Drive up service standards, achieving top 25% performance in key areas

11(c) Mainstream racial equality, social inclusion, sustainability and community safety principles

11(f) Improve public access and interface to services

Theme 3 – Electronic city

4.11 3(a) Improve service delivery through e-enabling Council services.

Directorate and Service Plans

4.12 These themes are reflected in the Directorate Plan and in the Housing Service Plan. The Directorate Plan for 2006/07 sets out the following priorities for the landlord service:-

We will:

- Complete 200 new affordable homes across the city
- Reduce the number of households in temporary accommodation to 260
- Publish a new Housing Strategy document setting out our future plans for housing provision in the city
- Increase the opportunities for residents to participate in the management of the housing service by creating an elected tenant's forum and introducing a residents' auditor team.
- Employ an anti-social behaviour case manager to improve our response to this problem and implement new software to log, track and monitor reported cases.
- Organise a tenants' and leaseholders' conference and make it an annual event
- Begin our major improvement programme for sheltered housing in line with Supporting People recommendations
- Continue to work towards the Decent Homes Programme
- Establish an Equality and Diversity Group for the housing service and agree a timetable for action
- Undertake a full review of our procedure manual, customer leaflets and website access
- Publish an audit of existing social inclusion work within the Council's customer facing services and make recommendations for further improvements
- Develop detailed profiles of electoral wards across the city for use in service planning and resource targeting.

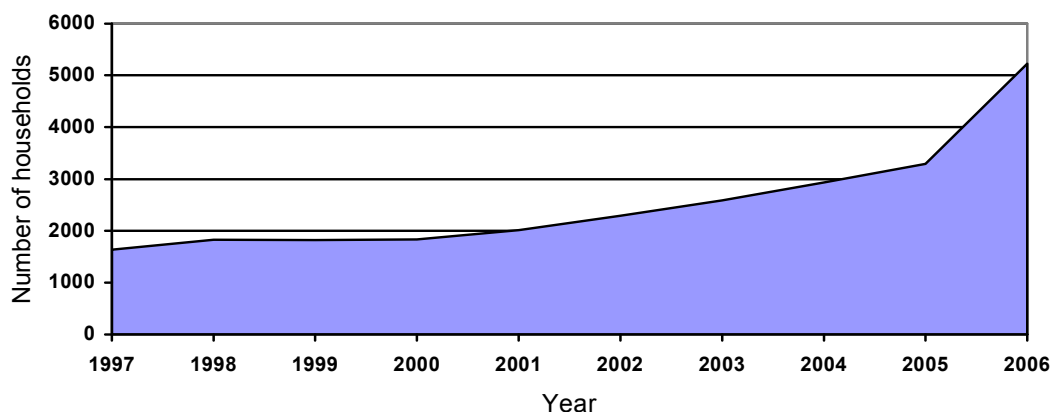
Housing Service Plan

- 4.13 The Housing Service Improvement Plan for 2006/07 sets out more detailed plans. This is set out in Appendix 6 and discussed in Chapter 7 below.

The Local Housing Market

- 4.14 Issues of housing supply and demand are considered at length in the Council's Housing Strategy and Local Plan. These indicate a high level of demand for housing in the area and house prices, which have continued to rise despite the national turndown in the market in 2004. The average property price in Exeter in for 2005 was £180,000 compared with an average of £60,000 in 1996. This represents a price almost 10 times the average salary for the city. These long-term increase in house prices means that owner-occupied housing remains beyond the reach of many households. The number on the waiting list (which is subject to a 12-month rolling review) has more than trebled since 1997, standing at 5,229 in September 2006.

Households on the waiting list between 1997 - 2006



- 4.15 A housing needs survey undertaken in 2003 concluded that 877 new affordable homes per year were needed over the following 5 years to help balance the housing market and close the gap between need and supply.
- 4.16 The survey showed that there is a high level of demand for all family sized accommodation, and Exeter has no 'difficult to let' or low demand areas. However, like many other authorities, Exeter has an over-supply of sheltered accommodation, with much of it below the standards recommended in the Devon Supporting People strategy.
- 4.17 The Council is, therefore, confident that investment in raising family housing to the decent homes standard will meet the needs of current and future generations. However, future demand for sheltered housing cannot be so confidently predicted and the Council will be careful to avoid investing in a type of accommodation for which there is no longer a demand. See the section entitled 'Housing Services for Older People' on page 25 for further information on the Council's plans to deal with this issue.

5. STOCK PROFILE AND STOCK CONDITION

Stock Profile

5.1 As at 1 April 2006 the Council owned 5,091 homes for rent, plus 23 sold on shared ownership leases and 856 flats sold on Right to Buy leases. In April 2005, there were 5,108 rental, 23 shared ownership and 831 leased properties. In addition the Council has 1,070 garages and car parking spaces, available for rent. The housing stock profile by dwelling type is shown in the table below.

Council Housing Stock: (1st April 2006)					
Property size (no. bedrooms)	Property Type				Total
	Bung- alow	House	Flat	Maiso nette	
Bedsit	0	0	146	0	146
1	149	4	1316	3	1472
2	97	606	967	113	1783
3	13	1493	13	89	1608
4	1	76	0	0	77
5	0	5	0	0	5
Totals	260	2184	2442	205	5091

Stock – by size

5.2 The reduction in rental properties was mainly due to the 17 Right to Buy sales, although the number of sales has significantly reduced from the previous years due to the rise in house prices and a fixed maximum discount.

Right-to-Buy Sales								
Year	1998/9	1999/00	2000/1	2001/2	2002/3	2003/4	2004/5	2005/6
Sales	78	132	134	164	157	100	57	17

Decent Homes

5.3 In 2001, the Government set a target for Local Authorities, to bring all their rented housing to the Decent Homes Standard by 2010, with an interim target to reduce the number of non-decent houses by a third between 2001 and 2004.

5.4 A decent home is one that meets all of the following four criteria:

- It meets the current statutory minimum fitness standard for housing (changed to reflect HHRS 2)
- Is in a reasonable state of repair
- Has reasonably modern facilities and services
- Provides a reasonable degree of thermal comfort.

Stock conditions in Exeter

- 5.5 Since 1998, the Council has used surveyors to carry out an annual 25% stock condition survey and this was supplemented, in 2002, by a “top-up” survey to inspect the additional elements required for the Decent Homes Standard (DHS).
- 5.6 As a result, the Council has now completed a 100% internal and external survey of the stock and has an accurate picture of which homes are at, or above, the DHS, those currently below it and those which will fall below it in the future. The database is updated when programmed works and reactive repairs are carried out and also when properties become empty between lettings. In 2007 a further four-year rolling survey will commence designed to update and enhance the information already held. This information will be loaded onto a new database linked with the Council’s Academy housing management system.
- 5.7 This system can provide accurate reporting on Decency, Non-decency and potential Non-decency. Additionally it can categorise properties failing this standard by any combination of unfitness, disrepair, lack of modern facilities and lack of thermal efficiency. It has the capability to identify for each property exactly what is non-decent, how much it will cost to achieve the DHS and when the work should be done.
- 5.8 This information enables the Council to prepare robust improvement plans to tackle non-decency and avoid potential non-decency in the future. It shows that between 2007 and 2010 a total of £5.4 million will be required in order to achieve the Decent Homes Standard for all the Council’s properties. A further £5.3 million will be spent on the improvements under the ‘Exeter Standard’ (see 5.11 below).

Options Appraisal

- 5.9 In addition to setting the 2010 deadline for achieving Decent Homes, the Government required Local Authorities to undertake a detailed appraisal of the cost of achieving this and of the resources available for this purpose. Where the resources were insufficient, authorities were required to consider alternative arrangements for the ownership and management of the stock, which would make more resources available.
- 5.10 The Council undertook its Housing Options Appraisal during 2004, working closely with tenants, who engaged a consultant to act for them as an Independent Advisor throughout the process. Detailed capital improvement programmes were formulated with the tenants, using the information held in the stock condition database to ensure that all of the housing stock meets the Decent Homes standard by 2010. The main programmes of work identified were kitchen and bathroom replacements, rewiring, re-roofing, and external pointing.
- 5.11 Tenants were also consulted about the standard of improvements they wished to see to their homes and estates and were asked to prioritise their aspirations. This information was used to build a specification for an ‘Exeter Standard’ for improvements to the stock as well as delivering environmental improvements and disabled adaptations. The Exeter Standard goes beyond the Decent Homes Standard by providing:-

- new kitchens every 20 years
- new bathrooms every 30 years
- full central heating, replacing partial systems where they exist
- environmental improvements.

- 5.12 The financial projections made during the business planning and options appraisal process showed that there were sufficient funding within the HRA to fully meet the Decent Homes Standard and also to achieve the Exeter standard by 2015.
- 5.13 The Options Appraisal working group considered all four of the options identified by the Government, namely stock retention; stock transfer to an RSL; establish an ALMO or the private finance initiative (PFI).
- 5.14 As Exeter could afford to improve its stock to meet the decent homes standard, PFI and ALMO were not considered appropriate options and, with ODPM Task Force approval, the tenants were asked to choose between stock retention and stock transfer.
- 5.15 The options appraisal process was completed in January 2005. The consensus view of the tenants was that they wanted the Council to continue to be their landlord. This view was endorsed by the Council, which decided to continue to directly manage and maintain the stock.
- 5.16 Following submission to the Government Office for the South West the Council received written confirmation in July 2005 that the options appraisal process had been assessed as rigorous and comprehensive and that the Council's decision to retain its stock was supported.

Decent Homes - Implementation

- 5.17 The Council has made good progress to date towards achieving the Decent Homes target. At the 31 March 2003 79% (4,240) of the stock was non-decent; but this has been reduced to 30% (1,781 homes) by 1st April 2006.
- 5.18 The table at 6.5 below sets out the estimated cost of achieving Decent Homes, the Exeter Standard and implementing other essential programmes in the years 2007-2010, 2011-2020 and 2021-2036.

Types of work required to achieve Decent Homes

- 5.19 A table showing the building components which will need to be replaced to achieve Decent Homes (and to keep properties at that level once the standard has been achieved) and the estimated cost of each is shown in Appendix 3.

Decent Homes Work Programme

- 5.20 Using the information above the Council has developed a detailed work programme to achieve the Decent Homes Programme by April 2010. The programme has been published on the Council's web site, the tenants' web site and in a special edition of the Tenants News during the Autumn of 2006.

Non-traditional properties

5.21 The Council has a total of 322 non-traditional properties as follows:

Non- Traditional Properties

Cornish	181
British Steel	36
Wimpey no- fines	43
Dorran Bungalows	32
Laings Easiform	30
Total	322

5.22 Whilst not technically unfit, many of these properties require extensive renovation. They were intrusively surveyed in 2004 to test their structural stability. Works identified to sustain them over the 30-year period have been built into the financial modelling.

5.23 The Council has negotiated a “trickle transfer” process for the Laings homes whereby empty homes are given to a housing association to refurbish, along with a small amount of grant. In some cases the Council provides additional grant funding so that the transferred property can be extended to create a four-bedroom house or have extensive disabled adaptations incorporated for a specific family in need. This work costs the Council tens of thousands of pounds less than paying for refurbishment itself. The Council will therefore continue to pursue this approach where possible.

Responsive Repairs and Cyclical Maintenance

5.24 Contracts for the provision of the day-to-day reactive repairs to the Council housing stock were let in April 2003. They are prioritised to ensure that repairs are undertaken in order of urgency. An appointment is offered for all non-urgent repairs to tenants’ homes.

5.25 During 2005/06 19,283 repair requests were received with 4,845 being suitable for an appointment in accordance with the BVPI 185. The percentage of repairs for which an appointment was both made and kept during this period was 73%, compared with 69% during 2004/05. This represents a modest improvement and the Council and its contractor are considering ways of achieving further improvements in 2006/7 and 2007/8.

5.26 The Council sets targets completion times for all its responsive repairs – there are 8 categories of work with different target times, ranging from same day to 25 working days. 91% of all orders were completed on time in 2005/6 compared with 89% in 2005/5 and 97% of urgent repairs were completed within the government’s timescales compared with 91% the previous year.

5.27 Customer satisfaction cards are issued with all repairs. During the first three quarters of 2004/5 only 7% of cards were returned, although 91% of those returning the cards were happy with the service. During the last quarter of 2004/5 the Council introduced a telephone survey of tenants who had had a repair carried

out and this resulted in an increase in the rate of return to 17%. Overall satisfaction is 97% with the service received.

- 5.28 During 2005/06, £2.5 million was spent on reactive maintenance and £4.8m on programmed works. The overall maintenance spend was therefore split 30% on reactive works and 70% on programmed maintenance, which is in line with the Audit Commissions best practice guidelines.
- 5.29 In July 2006 the Council established the Repairs Partnership Board. This group, which comprises Council staff (including front line staff), residents and contractor representatives is tasked with reviewing the current responsive repairs service and identifying areas for improvements. Over the next 12-18 months a range of changes will be made to the service that should improve overall performance and increase resident satisfaction.

Procurement and partnering

- 5.30 The Egan report “Rethinking Construction” has stressed the need for Councils to develop new approaches to the procurement of housing repairs, based on partnering, which involves:
- Creative involvement of suppliers in the setting up contracts
 - Co-operative, rather than adversarial, relationships with contractors
 - Selection on the basis of quality as well as price
 - Continuous improvement rather than the delivery of a fixed level of service
- 5.31 The Council’s responsive and void repair contracts run from 2002/3 to 2006/7. They were awarded on a cost/quality basis, the benefits of which can be seen in the high levels of tenant satisfaction and the very good relationship between the Council and its current partner.
- 5.32 Over the period of the contract we worked with the contractor on several areas to improve service delivery, this has led to us working together in several areas –
- Joint training courses.
 - Technical Officers being involved with contractors ‘Toolbox Talks’.
 - The contractor undertaking the pre-inspections of void properties, so reducing the period before work can commence.
 - Joint involvement in the other organisation’ induction processes
- 5.33 We have also used supply chain mechanisms to source gas central heating boilers, kitchens and bathroom fittings that are being used on our Planned Maintenance programmes direct from the supplier so reducing the overall cost and allowing more installations to take place. We have also joined the Procurement for Housing group through the Housemark organisation to assist us further in identifying savings in fixtures and fittings.
- 5.34 There is also a positive attitude to good performance from our other contractors. An example of this would be the extending of the contract for work on disabled adaptations for a further three years rather than re-tendering as the all the

contractors currently involved in the work have achieved high levels of customer satisfaction.

Energy Efficiency

- 5.35 The Council places a high priority on improving the energy efficiency of its homes and this has been reflected in major programmes of investment over recent years in work such as cavity insulation, top up loft insulation, installation of central heating systems and boiler replacements.
- 5.36 These works are entered onto the Council's stock (NHER Auto-Evaluator Version 3.48) condition database as projects are completed. This database contains a programme which enables us to measure the energy efficiency of our homes. The Standard Assessment Procedure (SAP) rating is now used, nationally, to measure the energy efficiency of individual dwellings. The maximum SAP rating for a dwelling is 120, the higher the score the more energy efficient the property. The Council's investment has been reflected in increases in the average SAP rating for the whole stock from 52 in 2003/4, to 60 in 2004/5, to 65 in 2005/6. A further increase, to 67 is the target for 2006/7.

Asbestos

- 5.37 The Council has carried out a 10% 'type 2' asbestos survey across its housing stock and this data is held on our housing management system. The sampled data has been extrapolated across each house type using the 'worst case scenario' for each. The housing management system has been updated so that warning notices are issued to maintenance contractors with repairs orders. Tenants are also informed of the location, type and condition of asbestos in their home before their new tenancy commences. Funding has been set aside in the business plan model to implement an asbestos removal programme.
- 5.38 During 2006 all properties due for kitchen and bathroom replacements, or central heating installation are having a full 'type 2' survey undertaken prior to the work commencing. This will identify any problems that may be encountered and ensure the contractor and their operatives work safely within the property
- 5.39 In 2007, a specialist contractor will be employed to undertake a 25% of stock each year asbestos survey to update current data and ensure the Council has accurate information of asbestos usage within our properties. This data will inform our Asbestos Management Plan and future asbestos removal programmes.

6 RESOURCES

- 6.1 Exeter City Council became "debt free" from 1 April 2002 and it was therefore able to commit more of its resources to funding housing in future years. However, the Government's Community Plan dictated that from 1 April 2004 all but 25% of the money received from the sale of Council homes will be gradually absorbed into a "regional investment pot" for redistribution by the Regional Housing Body. (This is called "pooling of capital receipts").
- 6.2 These new arrangements were implemented over a four year-period: the Council retained 75% of the "pooled receipts" in 2004/05, 50% in 2005/06, 25% in 2006/07

and 0% in 2007/08. The effect was to remove a large amount of cash from local control. The Council now receives money back from the regional pot, but all of this money is used for funding new social housing provision through RSLs.

Housing Capital Resources

6.3 The projected resources for the HRA capital programme are set out in table below. These show:

- a) The largest element of available resources is the Major Repairs Allowance (MRA), which the Government has increased in the 2007/8 housing subsidy settlement by some 2.86%.
- b) No borrowing ('Supported Capital Expenditure')
- c) A total of £1.9m from Transitional Receipts Pooling (as described above), allocated in 2007/08. The recent reduction in RTB sales is reflected in the level of receipts available to fund the capital programme
- d) Revenue Contributions to Capital Outlay (RCCOs) have been included within the baseline forecast and are the second largest resource available to fund the capital programme.

Resources available

6.4 The table below shows the amount of capital resources (£20.9m), which are expected to be available over the years to 2010/11, from various sources.

	£,000	£,000	£,000	£,000	£,000
	2007-08	2008-09	2009-10	2010-11	Total
Housing stock numbers	5103	5088	5076	5064	
Major Repairs Allowance	3,174	3,174	3,175	3,176	12,699
Use of RTB receipts	168	163	112	112	555
Use of other receipts	1,009	584	280	69	1,942
Capital resources	4,351	3,921	3,567	3,357	15,196
Projected RCCO's available	1,023	1,350	1,600	1,790	5,763
Total resources available	5,374	5,271	5,167	5,147	20,959

Resources needed

6.5 The following table shows the resources needed to fund Decent Homes, the Exeter standard and other essential programmes, firstly, in the years to 2010/11, then 2011-2020 and, finally, to the end of the Business Plan period in 2036.

**Expenditure requirement against resources
2004-2034**

	2007-2010	2011-2020	2021-2035	Total
Starting properties	5,091	5,032	4,946	
<u>Enter Stock Survey profile</u>	£,000	£,000	£,000	£,000
Decent Homes	5,498	19,994	47,423	72,915
Exeter Standard "extras"	5,347	16,145	25,938	47,430
Planned maintenance	3,282	9,688	12,222	25,192
Sheltered Accommodation	1,686	0	0	1,686
Environmental	560	1,400	2,100	4,060
Asbestos	206	285	615	1,106
Adaptations	1,800	4,300	7,600	13,700
Structural	1,039	700	0	1,739
Total	19,418	52,512	95,898	167,828
Fees 6.5%	1,183	2,860	6,233	10,276
Capital works to be funded	20,601	55,372	102,131	178,104
<u>Resources</u>				
Major Repairs Allowance	12,699	31,604	46,680	90,983
Use of RTB receipts	555	966	360	1,881
Use of other receipts	1,942	0	3	1,945
Grants	0	0	0	0
Capital resources	15,196	32,570	47,043	94,809
Projected RCCO's available	5,763	20,020	45,700	71,483
Total resources available	20,959	52,590	92,743	166,292
Excess / shortfall	358	(2,783)	(9,387)	(11,812)

A full 30-year projection for the capital programme is set out in Appendix II.

Prudential Borrowing

- 6.6 The above tables show that, over the 30-year period, the resources available fall short of those required for the full programme by £11.8 million (though they are well in excess of those needed for Decent Homes and other essential works).
- 6.7 The Council could consider borrowing, under the new Prudential Borrowing arrangements, to make up this shortfall. Unfortunately, however, the interest payable would use up the projected revenue surpluses for many years ahead, making this approach unsustainable. In effect, too much future revenue would be taken up in interest, with debt charges.
- 6.8 In practice, the position will need to be kept under review, with decisions being made well into the future with regard to the affordability, at that time, of the full Exeter standard and any adjustments, which may be needed to the programme, or to the standard

Housing Revenue Account

- 6.9 The position of the Housing Revenue Account (the statutory account for all the Council's landlord services) has been projected forward for 30 years – see Appendix 1. This projection is based on 2006/07 outturn, prices and stock levels (5,103 units) and excludes general inflation.
- 6.10 Future rent increases are determined by the Government's rent restructuring arrangements, and average 1.0% above inflation from April 2007 to April 2011. This takes the average rent from £52.89 (on a 52 week basis) in 2007/08 to £55.83 (at today's prices) at the end of the rent-restructuring period in 2011/12. Current rents are on average £1.40 below the guideline rent leading to above inflation increase year on year.
- 6.11 Right to Buy sales were 17 in 2005/06 reducing to around 8 in 10 years time. This is lower than recent activity and that predicted in the 2006/07 budgets and reflects the 2005/06 out-turn and 2006/07 activity levels.
- 6.12 In our base analysis, management and maintenance allowances are increased by 2% in real terms in 2007/08 in line with draft HRA Subsidy announcements. Thereafter, we have assumed 2% real increases in allowances until 2011/2012 to compensate for rent restructuring at a national level.
- 6.13 The draft subsidy determination for 2007/08 has been taken into account and this predicts the long-term level of allowances for Exeter.
- 6.14 The forecast differs from the 2006/07 budget due to updated assumptions, particularly reduced Right to Buy sales and minor differences on housing subsidy forecasts. The forecast revenue position generates annual surpluses before Revenue Contributions to Capital Outlay (RCCO) to illustrate revenue resources available at the current level of service spending.
- 6.15 The in-year position in 2006/07 now shows a surplus in excess of £1m. This has remained much the same for 2007/08 and is forecast to increase in future years mainly due to rent restructuring. Management and maintenance allowances have also increased and allow the HRA to retain more of the rent income for spending on services – “rewarding” the previous low rent policies of the Council.
- 6.16 The underlying balance remains upward well into the medium term as rent increases under rent restructuring are not matched by equivalent withdrawals of subsidy. The 2011/12 milestone in year balance is £2m.
- 6.17 The HRA is forecast to make in-year surpluses over the 30-year period. This is primarily as a result of service expenditure levels remaining at or below the level of predicted management and maintenance allowances for the longer term.
- 6.18 Conversely, the Exeter Standard investment profile is unable to be funded from the planned capital resources to 2014/15 with a shortfall estimated at £844k. The investment profile is cumulatively more and more unfundable throughout the 30-year period with an overall £11.8m shortfall on capital over 30 years.
- 6.19 The forecast suggests that the Council will need to find additional resources to meet the Exeter Standard or, to alternatively, consider re-programming, reducing and/or re-prioritising its investment programme.

SUMMARY HRA : 2007 -2036

	2007-11	2012-18	2019-26	2027-36
	£'000	£'000	£'000	£'000
Dwelling rent income	(56,376)	(101,854)	(117,176)	(150,598)
Non dwelling rents	(1,528)	(2,674)	(3,056)	(3,820)
SP Grant	(530)	(763)	(668)	(610)
Housing Subsidy	14,138	24,001	23,962	24,278
Income	(44,296)	(81,290)	(96,938)	(130,750)
General Management	12,630	22,344	25,596	32,985
Bad Debt Provision	80	140	160	180
Repairs & Maintenance	14,381	25,256	28,864	36,137
Notional interest	0	0	0	0
Depreciation	12,907	22,542	25,452	31,590
Expenditure	39,998	70,282	80,072	100,892
Net Cost of Services	(4,298)	(11,008)	(16,866)	(29,858)
Asset Management adjustment	0	0	0	0
Interest charges & DME	(1,393)	(2,359)	(1,672)	(2,090)
Operating income / expenditure	(5,691)	(13,367)	(18,538)	(31,948)
Depreciation adjustment	(208)	(364)	(416)	(520)
Revenue Contributions to Capital	5,763	13,640	19,470	32,610
(Surplus) / Deficit	(136)	(91)	516	142
Reserve brought forward	2,755	3,303	4,500	5,899
Notional interest (enter)	412	1,106	1,915	1,367
Reserve carried forward	3,303	4,500	5,899	7,124

Sensitivities

6.20 The above base forecast has been subjected to sensitivities to illustrate the following scenarios.

6.21 For revenue

- a) *Right to Buy Sales increase by 50%*: the surpluses on the account would reduce from £2m to £1.9m in 2011/12. The investment gap would be marginally increased for each of the investment standards as the level of reduced MRA would be more than the reduced need to spend.
- b) *Right to Buy Sales reduce by 50%*: the surpluses on the account would increase from £2m to £2.04m in 2011/12. The investment gap would be marginally reduced in the long term.
- c) *Current Right to Buy sales* are very low, mainly as a result of the reduction in discounts allowed and the increase in property prices, so there would need to be a major change in the number of RTB sales to have any impact on the surplus of the HRA
- d) *Impact of improving void loss to 0.8%* (from 1%): This would have only a marginal impact on revenue by 2011/12.

- e) *The impact of management and maintenance allowances* – a 4% real increase from 2007/08: if the Government commits to real increases in management and maintenance allowances through to 2012 at 4% p.a. rather than 2% p.a., the HRA would go further into surplus with a surplus of £2.69m in 2011/12 compared to £2m in the base position.
- f) *The impact of management and maintenance allowances* – no real increases from 2007/08: if the Government does not commit to real increases in management and maintenance allowances through to 2012 rather than 2% per annum, the HRA surpluses would be reduced to £1.5m in 2011/12.

6.22 The above analysis highlights the extreme sensitivity of the revenue forecast to government subsidy policy. Should successive settlements put pressure on Management & Maintenance allowances or there be an adverse impact of the rent restructuring review, the prognosis would be for reduced surpluses on the HRA. More investment at the national level would create further surpluses allowing greater service enhancements locally or further revenue contributions to the investment programme.

6.23 However, even under the most pessimistic of current assumptions, the HRA is projected to remain in surplus well into the medium term. Conversely, none of the changes in assumptions significantly enhance or reduce the level of capital investment.

6.24 This, along with the identification of resources from future budget management and control, highlights the importance of the Council and its stakeholders developing approaches to the funding of capital expenditure as part of the option appraisal.

Summary

- 6.25 The base forecast highlights challenges for the Council without additional resources for investment:
- The HRA is moving into surplus based on current spending patterns and the forecast suggests that the HRA will continue with improved surpluses over the 30-year period.
 - There is however a shortfall against the Exeter Standard of £884k by 2014/15. Shortfalls rise over the 30-year period to £11.8m.
- 6.26 It will, therefore, be necessary, in future years to raise additional resources for capital, to delay investment beyond 2014/15 or to develop investment programmes below the recommended level, or a combination of all of these.

7 SERVICE PRIORITIES AND ACTION PLAN

Housing Service- Strategic Aims and Priorities.

- 7.1 Following the decision to retain the stock, the council identified a range of actions to improve the service in the short and medium term. These were included in a comprehensive action plan for 2005/06 that is set out in Appendix 5. The action plan has been updated to show the progress that has been made, with many of the actions completed within deadlines. The main highlights include:

1. 5 year decent homes programme developed and published to all tenants and leaseholders.
2. New choice based lettings scheme 'Exeter Home Choice' successfully implemented
3. Complete review of leasehold service charge accounts completed and statements sent out.
4. New Tenants Compact developed together with an action plan to increase tenant participation in the housing service
5. New anti-social behaviour case management system implemented
6. New void procedure agreed with a corresponding reduction in average void turnover times
7. Allocations monitored and reported every six months to ensure fairness and openness in the lettings process, particularly for minority ethnic groups
8. Energy efficiency improvements, increasing the SAP rating from 61 to 68
9. New Customer First service centre opened July 2005 providing improved services to all customers
10. Repairs Handbook updated, re-printed and distributed to tenants

7.2 A new action plan has been produced for 2006/07 that builds on this success and seeks to further improve services provided across the housing unit. The 2006/07 action plan is attached as Appendix 6 and includes commentary on progress to date.

Tenant Participation & Consultation

7.3 The Council is committed to creating opportunities for tenants and leaseholders to become involved in the service at both strategic and operational level to the extent that they wish. It ensures that tenants and leaseholders are consulted on matters that affect them and are given sufficient opportunity to make their views known and taken into account before final decisions are made. It also seeks to ensure, as far as possible, that the views given by tenants groups reflect the views of the tenant body as a whole. The Council continues to provide funding to encourage tenants to receive training to enable them to contribute to the decision making process.

Existing Tenant Participation Structure

7.4 A range of local issues, new policies and performance statistics are discussed and negotiated with the three active estate-based Tenants & Residents Associations who represent 35% of all tenants. The Council is seeking to increase the number of associations and provides start-up grants of £500, as well as ongoing grants and financial support for those attending meetings and, of course, officer time and support

7.5 The Tenant & Leasehold Consultation Group meets quarterly. Tenants and leaseholders are invited to attend this meeting from a mailing list of over 100 interested residents identified during the Options Appraisal process and subsequent consultation exercises (e.g. STATUS survey). Individual Resident Associations also send delegates. Associated to this group is the Sheltered Housing Consultation Group (SHCG) representing all 552 sheltered tenants from 22 sites. Two tenants from each scheme attend this meeting. There is also a Leaseholders Consultation Group which meets quarterly to discuss issues specific to them.

7.6 The Tenants' Compact was reviewed by the TLCG in late 2005 with the help of the Dome consultancy. A copy of the new compact was subsequently sent to all the Council's tenants. The compact contained a new action plan outlining a range of initiatives to increase tenant representation across the city. This includes establishing an elected Tenants and Leaseholders Committee (TALC), designing an inter-active tenants web-site, creating a Resident Auditor inspection team and improving our links with hard to reach groups. In addition to this tenants have been directly involved in:

- Exeter Home Choice – tenants were involved in the design and implementation of the Home Choice scheme. Tenant representatives also sit on the partnership board that monitors the project and suggest further improvements. This meets every two months.
- Anti-social behaviour policy – continued consultation on improvements in policy and procedures, including the introduction of neighbourhood inspections in those areas that require a high level of management.
- Homelessness strategy – monitoring performance against new Government targets
- Housing Strategy document – involvement in the cyclical review
- HRA Business Plan – as explained elsewhere in this document
- Reactive repairs – new Repairs Partnership Board established to appraise options for improving the responsive repairs service.
- Appointment of the new Head of Housing Services in 2005
- New performance monitoring system
- Rent arrears and preventative issues - service review
- Selection of home contents insurance scheme Insurers
- The development of new play areas in Whipton that attracted £30,000 of funding.

7.7 As a result of this consultation with its residents the following are examples of how tenants have influenced change to improve the service include:

- **Change to repairs and maintenance contract specification.** This included increasing the number of priority response times from 'same working day'; to '25 days' in bands of five working days; applying a greater weighting to service delivery and customer care elements within the contract; redesigning the customer satisfaction form; looking to increase the number and type of jobs where appointments could be made; redefining what constituted as a customer complaint; requirement for contractors to demonstrate the use of local labour and the employment of apprentices and a simplified description of repairs in the Repairs handbook.

N.B: Further work on the responsive repairs service is currently being undertaken by the Repairs Partnership Board that includes tenant representatives, Council staff (including front line staff) and representatives from the two main contractors.

- **Capital improvement programme.** Using the STATUS survey tenants expressed their priorities for improvements as 1) central heating and 2) kitchens and bathrooms. Following an extensive central heating programme the council considered implementing a modest bathroom modernisation

programme in 2005/06 to be followed later in the same year the start of the kitchen modernisation programme.

However, as part of the Options Appraisal process, tenants firmly expressed their preference to have kitchens installed first. The initial decision to implement a bathroom modernisation programme was based on the ease with which it could be started, as opposed to kitchens where a long contract development time would be required – to incorporate the different elements of plumbing, plastering, wiring, gas and carpentry works. The kitchen modernisation programme started in 2005.

The bathroom replacement programme started in 2006.

- **The Exeter Standard:** A key element of the Options Appraisal consultation process was the delivery of the Decent Homes Programme. However, tenants were keen to ensure that where kitchens were more than 20 years old and bathrooms more than 30 years old tenants would receive replacements even if their homes meet the Decent Homes Standard. Recognising this, the Council developed the Exeter Standard to ensure this programme of work was established and completed by 2014/15.

Communication with tenants.

- 7.8 The Council produces a quarterly newsletter called Tenants News, which is delivered to all Tenants & Leaseholders. We also produce a quarterly newsletter for all our sheltered tenants called Chatterbox. In 2007 a new Annual Report will be produced and published in July giving details of progress against our action plans and overall performance for the previous year.
- 7.9 During 2007 a new suite of housing information leaflets will be produced together with service standard documents, a new Tenants' Handbook and up-dated Repairs information.
- 7.10 Future articles for Tenants' News, all new information and published literature will be scrutinised by a new Editorial Board made up of front line staff and tenant representatives. They will ensure the information is relevant, easy to understand and writing in plain English. They will also ensure that information is available in a variety of formats.
- 7.11 Consultation on specific issues is also undertaken for example on programmed works affecting a block, a street, an estate or a particular property type. In addition to an individual letter local venues are selected to hold meetings.

Community engagement

- 7.12 The Valley Regeneration Scheme (TVRS) is based in the Wonford area of the city and part of the Priory ward. The area has high indices of deprivation and the scheme is designed to provide local training and employment opportunities and community regeneration. The TVRS employs a Community Development worker and the Tenant Participation team works closely with the TVRS in promoting the development of estate based groups. The Council will continue to work with the TVRS Board and the local community association to identify the range of issues that affect the estate and seek practical solutions.

Choice based lettings

- 7.13 The Council has worked with tenants and Registered Social Landlords to develop a choice-based lettings scheme, Exeter Home Choice, which was implemented in July 2005. The scheme is based on a common waiting list and common assessment criteria that the Council has established with its 12 RSL partners. A partnership group that includes Council staff, RSL partners and tenant representatives regularly monitor the scheme.
- 7.14 Since its implementation the partnership have used a range of statistical information to monitor the success of the scheme. As a result a number of changes have been made to the policy to ensure it continues to meet partners strategic and operational priorities. Feedback from our customer satisfaction surveys and the annual stakeholder review has also helped to develop the scheme. For example, the partnership sought to increase the number of allocations that went to those social housing tenants that were overcrowded in their current accommodation. Strongly supported by the tenant representatives, the partnership recommended that 25% of all those three and four bedroom properties that became available would be advertised to social housing tenants only. This should have a positive impact for those tenants effected and increased satisfaction with the scheme.

Resident Auditor Project

- 7.15 Throughout 2006 twelve residents have undergone intensive training to become an internal resident auditor team capable of inspecting and assessing the Council's housing services against the Audit Commission's Key Lines of Enquiry documents (KLOE's). Using consultants, Debbie Hay Associates, to lead the process the team have spent much of the year assessing housing services against the Customer Care and Access KLOE. The results from this first assessment will influence future service improvements and ensure the Council meets the highest standards required.
- 7.16 An annual programme of inspection will be established for the Resident Auditor Team that will complement the housing services' annual review plans. Such an approach will ensure each service review is fully assessed and that customer feedback plays a major role in any future improvements.
- 7.17 The work of the Resident Auditor Team will also be monitored by the new Tenants and Leaseholder Committee once it is established in April 2007.

Housing Services for Older People

- 7.18 The patterns of need for older people's housing are changing. People are living longer, there is a greater expectation that people should be able to stay in their own homes and there is increased availability and greater flexibility of support to help them do so through the Supporting People programme. As a response to this and to government initiatives such as *Quality and Choice in Older People's Housing* the Supporting People Joint Commissioning Body has accepted as guidelines a set of draft standards for older people's accommodation.

- 7.19 During 2004 the Council carried out a review of its housing services for older people. The Scrutiny Committee considered a Draft Older People's Housing Strategy in September 2004 and further reports in June and September 2005, making proposals for the development of the service. These reports address the need to respond to the lack of demand for the less satisfactory sheltered housing and to achieve, where possible, the higher standards that are expected by potential tenants and by the Devon Supporting People team.
- 7.20 In its strategy, the Council proposes to improve its 'core' sheltered schemes so that, as far as possible, they meet the Supporting People recommended standards. This work will be overseen by a specialist Technical Officer who will work closely with the Supporting People team, Devon County Council's Adult and Community Care team and our tenants to ensure identified schemes remain suitable for older people in the foreseeable future. This work includes the provision of lifts and improved access to properties, re-designed bathrooms with showers, non-slip flooring, lever taps and window openers. This programme of work will be undertaken over a four or five-year period starting in 2007 and finishing in 2011/12.
- 7.21 Other sheltered properties will continue to be let to older people for so long as there is a demand. However, where demand is low the Council will look at reducing its allocation criteria used when letting older persons properties thereby widening the number of people eligible for consideration. For example we will consider reducing the minimum age criteria to say 55, or allowing people with capital equity and savings to occupy the properties.
- 7.22 Where schemes are identified that are unable to be developed for suitable older persons accommodation the Council will consider other options for the site. This could include re-designating the scheme for other client types (e.g. general needs accommodation), demolition and redevelopment with an RSL partner or sale. Throughout 2007/08 a full options appraisal will be undertaken and a comprehensive report submitted for consultation by members and residents. The Sheltered Housing Forum will play a key role in this process.
- 7.23 Coupled with the above scheme appraisal the Council is working closely with Devon County Council's Adult and Community Care team to identify a number of sites to develop multi-agency 'Extra Care' schemes within the city. This would provide a mixed tenure scheme of older people's properties centred around a range of support and care services designed to promote and maintain independent living. This project has been developed in line with the County Council's Modernisation Agenda for residential and domiciliary care.
- 7.24 The Devon Supporting People team, together with a range of partners and stakeholders has recently completed its Older Person's 'Sectorial Review'. The aim of the review was to look at existing provision of services, identify areas of over-supply and duplication, examples of good and bad practice and outline current gaps in services. The review team reported its initial findings to the Joint Commissioning Body in the summer of 2006. Further work is now underway to develop a comprehensive older persons strategy for the county. The Council will seek to play a key role in this process and ensure that it responds to the recommendations positively. Therefore, in 2007/08 the Council will comprehensively review its own sheltered housing and older persons services and seek to develop new services that meet emerging recommendations.

- 7.25 During 2005/06 the Devon Supporting People team undertook a full service review of the Council's sheltered housing service. Following this review the Council has been awarded 6 grade 'C's for each of the core elements of the Government's Quality Assessment Framework. This result means that we have received a steady state contract for this service until March 2008.

Anti-Social Behaviour Policy

- 7.26 The Council has, with the help of its tenants, produced a comprehensive Anti-Social Behaviour statement that sets out how will to deal with incidents that arise on it's estates, both strategically and operationally. The tenancy conditions have been amended accordingly. Over the past few years staff have successfully used Acceptable Behaviour Contracts to control unacceptable behaviour demonstrated by a minority of tenants. Officers work in partnership with the police to target serious offenders and have an established protocol for applying for Anti-Social Behaviour Orders (ASBOs) in the most serious cases.
- 7.27 Throughout 2006 the new anti-social behaviour policy as been implemented. This includes:
- Employing an Anti-Social Behaviour Case Manager to oversee all housing ASB cases and providing additional administrative resources
 - Implementing a new ASB recording and monitoring system
 - Undertaking additional training on dealing with ASB cases
 - Having access to a dedicated Beat Sergeant who works with housing staff at least 2 days per week
 - Introducing new neighbourhood inspections (involving residents, the Police, other agencies etc) in those areas where intensive management is required
 - Signing up to the Government's Respect Agenda for Housing Management

Leasehold management

- 7.28 The Council manages over 850 leases and has undertaken a review of this service. This has identified a range of issues that are being addressed. These include:
- Calculation and apportionment of service charges
 - Formatting and presentation of invoices
 - Management of subletting
 - Service charge arrears
 - Insurance issues
 - Implementation of Academy IT leasehold management module
 - Accrued surpluses in service charge accounts
- 7.29 The Council has systematically addressed all of these issues and, following consultation, implemented improved arrangements in March 2006.
- 7.30 A new comprehensive leaseholders manual will be produced in 2007, in consultation with leaseholder representatives, which will give details on all these

issues and ensure leaseholders understand their obligations under the terms of their lease.

Voids management

- 7.31 346 vacancies arose in the Council's own stock during 2005/6 compared with 410 vacancies in 2004/05 and 326 in 2003/4. The average re-let times were 34 days, 32 days and 28 days respectively. This increase has occurred because (a) a higher number of voids occurring due to the completion of a number of RSL schemes that put a strain on the contractor resources and (b) the demand for certain types of property reduced.
- 7.32 An analysis of voids turnaround times shows that (a) the ratio of letting time to repair time appears high (b) sheltered properties take longer to let than general needs accommodation (c) refusal rates were high, at 35%, and higher in sheltered accommodation.
- 7.33 The introduction of the Exeter Home Choice scheme together with a new voids procedure during 2005/6 has significantly reduced lettings periods during 2006 while the proposals contained in the review of older people's housing will help to address the problem of difficult to let sheltered housing.

Equalities

- 7.34 The most recent survey information indicates that only 2.4% of households in Exeter contain people from black and ethnic minorities compared to 9.1% in the rest of England and Wales. 4.4% of those registered on the housing waiting list are from these groups. The Council is fully and actively committed to ensuring fair treatment for those in black and ethnic minority groups and to building good relationships with the community groups that represent them.
- 7.35 The Council's Equalities policy states that:

“Exeter City Council is committed, both as an employer and as a deliverer of services, to ensuring that no recipient of services provided by, or on behalf of, the Council receives less favourable treatment on any grounds such as disability, ethnic origin, colour, religious belief, age, gender, sexuality, marital/family status, gender reassignment, language, political or other opinion, national or social origin, association with a national minority, locality, property, birth or other status or trade union membership.”

Black and Minority Ethnic Households (BME) households

- 7.36 The Council's policy on racism states that:-
- “The Council is committed to ensuring that institutional racism – ‘the collective failure of an organisation to provide an appropriate and professional service to people because of their culture or ethnic origin’ – and discrimination in general does not exist in Exeter.”*
- 7.37 The Council's overall objectives with regard to equalities are achieved through Directorate Equality Policies and plans, which are revised annually. The Community and Environment Directorate Equality policy for 2006/7 states that

Equalities Impact Assessments will be carried out in relation key strategies, policies and projects and, specifically in relation to Housing, that 'we will continue to review services to ensure they meet the needs of all minority groups in the community' by:

- Making housing literature available in alternative languages and formats
- Undertaking a customer profiling exercise of all the Council's tenants to ensure services are tailored to their specific needs
- Twice yearly reporting of the ethnicity of applicants housed through the Home Choice policy compared with the overall population in Exeter and the percentage of BME applicants on the housing register
- Ensuring satisfaction surveys include questions regarding ethnicity
- Organising comprehensive equality and diversity training for all housing staff

7.38 The Housing Unit has recently established an Equality and Diversity Working Group that is tasked with putting together a housing specific action plan to address issues of equality and diversity across its services. Assessing services against the Equality and Diversity KLOE and the recently amended Commission for Racial Equality Code of Practice are also key objectives for this group. A member of staff from the Council's Policy Unit is also a member of this group to ensure that housing links with corporate policies and initiatives.

7.39 The Council monitors its allocations to identify whether ethnic minority households receive their fair share of allocations. In 2005/6 ethnic minority households represented 2.9% of the waiting list and received 4.1% of the new tenancies created during the year. The numbers involved are small but it will be important to monitor these figures carefully in 2005/06 to assess the full impact of the Choice-based lettings scheme.

Disabled Adaptations for Council tenants

7.40 The Council is committed to meeting the growing need for adaptations for its tenants and over £400,000 is included in this 2006/07 capital programme for this purpose. At this same time, the Council is seeking innovative ways of reducing costs. One approach is to use the "trickle-transfer" process to transfer the ownership (and therefore the adaptation costs) of properties needing major adaptations, to a housing association.

7.41 The Council's disabled adaptation service has been subject to review to ensure it meets recommended guidelines and standards. As a result a new procedure has been drafted together with a range of service standards tenants can expect from the staff. Once implemented the service will be monitored using a new customer satisfaction survey following the installation and another some six months later.

Assistance schemes for elderly tenants

7.42 The Council provides discretionary assistance to its older tenants through grass cutting and internal decorations schemes.

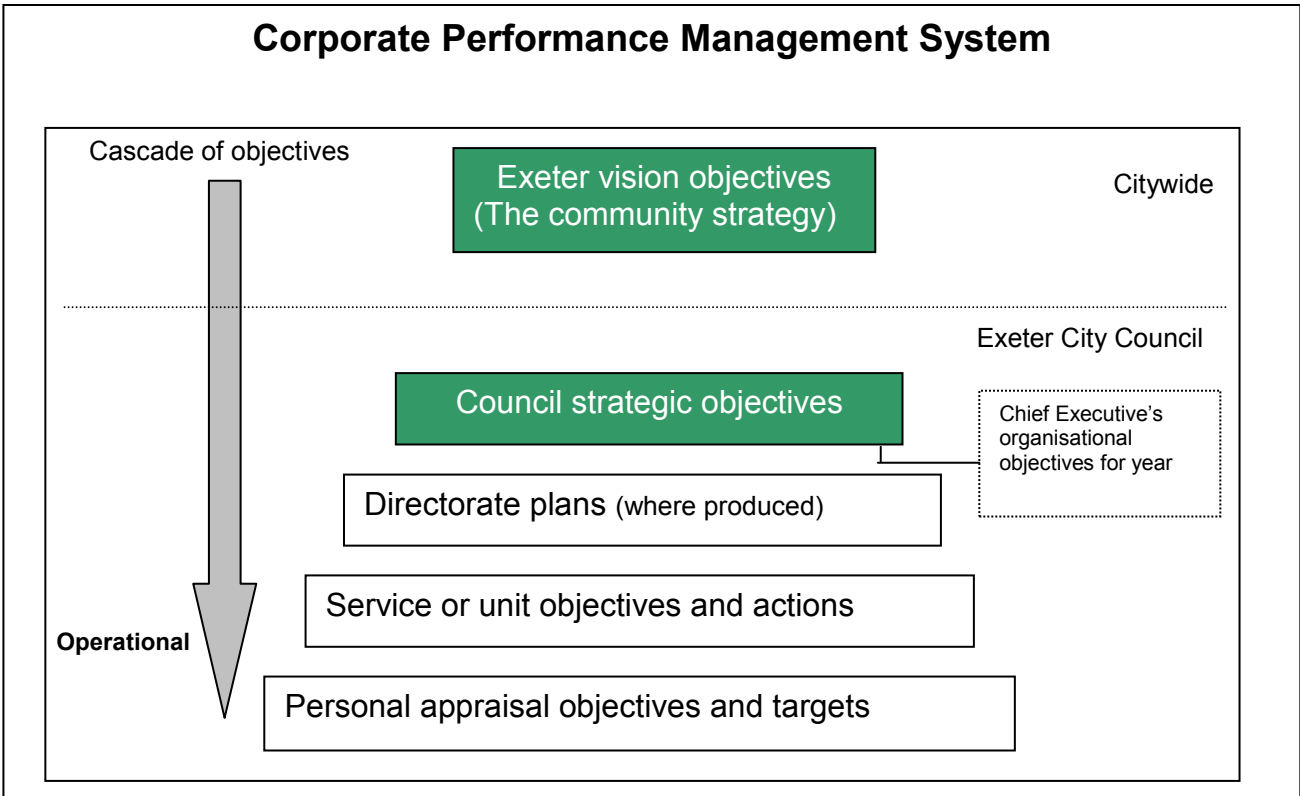
7.43 The Council benefits from these schemes as they keep properties in a better condition than may otherwise be the case and in ensure that the environmental

conditions on estates are maintained. These schemes are greatly valued by tenants who have been involved in drawing up specifications and letting contracts. However, they do represent a large cost to the HRA and the Council will be reviewing them, during 2006/7, to ensure that they are appropriately targeted and provide good value for money.

7.44 A new package of incentives will be introduced during 2007 to try and encourage more tenants to downsize from their large family homes into more suitable accommodation. These incentives not only include higher levels of financial assistance and help with removals, but also a dedicated officer to help support tenants through the process and ensure that everything is organised for them.

8. PERFORMANCE MONITORING

Council-wide performance management arrangements



- 8.1 The Council has a comprehensive Performance Management system to monitor the delivery of this and other Strategies. Aims and objectives are set for the City (to be delivered alongside other partners), for the City Council, for the Community and Environment Directorate, for the Housing Services Unit and so on - cascading right down to individual staff members whose performance is monitored in an annual Appraisal process where personal targets are set.
- 8.2 Local Performance Indicators (PIs) are set including over thirty for housing (see Appendix V). The Indicators are monitored corporately via quarterly returns (some six-monthly). Performance against targets are reported on a quarterly basis to the Scrutiny Committee – Community. Members are able to question officers on individual targets and plans to address under-performance are submitted. The PIs are reviewed and revised each year.
- 8.3 In addition, the Council’s Strategic Management Team and Portfolio Holders meet quarterly to discuss a basket of 19 Key Performance Indicators (KPIs), to ensure that the Council maintains its “Excellent” Comprehensive Performance Assessment rating. No fewer than 8 of these Key Performance Indicators are housing-related, indicating the importance the Council attaches to its housing service.

Housing Service Performance management arrangements

- 8.4 Given the range of services being delivered, quarterly performance monitoring is practical and appropriate at the corporate level. However, this clearly is not the case for operational managers, who need to monitor performance regularly and to be in a position to take prompt action if targets are not being met. Monthly monitoring is often sufficient but weekly monitoring is necessary in some cases.
- 8.5 The housing service has established robust performance monitoring arrangements that ensures the production of management information is both accurate and produced at the appropriate frequencies and in the accessible format. The key targets for this service and performance against them, are set out in Appendix 5. The Housing Management Team receive a performance digest each month which gives detailed information on current performance and other important information on current trends. A copy of this digest is sent to the Housing and Social Portfolio Holder and discussed at regular ‘issues’ meetings with the Head of Service.
- 8.6 Other officer group meetings have been established to manage key service objectives. For example, the Decent Homes Implementation Group meets every 6 weeks to monitor progress of this programme and ensure value for money is achieved in the packaging and procurement of contracts.
- 8.7 The housing service has been an upper quartile performer for many years and aims to remain so. We have joined the Housemark benchmarking service and this will enable us to carry out more wide ranging comparison of both performance and costs during 2007/8. Comparisons of the Council’s performance against other similar authorities are produced annually and submitted to the appropriate Council committees.
- 8.8 The HRA Business Plan will be reviewed on an annual basis to monitor progress against the action plan, update areas where changes have been made, and re-model financial projections.

Resident Involvement in Performance Monitoring

- 8.9 It is essential that tenants and leaseholders play a key role in monitoring performance and the progress against the HRA Business Plan. Therefore, meetings of the Tenants and Leaseholders Consultation Group have been re-arranged to coincide with the end of each quarter so that a full digest of performance information can be submitted as a standing agenda item. Similar reports will also be submitted to the Sheltered Housing Forum and the Leaseholders Group. The digest of information will be developed with residents to ensure its contents are easy to understand and contain performance figures for areas of the service relevant to them.
- 8.10 More robust performance monitoring procedures will be introduced in 2007 once the newly elected Tenants and Leaseholders Committee has been established. It is intended that this group will receive regular reports on performance, action against business/action plans, policy development and the complaints procedure to ensure residents have a comprehensive overview of the service.
- 8.11 Residents will also be involved in a range of smaller 'working parties' that oversee the review and development of individual services as identified in the plan. For example older persons services, choice based lettings and the decent homes programme. Throughout 2006 the Council will develop a Resident Auditor Team, in conjunction with an independent consultant that will be trained to undertake mini-inspections of specific housing services. Using a range of techniques the team will measure the service against the Audit Commission's Key Lines of Enquiries, and identify where improvements are required. Future service improvement plans will be developed based on their findings.
- 8.12 Residents have also requested that an annual 'Tenants conference' is organised. The first conference will take place in July 2006 and performance monitoring and future service improvements will play a key part in the day.

Housing Revenue Account to 2035/6

Appendix I

1 = ignore RCCOs to project surpluses/deficits / 2 = include RCCO at level of surplus rounded down

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2006.07	2007.08	2008.09	2009.10	2010.11	2011.12	2012.13	2013.14	2014.15	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21
Dwelling rent income	-12,916	-13,687	-14,069	-14,228	-14,392	-14,460	-14,485	-14,612	-14,641	-14,672	-14,476	-14,508	-14,539	-14,569	-14,601
Non dwelling rents	-388	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382
SP Grant	-136	-140	-135	-130	-125	-121	-117	-113	-109	-105	-101	-97	-94	-91	-88
Housing Subsidy	3,332	3,600	3,560	3,510	3,468	3,428	3,496	3,471	3,445	3,414	3,387	3,360	3,330	3,299	3,267
Income	-10,108	-10,609	-11,026	-11,230	-11,431	-11,535	-11,488	-11,636	-11,687	-11,745	-11,572	-11,627	-11,685	-11,743	-11,804
General Management	3,108	3,129	3,156	3,167	3,178	3,189	3,200	3,211	3,201	3,191	3,181	3,171	3,161	3,172	3,183
Bad Debt Provision	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Repairs & Maintenance	3,563	3,590	3,605	3,593	3,593	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608
Notional interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	3,148	3,226	3,226	3,227	3,228	3,232	3,234	3,227	3,221	3,215	3,210	3,204	3,199	3,194	3,189
Expenditure	9,839	9,965	10,007	10,007	10,019	10,049	10,062	10,066	10,050	10,034	10,019	10,003	9,988	9,994	10,000
Net Cost of Services	-269	-644	-1,019	-1,223	-1,412	-1,486	-1,426	-1,570	-1,637	-1,711	-1,553	-1,624	-1,697	-1,749	-1,804
Asset Management adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest charges & DME	-332	-337	-337	-337	-337	-337	-337	-337	-337	-337	-337	-337	-209	-209	-209
Interest income	-36	-32	-13	0	0	0	0	0	0	0	0	0	0	0	0
Operating income / expenditure	-637	-1,013	-1,369	-1,560	-1,749	-1,823	-1,763	-1,907	-1,974	-2,048	-1,890	-1,961	-1,906	-1,958	-2,013
Depreciation adjustment	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52
Revenue Contributions to Capital	674	1,023	1,350	1,600	1,790	1,860	1,800	1,950	2,010	2,090	1,930	2,000	2,070	2,130	2,180
(Surplus) / Deficit	-15	-42	-71	-12	-11	-15	-15	-9	-16	-10	-12	-13	112	120	115
Reserve brought forward	2,755	2,854	2,987	3,157	3,277	3,402	3,544	3,710	3,879	4,063	4,250	4,419	4,597	4,683	4,772
Notional interest (enter)	84	91	99	108	114	127	151	160	168	177	157	165	198	209	220
Researve carried forward	2,854	2,987	3,157	3,277	3,402	3,544	3,710	3,879	4,063	4,250	4,419	4,597	4,683	4,772	4,877
Memo : HRA annual position includi	773	1,156	1,520	1,720	1,915	2,002	1,966	2,119	2,194	2,277	2,099	2,178	2,156	2,219	2,285

Appendix I

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034-35	2035-36
Dwelling rent income	-14,631	-14,661	-14,690	-14,722	-14,763	-14,816	-14,872	-14,925	-14,978	-15,032	-15,087	-15,141	-15,194	-15,250	-15,303
Non dwelling rents	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382
SP Grant	-85	-82	-79	-76	-73	-70	-68	-66	-64	-62	-60	-58	-56	-54	-52
Housing Subsidy	3,234	2,763	2,727	2,690	2,652	2,614	2,576	2,538	2,496	2,455	2,412	2,368	2,321	2,274	2,224
Income	-11,864	-12,362	-12,424	-12,490	-12,566	-12,654	-12,746	-12,835	-12,928	-13,021	-13,117	-13,213	-13,311	-13,412	-13,513
General Management	3,194	3,205	3,216	3,227	3,238	3,249	3,260	3,271	3,282	3,293	3,304	3,315	3,326	3,337	3,348
Bad Debt Provision	20	20	20	20	20	20	20	20	20	20	20	20	20	20	0
Repairs & Maintenance	3,608	3,608	3,608	3,608	3,608	3,608	3,614	3,614	3,614	3,614	3,614	3,614	3,614	3,615	3,616
Notional interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	3,184	3,179	3,174	3,169	3,164	3,159	3,159	3,159	3,159	3,159	3,159	3,159	3,159	3,159	3,159
Expenditure	10,006	10,012	10,018	10,024	10,030	10,036	10,053	10,064	10,075	10,086	10,097	10,108	10,119	10,131	10,123
Net Cost of Services	-1,858	-2,350	-2,406	-2,466	-2,536	-2,618	-2,693	-2,771	-2,853	-2,935	-3,020	-3,105	-3,192	-3,281	-3,390
Asset Management adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest charges & DME	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209
Interest income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating income / expenditure	-2,067	-2,559	-2,615	-2,675	-2,745	-2,827	-2,902	-2,980	-3,062	-3,144	-3,229	-3,314	-3,401	-3,490	-3,599
Depreciation adjustment	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52
Revenue Contributions to Capital	2,240	2,620	2,680	2,740	2,810	2,890	2,970	3,040	3,130	3,210	3,290	3,380	3,470	3,560	3,670
(Surplus) / Deficit	121	9	13	13	13	13	5	12	11	4	9	14	17	18	19
Reserve brought forward	4,877	4,988	5,223	5,467	5,724	6,195	6,493	6,814	7,144	7,492	7,864	8,241	8,633	6,360	6,791
Notional interest (enter)	232	244	257	270	285	311	326	342	359	376	386	406	427	449	472
Researve carried forward	4,988	5,223	5,467	5,724	5,996	6,493	6,814	7,144	7,492	7,864	8,241	8,633	9,043	6,791	7,244
	2,351	2,855	2,924	2,997	3,082	3,190	3,280	3,374	3,473	3,572	3,667	3,772	3,880	3,991	4,123

Summary of Capital Improvements 2005 to 2033/34

Appendix 2

STOCK SURVEY PROFILE AGAINST RESOURCES

	Total	1 2006.07	2 2007.08	3 2008.09	4 2009.10	5 2010.11	6 2011.12	7 2012.13	8 2013.14	9 2014.15	10 2015.16	11 2016.17	12 2017.18	13 2018.19
Starting properties		5,091	5,079	5,067	5,055	5,043	5,033	5,023	5,013	5,003	4,995	4,987	4,979	4,971
Real increases in survey costs		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cumulative real increases		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<u>Enter Stock Survey profile</u>														
Decent Homes	64,729	1,588	1,515	1,571	1,256	1,156	1,916	1,969	2,024	2,080	1,824	1,886	1,948	2,049
Exeter Standard "extras"	44,904	1,345	1,293	1,315	1,351	1,389	1,428	1,467	1,505	1,547	1,611	1,608	1,662	1,717
Planned maintenance	23,477	816	833	768	853	789	955	971	988	1,003	1,029	1,050	896	913
Environmental	3,780	140	140	140	140	140	140	140	140	140	140	140	140	140
Asbestos	1,006	25	131	25	25	25	25	25	25	25	30	30	30	30
Adaptations	12,600	400	600	400	400	400	400	400	400	400	450	450	450	450
Structural	1,039	236	260	254	259	266	0	0	0	0	0	0	0	0
Sheltered Acc	2,386	500	236	400	400	650	700	0	0	0	0	0	0	0
Fire Alarm Upgrade	0	0	40	0	0	0	0	0	0	0	0	0	0	0
Raw survey profile	153,922	5,050	5,048	4,873	4,684	4,814	5,563	4,972	5,081	5,196	5,084	5,164	5,126	5,298
Fees / add ons	9,376	328	326	286	286	286	286	286	286	286	286	286	286	286
Capital works to be funded	163,298	5,378	5,374	5,159	4,970	5,100	5,849	5,258	5,367	5,482	5,370	5,450	5,412	5,584
Capital works with inflation	168,718	5,378	5,374	5,159	4,970	5,100	5,849	5,258	5,367	5,482	5,370	5,450	5,412	5,584
Effect of Right to Buys ?		-0.73%	-0.84%	-0.96%	-1.07%	-1.19%	-1.29%	-1.38%	-1.48%	-1.58%	-1.66%	-1.73%	-1.81%	-1.89%
Total adjusted profile	165,458	5,339	5,327	5,107	4,914	5,039	5,774	5,185	5,288	5,396	5,281	5,356	5,314	5,479
<u>Resources</u>														
Major Repairs Allowance	84,789	3,096	3,174	3,174	3,175	3,176	3,180	3,182	3,176	3,170	3,163	3,158	3,153	3,148
Use of RTB receipts	1,881	440	196	135	112	112	112	112	112	90	90	90	90	90
Use of SCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Use of other receipts	1,942	3,963	1,942	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital resources	88,612	7,499	5,312	3,309	3,287	3,288	3,292	3,294	3,288	3,260	3,253	3,248	3,243	3,238
Projected RCCO's available	64,253	674	1,023	1,350	1,600	1,790	1,860	1,800	1,950	2,010	2,090	1,930	2,000	2,070
Total resources available	152,865	8,173	6,335	4,659	4,887	5,078	5,152	5,094	5,238	5,270	5,343	5,178	5,243	5,308
Excess / shortfall	-12,593	2,795	961	-500	-83	-22	-697	-164	-129	-212	-27	-272	-169	-276

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	14	15	16	17	18	19	20	21	22	23	24	25	26	
	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	
Starting properties	4,963	4,955	4,947	4,947	4,939	4,931	4,923	4,915	4,915	4,915	4,915	4,915	4,915	
Real increases in survey costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Cumulative real increases	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Enter Stock Survey profile														
Decent Homes	2,116	2,186	19,998	2,229	2,482	2,564	2,671	2,760	2,857	2,957	3,059	3,167	3,278	3,609
Exeter Standard "extras"	1,774	1,830	16,148	1,894	1,958	2,022	2,089	2,159	2,234	2,312	2,392	1,633	1,252	1,115
Planned maintenance	931	954	9,690	973	992	1,012	700	711	723	735	748	762	775	790
Environmental	140	140	1,400	140	140	140	140	140	140	140	140	140	140	140
Asbestos	30	35	285	35	35	35	35	40	40	40	40	40	40	45
Adaptations	450	450	4,300	450	450	450	500	500	500	500	500	500	500	550
Structural	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			700											
Raw survey profile	5,442	5,595	52,520	5,721	6,057	6,223	6,135	6,309	6,494	6,684	6,880	6,241	5,985	6,249
Fees / add ons	286	286	2,860	372	394	405	399	410	422	434	447	406	389	406
Capital works to be funded	5,728	5,881	55,380	6,093	6,451	6,628	6,534	6,719	6,916	7,118	7,327	6,647	6,374	6,655
			0											
Capital works with inflation	5,728	5,881	55,381	6,093	6,451	6,628	6,534	6,719	6,916	7,118	7,327	6,647	6,374	6,655
Effect of Right to Buys ?	-1.96%	-2.04%	-2.12%	-2.12%	-2.20%	-2.27%	-2.35%	-2.43%	-2.43%	-2.43%	-2.43%	-2.43%	-2.43%	-2.43%
Total adjusted profile	5,615	5,761	54,449	5,964	6,309	6,477	6,380	6,556	6,748	6,945	7,149	6,486	6,219	6,493
			0											
Resources														
Major Repairs Allowance	3,143	3,138	31,611	3,133	3,128	3,123	3,118	3,113	3,108	3,108	3,108	3,108	3,108	3,108
Use of RTB receipts	90	90	966	90	90	90	90	0	0	0	0	0	0	0
Use of SCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Use of other receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital resources	3,233	3,228	32,577	3,223	3,218	3,213	3,208	3,113	3,108	3,108	3,108	3,108	3,108	3,108
Projected RCCO's available	2,130	2,180	20,020	2,240	2,620	2,680	2,740	2,810	2,890	2,970	3,040	3,130	3,210	3,290
Total resources available	5,363	5,408	52,597	5,463	5,838	5,893	5,948	5,923	5,998	6,078	6,148	6,238	6,318	6,398
			0											
Excess / shortfall	-365	-473	-2,784	-630	-613	-735	-586	-796	-918	-1,040	-1,179	-409	-56	-257

	27	28	29	30
	2032.33	2033.34	2034-35	2035-36
Starting properties	4,915	4,915	4,915	4,915
Real increases in survey costs	0.00%	0.00%	0.00%	0.00%
Cumulative real increases	100.00%	100.00%	100.00%	100.00%
<u>Enter Stock Survey profile</u>				
Decent Homes	3,736	3,867	4,022	4,171
Exeter Standard "extras"	1,155	1,195	1,243	1,289
Planned maintenance	804	820	830	849
Environmental	140	140	140	140
Asbestos	45	45	50	50
Adaptations	550	550	550	550
Structural	0	0	0	0
Raw survey profile	6,430	6,616	6,835	7,049
Fees / add ons	418	430	444	458
Capital works to be funded	6,848	7,046	7,279	7,507
Capital works with inflation	6,848	7,046	7,279	7,507
Effect of Right to Buys ?	-2.43%	-2.43%	-2.43%	-2.43%
Total adjusted profile	6,682	6,875	7,102	7,325
<u>Resources</u>				
Major Repairs Allowance	3,108	3,108	3,108	3,107
Use of RTB receipts	0	0	0	0
Use of SCE	0	0	0	0
Use of other receipts	0	0	1	2
Grants	0	0	0	0
Capital resources	3,108	3,108	3,109	3,109
Projected RCCO's available	3,380	3,470	3,560	3,660
Total resources available	6,488	6,578	6,669	6,769
Excess / shortfall	-360	-468	-610	-738

Decent Homes Programme 2006/07 to 2010/11 – key building components requiring replacement

<u>Decent Home Category</u>	<u>Key Building Components</u>	<u>No</u>	<u>£ Total</u>
D	External Walls	100	217,075
D	Roof Covering/Structure	688	4,297,330
TC	Central Heating (no heating)	0	0
TC	Cavity Insulation	400	150,000
D	Rewires	595	1,587,706
D & TC	Windows	20	88,960
D	External Doors	475	232,375
	Sheltered Acc	180	2,090,000
	Sub Total (excl fees)		8,663,446
	Properties with ineffective heating	570	1,551,590
	Properties with old or poor Kitchens	1080	4,732,132
	Properties with old or poor Bathrooms	627	1,713,400
	Sub Total (excl fees)		7,997,122
	Total (excl fees)		16,660,568
	Total + Fees @ 8%		17,993,413

D = Disrepair

MF = Modern Facilities

TC = Thermal Comfort

Performance Indicators

Performance Indicator Information			Result		Target		Compared to prior year	Forward Targets					
Service	Reference	Description	2004/05	2005/06	2005/06	Achieved		2006/07	2007/08	2008/09			
Housing - Asset	BV 63	Energy Efficiency – the average SAP rating of local authority owned dwellings	60	65	65	✓	↑	67	68	69			
Housing - Enabling	BV 64	The number of private sector vacant dwellings that are returned into occupation or demolished during the	49	53	55	✗	↑	50	50	50			
Housing - Rents	BV 66a	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA)	99.42%	99.24%	99.5%	✗	↓	99.5%	99.5%	99.5%			
Housing - Rents	Local	arrears as % of debit		1.20%	1.6%	✓✓	N/a	1.6%	1.6%	1.6%			
Housing - Rents	BV 66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears percentage of the	N/a	3.09%	New	N/a	N/a	3.00%	3.00%	3.00%			
Housing - Rents	BV 66c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	N/a	27.58%	New	N/a	N/a	25%	25%	25%			
Housing - Rents	BV 66d	Percentage of local authority tenants evicted as a result.	N/a	0.05%	New	N/a	N/a	0.3%	0.3%	0.3%			
Housing - Resident	BV 74a	tenant satisfaction - overall (all tenants)	last STATUS satisfaction survey was in 2003/2004. Current survey is being undertaken Autumn 2006, results available Jan 2007						86%	n/a	87%		
Housing - Resident	BV 74b	tenant satisfaction - overall (BME tenants)											
Housing - Resident	BV 74c	tenant satisfaction - overall (non-BME tenants)											
Housing - Resident	BV75a	tenant satisfaction with participation opportunities - overall (all tenants)									80%	n/a	80%

Performance Indicator Information			Result		Target		Compared to prior year	Forward Targets		
Service	Reference	Description	2004/05	2005/06	2005/06	Achieved		2006/07	2007/08	2008/09
Housing - Resident	BV75b	tenant satisfaction with participation opportunities - overall (BME tenants)	last STATUS satisfaction survey was in 2003/2004. Current survey is being undertaken Autumn 2006, results available Jan 2007							
Housing - Resident	BV75c	tenant satisfaction with participation opportunities - overall (non-BME tenants)								
Housing - Equalities	BV 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing.	Yes	Yes	Yes	✓	N/a	Yes	Yes	Yes
Housing - Advice &	BV 183a	The average length of stay in bed and breakfast accommodation of households which include	17	9	4	✗	↑	7	6	5
Housing - Advice &	BV 183b	The average length of stay in hostel accommodation of households which include	13	17	7	✗	↓	15	13	11
Housing - Asset	BV 184a	The proportion of LA homes which were non-decent at the start of the financial year.	53%	42%	40%	✗	↑	30%	22%	15%
Housing - Asset	BV 184b	The percentage change in proportion of non-decent LA homes between the start and the end	-23.3%	-28.4%	-16.7%	✓✓	↑	-25.9%	-33.9%	-45.9%
Housing - Asset	new local (ex	Planned maintenance expenditure as a percentage of total maintenance budget	70.0%	73%	70.0%	✓	↑	74.0%	74.5%	75.0%
Housing - Asset	local	Percentage of responsive repairs completed with target timescales	89.0%	88%	90.0%	✗	↓	95%	96%	97%
Housing - Advice &	BV 202	The number of people sleeping rough on a single night within the area of the authority.	9	6	9	✓	↑	9	9	9
Housing - Advice &	BV 203	The percentage change in the average number of families, which include dependent children	N/a	6.69%	N/a	N/a	N/a	-5%	-5%	-5%

Performance Indicator Information			Result		Target		Compared to prior year	Forward Targets		
Service	Reference	Description	2004/ 05	2005/ 06	2005/ 06	Achieved		2006/ 07	2007/ 08	2008/ 09
Housing - Advice &	Local	number of households in temporary accommodation	N/a	311	270	✗	N/a	260	220	180
Housing - Voids	BV 212	Average time taken to re-let local authority housing (in Days)	32	34	24	✗	↓	21	20	19
Housing - Advice &	BV 213	Number of households (per 1000) who considered themselves as homeless, who	New	2	New	N/a	N/a	8	8	8
Housing - Advice &	Local	Homelessness acceptances as a percentage of new approaches to housing advice	17.80%	15%	20%	✓ ✓	↑	20%	20%	20%
Housing - Advice &	BV 214	Proportion of households accepted as statutorily homeless who were accepted as	New	1.75%	New	N/a	N/a	1.75%	1.75%	1.75%
Housing - Leasehold	Local	Percentage of service charges collected	92.20%	96.53%	96%	✓ ✓	↑	96.0%	96.5%	97.0%
Housing - Leasehold	Local	Service charge arrears as a percentage of the council's total service charge income	7.80%	3.47%	5%	✓ ✓	↑	5%	5%	5%
Housing - Advice &	Local	Percentage of homelessness determinations made within 33 working days	72.80%	93%	90%	✓ ✓	↑	90%	90%	90%
Housing - Enabling	Local	Percentage of affordable housing units provided during the year which are suitable for	2%	11%	8%	✓ ✓	↑	5%	5%	5%
Housing - Enabling	Local	Number of affordable housing units provided during the year	128	232	210	✓ ✓	↑	200	200	200

Exeter City Council

Housing Unit Action Plan 2005/06

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
	Department-wide					
1	Business Plan	Produce a 'fit for purpose' business plan and report to Scrutiny Committee	Statutory	07/06/05	Head of Housing	Complete. Business Plan passed as 'fit for purpose' in March 2006 following amendment
2	Procedures	Produce comprehensive procedures for all areas of the Housing Service	Local	31/10/05	Head of Housing	<i>Deferred to 2007/08 to enable service reviews to complete</i>
3	Performance management	Establish department-wide performance monitoring arrangements	Local	30/09/05	Head of Housing	Complete. Performance Manager appointed. New housing PI system implemented and continuing to develop
4	Performance management	Report to Scrutiny Committee on the outturn against 2004/05 performance indicators.	Local	30/06/05	Head of Housing	Complete. All quarterly corporate PI's reported to Scrutiny and Executive
5	Housemark	Provide the data required by Housemark to enable the Council to have full access full to the benchmarking service	Local	31/07/05	Mike Hopton	Responsibility passed to Performance Manager. Quarterly PI's updated. Full financial information to be uploaded in 2007.
6	Website	Ensure service information is comprehensive and up to date	Local	31/10/05	Head of Housing	<i>Deferred. Waiting for leaflet/literature project to complete</i>

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
	Homelessness & Advice					
7	Choice-based Lettings	Implement the Scheme	Local	31/07/05	Amanda Downie	Complete. Exeter Home Choice implemented in July 2005.
8	Choice-based Lettings	Carry out a formal review and report on the operation of the scheme	Local	31/12/05	Amanda Downie	Complete. Review undertaken October 2005 and again in June 2006. Policy amendments made following consultation and Executive approval
9	Review Homelessness Strategy	Secure Executive approval for the strategy	Statutory	31/12/05	Amanda Downie	<i>Deferred. Strategy re-write started in October 2006. To be completed by June 2007.</i>
10	Prevent homelessness	No families in Bed and Breakfast for over 6 weeks	ODPM target	Ongoing	Amanda Downie	Target met. Target consistently met. Reported to DCLG through normal monitoring channels
11	Prevent homelessness	Prevent homelessness in 75% cases	BVPI 213	31/03/06	Amanda Downie	Target Met. Only 20% of cases accepted as homeless.
12	Repeat homelessness	Reduce number of repeat homelessness cases by 33% (from 3 to 2)	BVPI 214	31/03/05	Amanda Downie	Target met. In 2005/06
13	Reduce homelessness acceptances	Reduce acceptances from 227 to 210	ODPM target	31/03/06	Amanda Downie	Target not met. Total of 225 acceptances made in 2005/06
14	Domestic violence	Achieve BVPI domestic violence targets	BVPI 225	31/03/06	Amanda Downie	Target met
15	Reduce homelessness	Reduce the number of households in temporary accommodation by 10% (from 323 to 291)	ODPM target	31/03/06	Amanda Downie	Target not met. Total in temporary accommodation as at 31/03/06 was 318. Reduction plan agreed with DCLG with targets set for each year up to 2010.

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
16	Rough sleepers	Maximum number = 9	BVPI 202	All year	Amanda Downie	Target met. Count was 6 in November 2005
17	Move-on strategy	Develop framework– Consult and implement	Local	31/12/05	Amanda Downie	<i>Deferred. Awaiting outcome of homeless strategy review</i>
18	Implement HOST scheme	20+ rooms let	Local	31/07/05	David Gibbens	Scheme cancelled. Lots of preparation work done. Scheme no longer valid given new approaches to youth homelessness.
19	Quality Mark	Submit application for Housing Advice service	Local	31/12/05	Amanda Downie	Complete. Application submitted. Quality Mark awarded November 2006
20	Allocations Plan	Set up monitoring arrangements	Local	30/06/05	Amanda Downie	Complete. Monitoring information to partnership meeting
21	Supporting People	Ensure compliance with Supporting People requirements for STA's	Supporting People	01/06/05	Amanda Downie	Complete. SP service review completed. Service has steady state contract. Meets minimum QAF criteria.
	Strategy & Enabling					
22	Older People's Housing Strategy	Obtain Executive approval	Supporting people	07/06/05	Head of Housing	<i>Deferred. Awaiting outcome of SP sectorial review and new SP older persons strategy</i>
23	Review Housing Strategy	Consult, review and produce revised strategy	Local	31/03/06	David Gibbens	On going. Review started. Completion date June 2007. Awaiting results of HMA study.
24	Affordable homes	250 new affordable homes completed	Local	31/03/06	David Gibbens	Target not met. 232 homes completed in 2005/06
25	Shaul Bakery site	Bring 31 units into operation	Local	30/09/05	David Gibbens	Complete. Scheme completed and occupied December 2005
26	Empty Homes	Bring 50 private sector empty homes back into use	Local	31/03/06	David Gibbens	Target met. 53 properties completed in 2005/06

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
27	Empty Homes	Produce Empty Homes Strategy	Local	31/10/05	David Gibbens	On-going. Strategy review underway. Completion date June 2007.
28	Private Leased properties	Increase number from 130 to 160	Local		David Gibbens	Target not met. Due to temporary accommodation reduction targets this is no longer relevant.
	Home Aid					
29	Time from enquiry to first visit	Reduce to 2 weeks	Local	31/03/06	Jan Jones	Due to the SP HIA tender process this service has transferred to Devon and Cornwall Housing Association.
30	Customer satisfaction	Increase % of customers satisfied to 99%	Local	31/03/06	Jan Jones	
31	Value of work	Sustain value of work earning fee income to £225,000	Local	31/03/06	Jan Jones	

	Leasehold Management					
32	2004/05 Service charge accounts	Calculate and provide to leaseholders	Statutory	30/09/05	Mike Hopton	Complete
33	Procedures for service charges	Write and implement procedures for service charges	Statutory	30/09/05	Mike Hopton	Complete
34	Service charges IT	Implement Academy service charge module	Local	31/10/05	Mike Hopton	<i>Deferred. Now using Sundry Debtors system</i>
35	Service charge accounts	Resolve pre 2004/05 issues – repay surpluses and start recover of arrears	Statutory	31/12/05	Mike Hopton	Complete. Accurate statements sent out in March 2006 and account balances reconciled. Credits repaid or deferred for future expenditure.

36	Service charge collection	Collect 98% of service charges payable	Local	31/03/06	Mike Hopton	Target not met. 96% collected on 2005/06
37	Service charge collection	Reduce arrears of service charge income from £60,000 to £55,000	Local	31/03/06	Mike Hopton	Target met
	Estate Management					
38	Anti-social behaviour	Appraise specialist anti-social behaviour IT software and report	Local	30/06/05	Phil Mills	Complete. Three system appraised and a preferred supply identified
39	Anti-social behaviour	Implement quality anti-social behaviour monitoring arrangements	Local	30/09/05	Phil Mills	Complete. Linked with above. New system implemented and tested in the summer of 2006
	Voids					
40	Average time to re-let vacant properties	28 calendar days	BVPI 212	Ongoing	Neil Shire	Target not met. Average turnover time for 2005/06 was 34 days.
	Rents and Rent Collection					
41	Rent collected	Collect 99% of rent payable	BVPI 66a	31/03/06	Phil Mills	Target not met. 92.2% collected in 2005/06
42	% tenants owing 7 weeks or more of rent	No more than 3.4% of tenants 7 weeks in arrears	BVPI 66b	31/03/06	Phil Mills	Target met
43	Notices of Seeking Possession served	< 400 served during year (7.8% of all tenants)	BVPI 66c	31/03/06	Phil Mills	Target met. 357 issued in 2005/06
44	Evictions	No more than 20 evictions (0.39% of all tenants) during the year	BVPI 66d	31/03/06	Phil Mills	Target met. Only 4 tenants evicted.
45	Direct debit	Increase the number of tenants paying by direct debit from 820 to 1000	Local	31/03/06	Phil Mills	658 tenants (excluding garages) paying by Direct Debit in March 2006.

46	Former Tenant Arrears - permanent accommodation	Reduce from £76,000 to £70,000	Local	31/03/06	Phil Mills	Target not met. Actual £74,000.
47	Former Tenant Arrears – temporary accommodation	Reduce from £253,000 to £220,000	Local	31/03/06	Amanda Downie	Unknown
	Sheltered Housing					
48	Supporting People – Review of schemes	Review the service in the light of Supporting People – Report to Scrutiny Committee	Statutory	07/06/05	Head of Housing	SP service review completed May 2006. Awarded 6 ‘C’s’ for the core elements of the QAF. Steady State contract issued until March 2008. Awaiting outcome of SP review before undertaking internal service review
	Repairs and Improvements					
49	Decent homes	Increase to 65%	BVPI 184a	31/03/06	Neil Shire	Target met. Actual 70%
50	Decent homes – change	10% increase	BVPI 184b	31/03/06	Neil Shire	Target met
51	Asbestos survey	Complete survey	H&S	30/06/05	Neil Shire	Complete. 10% survey completed and results entered onto property database.
52	Asbestos management	Implement strategy	H&S	30/07/05	Neil Shire	Complete. New Asbestos Management Plan agreed.
53	Appointments IT	Investigate specialist repairs appointments IT	Local	30/04/05	Neil Shire	Complete. Decision taken not to implement because of cost
54	Responsive repairs completion	Complete 95% repairs with timescale	Local	31/03/06	Neil Shire	Target not met. Actual 88%
55	Repairs phone satisfaction surveys	Implement random 10% survey	Local	30/04/05	Neil Shire	Complete. Survey’s on going

56	Energy efficiency	Increase average SAP rating from 61 to 65`	HIP	31/03/06	Paul McCormick	Complete. 65 achieved by March 2006
57	Asset management software	Implement	Local	31/01/06	Neil Shire	Complete. Code-man 4 implemented. New 25% rolling survey to input data.
58	Gardening & internal decorations	Review schemes, consult with residents and report to Scrutiny Committee	Local	05/09/05	Neil Shire	On-going. Review delayed due to staff turnover.
59	Delivery of planned repairs	70% overall repairs expenditure on planned repairs	BV211a	31/03/06	Neil Shire	Target met. Actual split 73:27
60	Deliver urgent/emergency repairs	No more than 5% of overall repairs expenditure on urgent repairs	BV211b	31/03/06	Neil Shire	Target met.
61	Gas safety checks	Review procedures and reduce number overdue inspections to 20	H&S	31/03/06	Neil Shire	Target met. Actual 18 overdue in March 2006
62	Repairs Handbook	Produce repairs new handbook	Local	30/09/05	Neil Shire	Complete. Handbook re-printed and distributed.
63	Disability Discrimination Act	Survey stock to identify DDA requirements	Statutory	31/09/05	Neil Shire	Complete. Results to be analysed.
	Tenant Participation					
64	Tenants' website	Launch	Local	31/10/05	Tony Bodgin	Complete. Website launched July 2006. Tenant reps trained.
65	Tenant/resident associations	Increase the number of active tenant/resident associations from 3 to 5	Local	31/03/06	Tony Bodgin	Target not met. Estate targeted but no RA's formed.
66	City-wide tenant representation	Establish a city-wide group with elected resident representatives	Local	31/03/06	Tony Bodgin	On going. New constitution and election process/timetable agreed. Elections in February 2007.

67	Tenant satisfaction with landlord: all tenants	% to be measured in 2006 survey	BVPI 74a	2006/7	Tony Bodgin	Awaiting results
68	Tenant satisfaction with landlord/ BME groups	% to be measured in 2006 survey	BVPI 74b	2006/7	Tony Bodgin	Awaiting results
69	Tenant satisfaction with landlord: non BME	% to be measured in 2006 survey	BVPI 74c	2006/7	Tony Bodgin	Awaiting results
70	Tenant satisfaction with opportunities for participation	% to be measured in 2006 survey	BVPI 75a	2006/7	Tony Bodgin	Awaiting results
71	BME tenant satisfaction with opportunities for participation	% to be measured in 2006 survey	BVPI 75b	2006/7	Tony Bodgin	Awaiting results
72	Non BME tenant satisfaction with participation opportunities	% to be measured in 2006 survey	BVPI 75c	2006/7	Tony Bodgin	Awaiting results
	Equalities					
73	Commission for Racial Equality Code of Guidance	Review and ensure compliance/report to Executive	BVI 164	07/06/05	Head of Housing	Complete. Housing still compliant. New E&D group established to increase activity in this area.
74	Allocations	Report ethnic monitoring of 2004/5 allocations	BVI 164	07/06/05	Head of Housing	Complete. Reports taken every 6 months.

Housing Service	Key Target/Objective	Who	Timescale	Progress
Housing Strategy & Enabling:	Complete 200 new affordable homes across the city	DG	April 2007	On going. 97 completed by September 2006
	Finalise review of Housing Strategy Document and publish	DG	June 2007	On going. Consultation underway. HMA survey underway. Date for completion now June 2007.
	Undertake a review of all HRA land to identify development opportunities for family housing and produce an comprehensive options report	DG	August 2006	Complete. Review undertaken and sites identified. Disposal/development strategy agreed by Executive. Architects appointed.
	Undertake a Housing Market Assessment Study and 'top-up' Housing Needs Survey to inform future housing strategy	RM	March 2007	On going. Consultants appointed. Work commencing. Results due Spring 2007
	Finalise and publish the Empty Homes Strategy	DG	June 2007	On going. Target date June 2007.
Homelessness & Housing Advice	Reduce the number of households in temporary accommodation to 260	AD	March 2007	Currently 245 as at November 2006
	Implement a direct lettings scheme with other partners and private sector landlords	DG	December 2006	On going. Scheme developed and advertised. 13 landlords interested. First lettings pre-Xmas 2006.
	Achieve Community Legal Services 'Quality Mark' for the homelessness and housing advice service	AD	March 2007	Complete. Achieved in November 2006 (with on going action plan.
Allocations	Organise a stakeholders conference to mark the first anniversary of the Home Choice scheme	AD	June 2006	Complete. Held 5 June 2006.
	Undertake refresher training on the Home Choice system for stakeholders and their staff	AD	June 2006	Complete. Further training offered to stakeholders

	Undertake an applicant satisfaction survey and use the results to influence further policy decisions.	AD	June 2006	Complete. Results presented to review meeting on the 5 June.
	Develop, with other local authority partners across Devon and Cornwall, a bid document and submit to the ODPM for funding to establish a regional CBL scheme	SW	September 2006	Complete. Bid submitted by 29 September 2006. Bid unsuccessful. Awaiting feedback from DCLG
Tenant Participation:	Establish a Resident Auditor Team and agree an annual work plan	TB	November 2006	Complete. RAT established. Customer Care and Access KLOE assessed. Final report December 2006.
	Organise a Tenant & Leaseholder Conference and make it an annual event	TB	First one - July 2006	Complete. Fun day/conference arranged for July 2006. Needs format changing for next year.
	Establish an elected Tenant & leaseholders Forum	TB	March 2007	On going. Constitution and election process agreed. Nomination sought December 2006.
	Implement new Tenants' Compact and it's associated action plan	TB	March 2007	On going. Compact printed and distributed to all tenants.
Tenancy Services:	Introduce new Anti-Social Behaviour Policy – including new monitoring software and new ASB Case Manager post	PM	August 2006	Complete. New policy implemented. Executive approval July 2006. New software operational October 2006. New ASB Case Manager appointed April 2006.
	Develop the new Neighbourhood Management policy and procedure and implement across priority estates	PM	September 2006	Complete. Policy agreed at Executive November 2006. Inspections commenced in October 2006.
	Review arrears procedures in line with Audit Commission's KLOE	PM	April 2007	On going. Target date changed to April 2007.
	Reduce average void turnover times to an average of 21 days	PM	March 2007	On going. Actual in November 2006 – 24 days.

Supporting People:	Ensure our Core QAF criteria achieve level 'C' and that they are signed off by the Supporting People team.	PM	June 2006	Complete. 6 level 'C's' achieved June 2006
	Commence review of Older person's services in conjunction with Supporting People recommendations	PM	June 2006	<i>Deferred. Awaiting outcome of SP sectorial review and new SP Older Person's Strategy</i>
	Working with Social Services work towards developing an elder persons 'extra care' scheme within the city	PM	Commence May 2006	On going. Two sites identified. Commissioning Brief agreed. In partnership with DCC.
	Working with our Supported 'Temporary Accommodation' providers plan to meet level 'B' of the QAF by March 2008.	AD	Commence May 2006	On going.
Leasehold Management	Develop a comprehensive Leaseholders Manual, in full consultation with customers, and publish to all leaseholders	MH	March 2007	Delayed due to staff turnover. Manual review commenced in November 2006. New target date set.
Repairs and Maintenance:	Review existing responsive maintenance service/contracts in line with Audit Commission's KLOE and make improvements where necessary. Start contract negotiations with existing contractors	NS	Start: April 2006 Complete: March 07	On going. Repairs Partnership Board established July 2006.
	Continue to work towards meeting the Decent Homes Target – achieve 70% 'decency' by March 2007	NS	On-going	On going. Current non-decency levels are 27% (October 2006)
	Implement void 'incentive scheme' for outgoing tenants to reduce the cost of rubbish removal	NS	June 2006	Complete. Scheme implemented August 2006.

	Undertake a full survey of existing sheltered schemes compared against Supporting People recommendations and develop 5-year improvement plan.	NS/PM	July 2006	On going. Sheltered Housing Technical Officers post to be advertised in January 2007.
Cross-cutting improvements	Introduce new Performance Management System and continue to develop as a key management tool. Develop a PI 'digest' for staff, tenants and leaseholders.	DS	April 2006	Complete. Staff and tenant digest produced and distributed. System is subject to further development
	Submit management and performance information to Housemark and start annual in depth benchmarking of services.	DS	July 2006	On going. Quarterly data up loaded. Full financial information to be loaded in early 2007.
	Establish a Housing Unit Equality & Diversity Strategy and Action Plan. To include customer profiling exercise, allocations targets, and links with BME groups.	DS	June 2006	Complete. Group established and action plan agreed.
	Review and amend existing Procedure Manual. Undertake refresher training where necessary	DS	March 2007	On going. Part of the new literature project.
	Undertake a review of existing customer information leaflets and web-site content to maximise access to housing services	DS	March 2007	On going. Editorial Board established to review leaflets and help with design etc.
	Develop mechanism's with a range of stakeholders for stronger partnership working			On going.

Draft Housing Unit Actions for 2007/08
(Subject to further additions and consultation)

Housing Service	Key Target/Objective	Who	Timescale	Progress
All Housing Functions	Undertake a 'mock' inspection of the housing service to identify areas for improvement and develop a robust and timed action plan for implementation	SW/DS	Sept 2007	
	Undertake a full Tenant's census and load information into Academy. Manipulate data to ensure an inclusive service	DS	Commence April 2007	
	Investigate the use of incentive schemes to improve tenant behaviour in terms of rent arrears, anti-social behaviour and tenancy management.	SW	Commence July 2007	
	Publish a suite of housing service information leaflets, a new Tenants' and Repairs Handbook, new tenant pack etc. Ensure website information is updated and accurate.	SW/DS	May 2007	
	Undertake a full 'business' risk assessment and establish a Housing Risk Register that links into the Corporate Risk Register	DS	July 2007	
	Establish a housing 'service review plan' and publish accompanying guidance on undertaking reviews	DS	April 2007	
	Submit management and performance information to Housemark and start in depth benchmarking of services.	DS	July 2007	
	Establish a HRA functions Procedure Manual and publish for staff. Undertake refresher training where necessary	DS/PM/ NS/MH	Commence April 2007	

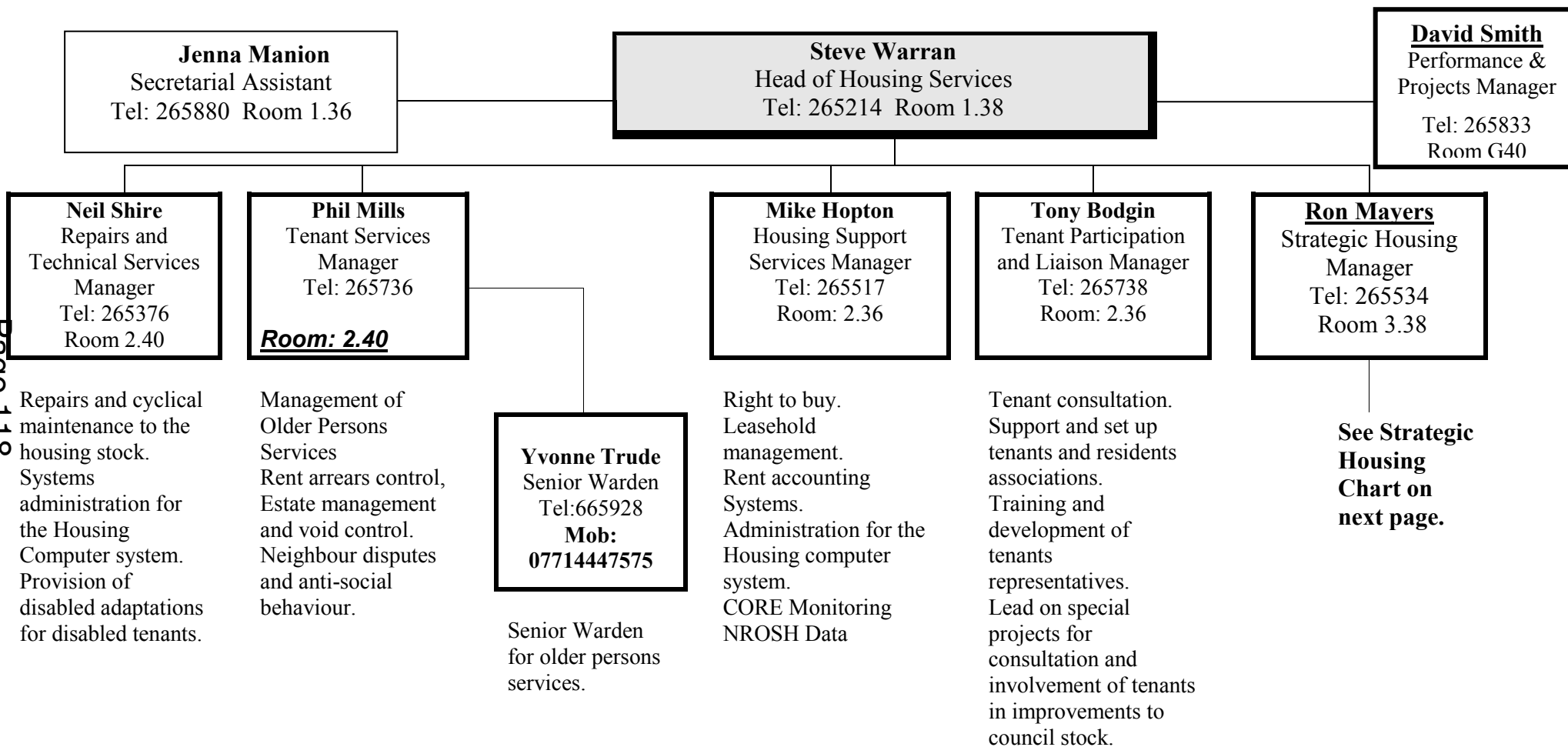
Housing Strategy & Enabling:	Complete 180 new affordable homes across the city	DG	April 2008	
	Undertake a scheme viability review to evidence the increase in section 106 affordable housing target to 35%	DG	Commence April 07	
	Complete and publish the final updated Housing Strategy Document	DG	June 07	
	Finalise and publish the Empty Homes Strategy and set new targets for delivery	DG	June 2007	
	Establish a formal partnership for the development of Council owned land sites	RM/DG	July 2007	
Homelessness & Housing Advice	Reduce the number of households in temporary accommodation to 220	AD	March 2008	
	Implement a direct lettings scheme with other partners and private sector landlords	DG	On-going	
	Establish a service re-modelling plan to compliment the increase in Direct Lettings and the reduction of temporary accommodation.	AD	August 2007	
	Complete and publish the Homelessness Strategy document	AD	December 07	
Allocations	Organise the annual stakeholders conference	AD	June 2007	
	Undertake refresher training on the Home Choice system for stakeholders and their staff as required	AD	On going	
	Develop, with other local authority and RSL partners across Devon and Cornwall, a round three bid to the DCLG to fund a regional CBL scheme	SW	Sept 2008	
Tenant Participation:	Oversee the establishment of the Tenants' and Leaseholder Committee. Ensure training is organised as appropriate and capacity built within the new team.	TB	Commence April 2007	

	Organise a Tenant & Leaseholder Conference	TB	July 2006	
	Re-design and publish the Tenants' News and work with the Editorial Board to ensure it meets tenant expectations	TB	April 2007	.
	Publish an Annual Report to Residents	TB	July 2007	
	Oversee the annual work programme of the Resident Auditor Group.	TB	On-going	
	Implement the new Neighbourhood Management policy and start to develop Neighbourhood Action Plans with local residents and ward councillors	PM	Sept 2007	.
	Undertake full review of rent arrears policy	PM	Commence April 2007	
	Reduce void turnover times to an average of 20 days	PM	March 2008	
Supporting People:	Commence review of Older person's services in conjunction with Supporting People's emerging Older Person's Strategy	SW/PM	Commence June 2007	
	Working with Social Services work towards developing an elder persons 'extra care' scheme within the city	SW/PM	On-going	
Leasehold Management	Implement the new service charge arrears policy and commence legal action where necessary	MH	April 2007	
Repairs and Maintenance:	Implement improvements agreed by the Repairs Partnership Board with our contractors. Continue the review of services and take appropriate action.	NS	On-going	
	Undertake a full review of the existing grounds maintenance contract to meet demands from EMO's and residents	NS	Commence April 2007	

	Undertake a full review of the Assisted Decoration Scheme to ensure it meets the needs of tenants and achieves value for money.	NS	Commence October 2007	
	Undertake a review of the existing arrangements for delivering major work programmes (in conjunction with the RAT)	NS	Commence April 2007	

COMMUNITY AND ENVIRONMENT DIRECTORATE

HOUSING SERVICES UNIT



COMMUNITY AND ENVIRONMENT DIRECTORATE

HOUSING SERVICES UNIT

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Lowena Faull/ Julie Lenton
Choice Based Lettings Managers
Tel: 265248
Room G40

Cara Driscoll
Temporary Accommodation Manager

Tel: 265820
Room 3.37

Karen Williams
Housing Advice Manager

Tel: 265371
Room G42

Provision of affordable housing. Preparation and delivery of housing strategy. Development of affordable housing 106 agreements.

Sue Haigh
Empty Homes Partnership Manager
Tel: 265819
Room 3.37

Exeter Home Choice - Choice Based Lettings Systems, Housing Register administration.

Management of Temporary Accommodation.

Housing advice and options. Homelessness applications and investigations.

Acquisition of private sector leased properties to provide temporary accommodation. Promote empty homes initiatives across the empty homes partnership Direct Letting Scheme.

Acceptable Behaviour Contract (ABC)	A written agreement between a person whose behaviour has been identified as being anti-social and Devon & Cornwall Constabulary and Exeter City Council and any other agency. The agreement which lasts for six months states that the person will not engage in or continue with certain identifiable acts.
Admissible Credit Approvals	Credit approvals that are taken into account in the subsidy calculation so that the HRA receives support for debt charges incurred on most of its external borrowing.
Anti-social Behaviour Order (ASBO)	A civil order issued by the Court prohibiting the offender from continuing to carry out anti-social acts or entering defined areas. The order is effective for a minimum period of two years. Breach of an order is a criminal offence with a maximum penalty of 5 years imprisonment.
Arms Length Management Organisation (ALMO)	A corporate body established to separate a Council's strategic housing role from the management of its housing stock. Arms Length management organisations will normally be 100% controlled by a local authority and may be eligible for additional financial resources subject to stringent qualifying criteria.
Asbestos Register	A database, which holds records on the location and type of asbestos for each home in the Council's housing stock.
Audit Commission	The Audit Commission is a non-departmental public body sponsored by the office of the Deputy Prime Minister with the Department of Health and the National Assembly for Wales and is responsible for ensuring that public money is used economically, efficiently and effectively.
Basic Credit Approval (BCA)	Basic Credit Approvals are borrowing approvals that can be used to finance capital spending of any kind. BCA is the difference between the Annual Capital Guideline and Receipts Taken Into Account.
Best Value	A system of service reviews designed to ensure continuous improvement in service delivery by fundamentally challenging the current service delivery in consultation with key stakeholders.
Capital Expenditure	Spending that meets the statutory definition contained within Section 40 of the Local Government and Housing Act 1989. Broadly, this comprises any spending on the acquisition, construction and enhancement of assets.

Credit Approvals	Part of the Government's system of capital controls on councils which effectively give them the power to borrow to pay for capital spending. There are two types of credit approvals: Basic Credit Approvals (BCA) and Supplementary Credit Approvals (SCA)
Capital Receipts	Sums received from the sale of assets where expenditure on those assets would be expenditure of a capital nature (see 'Capital Expenditure').
Choice Based Lettings (CBL)	A scheme for letting Council and Housing Association properties actively based on applicants expressing an interest in vacant properties, which are advertised. The Council will select the successful applicant according to need (a simple three tier banding, rather than a complex points system) and time on the list.
Debt Charges	Payment of principal and interest due in respect of external borrowing.
Decent Homes Standard	A defined minimum standard of housing. The Government has given a commitment to ensure that all social housing meets a set standard of decency by 2010
Government Office South West	The regional Government office responsible for monitoring Exeter City Council's strategic performance.
Housing Benefit	Financial help given to local authority or private tenants whose income falls below prescribed amounts. Central government finances the whole of the cost of benefits to HRA tenants (through the rent rebate element of housing subsidy).
Housing Revenue Account	A statutory account set up to record the revenue income and expenditure relating to the Council's own housing stock. Under Resource Accounting this is now referred to as the Operating Account.
Housing Revenue Account Subsidy	Government grant to support revenue spending on council housing which is based on the relative levels of expenditure and income derived from a notional Housing Revenue Account.
Housing Strategy	A document in which the Council sets out its medium term strategy for achieving housing objectives in both the public and private sector, together with an action plan.
Local Plan	A guide to potential future development of land. The Local Plan sets out what areas of land may be developed and the type of development likely to be permitted (e.g. housing or employment).

Major Repairs Allowance	A Government subsidy specifically for planned maintenance to prevent future backlog repairs.
Management & Maintenance Allowance	Fixed amounts per property used to calculate notional management and maintenance costs for subsidy purposes. Increased/reductions in management and maintenance result in higher/lower subsidy.
Office of the Deputy Prime Minister	Central Government department with overall responsibility for funding and monitoring local government.
Private Finance Initiative	A long term public private partnership under which the private sector takes on the risks associated with the delivery of public services in exchange for payments tied to agreed standards of performance.
Prudential Borrowing	A change to the current, complex capital financing system under which local authorities will be able to decide on the level of capital investment required and will be free to do this so long as their capital spending plans are affordable, prudent and sustainable.
Registered Social Landlord	A not for profit organisation, usually a housing association, that provides social housing under the regulation of the Housing Corporation.
Rent Rebates	Part of the Government's housing benefit scheme designed to help meet the housing costs of council tenants with low incomes.
Responsive Maintenance	Delivery of a day-to-day repairs service to maintain homes in a safe and fit (habitable) condition.
Rethinking Construction	Challenges existing methods for procuring work and sets targets to improve performance through partnering arrangements. Otherwise referred to as 'Egan Principles'.
Revenue Contribution to Capital Outlay (RCCO)	Capital expenditure funded by means of a contribution from the revenue account. In the case of housing, this contribution is made from the Housing Revenue Account.
Revenue Expenditure	Any permitted spending that falls outside the definition of capital expenditure. Typically, revenue expenditure covers the day-to-day running costs associated with service delivery.
Right to Buy	This is the right of existing Council tenants to purchase their homes from the Council at a discount depending on their length of tenancy.
Right to Buy Receipts	The income from the sale of Council dwellings after the deduction of disposal costs. Only 25% of this income can be used to finance new capital spending.

Single Capital Pot (SCP)	The Single Capital Pot is the name given to unringfenced capital resources, including borrowing approvals and grants, allocated to authorities by central Government each year. These resources are now channelled through the SCP, allowing councils maximum flexibility in the way they use their resources.
Standard Assessment Procedure	A standard methodology for measuring the energy efficiency of a dwelling.
Stock Condition survey	A survey to accurately assess the current condition of the housing stock and likely life of elements to produce projected costs.
Stock Transfer	This involves the transfer of the ownership and management of the Council's housing stock to a Registered Social landlord in order to achieve the required level of investment through access to private sector funds.
Supervision and Management-General	Revenue expenditure identified in the Housing Revenue Account relating to the day-to-day management of the housing stock.
Supervision and Management Special	Revenue expenditure identified in the Housing Revenue Account relating to the running costs and caretaking e.g. communal laundries, communal lighting in certain types of properties such as sheltered housing and multi-storey blocks. Some of these costs are passed onto tenants in the form of service charges.
Supplementary Credit Approval (SCA)	Borrowing approvals issued in addition to Basic Credit approvals. These can only be used for specified types of capital expenditure.
Supporting People	The supporting people programme offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence. Supporting People is a working partnership of local government, service users and support agencies and it will deliver high quality and strategically planned housing-related services which are cost effective and reliable, and complement existing care services.
Usable Capital Receipts	The part of a capital receipt from the sale of an asset which local authorities are not required to 'set aside' from the repayment of debt.
Void	A council dwelling that is currently vacant.
Waiting List	A single list of people in housing need who have applied for suitable Council or housing association accommodation. The register is administered by the Council.

EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 16 JANUARY 2007

SCRUTINY COMMITTEE – ECONOMY 18 JANUARY 2007

EXECUTIVE 23 JANUARY 2007

OPERATION OF SCRUTINY WITHIN THE COUNCIL

1. PURPOSE OF THE REPORT

- 1.1 To consider proposals to develop the effective operation of Scrutiny within the Council.

2. BACKGROUND

- 2.1 Following an undertaking made by the Leader of the Council at Council on 18 July 2006, work has been undertaken between Members and officers to examine current Scrutiny practice at Exeter City Council in order to ensure that it is perceived to be robust and effective by the members of the Scrutiny committees as well as the Executive.
- 2.2 Meetings were held with Scrutiny chairs, both individually and as a group, and separate meetings were held with Group Leaders. This paper serves as an indication of the views of the Scrutiny Chairs. Also provided is officers' comment as to how the issues identified by the Chairs are currently being addressed or where there has been agreement as to a way forward.

3. BENEFITS OF CURRENT SYSTEM

- 3.1 A number of positive points about the current Scrutiny system were identified:
- All Chairs agreed that the Scrutiny arrangements were positive in bringing political groups together and considering issues in a cross-party way.
 - The committees were a useful way of receiving officer information
 - There is generally a positive response from the Executive for recommendations made by the Scrutiny committees.
 - One committee has agreed to receive annual update reports on items where in-year changes were not significant. This would free up the agenda for the consideration of other items.
- 3.2 The following possible areas for development were discussed:

Area Identified	Proposed Solution
Members are not always clear as to why particular items appear on the agenda.	A work plan to be considered by each Scrutiny Committee on an annual basis to give Members the opportunity to identify issues that they would like to be scrutinised. "Bids" for the work plan would then be considered by a cross-party member and officer sub-group who would agree a shortlist of priorities.
The length of agenda means that some items are not given due consideration.	Main agenda to focus on issues related to the agreed annual work plan. More thought to be given to (i) alternative means of conveying information items e.g. Councillors' Information Portal and <i>Extract</i> and (ii) streamlining Committee reports.
There is a need for a Member Briefing session on Scrutiny, perhaps externally facilitated, on effective scrutiny, building on case studies from other comparable authorities. To also include information on councillors' community leadership role and the link to neighbourhood engagement and governance as indicated in preliminary submission for unitary status.	A consultant with expertise in Scrutiny has been approached to deliver a session for Councillors early in 2007. Two of the Scrutiny Committee chairs will be attending a Charing Scrutiny course organised by Torbay Council. All Councillors were invited to attend the DIP Community Leadership conference and attendees invited to give feedback. Officers are currently exploring with another authority the feasibility of making a joint bid through the South West LIFT initiative for a Councillor development scheme around community development.
There is a need for political leadership across all groups on the Scrutiny function.	Political issue
There is a need to provide all committees with examples of where decisions made by the Executive have clearly been influenced by Scrutiny's input.	Examples have been provided on many previous occasions. Councillors can obtain this information from the minutes.
There should be more opportunities for political groups to informally network to promote cross-party working.	To some extent, Member Briefings might fulfil this. The recent survey indicates a desire for increased opportunity for discussion at briefings.
In Scrutiny meetings, seating should not be arranged by political group.	Councillors can sit where they wish in Scrutiny Committee meetings and Member Services officers will position name plates accordingly.
Portfolio holders should play an active role in Scrutiny meetings, perhaps by giving an update of	It is proposed that Portfolio Holders attend the relevant Scrutiny Committee twice per year to advise members on their area of responsibility relevant to the Committee.

<p>their department or explaining how a particular policy was developed, where an issue related to that policy informs the agenda of the Scrutiny committee meeting. There should be the scope for questions to be asked of the portfolio holder.</p>	<p>Their first attendance will be to present the priorities for the upcoming year and the second will be present information on progress. The portfolio holder will answer questions related to what they have presented.</p>
<p>There should be greater use of review/ working groups. These have proved to be successful where they have been formed in the past.</p>	<p>Youth Issues Working Group is currently meeting, as is the Member Development Steering Group. Further review groups can be established where an issue has been identified for scrutiny, subject to resource implications.</p>

4. OTHER OBSERVATIONS

- 4.1 During the discussions, other issues were raised which were outside the remit of Scrutiny, but nevertheless it may be felt merit further consideration.
- 4.2 One issue related to the format of council meetings. Some members perceive these to be ‘rubber stamping’ with little meaningful debate. Apart from the frustration felt by members, this also dissuades the press and public from attending.
- 4.3 One Scrutiny Committee Chair also felt that where there is a question during the approval of the minutes of a Scrutiny Committee, the question should be answered by the portfolio holder, as the Executive would have approved the policy.

5. RECOMMENDATION

- 5.1 To note the outcome of the discussions on the operation of the scrutiny function and consider the proposals set out in paragraph 3.2 above.

ASSISTANT CHIEF EXECUTIVE

S:PA/LP/Committee/107SCC4
11 December 2006

CHIEF EXECUTIVE’S DEPARTMENT

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling the report:

None

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 16 JANUARY 2007

EXECUTIVE 23 JANUARY 2007

LOCAL AIR QUALITY MANAGEMENT AIR QUALITY MANAGEMENT AREA

1. PURPOSE OF REPORT

- 1.1 To update Members on the outcome of the consultation exercise on the proposed Air Quality Management Area (AQMA) for Exeter.

2. BACKGROUND

- 2.1 The final Detailed Assessment report was discussed at the November meetings of the Community Scrutiny and Executive and it was agreed to consult on the proposal to declare one AQMA (Min 76/06 refers) covering the main routes into the City.

Consultation Process

- 2.2 The Detailed Assessment report was forwarded to consultees, statutory and non-statutory including the business community, detailed in Appendix I.
- 2.3 An article appeared in the Exeter Citizen, a publication sent to every household in the city and in the Express and Echo. The AQMA map has been placed on the Council's website with an e-comment facility.
- 2.4 Letters were sent to the occupants of properties which were specifically identified as being included within the AQMA.
- 2.5 A display was set up at the Civic Centre reception where feedback slips were provided so that visitors could submit their comments.
- 2.6 The comments were requested between 27 November – 18 December 2006

3. RESPONSE

- 3.1 The responses to, the letters to residents, the article in the Exeter Citizen and the public display are detailed in the Table in Appendix II.
- 3.2 Comments were received from some of the statutory and non-statutory consultees.

4. RESULTS

Public

- 4.1 Generally those that responded welcomed measures to improve air quality in the City.

There was concern that measures to tackle the problem along one route would cause problems elsewhere – ***the impact of any measure along identified routes and adjacent routes will be considered during the evaluation of the measure prior to implementation.***

Many made traffic management suggestions which could be introduced to tackle congestion - ***these comments will be discussed with Devon County Council during the formulation of the Air Quality Action Plan (AQAP).***

Two areas – Church Road Alphington (between Alphin Brook Rd and Shillingford Rd) and Market St were identified where residents felt that there could be air quality problems due to congestion with residential properties at the back of the pavement. Officers have visited these areas and have confirmed that queuing traffic is an issue. ***Therefore it is proposed to include these roads within the new AQMA, no properties will be included.***

Buses in the High St, Exeter was identified as a problem area – ***Members will recall that High St has not been included as the annual average nitrogen dioxide objective does not apply to this area, it only refers to areas where people spend a significant amount of time e.g. the facades of residential buildings.***

Business

- 4.2 No comments have been received from the various business organisations consulted. Should any comments be received before Committee these will be reported verbally at the meeting.

Statutory and non-statutory consultees

- 4.3 *DEFRA* – accepted the proposal to merge the existing and additional AQMAs as a wider single AQMA.
- 4.4 *Devon County Council* – welcomed “the decision to create a new single AQMA with a view to enabling a single, integrated Air Quality Action Plan to be produced for the whole city”, and confirmed that they would “continue to co-operate with the City Council in addressing local air quality management issues and progressing the AQAP.”
- 4.5 *Health Protection Agency* – accepted the assessment of air quality in the city and the designation of a single large air quality management area covering the locations where air quality standards are likely to be breached.

4.6 *Highways Agency* – confirmed that the AQMA did not relate to the Highway Agency’s trunk road network and therefore had no comments to make.

5. CONCLUSIONS

5.1 Following the consultation exercise the proposed AQMA boundaries will be altered to include Church Rd, Alphington between Alphin Brook Rd and Shillingford Rd, and Market Street, the finalised boundaries will be displayed at the meeting.

5.2 The AQMA Order as in Appendix III will be drafted for signing and sealing and copies will be forwarded to DEFRA.

6. TIME TABLE FOR FURTHER ACTION

6.1 The timetable for further work relating to the AQMA and the development of the Air Quality Action Plan is detailed below.

Order sealed/signed	February 2007
Copies of Order to statutory consultees; Press release.	February 2007
Review and Assessment Progress Report (the next round of annual reporting)	May 2007
Further Assessment Report for AQMA	February 2008
AQAP produced in consultation with DCC and consulted upon	August 2008
AQAP Progress Report and Review and Assessment	Every May thereafter

7. FINANCIAL IMPLICATIONS

7.1 The City Council has been actively monitoring air quality for a number of years. No additional resources are therefore needed for us to continue with this work.

7.2 Costs arising from the Action Plan cannot be determined at this stage but will be identified in the Action Plan since a cost benefit analysis of the measures needs to be undertaken during the drafting of the Air Quality Action Plan.

8. RECOMMENDED that:

- 1) Members note the result of the consultation exercise.
- 2) Members agree the proposed amended AQMA (displayed at the meeting)
- 3) Members approve the order designating the chosen boundaries, using the form of words detailed in Appendix III.
- 4) the order is sealed and a copy submitted to DEFRA.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

H:LP/ Committee/107SCC9
29 November 2006

COMMUNITY AND ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling the report:-

Exeter Local Air Quality Review – Detailed Assessment 2006

Air Quality Strategy for England – DEFRA

Air Quality Regulations 2000 and (Amendment) Regulations 2002

Local Air Quality Management – Technical Guidance (LAQM.TG(03) – DEFRA

Local Air Quality Management – Policy Guidance (LAQM.PG(03) – DEFRA

Local Air Quality Management – Draft Addendum to Policy Guidance (LAQM.PG(03) - DEFRA

Appendix I

LIST OF CONSULTEES FOR THE PURPOSES OF LOCAL AIR QUALITY MANAGEMENT

Secretary of State

Environment Agency

Devon County Council

Highways Agency

All neighbouring local authorities:-

Mid Devon District Council, East Devon District Council and Teignbridge District Council

Consultant in Health Protection, North and East Devon (Health Protection Agency)

Chamber of Commerce, Trade and Industry

English Nature

Exeter City Centre Consortium

Exeter Business Forum

Transport 2000

Friends of the Earth

Federation of small businesses

Marsh Baron Forum

Sowton Forum

Appendix II

Address	Post Code	Comment	Response
Heath Road, Exeter	EX2 5JX	More could be done to improve the air quality in the High St by forcing the buses to switch off engines	More pollution can be caused when engines are switched on, there is only a benefit if the stop over is for longer than 5 minutes
Pinhoe Road		Enquired if there were any steps he needed to take if he lived in an AQMA	
Heavitree Road (East Wonford Hill) AQMA		Concerns regarding creating a single AQMA: traffic volumes in some parts of the city are far worse than others; pollution in these parts affect significantly different numbers of people; the number of potential solutions to the local problems varies widely; suitable solutions are likely to be either relatively simple or complex depending on local constraints. Concerned that the areas previously identified and prioritised in 2006 will be held back in order to produce a “one size fits all” plan for the city.	A single action plan will still contain specific measures, which relate to specific problems at particular locations. It will also however, be able to better tackle city-wide problems such as the uptake of public transport. It will recognise the varying severity of the problem in different locations and aim to reduce pollution most on the worst affected roads. A single plan accepts however, that congestion is a city-wide problem that requires action by all residents, businesses and visitors, not just those living along particular routes. The publication of an action plan for the initial four locations has been delayed by this process, but measures are already being implemented by DCC through the LTP. These locations therefore have a 'head start' over the rest of the new area, in that measures have already been identified for them.
Heavitree Road		Will it mean congestion charging	All options will be considered during the drafting of the AQAP
Heavitree Road		Will it mean congestion charging	All options will be considered during the drafting of the AQAP
Sidmouth Road	EX2 5QJ	Increase in traffic in Sidmouth Road and airplanes flying over the property. These must be the two main factors contributing to the pollution in the area. Can't just shift the problem from Sidmouth Rd to another main road in the city. 7.5 ton lorry limit in Sidmouth Rd not enforced. The pollution from the airport is worse when the planes fly over the city to land – it is not a problem when the planes take off. Pleased that the issue is being addressed	The issue of the 7.5 ton lorry limit will be referred to DCC With regards to the airport defra guidance indicates that when the review and assessment of air quality in the city is being undertaken the airport does not have to be taken into consideration as it is more than 1 kilometre from the boundary of the city.

Willeys Avenue	EX2 8BE	Look forward to the implementation of the plan to improve the traffic flows out of the city along Alphington St.	
Heavitree Road	EX1 2LG	If the roads were improved within the city then perhaps the traffic would move through the city quicker and therefore reduce pollution. Cycle lanes and footbridges over the Exe do little to improve Exeter's traffic problems. Congestion charges for Exeter will help Plymouth and Taunton to grow at our expense.	Increasing the speed of vehicles and reducing congestion will reduce pollution levels.
Church Road, Alphington	EX2 8SH	Why are only certain properties on Church Road included in the area? What does it mean in respect of my property?	Only properties where the air quality levels have either been monitored or modelled and found to exceed or are likely to exceed the air quality objective are included in the area. No specific action is required to be taken by individuals whose property has been included in an AQMA.
The Mint	EX4 3BL	Why isn't Market St/Mary Arches St not included.	Monitoring sites are reviewed annually, streets will only be included in the monitoring programme if there are "relevant locations" in the streets, that is locations where people spend a significant amount of time e.g. facades of residential premises. These streets will be considered at the next review.
New Hayes Close	EX2 9JN	Just another Council scam that will cost the taxpayer money, do nothing of any value and line a few pockets	The City Council is required by the Government to undertake periodic reviews of air quality and if air quality objectives are exceeded or are likely to be exceeded the Council must take action to produce an AQAP which will work towards reducing the levels of pollution in the city and consequently improve the quality of life for residents and visitors to the city. The City Council is therefore acting responsibly to monitor air quality and take action when and where required in consultation with the highways authority – Devon County Council.
Shillingford Abbot	EX2 9QE	Is this the prelude to congestion charging? Church Rd, Alphington is the lifeline to those living in Shillingford Abbot, the traffic has worsened since the roundabout at Lidl's was installed, traffic is frequently backed up past Shillingford Rd because of the pressure of traffic from Marsh Barton blocking the roundabout	All options will be considered when drafting the AQAP. The comments re. The roundabout in Church Rd will be forwarded to DCC.
Cowick Street		Not surprised that government limits on pollution are exceeded. The bus stop in Cowick St at the junction with Dunsford Hill causes congestion. The priorities at the traffic lights at this	The traffic related issues will be discussed with DCC during the preparation of the AQAP. The AQAP will set out the measures that will be implemented to work towards improving the air

		junction has changed and this has increased congestion. 7.5 ton lorry restriction ignored. Stagecoach have re-introduced older buses onto the streets of Exeter. What and when are the Council going to do something about the pollution levels?	quality in the city. The AQAP will be completed by August 2008. However, measures already identified within DCC's LTP will be implemented before this date.
Heavitree Corridor		Concerned re. Congestion charging	All options will be considered during the drafting of the AQAP
Church Road, Alphington	EX2 8SZ	Concerned about the level of noise and pollution from traffic. Suggest various measures to reduce the traffic through Alphington e.g road humps, encouraging traffic to go via Matford Park.	The suggestions will be forwarded to DCC
Summerland Court, Heavitree Rd	EX1 2LY	Traffic flows have increased in Heavitree Rd year by year, air quality will not improve while unlimited traffic uses the Heavitree Rd – Paris St – New North Rd route	By declaring an AQMA along this route measures will be identified to work towards improving the air quality.
New North Rd	EX4 4EP	Lived in area for 21 years, recent years dirt and dust from vehicles has got worse, especially since the traffic lights were installed by Exeter College. Welcomes the fact that something is being done	The issue re. The traffic lights will be forwarded to DCC for their consideration.
Mortimer Court, Bishop Westall Rd	EX2 6NN	The wait coming out of Tollards Rd onto Topsham Rd is long. The bus stop and the pedestrian crossing at the Topsham Rd/Tollards Rd are badly sited and causes congestion on Topsham Rd.	The comments will be forwarded to DCC.
Magdalen Bridge Crt, Magdalen St	EX2 4HS	The road outside property is regularly blocked by slow moving vehicles, we have to keep windows closed due to fumes	The purpose of declaring a AQMA is to enable an AQAP to be formulated which will work towards improving air quality in the city.
Chudleigh Rd, Alphington		The section of Church Rd between Alphin Brook roundabout and St Michael's church is a pollution hot spot. There is frequent severe traffic congestion, particularly at peak times, and the road is victim to large amounts of rat-run traffic using the Dawlish Rd route into Exeter. It also suffers from regular illegal Heavy Goods Vehicles. With houses on one side and a steep wall/fencing on the other a "pollution tunnel" is created. Action urgently needs to be taken to address this pollution; including all of Church Rd in the AQMA will help ensure this happens (Standard reply circulated with residents newsletter)	The comments will be forwarded to DCC. Whilst this part of Church Rd is not included the impact of any measures on the wider network will be addressed during the drafting of the AQAP.
Church Rd, Alphington		See above	See comment above

Chudleigh Rd	EX2 8TU	See above	See above
Chudleigh Rd	EX2 8TU	See above. Plus – not just a problem in Church Rd – traffic queues back along Chudleigh Rd to Shillingford Rd roundabout. Congestion for one and a half hours every day. Lived in the area for 25 years the situation has got gradually worse.	See above
Church Rd, Alphington	EX2 8TA	See above. Plus – the half of Church Rd which has been omitted is narrower than the half you say has polluted air quality, also the properties don't have front gardens. Could this length of road be included	See above
Sidmouth Rd		Happy property is included in the area. Concerned about the impact of new developments at Digby on the volume of traffic passing his house. Queried what happened to the AQAP for the original AQMAs.	The publication of an action plan for the initial four locations has been delayed by this process, but measures are already being implemented by DCC through the LTP. These locations therefore have a 'head start' over the rest of the new area, in that measures have already been identified for them.
Cowick Lane		Bus stop at the junction of Cowick St with Buddle Lane should be moved to prevent stopped buses causing congestion at the junction	This will be discussed with DCC
Badger Close, Sidmouth Rd		Concerned with congestion associated with the Middlemoor roundabout – this seems worse since the new road layout	This will be discussed with DCC
Alphington	EX2 8TD	Surprised only part of Church Rd, Alphington included. Remainder of Church Rd and the junction of Dawlish and Chudleigh Rds should be included	This will be discussed with DCC
Church Rd, Alphington	EX2 8TA	Section of Church Rd to St Michael's Church is also a pollution "hotspot". Also it also suffers from illegal heavy good vehicles using this route.	This will be discussed with DCC
Church Rd, Alphington	EX2 8TA	Section of Church Rd to St Michael's Church is also a pollution "hotspot". Also it also suffers from illegal heavy good vehicles using this route.	This will be discussed with DCC
Church Rd, Alphington	EX2 8SY	Section of Church Rd to St Michael's Church is also a pollution "hotspot". Also it also suffers from illegal heavy good vehicles using this route.	This will be discussed with DCC
Lower Summerlands	EX1 2LJ	Several suggestions made such as encouraging schools to have	This will be discussed with DCC

		“walking buses”, more park and ride car parks, encourage car sharing,	
Mercer Court, Bishop Westall Rd		The Princesshay development will trap fumes due to the canyon like development.	There is limited access for vehicles within the development therefore this is unlikely to be an issue. Pollution levels drop off very quickly within a short distance of the edge of the road.

Appendix III

EXETER CITY COUNCIL

ENVIRONMENT ACT 1995 SECTION 83

THE EXETER QUALITY MANAGEMENT AREA ORDER 2007

Whereas it appears to Exeter City Council (“the Council”) that the air quality objective for nitrogen dioxide set out in the Air Quality (England)(Wales) Regulations and the Air Quality (England)(Wales) (Amendment) Regulations 2002 is unlikely to be achieved by 31 December 2005, the Council in exercise of its powers under section 83(1) of the Environment Act 1995 hereby makes the following Order:

- 1. This Order shall be known as the Exeter Air Quality Management Area Order 2007.**
- 2. The area edged in red on the plan(s) attached to the Order shall be designated as an Air Quality Management Area.**
- 3. The Order shall come into operation on [] 2007 and shall remain in force until it is varied or revoked by a subsequent order.**

Dated the day of 2007

**The Common Seal of
Exeter City Council
was hereunto affixed in the presence of:**

A duly authorised signatory

Seal no.

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 16 JANUARY 2007

EXECUTIVE 23 JANUARY 2007

AUDIBLE INTRUDER ALARMS ALARM NOTIFICATION AREAS

1. PURPOSE OF THE REPORT

- 1.1 To update Members following the consultation process for the proposed designation of the whole of Exeter as an alarm notification area.
- 1.2 To seek approval for the designation of the whole of Exeter as an alarm notification area and agree the amount of the Fixed Penalty Notice.

2. BACKGROUND

- 2.1 The Clean Neighbourhoods and Environment Act 2005 introduced new powers for local authorities to deal with audible intruder alarms in their areas and the annoyance these may cause by designating all or part of their district an alarm notification area.
- 2.2 The occupier/owner in respect of any premises (residential or commercial) that is fitted with an audible intruder alarm in the designated area must nominate a key-holder for those premises and notify the local authority of the contact details of that key-holder. Under these provisions it is a criminal offence to fail to nominate or notify the local authority of the details of a key-holder. The offence can be discharged by payment of a fixed penalty fine. The level of the fine can be set at £50 - £80 with a default amount of £75; it is the intention to set the fine at the default level of £75.
- 2.3 The legislation sets out the consultation process which local authorities must follow prior to the designation of the area:
 - the intention to designate must be publicised in a local newspaper
 - any representations on the proposal must be considered
 - if the decision is to designate the area a notice must be publicised in the local newspaper and a notice must be sent to all premises in the affected area
 - if it is decided not to designate the area a notice to this effect must be placed in the local paper.
- 2.2 At the June Executive, Members resolved (Min 53/06 refers) to designate the whole of the city an alarm notification area and to use the Citizen to publicise the decision if the public consultation exercise supported the proposal.
- 2.3 The intention to designate the whole city was published in the Public notices of the local paper and the closing date for any comments was 17 November 2006.

3 PUBLIC RESPONSE TO THE PROPOSALS

Issues raised and responses

- 3.1 Two letters of objection to the proposal were received which raised the following issues:
- *Concern, from a crime prevention viewpoint, if the Council has a list of addresses and telephone numbers of key-holders. All the necessary measures will be taken to securely store the data, the database will be password protected with limited access to the data. The data will be stored in the same way that all personal information is stored within the Council.*
 - *Alarms should be fitted with a timing device which will reset the alarm after a short period, which should overcome any problems caused by noise from alarms. Some alarms are fitted with such a device, but not all alarms, this system will provide a mechanism whereby noise from all alarms can be dealt with.*
 - *Key-holders should be trusted people not the person next door. The owner of the property will nominate a suitable key –holder.*
 - *Would a secondary key-holder have to be nominated if the first went on holiday? The owner of a property will have to consider this when they are likely to be away from the property for any length of time.*
 - *Is this a form of stealth tax when an admin fee is introduced? There is no intention to introduce an administration fee for compiling and maintaining the register of Key-holders.*
 - *This system is perfectly reasonable for business premises but totally unnecessary for residential purposes. Complaints of noise from alarms from both commercial and residential premises are made to the Council and therefore it is necessary to have a system which will address these problems.*
- 3.2 Having considered the comments made it is proposed to proceed with the designation of the whole of the city as an alarm designation area.

4 WAY FORWARD

- 4.1 If Members wish to proceed with the designation of the City, this decision must be publicised in the local press and a notice sent to all premises in the city. It is the intention to use the March edition of the Citizen to inform the occupants of all premises in the city. The new provisions will come into force at least 28 days after the date that the Citizen is distributed and the effective date will be detailed in the public notice in the local press and the Citizen.

6. RECOMMENDED

that Scrutiny Committee Community supports and Executive approves:

- 1) the designation of Exeter as an alarm notification area.
- 2) the Fixed Penalty Notice fine is set at £75

HEAD OF ENVIRONMENTAL HEALTH SERVICES

Originator: John Leech

H:LP/ Committee/107SCC8
29 November 2006

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 16 JANUARY 2007

EXECUTIVE 23 JANUARY 2007

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- 2.3 The intention to designate the whole city was published in the Public notices of the local paper and the closing date for any comments was 17 November 2006.

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 - *Would a secondary key-holder have to be nominated if the first went on holiday? The owner of a property will have to consider this when they are likely to be away from the property for any length of time.*
 - *Is this a form of stealth tax when an admin fee is introduced? There is no intention to introduce an administration fee for compiling and maintaining the register of Key-holders.*
 - *This system is perfectly reasonable for business premises but totally unnecessary for residential purposes. Complaints of noise from alarms from both commercial and residential premises are made to the Council and therefore it is necessary to have a system which will address these problems.*
- 3.2 Having considered the comments made it is proposed to proceed with the designation of the whole of the city as an alarm designation area.

4 WAY FORWARD

- 4.1 If Members wish to proceed with the designation of the City, this decision must be publicised in the local press and a notice sent to all premises in the city. It is the intention to use the March edition of the Citizen to inform the occupants of all premises in the city. The new provisions will come into force at least 28 days after the date that the Citizen is distributed and the effective date will be detailed in the public notice in the local press and the Citizen.

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HEAD OF ENVIRONMENTAL HEALTH SERVICES

Originator: John Leech

H:LP/ Committee/107SCC8
29 November 2006

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 16 JANUARY 2007

ALLOTMENT STRATEGY 2007 - 2011

1. PURPOSE OF THE REPORT

- 1.1 The Council's existing five year allotment strategy was approved in 2002, and therefore needs to be updated for April 2007. The purpose of this report is to allow Members to consider the revised 2007-2011 Allotment Strategy and to scrutinise the action plan.

2. BACKGROUND

- 2.1 The provision of allotments by local authorities is a statutory duty. Exeter City Council is committed to continue to provide and promote allotments not only because of this statutory requirement but because allotment gardening makes a valuable contribution to the city's sustainability by providing health, social, economic and environmental benefits. These can be summarised as

- Low cost fresh food production for the family
- Promotion of healthy affordable diets
- Healthy recreational activity
- The opportunity to maintain and develop skills
- Social contact and as a contribution to community spirit
- Better partnership working.

- 2.2 Allotments are a valuable green sustainable open space within the urban environment. They contribute to the retention of traditional skills and wisdom as well as being highly beneficial to the wildlife of the City.

- 2.3 Current house building trends are towards smaller gardens, as pressure increases to optimise building land, and some householders have no individual garden. These circumstances disproportionately disadvantage those on lower incomes. Allotments provide an opportunity to adjust this imbalance. The high value – low cost benefits are readily available to all, but most importantly, those who find themselves socially or physically disadvantaged.

3. CURRENT PROVISION

The Sites

- 3.1 There are 26 local authority allotment sites across the city, with a reasonable spread of sites for a city the size of Exeter. This compares favourably to the rest of Devon and nationally. Exeter has well above the average number of plots per household, yet despite this, demand cannot be met.

- 3.2 Each site is divided into plots that are normally 10 rods (250m²) each. The preference is now to provide more plots of a smaller size, so that as plots become vacant they are frequently sub divided to provide allotments for two people. This approach has been extremely successful in increasing the number of tenanted plots and encouraging more women to take on an allotment. A balance is maintained so that those who wish can have larger plots.

Management

- 3.3 The Parks and Open Spaces team, of the Contracts and Direct Services Unit, manages allotments. The maintenance and improvements are carried out by staff and funded through the annual allotment budget. The Allotments and Play Equipment Officer is responsible for the management and administration of all sites.
- 3.4 There are currently five Area Allotment Managers who are all plot holders and receive payment based on a percentage of the annual rent collection. Their duties are:
- To collect and administer rents
 - Let and oversee plots
 - Advise on the tenancy rules and ensure they are followed
 - Resolve disputes and pass on complaints and items requiring maintenance to the Allotments and Play Equipment Officer
 - Liaise with existing and potential plot holders and the local allotment associations.
- 3.5 The management of allotments is governed by a set of rules and regulations, which due to the statutory nature of the provision reflect the appropriate legislation and also includes additional operational requirements. These rules and regulations are updated on a regular basis. Any such updates will be agreed prior to implementation with the Head of Legal Services.

Self-Management

- 3.6 There is currently one site, Trews Weir, which operates under a system of self-management. The site has a very good nucleus of highly committed plot holders. The arrangement works well and is a tribute to the considerable effort of their committee. They have managed to improve security and other facilities on the site over recent years. The committee retains the majority of the rental income for maintenance of the site. Major works remain the responsibility of the council.

Allotment Associations

- 3.7 These associations are made up of plot holders, usually including the Area Allotment Managers, and their main purposes are:
- To promote the interests of plot holders
 - Organise bulk purchase and resale of seeds, stock and other relevant materials
 - Provide an independent forum for discussion and dissemination of information
 - Offer tips on cultivation and promote good practice

- Encourage initiatives to protect members from theft, damage and trespass

3.8 The City Council provides and maintains trading huts for the associations' use at Ashwood, Butts Park, Cowick Lane, Guys/Hylton, Hamlin Lane, Prince Charles Road, Trews Weir, Whipton Lane.

4. DEMAND FOR ALLOTMENTS

4.1 Demand for allotments has risen dramatically in the last few years, to the point where in September 2006 just under 98% of allotment plots were let. Most sites have a two to four year waiting list. Given the relatively high number of plots in Exeter this indicates the value that the community, as well as the Council, places in this tradition. The reasons are twofold. There is an increasing awareness and desire within the community to grow fresh foodstuffs and have control over the manner of production, and the measures taken within the framework of the 2002 Allotment Strategy have greatly assisted people in being able to take on and manage an allotment plot.

4.2 The challenge for the future is to meet the increasing demand in a sustainable manner, when the available land for allotments is increasingly hard to find.

5. THE WAY FORWARD

5.1 The revised strategy for 2007 -2011 is available on the intranet with a hard copy in the Members' Room. The overall objective of this strategy is to continue the excellent work of the original 2002 strategy, by providing the framework to increase the scope of these benefits, target areas for improvement, and allow the significant improvements over the previous five years to be continued.

5.2 The strategy seeks through its targets and initiatives to optimise the use of allotment sites for existing and potential plot holders, identify needs and meet demand. All initiatives contained in this strategy are considered in the context of other council strategies, policies and objectives.

5.3 This document provides a framework for the next five years to develop and manage allotments in partnership with the users, and provides a focus on five main target areas:

- Ensuring sufficient allotments
- Promoting allotment gardening
- Encouraging sustainability
- Cultivating good administration
- Maintaining adequate resources

5.4 Section 5 of the strategy outlines the actions that will be taken over the life of the strategy to improve the allotment service. It also identifies where appropriate the progress against the actions identified in the existing strategy.

5.5 In order to better tailor the needs of the service to users a census is to be taken during 2007 to seek the views of holders and also obtain demographic information that will aid the development of future plans.

5.6 Reports will be brought before Members at regular intervals to monitor progress.

6. RECOMMENDED that Members:

- 1) support the Allotment Strategy and in particular the Action Plan contained as Section 5 within the strategy.

HEAD OF CONTRACTS AND DIRECT SERVICES

Originator: Paul McCormick

S:PA/LP/ Committee/107SCC12
11 December 2006

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

EXETER CITY COUNCIL



ALLOTMENT STRATEGY 2007-2011

ALLOTMENT STRATEGY 2007-2011

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SECTION ONE

1 PURPOSE OF THE STRATEGY

- 1.1 The allotment strategy has been developed for Council provided allotment sites (either directly or through devolved management), not for privately owned sites.
- 1.2 The overall objective of this strategy is to increase the ability and opportunity for people to cultivate allotment plots in Exeter. The strategy seeks through its targets and initiatives to optimise the use of allotment sites for existing and potential plot holders, identify needs and meet demand. All initiatives contained in this strategy are considered in the context of other council strategies, policies and objectives.
- 1.3 This document provides a framework for the next five years to develop and manage allotments in partnership with the users, and provides a focus on five main target areas.
 - 1 Ensuring sufficient allotments
 - 2 Promoting allotment gardening
 - 3 Encouraging sustainability
 - 4 Cultivating good administration
 - 5 Maintaining adequate resources

SECTION TWO

2 INTRODUCTION

- 2.7 The provision of allotments by local authorities is a statutory duty. Exeter City Council will continue to provide and promote allotments not only because of this statutory requirement but because allotment gardening can make a valuable contribution to the city's sustainability by providing health, social, economic and environmental benefits. These can be summarised as
- Low cost fresh food production for the family
 - Promotion of healthy affordable diets
 - Healthy recreational activity
 - The opportunity to maintain and develop skills
 - Social contact and as a contribution to community spirit
 - Better partnership working
- 2.3 Allotments are a valuable green sustainable open space within the urban environment. They contribute to the retention of traditional skills and wisdom as well as being highly beneficial to the wildlife of the city.
- 2.4 Current house building trends are towards smaller gardens, as pressure increases to optimise building land, and some householders have no individual garden. These circumstances disproportionately disadvantage those on lower incomes. Allotments provide an opportunity to adjust this imbalance.
- 2.5 The high value – low cost benefits are readily available to all, but most importantly, those who find themselves socially or physically disadvantaged.
- 2.8 This strategy continues the work of the original 2002 strategy, by providing the framework to increase the scope of these benefits, target areas for improvement, and allow the significant improvements over the previous five years to be continued.

SECTION THREE

3 CURRENT PROVISION

3.1 The Sites

There are 26 Local Authority allotment sites across the city. The map at Appendix 1 indicates the location of these. There is a reasonable spread of sites for a city the size of Exeter. Appendix 2 shows how this compares favourably to the rest of Devon. National comparison demonstrates a similar picture. Exeter has well above the average number of plots per household, yet despite this demand cannot be met.

Each site is divided into plots that are normally 10 rods (250m²) each. The preference is now to provide more plots of a smaller size, so that as plots become vacant they are frequently divided into two to provide allotments for two people. This approach has been extremely successful in increasing the number of tenanted plots and encouraging women to take on an allotment. A balance is maintained so that those who wish can have larger plots Appendix 3 shows the current number of plots on each site and the wards in which they are situated.

3.2 Management

The Parks and Open Spaces team, under the Head of Contracts and Direct Services, within the Community and Environment Directorate, manages allotments. The maintenance and improvements are carried out by staff and funded through the annual allotment budget. The Allotments and Play Equipment Officer (APEO) is responsible for the management and administration of all sites.

There are currently 5 Area Allotment Managers (AAM's) who are all plot holders and receive payment based on a percentage of the annual rent collection. Their duties are:

- To collect and administer rents
- Let plots
- Advise on the tenancy rules and ensure they are followed
- Resolve disputes and pass on complaints and items requiring maintenance to the APEO
- Liase with existing and potential plot holders and the local allotment associations.

3.3 Self-Management

There is currently one site, Trews Weir, which operates under a system of self-management. The site has a very good nucleus of highly committed plot holders. The arrangement works well and is a tribute to the considerable

ALLOTMENT STRATEGY 2007-2011

effort of their committee. They have managed to improve security and other facilities on the site over recent years.

The committee retains the majority of the rental income for maintenance of the site. Major works remain the responsibility of the council.

3.4 Allotment Associations

These associations are made up of plot holders, usually including the AAM's, and their main purposes are:

- To promote the interests of plot holders
- Organise bulk purchase and resale of seeds, stock and other relevant materials
- Provide an independent forum for discussion and dissemination of information
- Offer tips on cultivation and promote good practice
- Encourage initiatives to protect members from theft, damage and trespass

The City Council provides and maintains 'trading huts' for the associations' use at:

- Ashwood Road
- Butts Park
- Cowick Lane
- Guys/Hylton
- Hamlin Lane
- Prince Charles Road
- Trews Weir
- Whippton Lane.

SECTION FOUR

4 DEMAND FOR ALLOTMENTS

- 4.1 In September 2006 just under 98% of allotment plots were let. Appendix 4 (2002) and Appendix 4a (2006) are graphs of the vacancy/let plots on each of the allotment sites. Given the relatively high number of plots in Exeter this indicates the value that the community, as well as the Council places in this tradition.
- 4.2 The principal reason for some allotment sites not being fully tenanted is that they do not have water available on site. Issues of security or poor ground conditions, which previously affected tenancy levels, have largely been addressed since 2002. Most sites have full occupancy and hold a waiting list, currently estimated between one to four years.
- 4.3 In 1999 a survey of residents to try and identify the importance and priorities that allotments hold was undertaken. Appendices 5 and 6 are extracts from that survey. Clearly a high percentage of respondents had no interest in allotment gardening. However, of those who did not have an allotment but had some interest, the most important issue for them was the need for good information. They also wanted sites nearer to their home but this may, in part, be due to a lack of accessible information. The survey also showed that different sizes or broader use of allotments for family use would be welcomed by some. This is consistent with trends of more women and single parents renting plots, identified by the National Society of Allotment and Leisure Gardeners (NSALG). These concerns have been addressed since 2002.
- 4.4 When the survey looked at what the benefits of an allotment were thought to be, the highest proportion was for the British tradition of the enjoyment of gardening. Next was the production of fresh food and having leisure time away from home. It was interesting to see how the social aspect of allotment gardening featured quite strongly. It is likely that a similar survey undertaken today would show the production of fresh food to be the prime reason.
- 4.5 In 1996 a survey of existing plot holders indicated that the three most important improvements to allotment sites were:
1. Better water supply
 2. Better security
 3. Better toilets

These findings were consistent with surveys carried out by other local authorities and NSALG.

(It should be noted that in the 10 years since the survey was undertaken, where water supplies were available on allotment sites they have been upgraded and improved, particularly with regard to reducing water leaks. The limited cost benefit of installing a supply on those sites without mains water, which are all smaller sites, has influenced the prioritisation of improvement works. The sustainable use of water is the next challenge).

SECTION FIVE

5 TARGET AREAS OF THE STRATEGY

- 5.1 Ensuring sufficient Allotments
- 5.2 Promoting Allotment Gardening
- 5.3 Encouraging sustainability
- 5.4 Cultivating Good administration
- 5.5 Maintaining Adequate Resources

TARGET AREA 1

1 Ensuring Sufficient Allotments

The improvements arising from the 2002 strategy have coincided with a nationwide interest in local and personal food production. As a result there are substantial waiting lists at most sites. In order to address existing and planned demand the following proposals are made.

Target	Proposal	Action taken 2002-2007	Future actions from 2007
1A	<u>Safeguarding existing provision.</u> Retain the level of allotments provision for Exeter.	Ownership of the leased portion of Trews Weir allotments has changed hands, and the new owner is keen for the allotments to remain. All allotment plots retained and tenancy levels improved, reducing threat of closure.	Investigate the status of temporary sites and seek change of status to permanent site where it is in the wider interest to do so. Identify threats or proposals that would adversely affect allotment provision, e.g. causes of sudden decline in tenancy level
1B	<u>Meeting changes in demand</u> Investigate whether any local or social demand deficiencies that occur due to demographic change can be met from existing open space or via Planning proposals (LDF and Section 106 of the Town and Country Planning Act 1990) Aim to provide an allotment site within a one-mile radius of any residential location, with regard to likely changes in population density	A Public Open Space Audit undertaken as part of the management of Section 106 agreements and to meet PPG17 needs. Potential additional sites are being investigated where Allotments are heavily over-subscribed or there is lack of current provision	Monitor allotment demand by area Identify other potential sites. E.g. through LDF and S106 agreements, private land (leasehold), or other public bodies (St Loves, University) See also 1D

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Target	Proposal	Action taken 2002-2007	Future actions from 2007
	<p>arising from the Local Development Framework. Where demand is demonstrated or could be calculated.</p>		
1C	<p><u>Maximise the use of existing allotments.</u> Improve existing locations Examine alternative uses for sites or parts of sites that cannot be let</p>	<p>Car parking provision has been made on a number of sites by utilising poorest plots. Habitats enhanced by hedge planting and infilling unused corners with planting to aid security. Improvements to plot condition and soil where these factors are preventing take up of plots. Marypole Allotments – new track, layout, water supplies has increased occupancy across the whole site</p>	<p>With the heavy demand in the city for allotments the earlier proposal of releasing the land at the south of Marypole Allotments should be reconsidered. Ensure that tenants actively work their plots, and plots with large percentages of uncultivated land are reclaimed to be let to others. This approach requires careful management to ensure those who use their plots as “Leisure Gardens” (e.g. young mums) are not penalised Those who may be struggling to manage a full size plot are assisted in reducing or moving to a smaller plot</p> <ul style="list-style-type: none"> • Reassess further car parking areas, for example existing car parks on areas of good soil are returned to cultivation, using only areas of poor ground for car parking • Direct assistance to improve sites e.g. installing drainage systems, the control of pernicious weeds by such measures as the use of large scale membranes and re-soiling.

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Target	Proposal	Action taken 2002-2007	Future actions from 2007
1D	<p><u>Keeping options open to improve the service.</u> Consider offering alternative locations where available if tenants are in favour of moving even where demand and supply are met.</p>		<p>Liaise with Planning regarding potential land swaps. The option of alternative locations is constantly under review Investigate Partnership working with others, e.g. adjacent Local Authorities, other public bodies, the University, to use land for allotments on a leasing basis. When examining alternative uses to consider in particular: The possibility of generating income The potential for temporary uses.</p>

TARGET AREA 2

2 Promoting Allotment Gardening

Since the Allotment Strategy was written in 2002 a significant change has occurred locally and nationally in that the opportunity to grow your own food fruit and vegetables is perceived as an extremely desirable and achievable benefit by a large proportion of the population. The subject has received publicity and endorsement from a wide spectrum of the news media. However, whilst the subject is receiving positive publicity in general there remains the need to provide good quality relevant information as assistance and guidance at a local level, especially for new or aspiring plot holders. The Council should be seen as a facilitator for peer and support groups. Allotment Associations have been revitalised with support from the Council, at a time when the Exeter Allotment Federation has disbanded.

Target	Proposal	Action taken 2002-2007	Future actions from 2007
2A	<p><u>Communication</u> Continue to improve on and target weaknesses in communication The production of easy to follow useful information, including: Pamphlets Display boards/posters at key times/sites on a wider range of sites Website information Links with other promotions, e.g. healthy living, organic growing, traditional skills</p>	<p>Allotments are now advertised in the Exeter Health Directory, available in all GP surgeries. The Council's website now contains a substantial amount of information on allotments, where to find them and how to rent one Most sites are equipped with notice boards. Very positive allotment features in the local press has maintained momentum</p>	<ul style="list-style-type: none"> • Continue to use web site as prime information tool. This is easy to provide regular update link to other promotions • Update and reproduce the series of information posters for notice boards • Ensure information on allotment issues is clearly and readily accessible to the widest range of users. • There must also be a focus on the means of keeping information updated, pointing towards e-communication, and on-site notice boards, which can also be used by associations and individuals. • Undertake user survey (see also 4D)

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Target	Proposal	Action taken 2002-2007	Future actions from 2007
2B	<p><u>Equalities</u> To make a wider range of plots available to suit different needs and ethics. This will include, where appropriate standard plots, half and quarter plots and group plots:</p>	<p>All sites have options for smaller plots, though this occasionally requires plots to be vacated on the more popular sites. Managers are now alert to the possibility of non-standard plots and have identified a number suited for possible splitting when they become vacant. Areas of plots were designated “No chemicals use”. A number of ethnic and refugee groups have been encouraged to take up allotment plots. These are frequently grouped together</p>	<ul style="list-style-type: none"> • Earmark plots nearest to entrances and car parking areas as those more suited to people with mobility restrictions. • Advertise on the website and elsewhere the availability of non-standard plots • Identify more segregated “No Chemical” options
2C	<p><u>Accessibility</u> Specific needs To identify and designate plots suitable for those with mobility difficulties or for organic use, where demand is indicated. This could be as part of the revitalisation of an area of vacant plots, as part of site improvement scheme or on a new allotment site.</p>	<p>A pilot project at Marypole installed additional hard surfacing and raised planters for partially non- ambulant persons.</p>	<p>Identify the potential for disabled use or demand for organic gardening at all allotment sites. By definition those with mobility difficulties drive or are driven to sites, therefore the most sensible approach at this level is to provide facilities at specific sites. Need to identify “lower level” disabilities so that those who have some difficulty in getting to or working their plots have some assistance.</p>
2D	<p><u>Newbies</u> Improve customer care and on site help for new or inexperienced plot holders and to reduce early drop out rates by: use of notice boards investigating the introduction of site representatives encouraging better partnership</p>	<p>Site representatives are in place on most sites Noticeboards are on most sites Expand the current practice of maintaining vacant plots in reasonable condition in order to encourage letting</p>	<p>Instigate regular AAMs meetings Set up training and induction for new representatives, and a structure of regular meetings/consultations. Allotment Associations have been revitalised in St Thomas and Cowick. Associations or similar groups are actively encouraged as they can provide aid and assistance at a local level, and act as a focus group.</p>

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Target	Proposal	Action taken 2002-2007	Future actions from 2007
2E	<p><u>Appearances are important</u> Control weed growth and reduce the spread of seed from vacant plots. This will improve the appearance of the site both for tenants and passers by. Initially this will be done by strimmer but other methods, in keeping with the Council's Environmental Strategy and sustainable practices will be considered.</p>	<p>Positive management of sites has led to an increase in the number of plots available for letting. At Hamlin Lane Allotments - 10 plots that were totally overgrown have been cleared and ploughed, and are now all let. Prince Charles Rd Allotments - 10 plots cleared and being let. Contractors will be used at peak periods (when parks staff are busiest) to control vegetation on vacant plots.</p>	<p>Use of mulching mats in preference to herbicides. The practice of keeping plots tidy has been very successful in achieving high occupancy levels, which in turn reduces maintenance costs.</p>
2F	<p><u>Fair distribution of facilities</u> Prioritise available resources, in a balanced way, between maintaining promotional activity and the maintenance and improvement of site facilities.</p>	<p>Replacement bases for existing portaloos have been designed and manufactured locally, prolonging the life of the facilities. Skips have been provided with great success The Prince Charles access track was resurfaced A database of all structures in allotments has been set up, including trading huts to plan maintenance and improvements.</p>	<ul style="list-style-type: none"> • The infrastructure and facilities on allotments need to be upgraded to further encourage a wider range of plot holders. • Toilets are seen as vital in encouraging women and those with young families onto the sites. • Trading huts provide the focus for the Allotment Associations. • Roads and tracks in good condition are essential to encourage access by all. • Water • Security • Identify lifespan of structures.

TARGET AREA 3

3 Encouraging Sustainability

Allotment sites provide an increasingly valuable and noticeable area of green space, as gardens continue to reduce in size. However, the security needs of allotments mean that they cannot fully be a substitute for public open space.

The range of plant species on an allotment site means they are a rich habit for wildlife. Opportunities remain to develop wildlife value in hedging areas and sections that have no realistic prospect of coming back into use, but care is needed to ensure this is not to the detriment of allotment provision.

Within the cultivated area of allotments, principles of sustainable gardening are relevant. Many plot holders are very skilled and knowledgeable on issues of sustainability (it is an inherent aspect of allotmenting.) The Council has a commitment to minimise the use of pesticides (this includes insecticides, fungicides and weed killers). However this commitment will be approached by persuasion not coercion through rules and regulations, except where an area of plots is designated for 'organic' use.

Target	Proposal	Action taken 2002-2007	Future actions from 2007
3A	To encourage, and where possible, support good environmental practice including organic alternatives to fertilizers and pesticides.	See 2A Provided information giving advice on good organic practice to all allotment holders	There needs to be a culture of encouraging organic use and good practice that reduces the need for pesticides. As amateur pesticide use becomes more restricted, with approval for chemical formulations being withdrawn, plot holders will have to turn to other methods. The use of pesticides by plot holders will need to be more actively managed, and information made available on a regular basis, especially regarding the withdrawal of pesticides.

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			Continue the promotion of composting, no-dig techniques and similar alternative methods.
3B	Encourage associations to draw on the expertise already in the allotment movement both locally and nationally through links with NSALG.	The Allotments officer attends AGMs of the various Associations when available. Information/updates provided for the associations at AGMs etc	The NSALG is limited in its attraction to plot holders, it's primary function in practice being to provide insurance. The City Council should act as a mentor and conduit for relevant information and guidance from a range of sources e.g. RHS, Henry Doubleday Research Assoc, Soil Association
3C	To consider opportunities that arise for improved wildlife habitats in partnership with the allotment holders and their associations i.e. wildlife groups. In particular using natural features within the site, for example: hedging.	Hedgerows replanted using mixtures of species include Hawthorn, Holly and Blackthorn. Other hedges strengthened by a combination of the removal of unsuitable species, planting in available gaps and cutting and laying, encouraging wildlife and preventing unauthorised access	Wherever practical e.g. at boundaries and car parks, plots with severe perennial weed problems or in odd corners, hedges, plantations or simply grass banks are managed to enhance biodiversity. Reduce unnecessary maintenance e.g. high levels of strimming Identify projects to increase hedging, ditches to encourage toads (a natural predator of slugs), hedgehog habitats. Willow and hazel coppicing (for use by plot holders)
3D	Continue to support the development of the allotment associations and appropriate trading to support cost effective gardening and encourage organic or sustainable gardening. Opportunities for associations to sell surplus fruit and vegetables produced on allotments should be investigated. These may include sale days in allotment huts or the possible use of the Farmers Market.	Officers have begun to investigate the feasibility of sale at markets and to appropriate local organisations	There is not yet the organisational ability or support for selling surplus vegetables and fruit on a regular basis or even at local level. (e.g. at the trading huts). Ad hoc selling or bartering does go on and could be actively encouraged.

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3E	Supply and use of water	Leak detection systems in place. Consumption constantly monitored Mulching to reduce irrigation needs promoted	Be more pro active in promoting and encouraging <ol style="list-style-type: none"> 1. The use of rain water capture and storage. e.g. Investigate underground storage. 2. Mulches to conserve soil moisture 3. Timing of cropping to maximise soil water 4. Use of drought resistant species and varieties
3F	Recycling		Investigate opportunities to promote/reward recycling initiatives

TARGET AREA 4

4 Cultivating Good Administration

The need for good records and administration is essential for the efficient running of this public service and the development of a partnership approach to management.

At present all except one site, (Trews Weir) is managed directly by the Council. This self-management scheme has been a success due to the hard work and commitment of this group. It may never be suitable for all sites or desired by all allotment holders. However potential may exist if the commitment of a group is strong enough but support from the council would also be needed.

The recent development of the allotment associations could provide a platform to encourage the optimum participation for each group, at the level with which they are comfortable.

All records are maintained on a database subject to the Data Protection Act 1998. It would be beneficial if this could be transferred to the Asset Management system. If improved and meaningful participation is to be achieved and informed decisions made it is important that the way in which information is coded and held is progressively improved.

The improvements over the lifetime of the first Allotment Strategy has shown the benefits of better on-site customer care, forward planning, financial management, promotion of sites to a wider audience and supporting the development of the associations.

Target	Proposal	Action taken 2002-2007	Future actions from 2007
4A	To encourage the Allotment Associations to be active in providing a useful forum for their plot holders, in particular to have healthy and appropriate trading services to reduce the costs of	The reformation of the St Thomas & District Allotment Association at Guys /Hylton & Cowick Lane has been supported by the Council and they now have free use of the trading huts at the two sites. The Association now buys	Associations and Allotment Groups are beneficial on a number of levels, and should be actively encouraged in areas where there are currently no Allotment Associations or similar groups. See 2D.

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Target	Proposal	Action taken 2002-2007	Future actions from 2007
	allotment gardening, to accurately represent the views of their members in resolving problems, prioritising any future spend and initiatives.	materials for other satellite sites and is working with Topsham Allotments Association and the Stoke Hill Association to reduce costs.	
4B	To carry out basic essential maintenance to the infrastructure of the sites and to consult the associations in the prioritisation of available funds for improvements.	<p>The 1996 Survey highlighted security, accessibility, and water as the key areas of concern. All these points have been addressed at the sites with the worst problems, and are a contributing factor to the success of allotments in Exeter. Security has been significantly improved on those sites where this was identified as affecting tenants adversely. Tracks have been upgraded and parking areas repositioned.</p> <p>Leak detection management has been installed to reduce costs of water leaks. An assessment of all water supplies is under way in order to plan replacement rather than react to leaks.</p>	Use the lessons learnt to inform other improvement programmes. Complete the assessment of water supply. Undertake "reality checks" to check quality of repairs and improvements
4C	Continue to improve clarity of accounting and decision-making and to investigate integrated computer system incorporating a Geographical Information System (GIS) for modern management of the service.	Allotment management is included in the specification. New IT system on-stream by March 2006	Map sites onto GIS Work towards expanding the use of Asset Management software
4D	Continue to improve the on site customer care for all plot holders	Site representatives are in place on most sites (see 2D)	Undertake another user survey to complement and update the 1996 data. (see also 2A) Site representatives are in place on most allotments, and it is policy to recruit then

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Target	Proposal	Action taken 2002-2007	Future actions from 2007
			wherever it is practical to do so. Monitor the feedback from plot holders and gain insight into
4E	To review the tenancy agreement periodically, at least every five years. The purpose of this will be to ensure that the service continues to develop and the tenancies/leases reflect the current vision for allotments.	New Rules and Regulations are drafted. Rent collection now once per year instead of biannually.	The New Rules and Regulations are to be formally adopted in 2007. A full web presence was achieved some time ago
4F	To provide support and advice to groups who wish to move towards self-management either wholly or in part.	The success of the APEO in increasing allotment use and supporting Allotment Associations has resulted in plot holders being more than happy for the current situation to continue. Far from allotments closing, there is demand for more land for allotments, which is usually the starting points for associations or groups to seek to self manage. They also see the continued improvements across all sites as fair and equitable.	Maintain liaison with existing groups Consider self-management as part of any partnering arrangement with other bodies especially if this results in broader allotment provision.
4G	Ensure all income is collected and banked, and all payments made within guideline timescales.	Rent collection process complimented by Internal Audit	Continue assistance of Audit to ensure accuracy and probity in rent collection and banking

TARGET AREA 5

5 Maintaining Adequate Resources

There has been substantial investment in making improvements to site facilities, information and promotional activity.

Appendix 7 gives a summary breakdown of the budget currently provided by the Council. As at 2006/7, this is £38,850 for the year, supplemented by the budgeted rental income of £18,000, giving a total of £56,850 available for the allotment service.

Of this £16,920 is for maintenance and improvements. This part of the budget needs careful prioritisation as it is needed for both reactive and planned as well as cyclical grounds maintenance on the sites.

Direct comparison of rents is difficult as local authorities have different discount systems. The current charges and discounts are shown in Appendix 8 with some comparative data from other local authorities.

From time to time there may be opportunities to obtain some external funding through Government, European Union or Lottery Grants. Other opportunities for income generation may emerge, for example the various Lottery funding initiatives for health related promotions and community schemes. Funding has been achieved through the Council's Equalities funding.

Neither of these options is likely to provide the core funding required to maintain the service.

It may be possible to reduce the budgetary requirements of allotments by increasing rent, as demand currently exceeds supply. However, this could be seen as counter-productive in terms of community health, and would adversely affect the very people who most need allotments.

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The proposals are:-

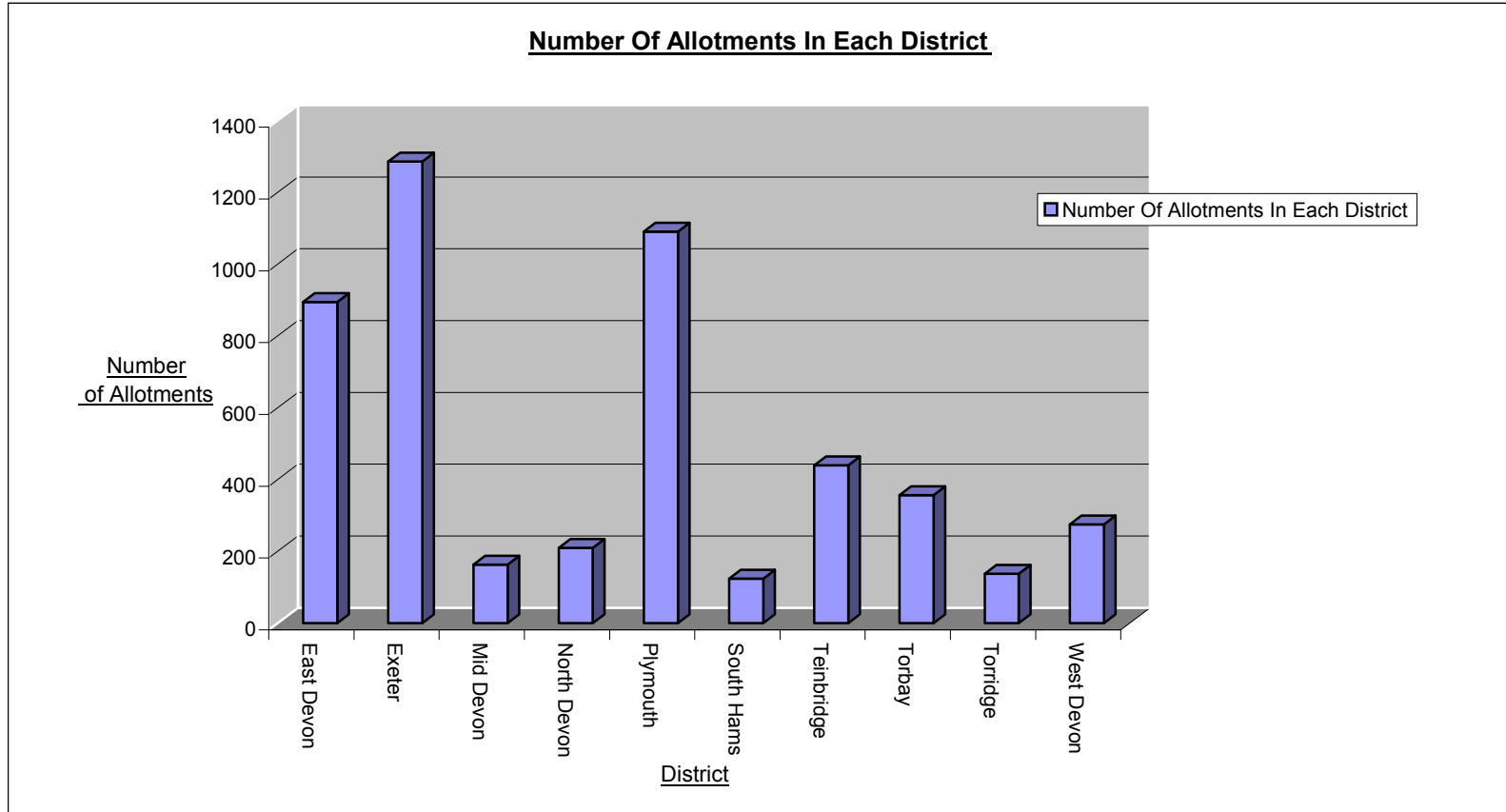
Target	Proposal	Action taken 2002-2007	Future actions from 2007
5A	Prioritise improvement projects with an annually revised action plan, drawn up in consultation with the AAMs, Field representatives and allotment associations. The Council will consider the allotment priorities each year against other projects also requiring funding and the capital resources available	Allotment infrastructure improvements targeted those issues of greatest concern to plot holders. The improved communications between field representatives, AAMs and the APEO has resulted in an understanding of prioritisation and phasing of works.	Continue the long term planning and phasing of improvement schemes.
5B	Seek opportunities for external funding for improvement or promotional projects and apply as found appropriate	Successful in funding works to improve disabled access at Marypole allotments.	Continue to seek out additional funding streams, with a particular focus on equalities and sustainability.
5C	Due consideration and consultation will be given to the possibility of generating some income from the sale of non-viable sites or parts of sites.		Consideration to be given to any proposals that would be of long term overall benefit to allotment provision, e.g. land swaps
5D	The fees and charges will be reviewed from time to time, but with the value of low cost food production, healthy activity and social inclusion in mind.	Allotment rents are increased every two years in line with RPI.	Continue to increase rents as appropriate. Consider the value of rent increases above inflation to fund more expensive capital improvements e.g. water management

ALLOTMENT LOCATIONS



- | | | |
|-------------------|------------------------|-----------------------------|
| 1 Trews Weir | 10 Prince Charles Road | 19 Regent Street (Pinces 2) |
| 2 Butts Park | 11 Mincinglake Road | 20 Ashwood Road |
| 3 Cemetery | 12 Hospital Lane | 21 Ide Lane |
| 4 Sunhill | 13 Beacon Lane | 22 Clapperbrook Field 1 |
| 5 Glasshouse Lane | 14 Polsloe Road | 23 Clapperbrook Field 2 |
| 6 Hamlin Lane | 15 Cowick Lane | 24 Guys |
| 7 Whipton Lane | 16 Newman Road (East) | 25 Hylton |
| 8 Sweetbrier Lane | 17 Newman Road (West) | 26 Rackfields |
| 9 Marypole Road | 18 Pinces 1 | |

Not to Scale.

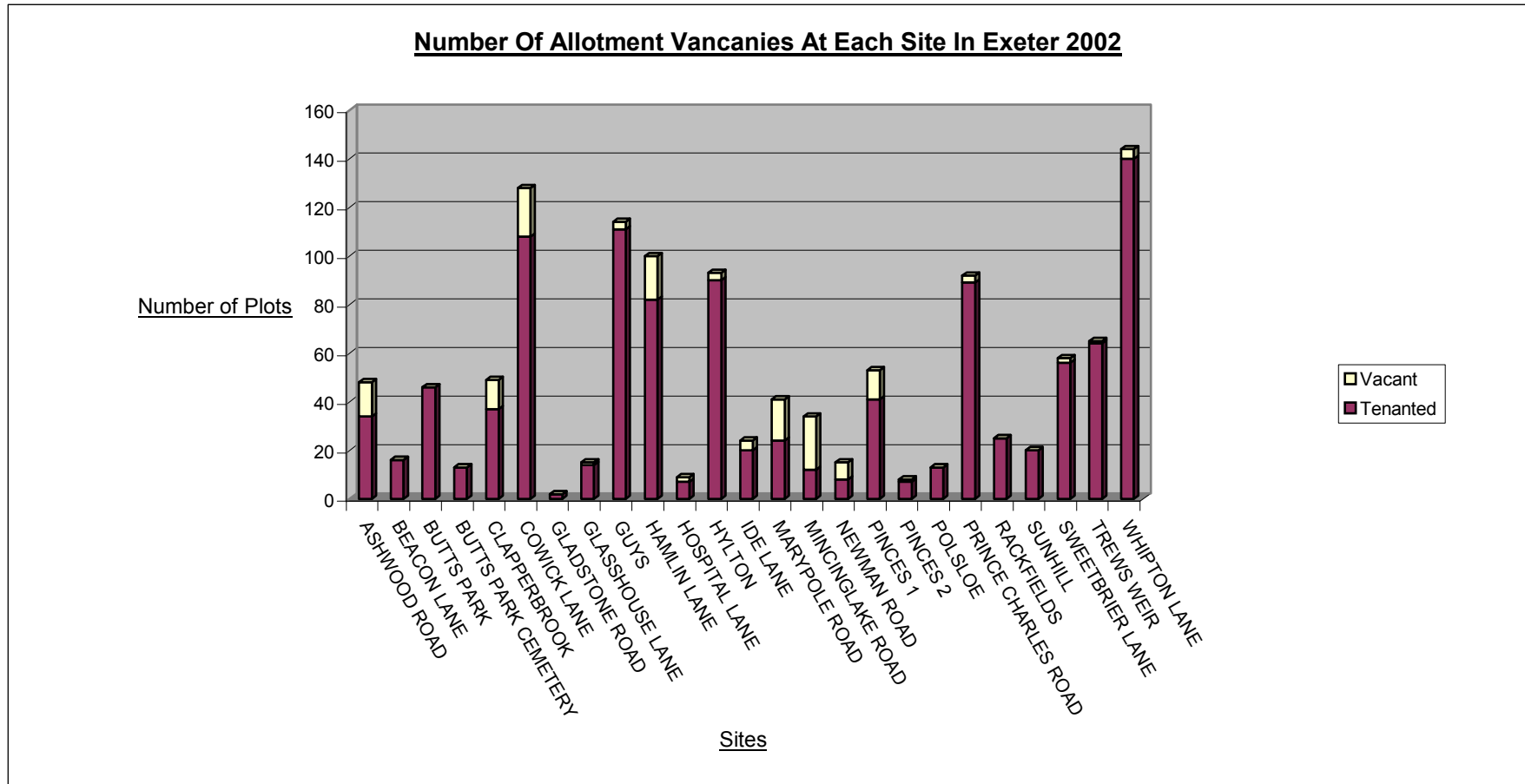


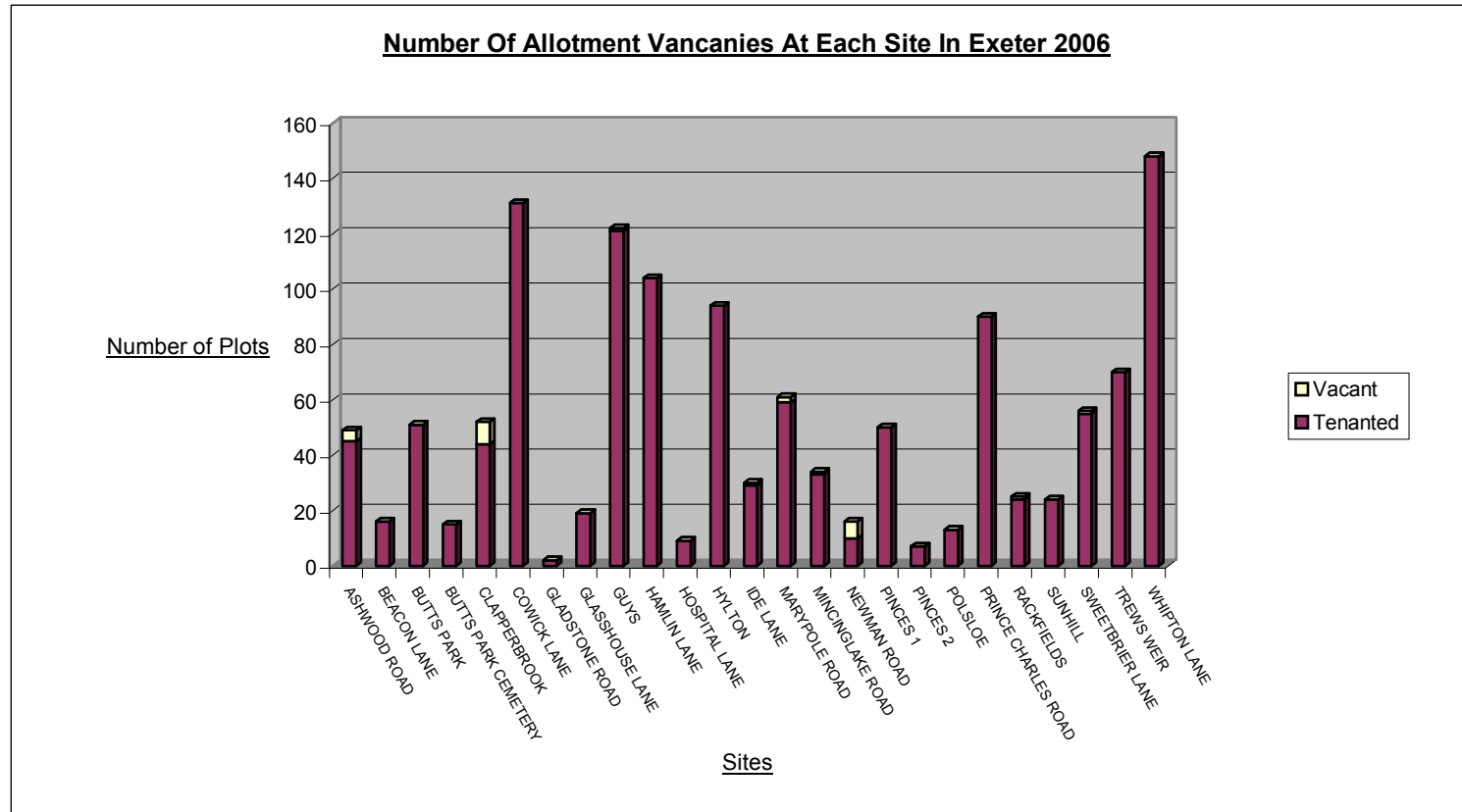
APPENDIX 3

A TABLE TO SHOW THE SPREAD OF ALLOTMENT PROVISION
ACROSS THE CITY

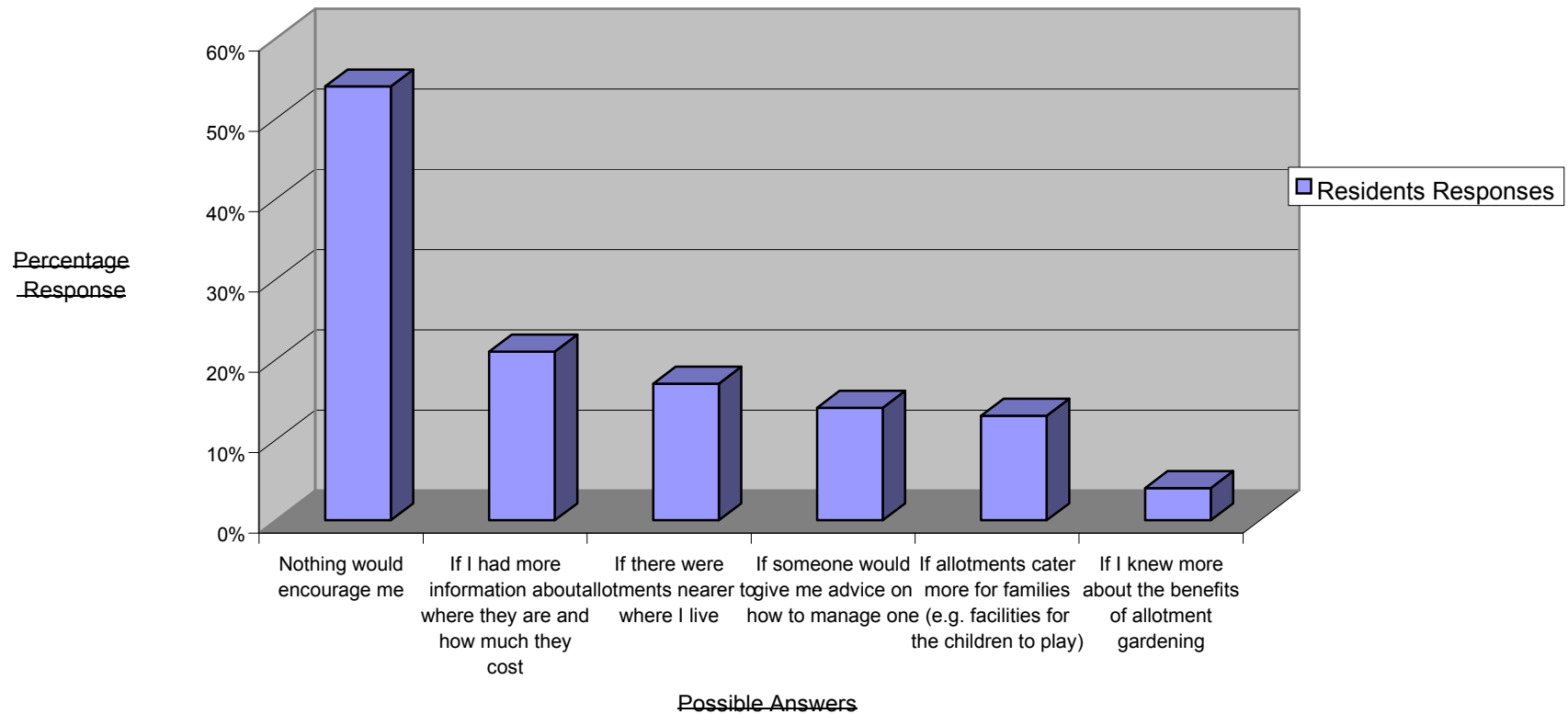
Map Reference	Allotment Site	Ward	Number of Plots 2006	Number of Plots 2002
1	Trews Weir	Alphington	70	66
2	Butts Park	Topsham	51	44
3	Cemetery	Topsham	15	14
4	Sunhill	Topsham	24	23
5	Glasshouse Lane	Priory	19	19
6	Hamlin lane	Whipton Barton	104	101
7	Whipton Lane	Whipton Barton	148	146
8	Sweetbrier Lane	Whipton Barton	56	57
9	Marypole Road	Pennsylvania	61	30
10	Prince Charles Road	Polsole	90	91
11	Mincinglake Road	Mincinglake	34	34
12	Hospital Lane	Whipton Barton	9	9
13	Beacon Lane	Mincinglake	16	16
14	Polsloe Road	Newtown	13	13
15	Cowick Lane	Alphington	131	127
16	Newman Road (East)	Cowick	10	9
17	Newman Road (West)	Cowick	6	6
18	Pinces 1	Alphington/ St Thomas	50	49
19	Regent Street (Pinces 2)	Alphington/ St Thomas	7	6
20	Ashwood Road	Alphington	49	45
21	Ide Lane	Alphington	30	29
22	Clapperbrook Field 1	Alphington	26	21
23	Clapperbrook Field 2	Alphington	26	26
24	Guys	Exwick	122	114
25	Hylton	Exwick	94	93
26	Rackfields	Exwick	25	25
			1286	1213

Increase in plot numbers due primarily to splitting large plots into smaller ones.

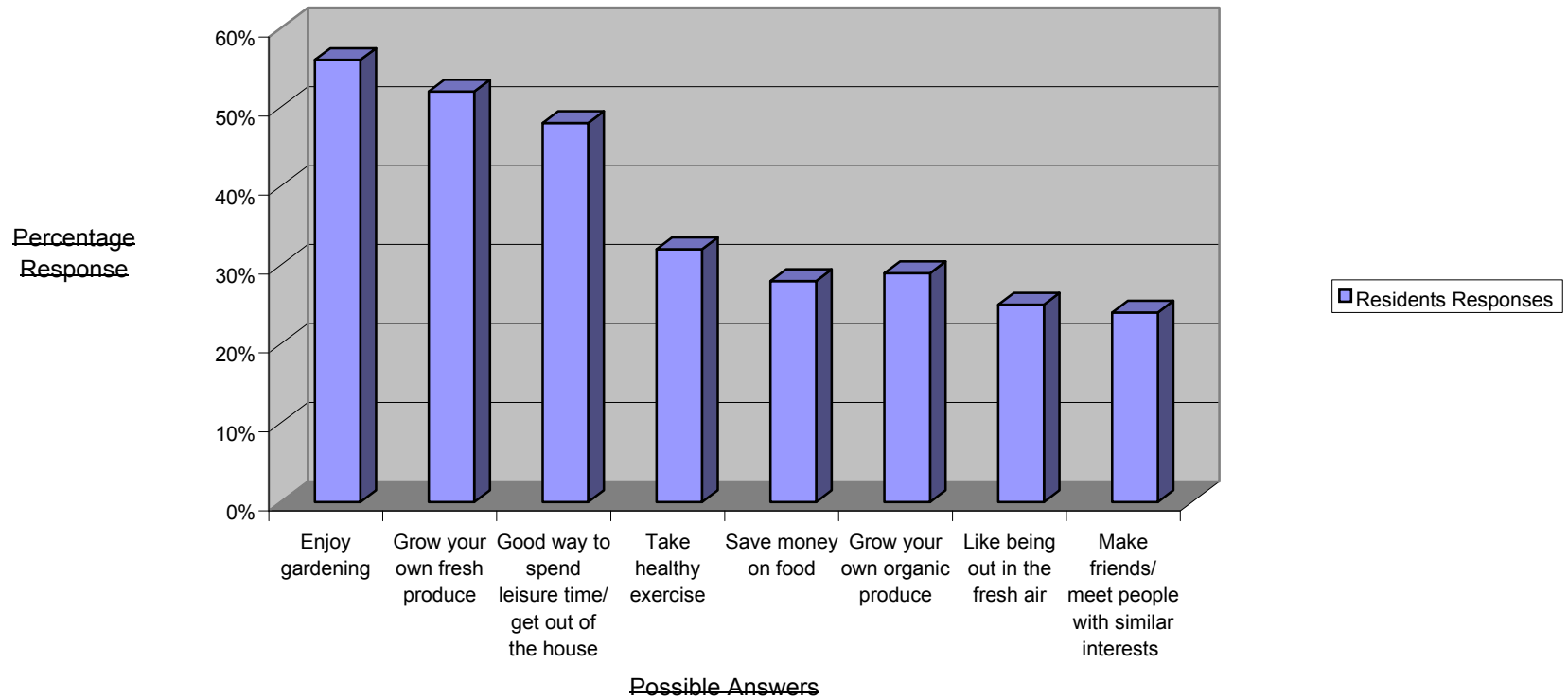




Percentage Responses To The Question 'Which of the statements might encourage you to rent an allotment?' (Residents Survey 1999)



Percentage Response To Optional Replys For the Question 'What are the main benefits to be had from allotment gardening?' (Residents Survey 1999)



**ALLOTMENT BUDGET 2006/7
SUMMARY BREAKDOWN**

Overheads	£
Administration	13,780
Self Management and Rent	1,580
Staff Pay	16,070
AAM Commission	3,400
Cleansing	810
Water	4,290
Sub Total	<u>39,930</u>
 <u>Reactive and Planned Maintenance</u>	
Reactive Work	11,130
Planned Maintenance Work	5,790
Sub Total	<u>16,920</u>
TOTAL BUDGET	<u>56,850</u>
 Rental Income	 18,000
Balance provided by Council	38,850

A BRIEF HISTORY OF EXETER'S ALLOTMENTS

It is certain that a number of allotment sites were in use in Exeter in the late nineteenth century. One of the first allotments was believed to be on the Water Lane site, currently occupied now by derelict industrial buildings.

Ashwood Road Allotments would appear to have the distinction of the oldest allotment site still in existence. In 1920 the rent was one shilling and eight pence a square pole. On the 20th February 1920, the St Thomas Allotment Holders Protection Association was formed. One of the founder members and early Chairman was T A C Coles. On the 30th July 1920 Guys Field was donated by the Guys family to the City Council, and by September 1921 the list of sites included Regent Street, Cowick Lane (not the current site), Guys Field, Exe Street, Railway (probably Ashwood), Exwick, Okehampton Street and Buddle Lane.

In 1946 the current Cowick Lane site was obtained from a farmer named Bonus.

Between the wars the St Thomas area was heavily populated by manual workers. As a consequence there was substantial demand for allotments in this area. It is known that there were allotments located in such areas as Pennsylvania, but it should be remembered that much of the development in Stoke Hill, Whipton, Barton and Wonford was post war. Wards such as Pinhoe at the time were not even within the Exeter City Council boundary. Thus 'the St Thomas Allotments Association grew and, until recently, remained one of the largest and strongest Allotment Associations in the City.

Following the war, and particularly in the housing developments east of the City, further allotment provision was made by both purchasing land for the specific purpose of creating allotments, and by designating areas within new housing estates as allotment sites. When Topsham was incorporated into the City, the allotment sites at Rushmoor, Sunhill Cemetery and Butts Park came under the management of the City Council.

During the Second World War many of the playing fields in the City were cultivated to grow food. Immediately after the war, the desire to grow food continued for some while, but by the 1970s it was clear that, in some areas, there was over provision of allotments. Lambert Road and Trews Weir No 1 allotments have been closed and, more recently,

Tithe Barn Lane and Rushmoor allotments have followed, and part of Hylton allotment was used for housing.

Since 2002 the occupancy rate within Exeter has increased considerably, to the extent that there are significant waiting lists on most sites. Exeter has been in the vanguard of a recent national re-awakening of interest in food production at a local and personal level. .

PRINCIPAL LEGISLATION RELATING TO ALLOTMENTS

1 The Smallholdings and Allotments Act 1908

This repealed and consolidated the previous law, and deals almost entirely with the provision of allotments and the compensation payable to tenants on the termination of their tenancies.

2 The Land Settlement (Facilities) Act 1919

This abolished the reference to "labouring population", which had been a previous requisite, and made Metropolitan Borough Councils allotment authorities for the first time.

3 The Allotments Act 1922

This gave some measure of security of tenure to the tenants and improved their rights to compensation on termination.

4 The Allotments Act 1925

For the first time this required Town Planning Authorities to give special consideration to allotments when preparing their town planning schemes.

5 The Smallholdings and Allotments Act 1926

This was primarily concerned with smallholdings.

6 The Agricultural Land (Utilisation) Act 1931

This was a measure to relieve unemployment at the time, by encouraging allotments and smallholdings.

7 The Allotments Act 1950

This was passed as a consequence of the report of the Allotments Advisory Committee, although not all the recommendations were implemented. In particular it improved the security of tenure in respect of allotment gardens and amended the law relating to allotment tenancies. It also restricted the obligations of Local Authorities in the matter of allotment provision and increased the amount that may be expended out of the rates on allotments.

Subsequent legislation, particularly the Town and Country Planning Act 1971, the Local Government Planning and Land Act 1980, and the Local Government and Planning (Amendment) Act 1981 have had considerable influence on forward planning of allotments.

LINKS TO EXETER'S VISION AND STRATEGIES

3.1 The Council's Mission and Vision Statements

"To enhance Exeter as the regional capital and to work in partnership to improve the quality of life for all people living, working and visiting the city".

These give strong support to the objectives of improving the quality of life for residents and the targeting of resources for community use.

3.2 The Leisure Strategy - Allotments are an important leisure facility and this strategy seeks to maximise the use of allotments as a valuable leisure resource, encouraging fitness in all age groups.

3.3 Equal Opportunities and Social Inclusion - Providing equality of access to all sections of the community is seen as central to the allotment service. This will be considered in the way in which we promote allotments, in any future improvements to the layout and facilities and the setting of charges.

3.4 The Environmental Strategy 2001-2006 (Environment and Climate Change Strategy 2006 -11 Final Draft Nov 2006) Local Agenda 21 - Links include water use, sustainable land use, health and organic and sustainable food production.

*The Council has adopted an **Environmental Mission Statement**, which states that we will:*

- carry out our functions with a consistent and integrated approach to the environment.*
- seek to minimise environmental damage and promote sustainable development.*
- manage and continually improve our environmental and sustainability performance.*

3.5 Community Safety Strategy

Encourage safety by good liaison, self-help schemes and designing in safety and a sense of security in any new or revised sites.

3.6 Health Improvement Plan

Links can be made to the Healthy Exeter promotions. Physical exercise in working and relaxing in the fresh air on allotments can benefit people physically and mentally. The production and consumption of vegetables and fruit will contribute to a healthy diet.

3.7 Local Development Framework

The Local Plan provides the overall planning guidance of the city. Zoning areas for development, such as housing or industry gives a vision of likely land use. It is also a useful tool to identify future needs, including allotments.

3.8 Other Links

This strategy has been prepared with reference to the Department of the Environment, Transport and Regions 'Good Practice Guide for the Management of Allotments' published in 2001.

THE ORIGINS AND DEVELOPMENT OF ENGLISH ALLOTMENTS.

Allotments, meaning parcels of land allocated to an individual, arose initially as a result of the enclosure movements in the eighteenth and nineteenth centuries. Two classes of allotments, in particular, were created from some local enclosure acts, and neither of these allotments can now be used for other purposes.

Field Allotments

For the purpose of supplying fields for the poor of the parish.

Field Garden Allotments

These were gardens not exceeding a quarter of an acre. Appropriated by the Enclosure Commissioners for the labouring poor. The administration of these was passed to Parish Councils under the Local Government Act 1894. In the early part of the nineteenth century, prior to general allotments legislation, churchwardens were empowered to provide land for cultivation by the parish poor. The Allotments Extension Act of 1882 allowed land, held by charity trustees for the benefit of the poor, to be let as allotments to labourers and others.

The origins of allotments were almost totally rural. It was only in the nineteenth century that the idea of urban allotments took hold, and this culminated in the Allotment Acts of 1887 and 1890, which made the provision of allotments compulsory on any Local Authority where a need was shown to exist. The Smallholdings and Allotments Act 1908, consolidated these measures, and remains to the present day the principal act so far as allotments are concerned.

Today, allotment sites are a noticeable feature in most of our towns and, to a lesser extent, in villages. The allotments movement has been influenced this century by the following factors, many interacting with each other:

- (a) The further industrialisation and growth of towns and subsequent drift of populations away from the countryside.
- (b) The growth of the number of private allotments and the formation of local allotment societies.
- (c) The wars of 1914 -1918 and 1939 -1945 and, particularly, the Dig for Victory movement in the Second World War.
- (d) The large expansion in Local Authority housing immediately post 1945, with most houses having a garden.



CITY OF EXETER

ALLOTMENT GARDENS RULES & CONDITIONS



Exeter City Council

COMMUNITY AND ENVIRONMENT DIRECTORATE

1. DEFINITION OF TERMS

" City Council" means Exeter City Council and includes any Committee of the Council or any officer appointed by the City Council under the Allotments Acts 1908 - 1950

" Rules" means these rules and conditions (regulations).

" City" means the City of Exeter.

"Allotment Officer" means the duly authorised employee of the City Council whose role is to oversee the allotments.

"Manager" means the area allotment manager of a Site who deals with day-to-day matters.

"Allotment Garden" means an area of land used primarily for the production of vegetables and fruit, but which can also be used for the keeping of certain livestock, and the cultivation of other plants.

"Site" means the entire area of land comprising of Plots, the boundaries, tracks, structures, etc.

" Plot," means an area of ground marked out for use as an Allotment Garden, normally in multiples of 25 m². Most plots are 250 m².

"Rod" means 25 m²

"Tenant" means a tenant of an Allotment Garden

2. ELIGIBILITY OF PERSONS TO TENANT AN ALLOTMENT PLOT

Any person, who is resident or works in the City, is eligible to become a Tenant. The Tenant must be the person / s who will undertake work on the Plot. The City Council and the Manager reserve the right to refuse to allocate more than one Plot to one individual.

3. APPLICATION FOR TENANCY OF ALLOTMENT GARDENS

Every application for an Allotment Garden should be in writing to the Manager who will record details of the application. All applications will be recorded in date order of receipt and where a waiting list occurs, Plots will be offered to applicants in this order.

4. AGREEMENTS FOR LETTING ALLOTMENT GARDENS

A tenancy agreement must be entered into between the City Council and the Tenant on take up of tenancy of a Plot, at which time a copy of these Rules will be supplied to the Tenant. The agreement to let an Allotment Garden to an applicant may be signed by the Manager on behalf of the City Council.

5. PAYMENT OF RENT

The rent of an Allotment Garden is set at a fixed amount for each Rod and must, unless otherwise agreed in writing with the Allotment Officer, be paid yearly in advance on or about the 25th day of March. The rent per Rod is published in the City Council's Fees and Charges booklet. Rent for tenancies commencing after this date shall be pro-rata.

6. POWER TO INSPECT ALLOTMENT GARDENS

Any member, manager or officer of the City Council is entitled at any time to enter and inspect any Allotment Garden.

7. TERMINATION OF A TENANCY OF AN ALLOTMENT GARDEN

7.1 The tenancy of an Allotment Garden will, unless otherwise agreed in writing, terminate in the following circumstances:

- 7.1.1 Upon the death of the Tenant. It is the responsibility of the deceased's' family to apply to the City Council if they wish to continue the tenancy in their own right.
- 7.1.2 Whenever the tenancy or right of occupation of the City Council terminates, or is known to be or can reasonably be expected to be terminating. (e.g. the land is leased to the City Council and the landowner does not wish to renew the lease).
- 7.2 The tenancy of an Allotment Garden may also be terminated by the City Council by re-entry after one month's previous notice in writing: -
 - 7.2.1 If the rent or any part of it is in arrears for not less than 40 days whether legally demanded or not; or
 - 7.2.2 if it appears to the City Council that the Tenant not less than three months after the commencement of the tenancy, has not duly observed the Rules or any other term or condition of the tenancy.
 - 7.2.3 if the Tenant becomes bankrupt or compounds with his creditors.
- 7.3 The City Council may also terminate the tenancy by twelve month's notice in writing expiring on or before the 6th day of April or on or after the 29th day of September in any year. The Tenant may end their tenancy by giving one months notice.

NOTE: See General Conditions.

- 7.4 When a Tenant fails to keep the Plot assigned to them in a good state of cultivation, a "Notice of Non-Cultivation" shall be served giving 28 days notice to comply with the Rules.
- 7.5 If the breach of tenancy has occurred due to factors other than non-cultivation, e.g. storage of materials not for use on the Plot, a "Notice of Non- Compliance" shall be served giving 28 days notice to comply with the Rules.
- 7.6 The City Council or the Manager will only serve **one** Notice of Non-Cultivation or **one** Notice of Non- Compliance during the lifetime of the tenancy agreement to a Tenant (s). If the Tenant (s) after the initial notice, fails to comply with the Rules within the required period, the City Council shall be entitled to terminate the tenancy in accordance with 7 (2) above.
- 7.7 It is the Tenants' responsibility to contact the Manager or Allotment Officer if they are unable for health or other reasons to maintain their Plot. It would be appreciated if any Tenant intending to give up their tenancy informs the Manager or Allotment Officer.

8. LIABILITIES ARISING FROM LOSS OF TENANCY

When the tenancy has terminated the Tenant will be liable, unless it is because of death, to remove such items as remain on the Plot to enable it to be re-let to another tenant in good condition and without warranting undue cost to the City Council. If the Tenant has died it will be the responsibility of the next of kin to arrange the removal of property, but the City Council will take into account the circumstances.

If the Plot is left in a poor state of cultivation or requires the removal of materials, property or rubbish then the leaving Tenant shall be required to re-imburse the City Council for reasonable costs.

9. EXEMPTION OF CERTAIN LETTINGS FROM THESE RULES

Some or all of these Rules may be waived in certain circumstances provided that an authorised officer of the City Council records any such exemptions. An example may be where land is let to an Association or group.

Except where such exemptions are recorded, these Rules shall apply to any Allotment Garden held under a tenancy made before these Rules came into operation, but not so as to affect any right to compensation for an improvement executed before these Rules came into operation.

10. SERVING OF NOTICES

Any notice may be served on a Tenant either personally or by leaving it at his last known place of residence, or by letter addressed to him there, sent by registered post or the recorded delivery service, or by fixing the same in some conspicuous manner on the Allotment Garden.

11. REPEAL OF RULES PREVIOUSLY IN FORCE

These Rules supersede any previous rules in force on Allotment Gardens or land managed in a similar way by the City Council.

12. ADDITIONS TO RULES

From time to time the City Council may add additional Rules as are necessary to maintain the infrastructure and integrity of the Allotment Gardens and management thereof.

13. KEEPING OF HENS AND RABBITS

- 13.1 A maximum of ten hens or four stock rabbits, (being rabbits more than six months old), may be kept on any ten Rods of Allotment Garden. The stocking levels of chickens and rabbits should comply with guides to good husbandry as laid down by current legislation and accepted good practice.
- 13.2 A maximum of one Rod of each 10 Rods of Allotment Garden may be used for keeping hens or rabbits.
- 13.3 Tenants of Plots smaller than 10 Rods (250 m²) may apply to the Manager, each application will be considered on its' merits. The Manager's decision is final.
- 13.4 Any part of the Allotment Garden used for keeping hens or rabbits must be securely and adequately fenced to the satisfaction of the City Council.

14. OTHER ANIMALS AND BEES

No animals other than hens or rabbits may be kept on the Plots. Tenants may apply to their Manager for permission to keep bees on Allotment Gardens. Each application will be considered on its merits, but the beekeeper must be a Tenant, and have valid insurance cover, preferably through membership or affiliation of the British Bee Keeping Association.

GENERAL CONDITIONS OF TENANCY

The Tenant must comply with the following conditions. Failure to do so on one or more counts will result in the tenancy of all Plots held by the Tenant being terminated. The City Councils' decision is final. See also 7 above.

- 1) The tenant will not use the Allotment Garden for any other purpose than as an Allotment Garden as defined in Section 22 of the Allotments Act 1922.
- 2) Except when in use the gates to the Site MUST be closed and locked at all times to ensure no unauthorised access to the Site.
- 3) The Tenant will keep the Allotment Garden clean, tidy, fertile and in a good state of cultivation. Cultivated plants should be maintained in active, healthy growth with care being taken to minimise the growth of invasive or alien species, noxious weeds and other species that are subject to legislative control.
- 4) Aggressive behaviour will not be tolerated. The Tenant will not cause any nuisance or annoyance to the occupier of any other Allotment Garden to any neighbour adjacent to the Site, or the City Council or its employees. The Tenant is to act in a reasonable manner at all times and not indulge in activities that could be deemed anti-social. Tenants are not to cause damage to other Tenants' property or crops, nor to the infrastructure of the Site e.g. Tracks, paths, fences, gates etc.
- 5) Bonfires may only be lit at the times and under the conditions as stated in the Bonfire Rules, see Annex 1.
- 6) The Tenant will not underlet, assign, or part with the possession of the Allotment Garden or any part of it, without the written consent of the City Council.
- 7) The Tenant will not, without the permission of the City Council, cut or prune any timber or other trees, or take, sell or carry away any mineral, gravel, sand or clay. This does not affect routine pruning of the Tenant's own trees and hedges on the Allotment Garden. Tenants are responsible for maintaining the boundary hedges to the Site where they abut the Plot /s.
- 8) The Tenant will not erect any building or structure that could be reasonably be deemed a building, shed, glasshouse, polytunnel or similar on the Allotment Garden without the permission of the Manager: Any such structure must be of a non-permanent construction that will allow it's removal at some point in the future and should not exceed 2.7 m (8') x 2 m (6'6") x 2 m (6'6") high, and be of a type approved by the City Council, for keeping hens or as a general purpose shed. Rabbit hutches should be no larger than 2 m (6'6") x 1 m (3' 3") x 1 m (3' 3") In the case of glasshouses, consent will be given to structures less than 2.7 m(8') x 2 m (6'6") x 2 m (6'6") high, and polytunnels up to 6.6 m (20') x 2.7 m (8') high. In applying for consent, particulars of the size, materials proposed to be used and the position of the structure should be detailed. An application form can be obtained from your Manager. Unightly structures will be required to be removed / rebuilt.
- 9) Barbed wire or other similar materials must not be used in such a manner as to impede or restrict any path, track or other areas, which may reasonably be expected to be used to provide access to other legitimate users of the Allotment Gardens.
- 10) The Tenant must observe and perform all conditions and covenants contained in the lease (if any) under which the City Council hold the land.

- 11) The Tenant must not allow any decaying matter to remain on the Allotment Garden which may cause a nuisance or annoyance, or deposit any matter in the hedges, ditches or dykes situated in the Site or on land adjacent to the Site. The Tenant is expected to compost all waste material and to maintain the fertility of the soil on their Plot(s). Compost containers not to exceed 1.5 m (4'. 6") high x 5 m (15') x 2 m (6') and must not be made of or contain toxic material.
- (12) No dogs are to be brought onto the Site unless on a lead. Under no circumstances will dogs be allowed to foul the Site.
- (13) The Tenant will observe and perform any other special condition which the City Council consider necessary to preserve the Allotment Garden from deterioration, or to comply with any other legal and legitimate requirement made of or by the City Council.
- (14) A 600mm(2') path must be maintained and not obstructed by the Tenant where such paths have been provided.
- (15) Hosepipes or similar siphoning devices are not to be used to remove water from any water trough and Tenants must take every precaution to prevent contamination of the troughs or water supplies, eg. Contaminated containers should not be rinsed in the troughs.
- (16) The Tenant must not enter any Plot, other than their own, without the permission of the relevant Plot holder, or in the case of a vacant Plot, the Manager.
- (17) Tenants are required to notify the City Council or Manager of any change of address and telephone number.
- (18) The Tenant shall not park a vehicle anywhere on the Site other than within the defined parking area. No vehicle, trailer or similar equipment is to be left on the Site when the Tenant is not present.
- (19) No toxic or hazardous materials should be stored without the permission of the Manager, and where such permission is given it remains the Tenant's responsibility to ensure such materials are stored safely and securely. Any pesticides must comply with current legislation regarding their use and storage. The storing of material other than for direct and immediate use on the Plot is prohibited. All such materials must be stored in a safe manner e.g., glass for cloches, and not be allowed to become a hazard or nuisance to others e.g., sheet materials should be secured against blowing away in high winds.
- (20) The Tenant shall not erect any notice or advertisement upon the Allotment Garden or the Site
- (21) The Tenant must at all times observe and comply fully with all enactments, statutory instruments, local, parochial or other bylaws, orders or regulations affecting the Allotment Garden.
- (22) The Tenant must not leave any tools or other equipment unattended on common pathways or other areas of the Site nor in any other way that may cause accident or injury and must ensure that such tools and other equipment are used carefully and with due regard to the safety of others.
- (23) The Tenant must ensure that tools and other personal equipment are kept safe and secure when not in use and the Tenant acknowledges that the City Council accepts no responsibility for the loss of or damage to such items however caused nor does the City Council accept any responsibility for any injury caused by such items howsoever caused.

ANNEX 1

BONFIRES ON ALLOTMENTS

Please compost rather than burn. Many weeds, and in fact almost any non-woody plant can be composted; provided that sufficient heat is generated composting will destroy weed seeds. However, pernicious weeds such as Japanese Knotweed and plants infected with fungal diseases like Club Root, Downey Mildew or White Rot should be burnt (when dry) or taken to an approved tip.

Please move stored material that is to be burnt to a new location prior to starting the fire to ensure that any animals etc. within can escape.

PERMISSIBLE BURNING TIMES: 1st OCTOBER to 31st MARCH

Tuesdays: After 12 p.m.

First Saturday of the Month only: After 12 p.m.

BONFIRES MUST NOT BE STARTED BEFORE 12PM & MUST BE EXTINGUISHED, IF NOT BURNT OUT, BY DUSK.

- **NO MATERIAL OTHER THAN THAT PRODUCED ON YOUR PLOT IS TO BE BURNT.**
- **ONLY BURN WHEN SUITABLE WEATHER CONDITIONS PERMIT TO AVOID CAUSING A NUISANCE TO LOCAL RESIDENTS.**
- **ONLY ORGANIC MATTER SUCH AS WOOD, PRUNINGS AND DRY VEGETABLE MATTER TO BE BURNT.**
- **START YOUR BONFIRE WITH A SMALL PILE, WHEN IT IS VERY HOT ADD MORE MATERIAL TO IT GRADUALLY. WAIT UNTIL THIS HAS VIRTUALLY BURNT, THEN ADD MORE ETC.**
- **NON-VEGETABLE MATTER SUCH AS PLASTIC, RUBBER, ROOFING FELT OR BITUMEN, CARPET. ETC SHALL NOT BE BURNT. FLAMMABLE LIQUIDS SUCH AS OLD SUMP OIL SHALL NOT BE BURNT OR USED TO LIGHT FIRES.**
- **EXTINGUISH THE BONFIRE BEFORE LEAVING THE SITE - DO NOT LET THE FIRE SMOULDER AFTER YOU HAVE GONE.**
- **ONLY BURN ON YOUR OWN PLOT, DO NOT LIGHT FIRES FOR OTHERS.**
- **IN THE EVENT OF A REASONABLE COMPLAINT TO THE PLOTHOLDER FROM ANOTHER TENANT, OR A MEMBER OF THE PUBLIC, WITH REGARD TO A NUISANCE BEING CAUSED THE BONFIRE MUST BE EXTINGUISHED IMMEDIATELY.**

PLEASE NOTE: ANY VIOLATION OF TIMES OR CONDITIONS WILL LEAD TO TERMINATION OF TENANCY.

Exeter City Council will not accept liability for any loss, damage or nuisance caused to other plots or adjacent land, nor any injury caused by bonfires. Any such loss, damage, nuisance or injury caused will be regarded as the responsibility of the person lighting the fire.

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY

16 JANUARY 2007

LEISURE AND MUSEUMS UNIT STRATEGY 2007 – 2012

1. PURPOSE OF REPORT

- 1.1 To review the previous Leisure Strategy and recommend a draft replacement for wider consultation, before formal adoption by the Council in the spring.

2. BACKGROUND

- 2.1 In 2002 the City Council adopted its first Leisure Strategy, designed to guide investment and operations in the areas of Leisure and Museums for five years. This document has now come to the end of its life, and a draft replacement has been written which aims to take those services through the next five years.

3. THE FIRST STRATEGY

- 3.1 This was begun by an outside consultancy as a sport and recreation strategy. In the middle of the project the Leisure and Museums Units were combined to form a single unit, and the strategy expanded to try and address this. It was completed in-house because the consultancy had clear difficulties in making it unique to the City Council.
- 3.2 It was too big, and contained too many aspirations which the City Council was not able to influence, but nevertheless it has proved effective in directing the work of the Unit over the 5 years of its life. The preamble to the new document reviews its successes and sets out some of the lessons learned from it.

4. THE NEW STRATEGY

- 4.1 The draft strategy is available on the intranet with a hard copy in the Members' Room. The two principal changes in approach for the new strategy are that it is linked more explicitly to the work of the Leisure and Museums Unit, and that it concentrates on outcomes more than outputs. The aim is to link the strategy directly to the Exeter Vision, primarily by using the Government's Shared Priorities as a framework, in which the four main strands of the Unit's work – Play, Physical Activity, Museums and Canal and Countryside – can operate. There are seven Shared Priorities, of which five lend themselves to cultural services. The shorthand descriptions of those five are Learning, Communities, Health, Environment and the Quality of Life. The new strategy shows how the Unit can contribute to each of those.
- 4.2 There are therefore very few precise descriptions of projects or pieces of work, as were found in the old strategy, with a much greater concentration on the

“why” as opposed to the “how”. The latter will be found in the service plans prepared each year by the three sections of the Unit (Leisure, Museums and Community Outreach) which will also replace the detailed Action Plan which was the previous strategy’s implementation plan. The Unit will continue to report on the progress of the strategy and of the service plans to Scrutiny Committee Community each year as before.

5. NEXT STEPS

- 5.1 If this draft is approved it will be circulated to users and partners in the city, the county and the region before coming back to the Committee in June in amended form for formal adoption. There will be further opportunities for discussion and development at that point.

6. RECOMMENDED

- 1) that the Committee notes the new draft Strategy and comments on its contents prior to circulation for public comment.

HEAD OF LEISURE AND MUSEUMS

Originator: Alan Caig

S:PA/LP/Committee/107SCC3

11 December 2006

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

Exeter City Council

Leisure and Museums Unit Strategy: 2007 – 2012

Preamble

Exeter City Council adopted its first Leisure Strategy in late 2001, after a lengthy process which involved outside consultants. It began as a recreation, sport and physical activity strategy, but part way through the process the Leisure Unit was combined with the Museums Unit to form a single department, and the strategy was adapted to provide the new unit with a working plan. The strategy was written and adopted before the Exeter Vision, the community strategy, and before the overall Cultural Strategy. Although therefore it moves in the same direction as those policies, its framework is not compatible with them. This has not presented any particular problems, but it is acknowledged that a new strategy should integrate more fully with the aims and objectives of the strategies further up the hierarchy.

Although nearly 6 years have passed since the strategy reached its final draft, the degree to which it aims at similar targets – physical activity, lifelong learning, participation and the ending of social exclusion – demonstrates that while funding streams, national and regional structures and phraseology might have changed, the underlying purpose of cultural provision remains the same both for the Government and for the City Council.

Over the years the Council has not reviewed the main leisure strategy itself: it has looked in some detail every year however at the action plan, in a report which has set out the achievements of the previous year, and the intended actions for the coming one. In the course of this process, the Council has dropped some objectives and added others, so that there has been an organic development process as new challenges arose and others were met. In effect the action plan became the strategy, adapting to circumstances and evolving to meet the needs of the Council.

Successes of the First Strategy

Although it was too large, and contained too many projects and aspirations, the first strategy was successful in focusing the substantial resources available to Leisure & Museums on achievable and desirable objectives. The structure of the unit, a somewhat theoretical construct to begin with, was shown to work, and a comprehensive set of Service Plans (called Performance Plans in the original) was written and is now part of the normal performance framework of the unit. Many of the planned developments have been delivered, often in partnership with others, and the strategy itself has helped give shape to new partnerships as they emerged. The strategy has also provided excellent evidence when the Council has been bidding for external funds, although it is clear that a strategy which is even more focused on delivering the Shared Priorities would be even more useful.

The format proved itself flexible and adaptable to changes in the cultural and funding environments, although it fortunately never had to be used to guide reductions in

services. The development of the Service Plan process, one for each of 7 service teams within the unit, eventually overlapped the action plan to a significant degree, so that it became less necessary.

Lessons learnt

As mentioned above the strategy and the action plan were too large, with more commitments than could be comfortably managed. Given that any good strategy concerns itself with the things which have to change, but must accommodate the day to day management of the service as well, it is important to stretch the organisation, but not set up too many areas where failure to achieve 100% is inevitable. In the case of the first strategy, we committed ourselves to too many aspirational capital projects. We delivered the tennis centre, but an athletics training centre and a whitewater canoe course were too dependant on factors over which the Council had insufficient control. These could have appeared in the strategy, but in the form of options or opportunities to be taken only if the right funding and partnership conditions could have been achieved.

The pledge to bring more national and regional events to the city was similarly dependent on the response of other organisations, mainly national bodies, and externally controlled funding that the City Council might have influenced, but in fact only sometimes did.

The key lesson here is that the strategy should be built around outcomes for users and residents and not around the promise of specific outputs, at least in terms of capital development. The new strategy should identify routes to achieve the outcomes, but allow for changes to those routes when either barriers or better opportunities arise.

Overall the new strategy needs to be clearer about why the Council has cultural services and invests the resources it does into their various programmes. Although the main strategy listed the key aims like better health, better education and so on, this underlying justification did not always carry into the action plan. To be fair, the instrumental approach to cultural services as delivery mechanisms for improving health, education, prosperity and the strength of the community had not established itself to the degree it has in 2006, when it occupies much stronger ground than it did in 2002. Perhaps the key difference is the arrival of a number of national funding streams which start from the position that engagement with the arts or with sport, or museums, has the potential to benefit the individual and his or her community in a significant, although still uncalibrated way.

A New Leisure Strategy: The Terms of Reference

A new Leisure Strategy needs to fulfil one key purpose: it must stand for an understanding shared between elected members, staff of the unit and the users of and stakeholders in services of what outcomes the Leisure and Museums Unit should be delivering with the resources entrusted to it. To an extent it also must demonstrate that that understanding is also shared with external bodies, such as the regional cultural agencies and government departments, and with local partners.

There are a lot of differing interests among those many groups, and it would be difficult to find common ground, were it not for the existence of the concept of Shared Priorities, a set of principles informing the work of all public bodies from top to bottom. The concept of the Shared Priorities is one which the Government has promoted as part of the move towards joined up government, and increased partnership working, but they also express very succinctly the business of the public services in the 21st century. Cultural services cannot contribute to all of them, but they can certainly contribute to most. The framework underpinning this strategy therefore is that of those of the shared priorities which Leisure and Museums can deliver. The Department for Culture Media and Sport (DCMS) in its 2004 publication "Leading the Good Life: Guidance on Integrating Community and Cultural Strategies" suggested this as a way of approaching cultural services in a local authority:

Contributing to the Shared Priorities

*The **Statement of Shared Priorities** sets out central and local government's commitment to improving local services through investment and reform. Whilst cultural issues do not directly feature in these priorities, the emphasis is firmly on quality of life issues. The Shared Priorities' commitment to healthy, strong and safe communities, quality environments and improving the life opportunities, particularly of young as well as older people and those suffering exclusion, offer a path in for culture to make a substantial contribution.*

The Shared Priorities are:

- improving the quality of life of children, young people, older people and families at risk
- promoting healthier communities and narrowing health inequalities
- transforming our local environment
- creating safer and stronger communities
- promoting the economic vitality of localities
- raising standards across our schools
- meeting local transport needs more effectively

Leisure and Museums can contribute strongly in the first five of these priority areas. It does also contribute substantially to raising standards in schools, as part of its overall commitment to education and lifelong learning, as well as to physical activity. Schools per se are not a key priority for the City Council at the moment.

DCMS, the Government department which oversees all the areas of the Unit's work, has its own slightly different set of priorities, which nevertheless chime with the overall Shared Priorities:

Children and young people

Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation

Communities

Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations

Economy

Maximise the contribution that the tourism, creative and leisure industries can make to the economy

Delivery

Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities

Olympics

Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

From the City Council point of view, the first three are most relevant to Leisure & Museums. Clearly we will have an interest in how the sponsored bodies (national and regional agencies like the Museums Libraries and Archives Council which receive their funding direct from the Government) operate and communicate with us, and the City Council will be interested in the 2012 Olympic Games legacy and the tourism opportunities they may afford, but these will not be priorities.

Another key plank in the Government's agenda for social change is Every Child Matters, a document which has profoundly influenced the way in which services for young people are provided. While the City Council is not directly responsible for children's services, it has a duty to co-operate with the County Council in doing so, and of course many of its cultural services are directed at children and young people. Among the main challenges set out in the Devon Children and Young People's Plan 2006 – 2009 are:

- Provide a range of services to promote children and young people's physical health
- Encourage Communities to create a supportive and stimulating environment in which children and young people can play safely while developing protective skills.
- Raise achievement for all.
- Raise the achievement of vulnerable and underachieving groups

- Improve access to enjoyable, challenging and enriching opportunities for children and young people, with particular focus on those with special and additional needs and those in disadvantaged and isolated communities.

The County Council declares it will work with district councils to meet these aims. In fact the County Council could have gone much further in considering how the services Exeter City Council provides can contribute to their meeting their challenge, since it provides perhaps the majority of the “quality of life” elements of work with children and young people.

Within Exeter the key policy document is the Exeter Vision. Its long-term vision for Exeter is for it to build on its unique assets and strengths to become accepted as the regional capital of the southwest. One of the main attributes of any capital is its contribution to the culture of a region, so the performance of the Leisure & Museums Unit is clearly vital to the achievement of the Vision. The aims of the Vision include enhancing the city as a cultural centre, making it a Learning City, a Healthy City and a city where participation is encouraged and facilitated, all of which lie at the heart of what the Unit does.

The principles in the Vision, the Shared Priorities, the DCMS priorities and the Children and Young People’s Plan are strongly echoed in all of the Exeter City Council strategies and policy documents which sit above or alongside the Leisure Strategy: the City’s Vision and Cultural Strategy, its Parks, Tourism, and Arts strategies , as well as in the strategies of local, regional and national partners, so that there is a real synergy developing between them.

Taken together these themes of health, learning, participation, a sense of community and care for the environment represent a notion of quality of life. One of Exeter’s justified boasts is that the quality of life in the city is among the best in the country, but it is difficult to analyse precisely what that means. Perhaps breaking it down into its constituent parts is a route to understanding how to maintain it and to improve it further.

It is also important to underline that this is not a cultural strategy for Exeter City Council: that already exists. This is an operational strategy for the Leisure & Museums Unit, which does not provide all the cultural services for the City Council. It is responsible for museums, physical activity and sport, countryside and the canal, and bio-diversity and children’s play. That is why this strategy confines itself to those four operational areas. Other City Council services, such as the arts, or tourism, have their own operational strategies. There are also of course many other bodies providing cultural services in the city, from the smallest junior football club to major professional independents such as Phoenix Arts.

The Shared Priorities which have cultural significance should form the framework for the new Leisure Strategy, with proposals for change filtered through the City Council’s own corporate strategies – the Vision and the Cultural Strategy: Leisure &

Museum's task is to contribute as strongly as it can to developing services in the priority areas for the people of Exeter.

The Leisure & Museums Unit

The Leisure & Museums Unit comprises three sections: Museums, Community Outreach and Leisure. The former, now much the largest, manages the Royal Albert Memorial Museum and Art Gallery and St Nicholas Priory; the Leisure section is responsible for the city's sports and leisure centres, which are largely managed under contract by commercial or voluntary sector bodies, the Exeter Ship Canal and the harbour authority function for the River Exe and the Valley Parks, and bio-diversity generally; Community Outreach manages children's play, community sports and physical activity development, museum outreach and marketing and events. In addition Community Outreach has taken on a good deal of work in relation to community engagement, and the nurturing and support of community associations.

Five Years On

The nature of the objectives and outcomes sought by the Unit has not changed a great deal since the first strategy was adopted, but the scale of the work needed to achieve them has increased. This shift is largely due to the increased resources available, linked to a number of major capital and revenue projects being undertaken by the various teams. The largest and most intense of these is the RAMM Development Project, a £16.5 million scheme to refurbish and extend the main museum, and build a new collections store to create more public space in the existing building. There is also a project, still in its early stages, to build a new swimming pool. On the revenue side the museum has now been in receipt of nearly £1 million per year from the Renaissance in the Regions programme, almost doubling its budget, while the Leisure team has been working on a major and protracted piece of work to create a new and independent harbour authority to take over responsibility in the estuary from the City Council.

The period of the first strategy has also seen rapid growth in partnerships at every level – prompted at least in part by the Shared Priorities themselves - and this leads to a great deal of work, mostly at local, but some of it at regional level. The Unit is now working actively with local and regional organisations across the whole spectrum of its responsibilities, in short medium and long-term relationships designed to deliver a lot of outcomes. Most of this work is positive, but there are some cases where partnerships are being imposed without real equality of contribution and benefit.

Another strong impact on the Unit's work comes from the increasing pressure of legislative and procedural guidance. Managing health and safety, risk, equal opportunities, freedom of information, performance reporting and child protection, consultation and audience research are all vital parts of the job, but have increased in scope and intensity since the last strategy. Leisure & Museums is of course far from unique in having to deal with this, but as a proactive unit, working with the public and with a huge range of buildings and structures, it possibly has a larger proportion of the burden than some.

On the other hand the Unit has seen the status of cultural services increase nationally, as it became accepted that they can deliver so much of the inclusion, education, community and health agendas: in fact the Shared Priorities. In many areas money has followed this shift, and the Unit has been fortunate enough to secure funding from a variety of sources to expand and enhance the work it does.

Performance Management

An area of change which has been difficult to address in some areas is the increasing demand for evidence that cultural services do indeed contribute to the shared priorities. Collection of baseline data, measurement of improvement and of outcomes, and analysis of audiences and non-audiences has proved, as it has in other cultural departments, difficult to manage on a consistent basis. National data has offered real insights into local conditions, but we have found it difficult to measure our own effectiveness. The Museum has to collect data of this type as a condition of its Renaissance funding, but that funding includes provision to do just that. As a consequence the Museum has a substantial archive of performance and usage data, but the other elements of the Unit have not been so well resourced and lack the capacity to design and implement data collection, research and analysis in the same way.

The use of data is important to good performance management, especially as the Government and the national agencies increasingly see improvement systems (or “tools” as they are increasingly known) as the key to enhanced performance and as the best way of demonstrating enhancement and general effectiveness. There are a number of improvement tools now being used in the sector, including Towards An Excellent Service (TAES) which has been specifically developed for culture in local government. QUEST, a sports facilities and development system and Charter Mark are also increasingly widely in use.

These tools are a good way of engaging with the demands of the new audit and performance regimes as they develop out of Comprehensive Performance Assessment (CPA). First tier authorities are now subject to Regional Commentaries, carried out by the regional arms of the cultural agencies: these are discussion based assessments of performance, not inspection or indicator based, but form a crucial element of the general assessment environment. For first tier authorities there is also now a culture block, a group of services with particular Performance Indicator based standards which contribute to a council’s overall rating. While this regime does not apply to district councils at the moment, if Exeter achieves unitary status it will do so.

The Cultural Environment

The key factors shaping and challenging the work of cultural services departments in 2006 have largely manifested themselves as social issues initially. Obesity, anti-social behaviour, heart disease, poor mental health, lack of community cohesion are amongst them. Often they appear as more concrete issues; the 2012 Olympics for example.

Resources

By the standards of a district council, cultural services in Exeter are well resourced. There is a substantial revenue budget, access to capital where necessary, a well trained and motivated workforce, which has proved itself capable of finding external resources to enhance and develop the services provided, and a good stock of buildings with which to deliver the service. It must be conceded however that most of the buildings are old, and several of them are in need of the major refurbishment which is now planned for them.

The balance of revenue budgets for the four different services is:

Sport and Physical Activity	45%
Museum	38%
Canal and Countryside	12%
Play	5%*

** This does not take into account the budget of £305,000 which is held outside the unit for day-to-day management and maintenance of play areas, by Parks and Open Spaces in the Contracts and Direct Services Unit.*

The Unit's total budget for 2006/7 was £4,829,000.

In that year it was managing a capital programme amounting to £18,071,500, running four years ahead.**

*** The exceptional RAMM Development Project accounted for £16,500,000 of this. It is also worth noting that of the remainder 30% is devoted to children's play, highlighting the recent emphasis on facilities rather than play development in the unit.*

It seems likely in the current climate that the capital resources available to the Unit will reduce in the coming years. However the intensity of investment over the last five years will leave the city with a good stock of well maintained and frequently modernised leisure facilities.

Mapping Out the Next Five Years

Understanding the Strategic Context

Although currently divided into 7 service teams, it is clear that the Leisure & Museums Unit essentially offers four services: play, museum, physical activity, and outdoor recreation in the shape of the canal and valley parks. Each of those services can play its part in contributing to several of the five cultural Shared Priorities. The diagram below demonstrates that spread. All services contribute to the quality of life agenda, as they must, but each of them then has a role to play in delivering good services in support of two or three of the other four. It could easily be argued that each of them has a secondary role to play in the case of the boxes which are here left empty, but the aim is to provide a simple approach to defining priority actions for the next five years.

	Learning	Health	Communities	Environment	Quality of Life
Play	X	X	X		X
Museum	X		X		X
Sport and Physical Activity	X	X	X		X
Canal and Countryside	X	X		X	X

The strategy for the next five years for the Unit is structured around this matrix, and the proposed outcomes, actions to achieve those outcomes, and supporting resources, partnerships and policies to implement those actions are set out in the same way.

Thus under the heading of health, there will be outcomes listed for three of the services to achieve, the actions and the implications in terms of infrastructure and services. A final section will bring together the unit wide actions designed to support the service level developments.

Where Are We Going

The purpose of the strategy is to guide the team towards better and more relevant outcomes. It is a guide for how to get to there from here, not a sophisticated statement of why we are here, and will definitely concentrate on the changes and improvements that have to be made. Where we want to go is towards the creation of a city where everyone has the opportunity to improve their health, their quality of life and their understanding of themselves and the world, and has the information on which to make decisions about those opportunities. That much is established in the Exeter Vision, and in the City Council's Cultural Strategy.

Key Outcomes for Leisure and Museums

This strategy should help deliver the following changes and developments over the next 5 years:

Outcome	Measured Against
More people finding inspiration enjoyment and fulfilment from the programmes of the Unit	Baseline survey
More people taking moderate exercise at least 3 times a week	MORI survey 2006
More people taking part in activities and events and getting more out of them	2006 usage figures Satisfaction survey 2006 Individual service surveys and audience research
More people using and helping to take care of the Valley Parks, the Canal and bio-diversity in the city	Current levels of engagement and participation
More groups and organisations engaging with L&M programme in their own neighbourhood, and undertaking independent programmes themselves	2007 assessment
More people more satisfied with opportunities for learning, exercise and with their environment	Satisfaction survey 2006

These outcomes are very hard to quantify. They are not amenable to management by targets, other than those of improving perception, but that is the nature of cultural services, and is unlikely to change. However if the L&M team is able to focus its attention on achieving these outcomes, and it is at the heart of every initiative and programme, then the ethos itself should be instrumental in shaping better, more relevant and more effective services.

Service Outcomes for the Four Service Strands

Play

Outcome	Priority	Measured Against	Partners
Complete network of fixed play provision for children and young people, including more adventurous play	Health Community Learning Quality	Current provision on catchment map, and 2006 Open Space Audit	Exeter Play Assoc Big Lottery Fund Developers
Support and sustain community-led play development and improvement	Health Communities Learning Quality	Current situation with emerging Exeter Play Association Play Training and Resource Centre developments	Exeter Play Assoc DCC Community Groups
Develop network of play rangers both voluntary and paid	Communities Learning Quality	Currently no provision	Big Lottery Fund Exeter Play Association

			Community Groups
More courses and development activities at Play Training and Resource Centre	Learning Quality Health Communities	Current events per year	Exeter Play Association DCC
Continue Splash Scheme	Communities Learning Quality	Funding currently time-limited	DCC, Police,

Sport and Physical Activity

Outcomes	Priority	Measured Against	Partners
Complete plans for service delivery through contracts from 2010	Health Communities Quality	Review only partially complete	Leisure Contractors Carillion/Schools Sport England
Establish work place health programme in the city	Health Communities Quality	Pilot scheme in City Council complete, no external schemes in place	Primary Care Trust Employers' Assocs
Clear structure for sports and physical activity development for young people in the city	Health Learning Quality	Community coaching programme in core and focus sports	Active Devon Clubs Exeter School Sports Partnership
Develop clear strategy for promotion of physical activity to adults	Health Quality	ISCA Active Exercise Referral Scheme. Phase IV Community Cardiac Rehabilitation programme Several schemes and programmes, but no overall structure	Clubs Primary Care Trust RD&E Trust
Develop clear strategy for promotion of physical activity to older people	Health Quality	Nothing in place	Primary Care Trust Social Services Clubs Voluntary Organisations
Complete network of fixed play provision for age groups up to 18, including more adventurous play	Health Communities Learning Quality	Current provision on catchment map and Open Space Audit 2006	Exeter Play Assoc Big Lottery Fund
Continue to develop major sports events	Health Communities Quality	Current irregular provision	Sport England National and Regional Governing bodies of sport University

Museum

Outcomes	Priorities	Measured against	Partners
Wide and inclusive access to the collections and activities <i>1: curriculum education</i>	Learning Communities Quality	Audience data	MLA – SW Community organisations Schools
Wide and inclusive access to the collections and activities <i>2: community outreach</i>	Learning Communities Quality	Audience benchmark data	MLA – SW Community organisations
Wide and inclusive access to the collections and activities <i>3: Information and Communications Technology</i>	Learning Communities Quality	Audience benchmark data Web hits	MLA – SW Community organisations Schools
Wide and inclusive access to the collections and activities <i>4: Promotion, welcome and encouragement</i>	Learning Communities Quality	Audience benchmark data Visitor numbers and dwell times Audience surveys Representative of population	MLA – SW Community organisations Other cultural providers
Improving levels of documentation and collections care	Learning Quality	Accreditation	MLA – SW
High quality temporary exhibitions and events programme	Learning Quality Communities	Visitor satisfaction surveys Visitor numbers	National museums MLA-SW Libraries and Archives Hub Museums
South West Hub membership and through this its development of a wider regional role	Learning Communities Quality	Annual Hub reports	Hub Museums Museums in Devon

Canal and Countryside

Outcomes	Priorities	Measured Against	Partners
Programme of activities and courses in Valley Parks	Learning Communities Physical Activity Environment	Currently low level of activity	British Trust for Conservation Volunteers Natural England Environment Agency
Develop voluntary support for activities and protection, including community based friends' groups	Learning Communities Physical Activity Environment	Low level activity at present	Community associations BTCV Friends organisations
Interpretation of canal and parks	Learning Environment	Several separate schemes in place	Heritage organisations
Develop facilities and opportunities at Turf, Topsham, the Basin and elsewhere along the canal	Physical activity Communities Environment	Current situation	Voluntary organisations Environmental organisations Private sector

Support Mechanisms

In order to achieve the above outcomes, and to continue to deliver best value throughout the Unit, there is a number of supporting actions and structures which have to be put in place. These fall into two main categories: Evaluating Performance, and Improving Performance.

They are closely related, but the former is partly about better measurement of outcomes, and of audiences and demand, and partly about learning from experience and applying lessons; in short, what is done. The latter is about consciously reviewing the mechanisms we use, the efficiency with which we work, and ensuring we use the best methods available; how we do it.

Evaluating Performance

Outcomes	Measured Against
Develop 5 year programme to research all audiences and potential audiences	Current situation, where only the museum has been collecting data
Create audience development plan or equivalent for each service	Only in place for museum
Create framework for evaluating progress against strategic outcomes	None in place
Create Unit consultation framework	None in place

Improving Performance

Outcomes	Measured Against
Achieve Charter Mark	Current situation
Review services as if CPA Culture Block criteria applied	Best Value Performance Indicators
Consider use of culturally specific schemes such as TAES for ECC and QUEST for contractors.	None currently in place
Full strategy review mechanism	This strategy
Create Unit consultation framework	None in place

Appendix 1: Department for Culture Media and Sport

1. Extract from What We Do

Communities & Local Government

Local government is crucial in achieving our aims.

Local government spends twice as much as we and the National Lottery do combined in providing cultural and sporting opportunities for communities, and so directly supports **our key aims**.

Local authorities also have a statutory responsibility to deliver a comprehensive and efficient **library service**, and an important regulatory roles in the areas of **licensing** and **gambling**.

We work closely with local authorities to help them maintain and improve delivery of cultural services, and to spread best practice.

- **Efficiency programme**
- **Improving local authority cultural and leisure services**

The regional tier of government are equally invaluable partners:

- **Government Offices for the English Regions**
Work closely with us, providing intelligence about cultural opportunities and risks at regional level, and delivering the local government improvement agenda, particularly through the preparation of regional commentaries.
- **Regional Cultural Consortiums**
Important partners in ensuring that cultural opportunities are reflected in these key regional frameworks.
- **Regional Development Agencies**
Prepare Regional Economic Strategies which reflect the economic importance of culture, and particularly the role tourism and the creative industries, in driving regional growth.
- **Regional Assemblies**
Prepare Regional Spatial Strategies which provide the context for cultural planning – especially in areas of housing and economic growth and development.

2. Extract from About Us

Our Priorities & Targets

To achieve our vision to extend excellence and improve access in all our sectors we have developed five strategic priorities around which we

organise our work.

Our five strategic priorities are broken down as follows:

Children and young people

Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.

Communities

Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations.

Economy

Maximise the contribution that the tourism, creative and leisure industries can make to the economy.

Delivery

Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities

Olympics

Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

Public Service Agreement targets

Our targets are linked to our strategic priorities. The targets are set by HM Treasury and our policies reflect our need to meet them in exchange for the money we receive.

Through the delivery of our policies, our non-departmental public bodies, agencies and sponsored bodies help us to meet these targets, which are interpreted through "funding agreements".

The PSA targets are set every two years in the Chancellor's "Comprehensive spending review". The current targets covering 2005-08 (including an additional target as part of the Government's efficiency review) are:

- **PSA 1:** To enhance the take-up of sporting opportunities by 5-16 year olds so that the percentage of school children who spend a minimum of two hours each week on high-quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% by 2006 and 85% by 2008 (joint target with the Department for Education and Skills)
- **PSA 2:** To halt the year-on-year increase in obesity among children under 11 years by 2010, as part of the broader strategy to tackle obesity in the population as a whole (joint target with the DfES and Department of Health).
- **PSA 3:** To increase the take-up of cultural and sporting opportunities by 16 and above from priority groups by 2008.

The PSA 3 target will be measured by 6 indicators. They are:

- Increasing the number who participate in active **sports** at least twelve times a year by 3%, and increasing the number who engage in at least 30 minutes of moderate intensity level sports, at least three times a week by 3%.
 - Increasing the number who participate in **arts** activity at least twice a year by 2% and increasing the number who attends arts events at least twice a year by 3%.
 - Increasing the number accessing **museums and galleries** collections by 2%.
 - Increasing the number visiting designated **Historic Environment** sites by 3%.
- **PSA 4:** To improve the productivity of the tourism, creative and leisure industries
 - **Efficiency target:** To achieve at least 2.5% efficiency savings on our Departmental expenditure limit and Local Authority spending on leisure and culture services (2005 - 2008).

PSA Technical Note

How we measure progress against our PSA targets is set out in our **Technical Note**.

Latest Performance Report

We published on the 19 December 2005 our **Autumn Performance Report**

3. **Extract from The Shared Priorities**

Across the board improvement is essential. We nevertheless need to focus our efforts on a number of key priorities:

Raising standards across our schools: by helping all schools match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this

Improving the quality of life:

of children, young people and families at risk: by tackling child poverty, maximising the life chances of children in care or in need and strengthening protection for children at risk of abuse

of older people by enabling them to live as independent lives as possible and avoid unnecessary periods in hospital

Promoting healthier communities and narrowing health inequalities by: targeting key local services - such as health, education, housing, crime and accident prevention - to match need; and the encouragement of healthy lifestyles.

Creating safer and stronger communities by working with the police and other local agencies to reduce crime and anti-social behaviour, strengthen community cohesion and tackle drug abuse.

Transforming our local environment by improving the quality, cleanliness and safety of our public space.

Meeting local transport needs more effectively by improving bus services and other forms of local transport and securing better access to jobs and services, particularly for those most in need

Promoting the economic vitality of localities by supporting business improvement, providing positive conditions for growth and employment, improving adult skills, helping the hardest to reach into work, and extending quality and choice in the housing market.

Source: IDeA Website

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 16 JANUARY 2007

HOMELESSNESS STRATEGY – ROUGH SLEEPING

1. PURPOSE OF THE REPORT

- 1.1 To inform Members of the work undertaken by the Street Homeless Outreach Team (SHOT) to provide help, advice and assistance to rough sleepers in the City.

2. INTRODUCTION

- 2.1 At the meeting of this committee on the 5 September 2006 Members requested a report outlining the work of the SHOT team and giving an indication of the numbers of clients they have seen and the outcomes they have achieved.
- 2.2 The Street Homeless Outreach team have been operating within the Exeter (now Devon) Primary Care Trust (Public Health Directorate) since September 2002. The value of this team sitting within the PCT is that rough sleeping is viewed as a health problem and not just a social problem or one that is dealt with by the Criminal Justice system via anti-social behaviour policies.

3. GENERAL OVERVIEW OF SHOT

- 3.1 The SHOT Team comprises:

- **Manager** – employed by Devon PCT Public Health Directorate. This is a strategic role with many functions including responsibility for the management and direction of Outreach Services for the City of Exeter.
- **Team Leader** – Employed by Drug and Alcohol Services (DAT) – Responsible for day-to-day operation of the team as well as supervising drug intervention work. The team leader also carries a case load of clients with alcohol issues as there is currently very limited funding for this work available.
- **Outreach/ Housing Support Workers (x2)** – employed by Carr Comm, a specialist support provider funded by supporting people. These workers duties include contact and assessment of all new rough sleepers, referrals into accommodation signposting to other relevant services, relocation on clients without local connection and working with a caseload of clients to enable them to sustain their tenancies once accommodated.
- **Outreach Drugs Worker** – Employed by DAT - responsibilities are to work with those clients who are difficult to engage and assist them into mainstream drug treatment services.
- **Admin Support Worker** – Employed by Devon PCT. This is a part time post to assist the team with all admin duties including monitoring.

- 3.2 The aims and objectives of the service are;
- To reduce the negative impact that rough sleeping/ substance use has on a person's life
 - To be an excellent resource for other partnership agencies
 - To be accessible to both clients and other agencies
 - To be responsive, flexible and creative
 - To promote best practice
 - To provide a comprehensive service to the client that is transparent, honest and empowering.
- 3.3 To help meet these objectives the team undertake the following operations:
- 3.4 **Contact and Assessment of New Rough sleepers:** The team undertake early morning outreach (6.00am – 9.00am) on three mornings each week and one later morning (9.30am – 12.30pm) outreach sessions twice a week. Members of the team are also available at the St Petrock's day centre three mornings per week and at the Big Issue offices one afternoon a week.
- 3.5 During initial contact the team will establish if the client has a local connection to Exeter and explain that there are limited resources in the City in terms of accommodation. If the client has a local connection then the team will assess the client's needs and risks and make referrals to the appropriate accommodation for them.
- 3.6 If the client has no local connection then the team will try to establish whether the client could access accommodation in another part of the country. If they can they will offer to fund a train or bus ticket for them to get there. The client will be informed that if they return to Exeter within six months without good cause they will not receive a service in the City for another six months.
- 3.7 **Prioritising Clients for Accommodation:** SHOT are the sole referrers for Gabriel House, Esther Community (for rough sleeping clients) and the Bridge project (a supported housing project for rough sleepers operated by Signpost Core and Bournemouth Churches Housing Association). SHOT then manage the waiting lists for these projects and prioritise clients for vacancies as they arise. Issues such as the vulnerability of the client and local connection are taken into consideration. This process ensures that those most in need get accommodated first.
- 3.8 **Promotion of Multi Agency Working:** SHOT run a client centred service and where possible and appropriate bring both voluntary and statutory agencies together to devise joint support plans. This is very effective especially for those clients with multiple or complex needs which make finding accommodation difficult.
- 3.9 **Monitoring:** Exeter City Council has a responsibility to undertake one or two street counts per year using a methodology devised by central government. These counts provide a snapshot of rough sleeping on one night of the year only. However, weekly outreach and regular 'hotspot counts' show that the number of rough sleepers tends to fluctuate depending on the time of year.

4. SPECIALIST SERVICES

Multi-agency working

- 4.1 As a multi-disciplinary team SHOT has been well placed to promote a more holistic and integrated approach to working with homeless clients. It is accepted that most of these clients have complex needs; a combination of substance misuse, learning difficulties, mental health problems, behavioural difficulties, offending behaviour, physical health problems etc. Therefore agencies need to coordinate their responses. Not only does this enable the client to progress by

providing them with a robust support package but is cost effective as it prevents the duplication of work by various agencies.

4.2 SHOT have devised the Delta System for working with clients who present with complex needs. For each client, there should be allocated a Case Co-ordinator. This will be whoever has the most appropriate role to play; Community Psychiatric Nurse, Substance Misuse Worker etc. In cases where there is no statutory involvement, SHOT will take the coordinating role. This may involve arranging multi-agency meetings, preparing care/support plans, referral to agencies, completing risk assessments etc. A Multi Agency Meeting is called and an action plan is drawn up by the various agencies agreeing to meet the aspects of the clients care/support needs. SHOT then oversee this plan ensuring each agency is playing their part, the plan is then reviewed regularly and of course the client is given the opportunity to fully participate in this process.

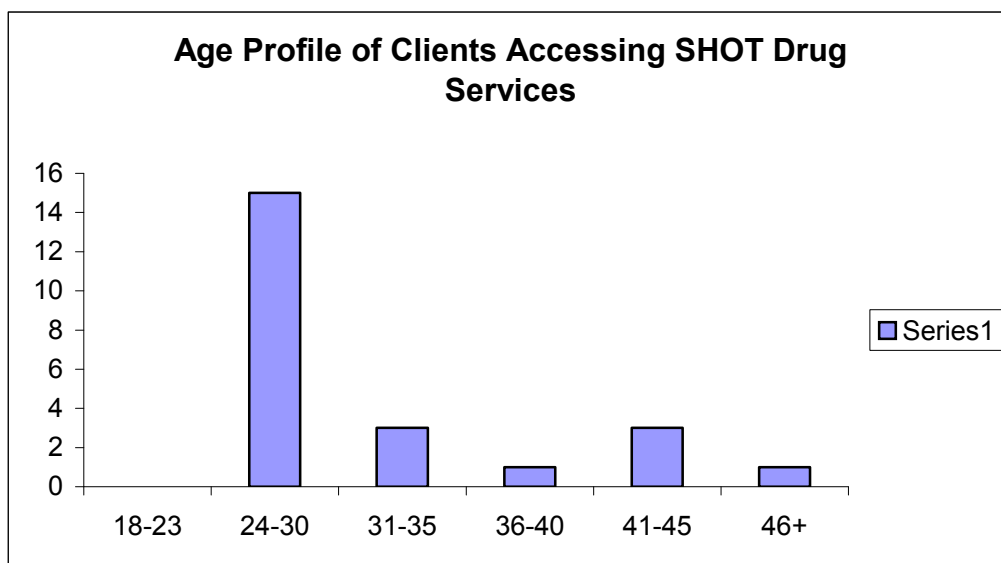
Substance Misuse

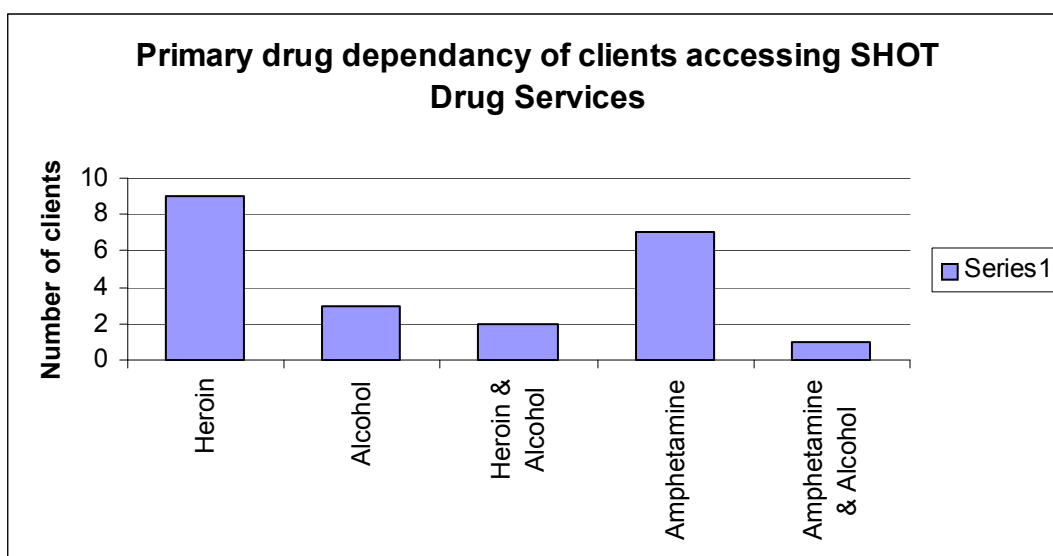
4.3 Traditionally homeless clients have been excluded from drug services because their lack of address and chaotic lifestyles have made it difficult for them to make appointments. Many clients have a long history of substance misuse (including alcohol) and failure in drug treatment. SHOT has worked in partnership with a number of specialist agencies to ensure that some of the most difficult to engage clients can access information, advice and support. Since September 2002, SHOT Drugs Workers have assessed 394 clients, key working 81 of them and referring the others to other services.

4.4 The SHOT Manager has also worked with accommodation providers, offering them training and support so that they better understand the needs of clients with substance misuse issues and feel confident managing them within the law.

4.5 The SHOT manager has worked closely with Shilhay Community to develop a special part of the Gabriel Hostel where clients can stay and be helped to address their substance use issues. This unit will come on line by the end of 2006.

4.6 The graphs below show the age group of clients accessing SHOT team drugs services and the types of drugs they are commonly using. It can be seen that the majority of clients fall within the 24-30 year old age group:





5. REDUCING ROUGH SLEEPING

5.1 The SHOT Team was set up initially as part of the Governments initiative to reduce rough sleeping by two thirds nationwide. This target was achieved in Exeter by 2002 and the SHOT team were tasked with ensuring that numbers did not rise again. The Government target is that there should be 9 or fewer rough sleepers in the city. This target is assessed via 2 annual street counts (Spring and Autumn) where SHOT team members and various volunteers cover the whole of the city counting the number of rough sleepers bedded down. The count starts at midnight and finishes when all the areas of the city are covered (this includes Exeter Services and all along the River Exe). Since Autumn 2003 these counts have recorded 9 or fewer rough sleepers. For the first time in November 2006 this number was exceeded with 10 recorded.

5.2 Despite these low numbers Exeter continues to attract a high number of transient homeless people and the SHOT team work hard to keep rough sleeping numbers low. Last year the team made contact with 265 individuals, 229 were male and 39 female, of these 138 had no local connection to Exeter and 27 were released from HMP Exeter with no accommodation.

5.3 Outcomes

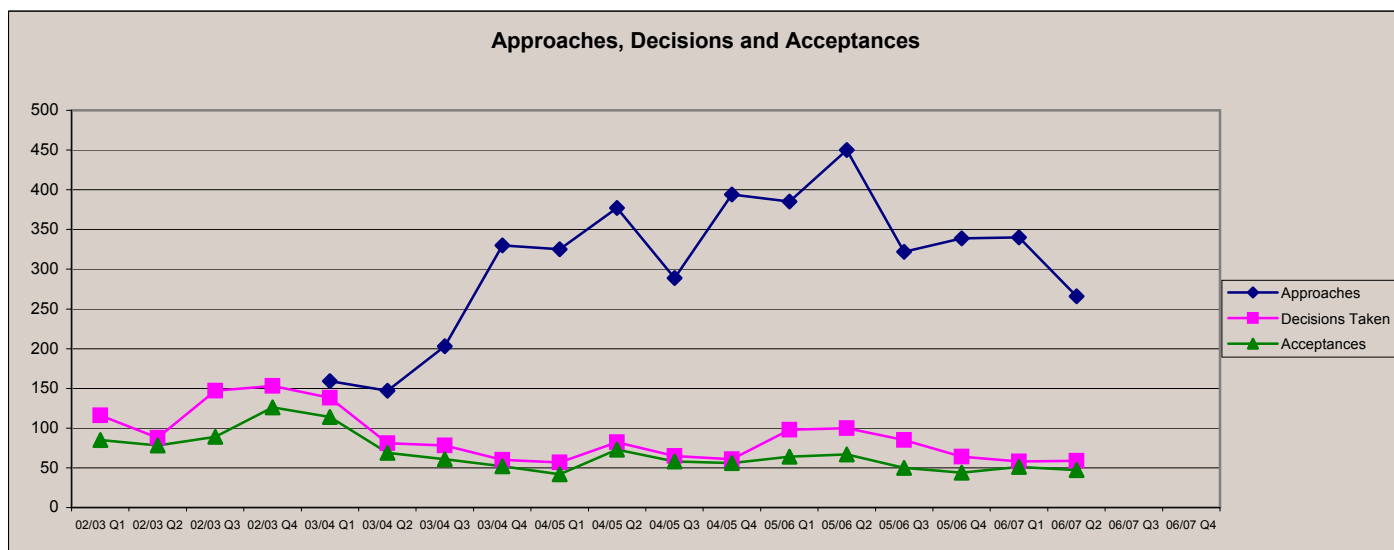
Unknown/ disappeared	93
Returned to Prison	7
Relocated	64
Accommodated – Gabriel House	43
Accommodated – Esther Community	14
Accommodated – Bridge project	7
Accommodated – other	37

6. GENERAL HOMELSSNESS STATISTICS

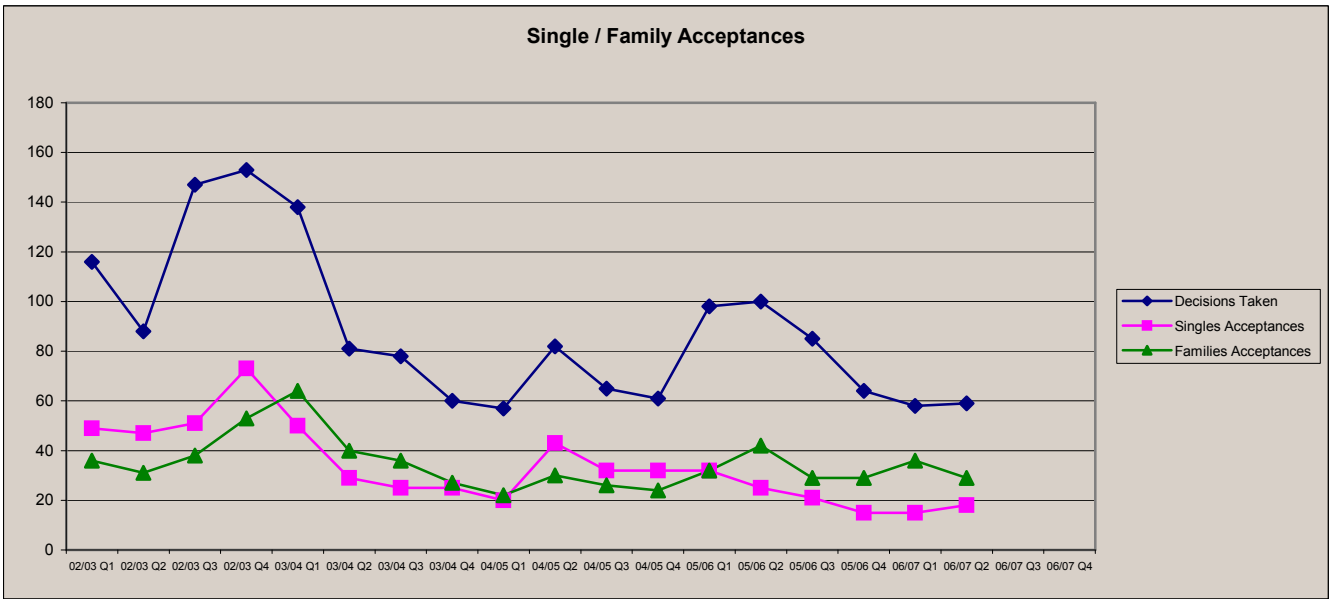
6.1 At Scrutiny Committee - Community on the 7 November 2006, Members requested a range of historic information on general homelessness within the City. The following graphs show a range of statistical information dating from the 1 April 2002 by each quarter and reflect the work undertaken by the Council's Homelessness and Housing Advice team.

6.2 **Approaches Decisions and Acceptances:** This graph demonstrates the huge increase in approaches the service has received over the reporting period. This ranges from a low of 150 new approaches in Quarter 2 of 2003/04 to a high of 450 new approaches in Quarter 2 of 2005/06. Many of these new approaches are related to an increase in the lack of affordable accommodation within the City both for sale and for rent. Indeed, many landlords during this time sought to capitalise on their assets and dispose of properties in their ownership resulting in more properties being re-possessed. However, there has also been a large increase in the number of parents/friends/relatives who are no longer willing to accommodate their children or relatives.

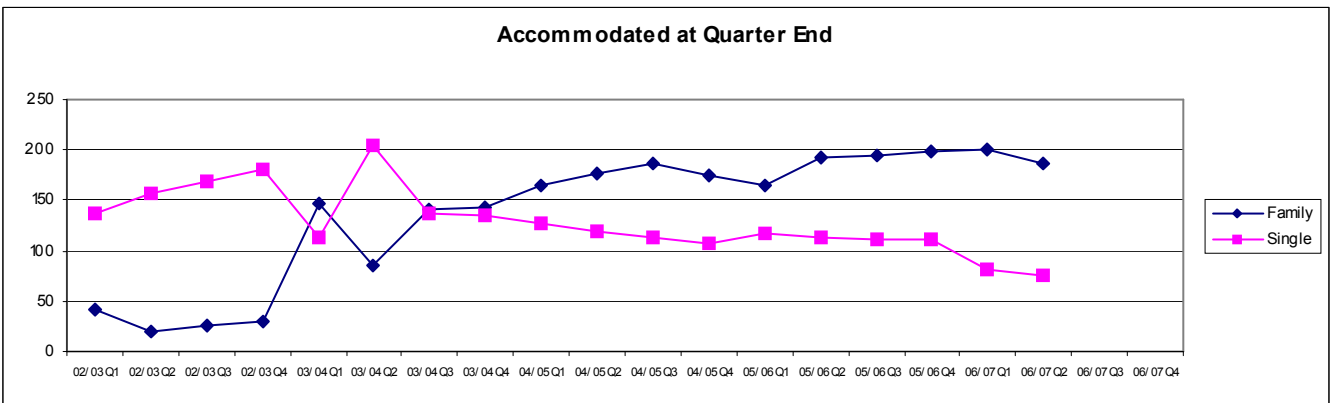
6.3 Despite these increases the graph also demonstrates that the number of homeless applications taken and the number of people formally accepted has decreased over the same period. Indeed, in quarter 4 of 2002/03, 126 applicants were accepted as homeless. This has reduced to an average of 50 applicants per quarter now. This success is mainly due to more robust prevention procedures being put into place together with the use of mediation and debt advice services, greater intervention with landlords, improved liaison with Housing Benefits and the provision of alternative housing options.



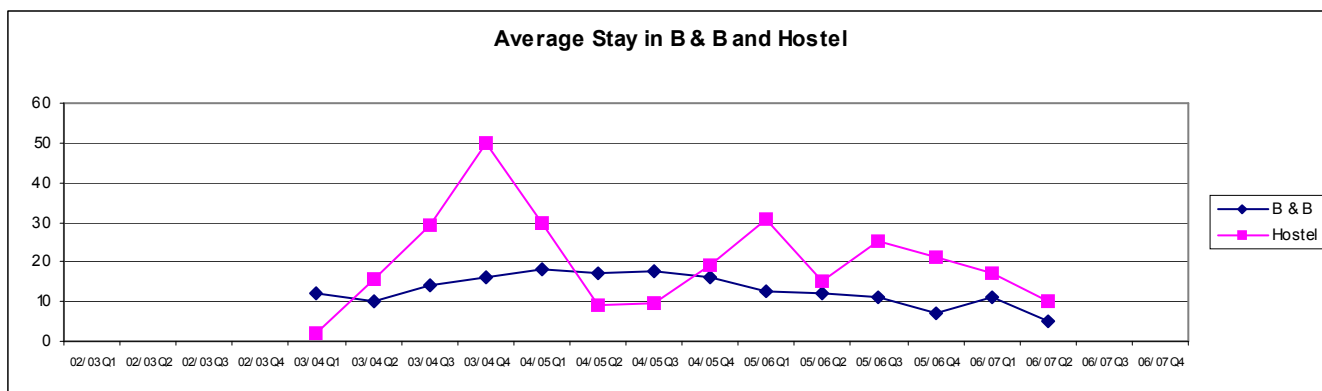
6.4 **Single and Family acceptances:** This graph shows the split in accepted homeless applicants between single people and families. Once again the trend is clearly downwards. However, it can be seen the number of single homeless acceptances rose dramatically in 2002/03 as the new Homelessness Act 2002 was implemented making a wider range of clients eligible for support. It has been in this area where we have had the most success by providing intervention services early within the process and preventing homeless before it occurs. Using the full range of supported housing accommodation within the City has also contributed to this success.



6.5 **Accommodated at the end of the quarter:** This graph shows the total number of homeless applicants accommodated by the Council at the end of each quarter. Accommodation could range from bed and breakfast, private sector leased properties, contracted supported accommodation and Council or housing association stock used as temporary accommodation. These figures represent all homeless cases that are accommodated and include those who have yet to receive a formal decision pending an investigation.



6.6 **Average stay in Bed and Breakfast and Hostel accommodation (BVPI 183 a & b):** This graph shows the average length of time (in weeks) homeless applicants have spent in either bed and breakfast accommodation or hostel accommodation provided by the Council. There has been a steady decrease in these indicators as those long-term homeless applicants are housed through the Home Choice system. However, because our hostel accommodation is mainly specialist supported housing for clients who are unable to live independently without intensive support this figure is very difficult to reduce as people are only 'moved on' when they are ready to do so. Consequently, some vulnerable clients could be placed in supported accommodation for up to two years.



7. CONCLUSION

- 7.1 The SHOT team has successfully worked in partnership with agencies across the City to provide a coordinated response to tackle rough sleeping or street homelessness. These agencies include the Clock Tower Surgery, Community Mental Health Team, DAT, Addaction, Devon Ambulance service, A&E, Exeter City Council, Devon and Cornwall Probation Service, Supporting People, Exeter Shilhay Community, Esther Community, Bournemouth Churches Housing Association, Exter Housing Action Group, Devon and Cornwall Police and St Petrocks.
- 7.2 As a result of the team's work the targets set by central government for reducing rough sleeping within the City continue to be met. However, the team face new challenges each week and it is essential that they remain focussed and assertive wherever possible. Exeter City Council will continue to support the SHOT both financially (from within its government homelessness grant) and strategically to ensure these targets continue to be met.
- 7.3 The additional resources placed into the Council's homelessness and housing advice team have contributed to the increasing success of this team. Despite increasing demand, we continue to prevent homelessness in the majority of cases and the number of people that we formally accept as homeless continues to decrease, together with the numbers of applicants placed into temporary accommodation. Such success should ensure our continued grant funding from the government that in both 2006/07 and 2007/08 totals some £670,000.

8. RECOMMENDED:

- 1) that Scrutiny Committee – Community note the report.

HEAD OF HOUSING SERVICES

Originator: Steve Warran

H:LP/ Committee/107SCC7
4.12.06

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 16 JANUARY 2007

PROGRESS REPORT ON THE HOME ENERGY CONSERVATION STRATEGY

1. PURPOSE OF THE REPORT

- 1.1 This report is to inform Members of progress being made by the City Council in respect of Exeter's Home Energy Conservation Act (HECA) Strategy.

2. BACKGROUND

- 2.1 For the purposes of the Home Energy Conservation Act 1995 (HECA) the City Council is designated an Energy Conservation Authority, responsible for developing strategies and working in partnership to reduce energy use from houses in the City by 30% by 2010. The Council's HECA Strategy was produced in 1996.
- 2.2 Other than improving the energy efficiency of our own housing stock and promoting energy efficiency in the private sector through the availability of grants, the City Council is not able to directly impact upon energy use by householders in the City. The strategy to reduce energy use in housing, therefore, entails education, awareness raising and the promotion and funding of improved insulation.
- 2.3 The City Council has been involved in all of these activities by, for example
- Funding a boiler replacement and insulation scheme [PLEA grants] aimed at private sector landlords to encourage them to either provide central heating and insulation into their rented properties or to replace inefficient boilers with modern, energy efficient boilers.
 - Funding an insulation scheme for vulnerable households on low income, just above benefit level [Warm up Exeter grants]
 - Funding energy efficiency measures as part of all renovation and disabled facilities grants
 - The promotion of the Warmfront Scheme, a government funded scheme which provides heating and insulation to vulnerable households on benefit
- 2.4 The directly funded PLEA and Warm up Exeter grants have only recently received committee approval. As a result the success of these schemes is not reflected in the energy efficiency savings so far reported, but will make an impact on the figures for 2006-2007.

3. PROGRESS TO DATE

- 3.1 Using data collected by partnering agencies, such as the Devon Energy Efficiency Advice Centre and British Gas, together with data relating to our own housing stock the Council has been able to accurately report progress against the energy saving targets to the Department for the Environment, Food and Rural Affairs (DEFRA). This years progress report, the tenth, indicates an energy saving of 5.01% for the year; an overall saving over

the past ten years of 26.1%, this means that Exeter is on target to achieve the 30% saving by 2010 and in the top 25% nationally for performance.

- 3.2 Over a quarter of the reported savings are directly attributable to the improvements undertaken on our own housing stock through both the boiler replacement programme, which involved the installation of over 1100 energy efficient boilers, and the continuing insulation scheme which provided cavity wall and loft insulation into 478 and 216 properties respectively.
- 3.3 To put the energy savings into context it is calculated that the improvements made to our own stock reduced the amount of carbon dioxide (a so-called greenhouse gas) being released into the atmosphere by over 2900 tonnes each year. Considering the size of the Council stock this saving represents a large percentage of the overall saving from all sectors, which was reported to be 11392 tonnes

4. THE FUTURE

- 4.1 Each year it becomes more difficult to achieve improvements. Grant schemes to owner occupiers achieve steady improvements from year to year but the hardest challenge has always been to improve the energy efficiency of privately rented properties. It is hoped that the introduction of PLEA grants will start to have an impact upon this. Since they were introduced in June 2006, over 100 applications have been received.
- 4.2 Energy efficient appliance and insulation schemes will continue to be promoted but as well as this there is a need to promote and explore alternative, renewable, energy sources, for example solar and wind power, combined heat and power and heat pumps, all of which will reduce reliance on gas and electricity which are both expensive to use and polluting in their production.
- 4.3 All this activity will complement the Devon Affordable Warmth Strategy which aims to ensure that there will be no households in Devon living in fuel poverty by 2010.

5. RECOMMENDED:

- 1) that Scrutiny Committee - Community note the progress made towards implementing Exeter's Home Energy Conservation Strategy.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

Originator: Keith Williams

H:LP/ Committee/107SCC11
4 December 2006

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)

Background papers used in compiling this report:

None