



Exeter City Council

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Our ref:

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AGENDA FOR
EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY

The Scrutiny Committee - Community will meet on **TUESDAY 10 NOVEMBER 2009**, 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 1 September 2009.

2

DECLARATION 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, before any discussion takes place on the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

3

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

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

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

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 (01392 265107) 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.

6 **TREWS WEIR ALLOTMENTS**

To consider the verbal update by the Head of Contracts and Direct Services.

7 **PORTFOLIO HOLDERS TO PRESENT THEIR HALF YEARLY REPORTS**

Councillors Newton (Portfolio Holder for Housing and Social Inclusion) and Mitchell (Portfolio Holder for Environment and Leisure) will present half yearly reports on the Scrutiny Committee work programme.

<u>MATTERS FOR CONSIDERATION BY THE EXECUTIVE</u>
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8 **PROPOSALS FOR COMMUNITY INVOLVEMENT**

To consider the report of the Assistant Chief Executive – *report circulated* 1 - 12

9 **REVIEW OF ANTI SOCIAL BEHAVIOUR AND POLICY AND PROCEDURES FOR HOUSING LANDLORD SERVICES**

To consider the report of the Head of Housing Services – *report circulated.* 13 - 18

10 **TREE MANAGEMENT IN EXETER**

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SEPTEMBER 2009 -**
- To consider the joint report of the Director Community and Environment and the Head of Treasury Services – *report circulated* 109 - 114
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- To consider the joint report of the Director Community and Environment and Director Corporate Services – *report circulated* 115 - 118
- 22 **RESULTS OF HALF YEAR PERFORMANCE MONITORING 2009/10**
- To consider the report of the Director Community Services – *report circulated* 119 - 124

DATE OF NEXT MEETING

The next **Scrutiny Committee - Community** will be held on Tuesday 19 January 2010 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/forwardplan>
Councillors can view a hard copy of the schedule in the Members Room.

Membership -

Councillors D Baldwin (Chair), Shiel (Deputy Chair), Branston, Choules, Mrs Danks, R M Hannaford, Hobden, Newcombe, P A Smith, R Smith, Taghdissian, Thompson and Wardle

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) 265107 for further information.

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EXETER CITY COUNCIL

SCRUTINY COMMUNITY 10 NOVEMBER 2009

EXECUTIVE 24 NOVEMBER 2009

PROPOSALS FOR COMMUNITY INVOLVEMENT

1.0 Purpose of Report

- 1.1 To seek the views of the Committee on proposals for the Council's approach to Community Involvement to be presented to Executive.
- 1.2 To seek views on the identified priority neighbourhoods of the city as a focus for one aspect of the council's involvement work.
- 1.3 To seek views on the future format of Community Forums.

2.0 Background

- 2.1 My Neighbourhood was an 18 month pilot project, launched in June 2007, aiming to increase resident participation at neighbourhood level in four areas in the city: Exwick, St. David's, Newtown/Polsloe and Kings Heath/Clyst Heath. Members will recall receiving progress and evaluation reports on the pilot at their November 2008 meeting. The evaluation report identified that the project had been successful in its original objectives and had successfully increased the involvement of local people in the work of the partnerships, had enabled residents to communicate more effectively with public sector agencies and had increased residents' wider involvement in their neighbourhood.
- 2.2 Some of the main drivers for this work are:
 - To strengthen and enhance the role of ward members as strategic leaders in the governance of their localities. Community engagement provides extra opportunities for local people to work with their councillors to influence decisions and thus enhance both participatory and representative local democracy.
 - To support the implementation of the Duty to Involve which came into force in April 2009 and requires Councils to 'embed a culture of engagement and empowerment' (Local Government and Public Involvement in Health Act) It is designed to ensure that local people have greater opportunities to influence decision making.
 - The Comprehensive Area Assessment where the council is assessed on '*how well is the organisation delivering its priority services, outcomes and improvements that are important to local people*'.
 - Expectations from the public to have a greater involvement in shaping the places in which they live and improving services that impact on their locality.

"Community Engagement and Empowerment is important because it can help to deliver:

Stronger communities – resilient communities with strong social networks and active citizens taking responsibility for their own well-being

Better services – services informed and influenced by communities so that they meet needs effectively and efficiently

Vibrant democracy - representative democracy improved through active participation.”

(From NEA framework for an ideal empowering authority pg4 (Improvement and Development Agency)

2.3 Community empowerment is concerned with creating the conditions by which local communities feel they can influence local public services. It has taken on an increasingly higher profile with government and national policy makers because recent research indicates that the public is disaffected with local government. It showed that too many people feel they have little or no influence over the public bodies that affect their everyday lives and believe they can play little part in decision making. For example:

- Nationally, more than seven in ten (71%) of citizens feel they have **no** influence over decisions affecting their local areas. In Exeter the figure is 72.4%.
- Nationally, only 45.4% of people are satisfied with the performance of their local council. In Exeter the figure is 53.5%, better than the national figure but still leaves nearly one in two (46.5%) less than satisfied.
- Only one third of the population vote in local elections (in Exeter the figure from 2008 is 37.8%), and 41% of those who do not claim that it is because they do not think it will make a difference.
- Residents in deprived areas are the most alienated from the political system.

“Community involvement and engagement is not new to local government but what has changed is the emphasis central government is placing on empowerment – and the expectation that councils will take a more strategic and systematic approach to placing community involvement at the heart of everything they do.”

(Source: Councillor’s guide. The Essential Guide for all New Councillors 2009/10, pg 67, Improvement and Development Agency)

3.0 Proposal

3.1 Consultation on the proposed model for Community Involvement took place with the following groups and individuals:

- Strategic Management Team
- Departmental Management Teams
- Portfolio Holder Housing and Community Involvement
- Leader of the Council
- Voluntary sector partners – Exeter CVS, Exeter Community Initiatives, Living Options, Ivy Project, Age Concern
- Devon and Cornwall Police
- Political group leaders
- Resident and Community groups who were invited to comment on proposals at a St Sidwells/Devon Link event on the 12 September
- Human Resources Service

A visit took place to learn from the experience of Gloucestershire County Council who have implemented a similar model of community engagement since January 2009. At the time of the visit, feedback was that the project was proving to be effective with a good response from communities and partner agencies. “Overall, the presence of Area Lead Officers

(ALOs) at neighbourhood meetings has been welcomed by representatives of the community, Police and other partners. It is felt that we have 'put GCC on the map' and strengthened links with the community and partners. Feedback from neighbourhood meetings has been very positive and there is general agreement that there is a need for the ALO role."

(Report to Corporate Management Team 23.09.09 Gloucestershire County Council.)

4.0 Proposed Community Involvement Model

4.1 My Neighbourhood PACT

Aim: To work in partnership with the community police teams in the city as part of the **Partners and Communities Together (PACT)** project, local councillors, resident and community associations and other public service organisations (DCC, Housing Associations, Exeter University, Health Services, Voluntary and Community Sector etc) to provide opportunities for effective participation from individuals and communities to get and exchange information to improve services and neighbourhoods.

- 4.1.1 Feedback from members, residents and officers has helped to inform and develop this proposal for the continuation of our involvement work. The proposals are based on the learning from the pilot but takes account of resources now available. The My Neighbourhood Pilot cost £51k over 18 months (for a contract with the Voluntary Community Sector (VCS) to deliver capacity building support to communities). There was an additional £20k for community grants and another £9k in core running costs to support the cost of venue hire, publicity and refreshments.
- 4.1.2 For 2009/10, there is existing revenue funding of £25,000 to support Community Involvement work. This proposal is based on a model that works within this budget (plus a c/f of £8,000 from the pilot stage over the next twelve months.) This proposed model is based on the recognition that it would be beneficial to work alongside the established Partners and Communities Together (PACT) model delivered by the police – a nationally recognised approach that is already established in communities across Exeter. This would present the opportunity for a more 'joined up' approach to working with communities, It would enable us to bring efficiencies into the work through shared resources and expertise, it would help the city council to target services more effectively at communities expressed needs and also it reflects best practice in partnership working.
- 4.2 PACT meetings and activities in neighbourhoods take place once a month. Some of these take place in local community venues, other sessions take place on street corners or alongside existing community meetings that are organised by resident/ community associations. The City Council engagement process would seek to work alongside existing formal and more informal structures.
- 4.3 It is proposed that officers from across the City Council will be selected (through a recruitment process) and supported to attend local area PACT/ My Neighbourhood meetings. The Police deliver PACT through 17 identified policing areas (including the city centre and Royal Devon and Exeter Hospital). (**See map on page 9 for Neighbourhood Police teams areas in Exeter.**) However, the proposal suggests that the City Council takes a 'pilot' approach to the roll out of the project in order to understand the work involved to ensure that it can be adequately resourced. It is suggested that of the 17 areas of the City that the police currently deliver PACT, the City Council participates in initially half of these areas. This would suggest we recruit up to eight officers as Area Liaison Officers (ALOs) to deliver the My Neighbourhood /PACT work in the first 12 months of the pilot.

The ALO role will be an opportunity for officers to develop new skills, experience a wide range of issues and work closely with elected members, community groups and residents and partner organisations. **(More information on the role of the ALO and the required skills is outlined in Appendix One.)** The ALO role will assist officers to have a wider understanding of the council's business and to develop 'connections' across the Council and the City.

The role would need to be managed within the officer's existing role and hours. It is essential that officers have the full support of their managers and recognised that the role gives added value not only to the individual officer's development, but also to the department and indeed the whole council.

- 4.4 The recruitment process will be open to all officers across the council who have the potential and appropriate skills to take on the role. An honorarium of £1,000 will be paid as remuneration for the task in lieu of additional hours worked. The role will be initially for one year and must have the support of the relevant Line Manager and Director. It is estimated that the role will take around one to two days per month (mostly evening meetings and occasional weekends). Training and follow up activities that are related to the role will be part of the officers' core working hours and support will be provided by the Community Involvement Officer.
- 4.5 The focus of the work will be on wider community issues and priorities, although where individuals have specific issues regarding council services, these will be fed into the Customer Relationship Management (CRM) system operated by the Customer Service Centre.

5.0 Resources

- 5.1 The project has £25,000 in 2009/10 plus £8,000 carried forward from 2008/9. It is proposed that the breakdown of expenditure is as follows:

Detail	Amount
Honorarium for Area Liaison Officers	£8,000
To support community meetings costs; venue hire, publicity, training for officers and partners and contributions to voluntary and community sector partners to support the capacity building requirements of new and existing community and resident associations.	£10,000
For a community kitty where groups across the city can bid for small community grants (up to £500) to sustain or kick start new community initiatives or for small capital expenditure projects (such as community notice boards or minor landscaping projects) that encourage a sense of pride and belonging and stronger communities.	£15,000
Total	£33,000

It is proposed that the community kitty is open to all groups across the city, not just the groups in the My Neighbourhood/ PACT areas. A Participatory Budgeting (PB) exercise would be used twice a year, where representatives from communities across the city, plus representative councillors from each group would decide on which groups should be allocated the grant (following an application process). It would be important to hold the PB event fairly regularly so that groups were not waiting on the outcome of their bid for too long and to ensure groups were kept on board with the community engagement process. It is hoped that other agencies may be able to contribute to the community grants, such as

the police, housing associations and possibly the business community. (In the My Neighbourhood Pilot an additional £6,000 was contributed to communities from local businesses, national suppliers, county councillors and the police, and an additional £10,000 was raised through Awards for All as a result of the My Neighbourhood work in Exwick).

5.2 The project would be evaluated at the end of the first twelve months (December 2010) to determine the effectiveness of the approach and to decide funding required for any future roll out of the initiative. Interim reports would be provided after the first six-month period.

5.3 Members may wish to note that The South West Regional Improvement & Efficiency Partnership (RIEP) invited Exeter City Council and other Local Authorities to bid for funding up to £12,500 to support initiatives that demonstrate good practice in the area of community engagement and responsiveness. As part of the bid, councils were required to demonstrate what had already been achieved in terms of effective partnership working, clear leadership and how it has impacted on changes to work practices across the organisation.

The successful authorities (two will be chosen across the South West region) will be asked to share their good practice to other authorities and partnerships across the region. The city council has applied for the funding to support the following activities:

Detail	Amount
Joint training for Community Engagement partners	£4,000
Communities First Information Day	£ 2,500
Capacity building support for community and resident associations	£4,500
Participatory Budgeting event	£1,500
Total	£12,500

The SWRIEP Programme Board will select two authorities at their Board meeting on 28 October. Authorities will be notified on the 29 October.

6.0 Internal mechanisms to progress issues

6.1 The proposal is to develop a pro-forma case sheet to record and monitor progress on actions **for the City Council**. Individual resident issues would be fed into the existing Customer Relation Management System (CRM) process to avoid duplication of tracking systems. Issues for other authorities would be passed onto an appropriate contact. (DCC have agreed to identify a lead contact for the authority plus officer contacts in each directorate).

For community-wide issues, the City Council will adopt the PACT approach of working to three priorities identified by each area at any one time. The priorities would be for the community, not for each agency, therefore there would be times when there are three issues for the City Council to address, and other occasions when there were none. The ALO role at this time would be to continue to support the engagement and development process within their identified community. The priorities would be tracked and reviewed at each meeting to identify progress and decide when issues can be moved off the priority list to leave space for new priorities to be identified.

It is proposed that we pilot a Traffic light system to identify priorities for action within a given timescale (similar to the system adopted by the Community Tasking Action Team)—Red for issues to be addressed in the short term (one to three months), Amber for Issues to be addressed within a medium timescale (3 - 6 months) and green for issues that are longer term. This gives the City Council a systematic approach to monitor progress and to be able to identify any actions taken in response to residents concerns. It also gives a

transparent process to be able to give reports back to residents at subsequent meetings and on the city council website.

Administrative support for the project will be provided from within the Chief Executive's Department.

In addition to existing duties, the Community Involvement Officer will be responsible for the development and support of the ALOs, liaising with Heads of Service and partners to resolve challenging issues, provide cover and backup for community meetings when an ALO can't attend and reporting progress of the programme and co-ordinating the project on behalf of the City Council.

Reporting back to communities is crucial to the success of the project. This will be done using city council tools including the Citizen, website, and using other media as appropriate.

7.0 Priority Neighbourhoods and the Place Survey

- 7.1 The Place Survey replaces the Best Value Performance Indicator (BVPI) surveys conducted in 2000, 2003 and 2006. The main aim of the survey is to measure satisfaction with local public services. Data from the place survey will form part of the Comprehensive Area Assessment (CAA) with a number of questions producing National Indicator scores and others relating to the overall performance of the council.

For the purposes of this report, analysis from the Place Survey identifies where residents live who are least satisfied with the Council and local police force and who feel the least informed, engaged and able to influence decisions. These areas correlate with the priority neighbourhoods as identified in the Geography of Deprivation (ECC April 2008) as they tend to score higher rates of deprivation.

- 7.2 The eight areas of Exeter proposed for Community Involvement in the first 12 months of the pilot are identified below. (Members will note that some wards are broken down into two areas where they represent a particularly large ward – There may be an argument for identifying further breakdown of other large wards eg Exwick – but the project is based on identifying eight areas in total in this pilot stage).

1. **Priory** - focus on Burnthouse Lane (Trees and Poets)/Rifford Road
2. **Priory** - Countess Wear – Glasshouse Lane
3. **Newtown**
4. **Cowick**
5. **Whipton Barton**
6. **Exwick**
7. **St. Thomas**
8. **Pinhoe**

(See map on page 11 of Exeter identifying these areas)

Wards excluded from this list that feature high levels of deprivation:

St David's the city centre has proven hard to engage and St David's Neighbourhood Partnership working effectively in partnership with local councillors and police

Mincinglake already a lot of very effective partnership work in this ward via Tenant Liaison Manager, city councillors, police and the Beacon Heath Community Project.

Feedback from the Neighbourhood Police teams supports the eight areas identified in 7.2 as most likely to benefit from a city council community involvement investment.

7.3 The Social Health and Inclusion Partnership (SHIP) has identified that they and the rest of the Local Strategic Partnership should work to address inequalities by focusing resources in areas of the city with the greatest levels of deprivation. By focusing the work of the My Neighbourhood/ PACT initiative on these areas, it would support our commitment to addressing inequalities in the city.

7.4 When city council officers were asked for feedback on areas that would benefit from a community involvement focus, the areas particularly identified were as follows:

- Priory – Burnthouse lane
- Buddle Lane/Newman Road/Dunsford Road square area of Cowick
- Summerway area of Pinhoe
- Countess Wear – Glasshouse Lane

(Officers who contributed: Tenant Liaison Manager, Parks and Open Spaces Manager, Cleansing Services Manager, Community Safety Partnership Co-ordinator.)

8.0 Community Forum

8.1 Consultation with the Wavelength panel and the Community Forum mailing list members gave no conclusive results between the two models.

The two models were a Question Time format and a Thematic approach. It is suggested that we introduce four thematic forums and one Question Time a year.

8.2 There is a recognition that it would be useful to do further consultation with LSP partners on the future themes and format of the forums

9.0 Recommendations

9.1 That the committee gives their views on proposals for the Community Involvement including the roll out of My Neighbourhood/PACT into neighbourhoods identified through the Place Survey results 2009 and with reference to the Geography of Deprivation Priority neighbourhoods.

9.2 That the Community Forum model proposed is agreed and that further consultation takes place with LSP partners on the thematic areas and format

BINDU ARJOON
ASSISTANT CHIEF EXECUTIVE

CHIEF EXECUTIVE'S DEPARTMENT

Date: 14 October 2009

APPENDIX ONE

Identified Role and Skills for Area Liaison Officers

Role:

- To be the principal point of contact for the My Neighbourhood PACT project within a named area. To be the named point of contact to help residents and community groups link to the council.
- Work with officers, members and partners to co-ordinate information and feedback to relevant individuals within directorates or partner organisations.
- Attend meetings in the identified area (usually once a month), and where appropriate identify fellow officers who also need to attend.
- Help directorates link into local communities particularly on consultation and service delivery.
- Work closely with partners and other key stakeholders in the area. Issues can rarely be dealt with by one organisation and usually find a better solution when solved in partnership.
- Encourage and support local people to be more actively involved in the wider community.
- Share issues, experiences and learning with other area leads and influence the development of the council's programme of Community Involvement.

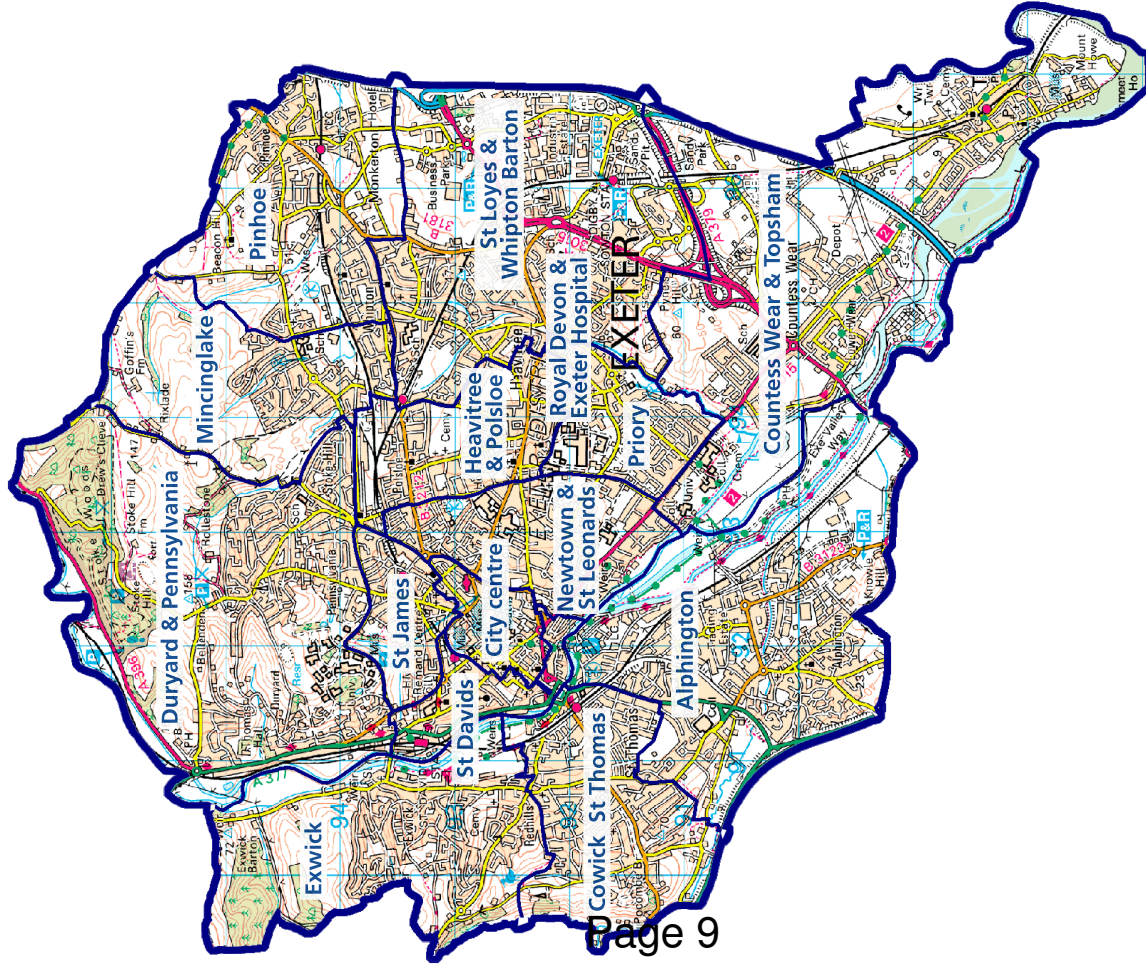
Skills, Experience and Qualities:

- Experience of face to face work with residents in current or previous role (or voluntary experience of supporting a community initiative)
- Effective communication skills with residents, elected members and partners to manage expectations and present clear information
- Ability to build trust with residents and partner agencies and to motivate and reinforce the value of participation
- To champion and promote improvements for communities in partnership with other identified key residents and partners
- An understanding and commitment to challenging the factors which contribute to social exclusion
- Open and participatory style, and commitment to community participation
- Ability to work flexibly, both as part of a team and own initiative
- Ability to work flexible hours, including evenings and occasional weekends

Your local neighbourhood policing teams - Exeter

Your Exeter Neighbourhood Policing Inspector is Inspector Brent Davison.

Your local neighbourhood policing teams in Exeter consist of four geographically based neighbourhood team leaders who are police sergeants (PS), neighbourhood beat managers (NBMs) who are police constables and police community support officers (PCSOs).



Exwick Neighbourhood

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PC Mark Arthurs
PCSO Michael Lippett
PCSO Will Malcolm
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St Davids

PS Andy Nordqvist
PC Chris Leisk
PCSO Marina Lawes
PCSO Kayleigh Dyer
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Heavitree & Polslloe

PS Matthew Lazenby
PC Gary Wall
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Newtown & St Leonards

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St Thomas

PS Morris Elphick
PC Karl Colman
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Countess Wear & Topsham

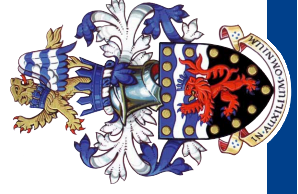
PS Tom Cunningham
PC Kevin Wetherell
PCSO Percy Giles (Topsham)
PCSO Mark Marshall (Countess Wear)
Exeter_east@devonandcornwall.pnn.police.uk

Duryard & Pennsylvania

PS Matthew Lazenby
PC Dave Cropp
PC David Dalziel (University of Exeter)
PCSO Sarah Bloor
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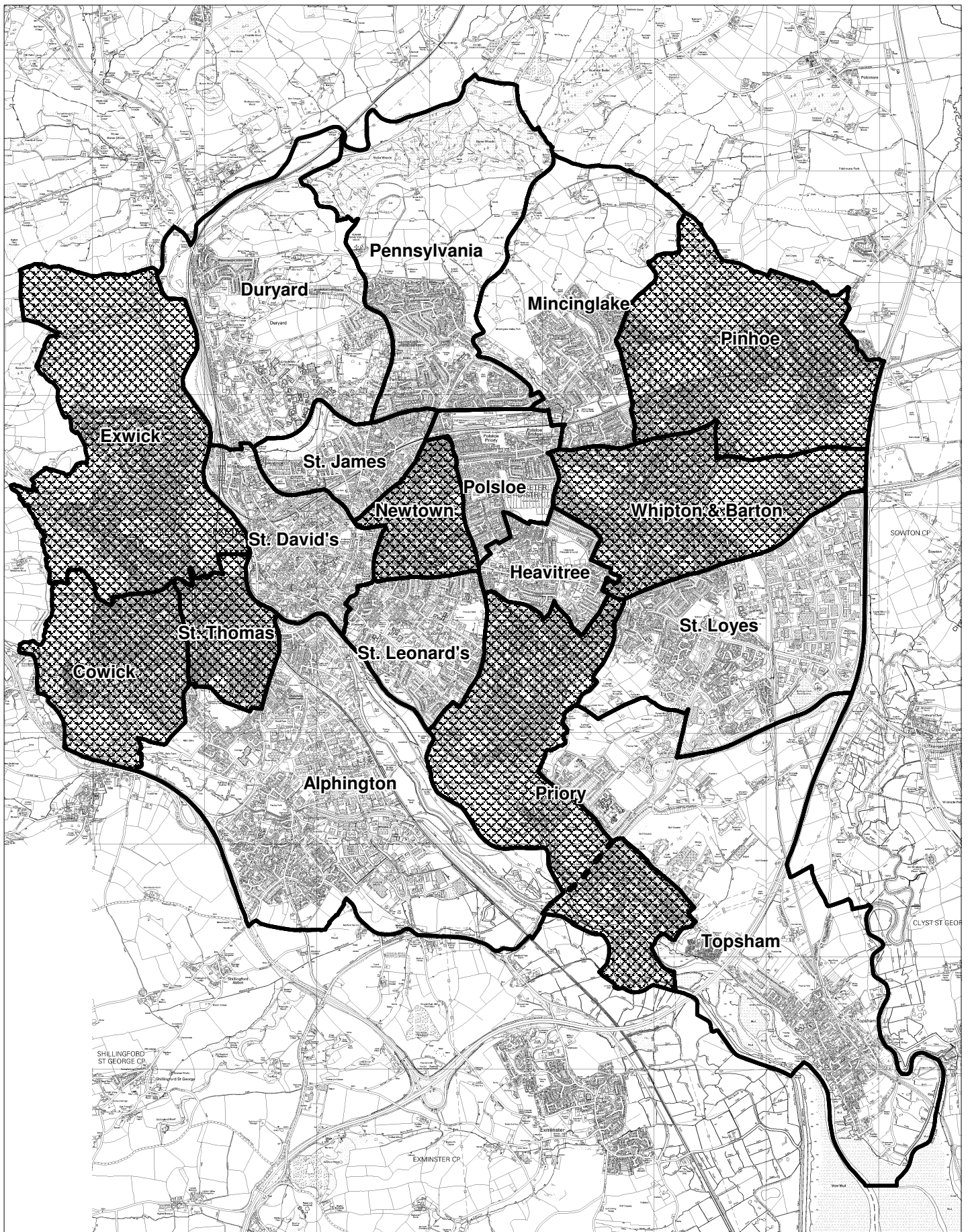
Exeter city centre

PS Andy Nordqvist
PC Katy King
PC Sarah Tong
PC Alison Cruwys
PC Raymond Faichey
PC Barry Seager
PC Tim Soper
PCSO Martin Pascoe
PCSO Tom Coulston
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DEVON & CORNWALL
CONSTABULARY

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Exeter City Council

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 10 NOVEMBER 2009

EXECUTIVE 24 NOVEMBER 2009

REVIEW OF ANTI-SOCIAL BEHAVIOUR POLICY AND PROCEDURES FOR HOUSING LANDLORD SERVICES

1. PURPOSE OF REPORT

- 1.1 To seek Members' approval for the amended Anti-Social Behaviour Policy and Procedures document following its regular review.

2. BACKGROUND

- 2.1 At the meeting of the Scrutiny Committee – Community on the 28 February 2006 Members approved the current anti-social behaviour policy to ensure it embraced existing legislation, official guidance and current best practice. As part of our obligations under the Anti-Social Behaviour Act 2003 we are required to review these policies and procedures on a regular basis and have committed to carry out a comprehensive review every three years.
- 2.2 The review has been carried out over the past four months and has taken the following into account:
- Ensuring the policy statement complies with the requirements of the Anti-Social Behaviour Act 2003.
 - Changes in legislation.
 - Consultation outcomes with tenants through our Status Survey 2008 and a tenants' focus group looking specifically at how we deal with reports of Anti-Social Behaviour (ASB).
 - Staff feedback via a working group of those staff involved in tackling ASB as part of their day to day responsibility, and a review by the Service Improvement Board.
 - Existing procedures for investigating reports including timescales and action taken.
 - The experience of the Housing Solicitor and the ASB Case Manager.
 - Use of partnership working to address anti-social behaviour, including our relationship with the police and the Crime & Disorder Reduction Partnership.
- 2.3 As a result of the review the document, Anti-Social Behaviour - Statement of Policy and Procedure, has been revised. A copy is available on the website and is linked to the agenda. It is also available in the Members' Room and by request from Member Services. This document will replace the Council's previously published policy and procedures for dealing with reports of Anti-Social Behaviour on the Council's housing estates.
- 2.4 The document clearly sets out the Council's policies and procedures for dealing with ASB and harassment on its estates and will enable staff, Members and residents to understand what we will do with incidents of ASB. The document also includes sections on dealing with racist incidents, domestic abuse and providing support and protection for witnesses.

3. TENANT CONSULTATION

- 3.1 The Status Survey carried out in September 2008 stated that we have high levels of satisfaction from tenants (85%) for overall performance and 84% of tenants stated that the Council's performance in dealing with ASB had either improved or stayed the same over the past two years.
- 3.2 However, the results also showed that 29% of tenants had stated that they found it difficult getting hold of the right person when making a report about ASB; 32% stated they found staff unable to deal with the problem and 31% were dissatisfied with the final outcome of their report. The review team were very keen to ensure that these issues were addressed to help improve this level of satisfaction in the next survey (due in 2010).
- 3.3 A focus group of tenants who had reported ASB to the Tenancy Services team and had therefore used the service met with an independent facilitator on 21 September 2009 to look at the ASB Policy and Procedure and to review the service from their point of view. The group looked specifically at what worked well and what needed improving.
- 3.3 The review group have taken into account the comments from both the STATUS survey and the residents' focus group and looked at ways of addressing their concerns and improving the overall service for everyone.

4. REVISIONS FOLLOWING CONSULTATION

- 4.1 The table below shows what the focus group believed were areas of improvement in relation to how the housing unit dealt with reports of ASB and how the policy and procedure has been amended to address these comments. It is important for Members to note there were many positives that came from the focus group but that as part of our commitment to improve the service we have concentrated on the areas where improvement is required.

Focus Groups Areas of Improvement	Outcomes within the ASB Policy and Procedure
Residents were not fully aware of the service standards and felt they are not clearly defined within the ASB leaflet provided to tenants when making a report of ASB. They were also unsure of timescales in relation to the responding to e-mails etc and what to do when they wish to complain.	Although the leaflet does explain what action we will take when receiving a report of ASB, actual "service standards" are not clearly set out. It has been agreed to meet with the focus group following the policy being approved to revise the leaflet.
There was an issue raised about Estate Officers and Wardens in relation to what action we can take and how we deal with reports of ASB.	Once the Policy and Procedure has been agreed full training of Estate Officers and Neighbourhood Wardens will take place to appraise them of changes and to act as a refresher course on the procedures to follow.
The focus group confirmed what had been stated in the Status Survey in regard of difficulty in getting hold of the correct person and getting a response.	The revised policy and procedure ensures that staff are obliged to maintain regular contact with complainants when a case is open and being investigated and action taken (a minimum of contact at least once a month).

	Estate Officers and the ASB case manager are expected to spend the majority of their time out on the estates pro-actively managing the areas they are responsible for and this obviously impacts on their ability to take and respond to messages or reports when received. However, there are clear timescales set put in the revised procedures for officers to respond within that will be included in the revised ASB leaflet. Cover within the office to deal with enquiries has also been introduced.
There was a report from one couple at the focus group about the time taken to receive diary sheets.	The procedure has been amended to send out diary sheets at the initial investigation by officers (where they are appropriate) which should take place within 1 working day of the report on cases classified as serious. Officers will also contact those households who have been sent diary sheets on a regular basis to make sure they are using them and recording any incidents correctly.
The focus group felt that the Council did not listen or always take reports seriously or understand the need to be offered support or counselling.	A new leaflet called “information for witness” has been agreed with the tenants’ Editorial Board and has recently been published. This will be provided to tenants as appropriate. The revised Policy and Procedure makes clear reference to the use of mediation and agencies offering support to victims of ASB. This will form part of the training to Wardens and Estate Officers.
The focus group wanted an action plan in place showing what would happen next when they reported ASB.	The revised policy and procedure ensures that an action plan is agreed and put in writing to the complainant. This action plan will include future actions and timescales, together with who is responsible for doing each task.
There was some confusion within the focus group as to what action a complainant should take following breaches of any legal action such as an Anti-Social Behaviour Order (ASBO) or Injunction.	A letter setting out clearly what court orders have been obtained and what a complainant should do in the case of a breach has been drafted and will form part of a set of suited letters relating to keeping tenants informed when they have reported ASB.

4.2 The focus group were then asked for their suggestions going forward on how we can improve the way we deal with reports of ASB, the table below shows those suggestions together with the review team’s response.

Focus Groups suggestions going forward	Outcomes within the ASB Policy and Procedure
Earlier escalation for serious cases needed especially where it concerns various forms of harassment.	This is agreed and the policy and procedure make specific reference to what staff should do in regard of cases where there is harassment. Also with the employment of a specialist housing solicitor we are now in a position to escalate cases far quicker and have in recent months been able to obtain interim injunctions within hours of receiving the report.
Clarify supported housing role	This will form part of the revision to the ASB leaflet in conjunction with this focus group and the training to staff following a final version of the policy and procedure being approved by the Executive.
Improve response to messages, correspondence and e-mail ensuring there is cover when people are on leave and that messages are picked up.	The proposed policy and procedure has specified timescales for the response to messages and arrangements are in place to cover staff on leave and that messages are picked up.
Write case studies of actual cases in the residents' newsletter (Insight) to show the community the action we are taking and encourage people to have the courage to report ASB.	This has been added to our policy and case studies will be approved by our Tenants Editorial Board.
Consider reducing the size of estate officers' patches and train them more in relation to ASB.	There is currently a comprehensive review of the Tenancy Services team underway which will look at the range of functions the team undertakes and will focus on the way we manage our neighbourhoods. This review may lead to a change in how neighbourhood management is provided to tenants. This will form part of a further report to Members in due course.
Consider the policy of moving the victim and the letting process for any new tenants.	Our policy states that our preferred option is not to disrupt any victim of ASB by them having to move and to also give them support through the process.

4.3 The ASB focus group has asked to work with staff in an advisory capacity and review the outcome of their work in relation to ASB. As outlined above we will be asking this group to meet with us to review our ASB leaflet, to feed back the outcome of this report and help with future monitoring on the ASB service.

4.4 In response to one of the issues raised in the 2008 STATUS survey, when each case is closed we send out a letter informing the complainant that the case has been closed, giving the reasons for this and enclosing a survey form to complete about their satisfaction on how the case was been dealt with. The results of these surveys are

reviewed by the housing management team and tenants on the performance review committee. We shall use this survey to monitor the changes we have proposed in the new policy document and plan future improvements where required.

5. RECOMMENDED:

- 5.1 That Scrutiny Committee – Community supports and Executive agrees to adopt the revised Anti-Social Behaviour – Statement of Policy and Procedure.

HEAD OF HOUSING SERVICES

S:LP/PA/Cttee/1109SCC1
8.10.09

COMMUNITY AND ENVIRONMENT DIRECTORATE

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 10 NOVEMBER 2009

EXECUTIVE 24 NOVEMBER 2009

TREE MANAGEMENT IN EXETER

1. PURPOSE OF THE REPORT

- 1.1 To present to Members recommendations for the safe, effective and sustainable management of trees within the Council's care.

2. BACKGROUND

- 2.1 The Council has specific responsibilities regarding tree management within the city, and in particular it has a legal duty to look after its own tree stock in a manner that does not expose people and property to unnecessary risk. The recently adopted Tree and Woodland Strategy identifies how best to manage existing and future trees within our care in a sustainable and sensitive manner.
- 2.2 To enable the correct levels of management the Council needed to know the extent and condition of trees and have a system of data management in place. Members previously agreed the introduction of a Tree Management Plan in order to obtain the necessary data and put in place a system of delivery that was robust and effective.
- 2.3 The Council also controls the care and management of trees in non-council ownership through various planning controls. It manages Tree Preservation Orders, trees within Conservation Areas or with covenants, and those affected by construction and similar works to ensure they are also afforded protection. Planning staff also advise on development issues regarding both retention of trees, and trees within landscaping proposals. This role is excluded from this report.
- 2.4 The Council's Parks and Open Spaces team also manage trees in Exeter on behalf of Devon County Council, the Highways Authority. For the purpose of this report the management of highways trees is also excluded. However, it is the intention to manage highways trees in an identical manner to the Council's trees, subject to certain variations required by the Highways Authority.
- 2.5 In 2002 the Council began to develop a robust and defensible tree management system. At that time the Council had no comprehensive knowledge of the tree stock. Random surveys had been undertaken of main parks, but this data was not linked to a programme of proactive care. Additional funding was provided for a pilot survey and in a subsequent report to Members in 2004 an eight-year survey programme, the Tree Management Plan, funded for five years was approved.
- 2.6 The aims of the Tree Management Plan were to:
- develop further a quantifiable and practical survey approach,
 - establish the extent and condition of the Council's tree stock
 - allow for immediate remedial works the surveying would uncover
 - allow for cyclical inspections
 - fund replacement and new tree planting, catching up on losses from previous decades

- identify and populate a suitable database system with GIS links to allow mapping of individual trees and woodland.

2.7 It was the intention to bid for further funding to complete the survey work however in the event it is now thought we are in a position to manage trees without the need for further detailed survey work and hence no additional funding is required.

2.8 As a result of the survey work a risk matrix has been developed, which shows the frequency of ongoing inspections judged appropriate following the initial inspections undertaken. This is contained in Appendix I of this report.

2.9 The Tree and Woodland Strategy was adopted in January 2009. As might be anticipated, it was logical that the development of both the Strategy and the Tree Management Plan had progressed in tandem. The Tree Management Plan is coming to an end so a framework for future tree management needs to be approved.

3. KEY POINTS OF TREE MANAGEMENT

3.1 There are many tree management systems that can be used however they must demonstrate responsible proactive management where the scope of inspection is defined and the recommended actions are acted upon. The documentation must be present and the whole programme must be systematic so as to be able to demonstrate to a judge in the case of an accident that the Council has exercised reasonable care and taken appropriate avoiding action as necessary to protect those who are reasonably likely to be affected by a tree.

3.2 The tree management system proposed in this report seeks to provide:

- Affordable and practical tree maintenance
- Appropriate risk reduction to people and property
- Comprehensive customer enquiry handling to meet Council quality standards
- Good standards of tree husbandry
- Management standards that meet the requirements of the Tree and Woodland Strategy
- A planned tree planting programme
- A sustainable tree warden scheme
- Accessible and educational tree information

4. OPTIONS FOR TREE MANAGEMENT

4.1 There are three main approaches to tree management:

- 1) Fully in-house - this tends to be found only in the larger organisations where there is sufficient work to enable at least one full time working team, under the direction of arboricultural officers. This has been considered, but estimated costs are considered unacceptably high.
- 2) Hybrid - usually strategic management is in-house, and operational work is undertaken by contractors. This is the method the Council has used since 1994.
- 3) Fully contracted out - there is potential for a conflict of interests where the contractor is identifying and recommending the work undertaken. However, partnering invariably leads to a very close working relationship which tends to preclude such problems. Two separate contractors, one on the client side and one on the operational side may be an option, but this is not as cost effective and has a potential for contractual issues to arise.

- 4.2 Exeter's trees have been largely managed on a reactive basis in the past. This is an inefficient way of working but one that was unavoidable due to the lack of information regarding the tree stock. One of the objectives of the tree management project was to identify all the trees owned or managed by the Council and, from this, identify and budget for maintenance needs. The earlier approaches and development to the proposed tree management system are detailed in Appendix II.
- 4.3 Following consideration of the key tasks that need to be undertaken within tree management as a whole and where it is best to place these (See Appendix III) it is proposed that the third option in 4.1 is followed. We would develop and extend the existing tree management contract between Parks and Open Spaces and the current arboricultural contractor into a partnering arrangement. The existing contract is in place until 2011 therefore enabling this approach to be developed. The aim is to improve tree management by having a closer working arrangement between client and contractor. The objectives will be to:
- Reduce communication chains
 - Work to a performance criteria as opposed to individually specified inputs and outputs
 - Use the contractor to provide the arboricultural elements of the client role including work prioritisation, liaising with the public and elected members and updating databases.
- 4.4 Under the partnering arrangement the contractor will provide:
- A working arborist dedicated to the Exeter city area.
 - A two-tier consultancy service, a full service with association professional indemnity insurance cover and informal opinion
 - Regular attendance at the Council's Belle Isle depot with desk workspace made available
 - Database and GIS updating capacity
 - Surveying service
 - Inspection and investigation service
 - Quantitative tree risk assessment style skills and service
- 4.5 Enquiries, whether originating from the public, officers, elected members, inspections or surveys will be logged and managed at Belle Isle. The workload will be generated by the Council and moderated with negotiation with the contractor.
- 4.6 This will be a developmental partnership, with specific interests and skills evolving over time. Advantages include a greater element of continuity as the contractor will inevitably have a larger workforce than is required by ECC, and will therefore be able to cover staff changeover more readily. Preliminary discussions have been held with the contractor, and this is a partnering development they wish to see. It benefits them in their accreditation for both ISO9001 and Arboricultural Association membership. The contractor has already gone beyond a pure contractual arrangement by collaborating with parks staff on other initiatives. These include a trees and ropes training course for Exeter and adjacent authority play rangers, the TREEmendous days out with tree climbing and abseiling in St Bartholomew's Cemetery and St Thomas Pleasure Ground, and controlled equipment sharing to reduce hire costs. There is no additional premium to the existing contract costs, and day work charges should reduce as a consequence of better work planning.

5. RESOURCE IMPLICATIONS

- 5.1 The Parks and Open Spaces structure includes the post of Arboricultural Officer (CE11109), which is currently vacant. In addition a temporary post of Assistant Arboricultural Officer (CE11148) was funded from the budget identified in the Tree Management Plan as its role was to carry out much of the survey work associated with the plan. This post is also

currently vacant, and we have not tried to fill this post prior to consideration of this report. It has previously proved difficult to fill both posts with suitable candidates.

- 5.2 It is therefore proposed to delete the post of Arboricultural officer (CE11109) and that of the Assistant Arboricultural Officer (CE11148) A new post of Parks Tree Administration Support Officer is proposed which will yield revenue savings (subject to Job Evaluation) as the post does not require the same level of qualifications as an arborist. The role of this post is as identified in Appendix III.
- 5.3 Arboricultural work undertaken for external agencies incurs a recharge for management costs, and this will continue under the proposal. An additional advantage to this proposal is that it is future-proofed in respect of fluctuations in workload occasioned by any structural changes.
- 5.4 Appendix IV shows the existing and proposed total costs for tree management. The introduction of the proposal will result in a saving of approximately £30K depending on job evaluation outcome and assumes tree maintenance being continued at the same level of spend as now. Clearly greater savings could be achieved by reducing the funding identified for tree work however this would increase the risk to the Council of claims for injury and damage and in the light of recent tree-related incidents in other Local Authorities and our current knowledge about trees in the City is not recommended at this point.

6. RECOMMENDED

- 1) that Scrutiny Committee Community approves:
- the revised funding proposals contained in the report,
 - the deletion of the posts of Arboricultural Officer (CE11109) and Assistant Arboricultural Officer (CE11148),
 - the appointment to the post of Parks Tree Administration Support Officer (CE11109) at a grade to be determined by Job Evaluation,
 - developing the existing contractual arrangement to a partnership approach as detailed in section 4 of the report and
 - supports the move to planned from reactive maintenance
- 2) that Scrutiny Committee Community recommends approval by Executive.

HEAD OF CONTRACTS AND DIRECT SERVICES

S:PA/LP/Cttee/1109SCC11
30.9.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

Parks and Open Spaces Strategy 2005 Exeter City Council
Trees and Woodlands Strategy 2009 Exeter City Council

The Law of Trees Forests and Hedgerows Charles Mynors ISBN 0-421-590 408

Treeline Conference 2004 David Dowson

<http://www.hse.gov.uk/pubns/indg163.pdf> HSE Website

RISK MATRIX (*QTRA – Quantified Tree Risk Assessment)

Location type	Risk rating	Tree Risk Criteria	Survey completion	Re-inspection frequency	Re- inspection type
Car parks	High	QTRA* type assessment	2005	Annual	Individual tree
Closed Churchyard	High	QTRA type assessment	2005	Annual	Individual tree
General Open Spaces	High	Specific tree hazard identified	2007	Annual	Individual tree
General Open Spaces	Low	Medium to low use, no specific tree hazard identified (40% completed by end of 2008)	To Be Completed (TBC)	5 Years	Walk over
Highways General	Med	QTRA type assessment	2001, 2003, 2007	3 Years	Drive by
Highways Red and Blue routes	High	QTRA type assessment	2001, 2003, 2007	Annual	Individual tree
Highways General	High	Specific tree hazard identified. Such incidences will always be dealt with on a reactive basis	As found	NA	Individual tree
Neighbourhood or pocket park	Med	Access by less than 10 people per day	2007	5 Years	Walk over
Neighbourhood or pocket park*	High	Access by 10 people or more per day	2007	Annual	Individual tree
Park*	High	All have mature trees	2006	Annual	Individual tree
Play Areas*	High	All those with a tree within fall distance	2006	Annual	Individual tree
Play Areas*	Low	None with a hazard tree within fall distance. (these are within other Location types)	TBC	NA	Walk over
Playing Field Type A*	Med	Park type – urban location, high use	2006	3 Years	Individual tree
Playing Field Type B*	Low	Traditional playing field, lower use	2006	5 Years	Walk over
Small POS	Low	QTRA type assessment	TBC	5 Years	QTRA
Wardened Housing sites	High	QTRA type assessment	2009	Annual	Individual tree
Woodland/copse Type A	Med	Access to all or part by 10 people or more per day	QTRA survey trial Jan 2009	3 Years	QTRA
Woodland/copse Type B	Low	Access to all or part by less than 10 people per day	TBC	5 Years	QTRA

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DEVELOPMENT OF TREE MANAGEMENT 2005-2009

REACTIVE MAINTENANCE

The original process was;

- Enquirer (Resident, Councillor or Council Officer) requests work to a tree.
- Arboricultural Officer assesses what work is appropriate to the tree.
- Arboricultural Officer advises client officer, if appropriate.
- Arboricultural Officer issues work.
- Tree works contractor undertakes work.
- Tree works contractor submits invoice.
- Arboricultural Officer checks a percentage of invoiced work.
- Arboricultural Officer approves invoice.

There are a number of disadvantages to this system.

- Only those trees enquired about receive attention
- Nearby residents often telephone a request when they see the tree team working near their house, thus starting the above process again
- Arboricultural Officer spends disproportionate amount of time on a few trees
- Tree team spend a lot of time moving from site to site, rather than dealing with all the required tree work in the vicinity
- In one financial year over 350 instructions were issued to the tree works contractor, covering work to more than 1000 trees.

PLANNED TREE MAINTENANCE

Most trees do not require maintenance every year, and the Council does not have the resources to maintain every tree every year. Most of the work the Council undertakes to its trees is the same; ie raising crowns over roads and footpaths, reducing crowns away from buildings and gardens, removing dead, dying and dangerous trees. Work to a single tree itself does not take a great deal of time, disposing of the waste and moving on to the next job does.

Planned cyclical maintenance is the way forward; these cycles will be every three years for the majority of the Council's trees. To achieve this requires limiting the work at any one time to a geographical area. Council wards are a convenient geographical area. Most wards do not have many trees; some have many. Conveniently, from the tree surveying undertaken to date, 6 wards appear to have many trees, 12 appear to have relatively few. Therefore, it would be possible to maintain trees in 2 large wards and 4 small wards every year. Work to trees in these areas would be to an agreed standard, as specified with the tree works contractor.

The Council also has 12 principal parks. All the parks have been surveyed, and urgent work identified has been carried out. Maintenance in these parks could also be every three years, so 4 parks a year would be maintained.

Advantages to this system include:

- All trees on a site are maintained to the agreed standards;
- Reactive enquiries inspired by the appearance of the tree team are dealt with immediately;
- Tree works contractor spends more time working on trees, less time sitting in traffic; and
- Arboricultural Officer issues one works order for a ward, minimising paperwork for the Council and the contractor;

Work to reduce risks posed by trees with decay would fall outside this system, and would be undertaken as soon as judged to be appropriate, usually within 1 month of problem identification.

An obvious disadvantage to this system is that until the cycle was into its third year, there would remain a reactive element, in that work.

Residents, Councillors and Officers may be reluctant to wait up to 3 years for routine tree work. It is hoped that an explanation of the reasons why work will be delayed will address such concerns.

The proposed maintenance schedule would look like this

Financial Year	Many tree Wards	Fewer tree wards	Principal Parks
Year One	Exwick Whipton Barton	Cowick, Mincinglake, Newtown, St Loyes	Northernhay, Rougemont, St Thomas Pleasure Ground, Topsham Recreation Ground
Year Two	Alphington Priory	Pennsylvania, St James, St Thomas, Topsham	Belle Isle Park, Bury Meadow Park, Heavitree Pleasure Ground, Pinces Gardens
Year three	Pinhoe St Davids	Duryard, Heavitree, Polsloe, St Leonards	Belmont Park Bull Meadow Park Southernhay Green St Bartholomews Cemetery

The proposed tree management system encompasses

- Stock Survey, plotting and recording all tree stock. Trees and woodlands are plotted on a GIS and detailed data is linked to this from a database.
- Inspection regime, with audit and quality control, to guide risk management and decision-making. Inspection intervals are set by the database, based on a range of criteria.
- Remedial and Maintenance work – some programmed but largely reactive, with a method of recording actions taken in relation to individual trees. Ward work – All trees within a ward are managed on a three year cyclical basis, allowing a cost –effective planned approach. (See Appendix I) Planned maintenance and Reactive work are co-ordinated and prioritised on a weekly basis.
- Planting work. The tree planting programme is developed through the year in response to further information becoming available
- Customer care and Work Co-ordination. A call-centre approach to enquiry management has been trialled since 2008. This has been very effective in linking all tree enquiries to one management centre, allowing more efficient use of resources by
 - Co-ordinating and prioritising responses to enquiries
 - Managing workflow
 - Ensuring enquiries are managed through to an end process where enquirers are informed of the outcome
 - Providing information and tree management responses in context with other criteria such as the Tree and Parks and Open Spaces Strategies, future planting schemes, and prioritisation of work
 - Pro-active links to Planning issues such as TPOs, Conservation areas and tree management in relation to developments
 - Direct links to the local Tree Wardens

KEY TASK ANALYSIS

The table below shows key tasks in tree management and where those tasks will be undertaken. Whilst it might be considered prudent that those tasks of checking the work undertaken by the contractor, and site visits with Members of the public and/or elected members are undertaken by a Council employee with Arboricultural qualifications, significant elements of these tasks can be undertaken either by office staff, or contracted staff under the right conditions. Within the right framework, traditional “client” officer tasks can be undertaken by contractors.

Tasks	Contractor		Parks and Open Spaces
	Operational Role	Client Role	Parks Tree Administration Support Officer
Inspections	✓	✓	NA
Operate and update database	✓	NA	✓
Surveys	✓	✓	NA
Interface with members of the public	NA	NA	✓
Site visits	✓	NA	NA
Cyclical work	Carry out Cyclical work	NA	Organise Cyclical work
Customer enquiries	NA	NA	✓
Provide professional reports	NA	✓	NA
Raise work	Identify work	NA	Issue work
Invoicing	Raise invoices	NA	Authorise invoices
Financial management	NA	NA	✓
H&S	✓	NA	✓
Use and development of Exygesis database	✓	✓	✓
Assist in Setting budgets	✓	NA	✓
Respond to Member enquiries	NA	NA	✓
Delivery of Tree Strategy	✓		✓

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	Total 2009/10 Budgets	Proposed budget	Saving
	£	£	
SALARIES AND ALLOWANCES	60,300	23,500	
MATERIALS	7,470	10,000	
SUB-CONTRACTORS	95,650	95,650	
TREE WARDENS	-	2,000	
TOTAL EXPENDITURE	163,420	131,150	£ 32,270

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE – COMMUNITY 10 NOVEMBER 2009

EXECUTIVE
24 NOVEMBER 2009

COUNCIL HOUSING ENERGY AND SUSTAINABILITY POLICY

1. PURPOSE OF REPORT

- 1.1 To seek Members' approval of the new Housing (Landlord Services) Energy and Sustainability Policy that sets out how we will seek to improve the energy efficiency of our homes and help reduce incidences of fuel poverty for tenants.

2. INTRODUCTION

- 2.1 The requirement to improve the energy efficiency of existing homes in order to reduce carbon emissions and tackle fuel poverty is a priority across national and local government.
- 2.2 The Council has a range of policies and strategies that demonstrate its commitment to these aims, together with a number of challenging targets to measure the level of our success.
- 2.3 A major part of any strategy for reducing carbon emissions will be to improve the energy efficiency of the existing housing stock, both in the private and public sectors
- 2.4 This policy, attached as Appendix I, builds on the commitments outlined in the Housing Asset Management Strategy (2009 -15) to ensure that across the Council's own housing stock we take whatever measures we can to improve the energy efficiency of our homes. Such measures will also help to reduce fuel bills for tenants and thereby make a contribution to helping to tackle the problem of fuel poverty among low income households.

3. PROPOSAL

- 3.1 The policy identifies the measures the Council currently undertakes to meet these commitments and outlines the need to invest further in new technologies and building products in order to improve energy efficiency within the stock in the future. It commits the Housing Energy and Sustainability Group to develop new priorities and specific targets across a wide range of issues together with identifying best practice and new products that will help to meet the objectives in the policy.
- 3.2 Examples of the use of such new technologies include the installation of solar panels on a recent major renovation scheme and the high energy efficiency levels of the proposed new build properties on the Council's in-fill sites.
- 3.3 The policy is intended as a baseline statement of our commitment and will be developed further as the group explores what other measures we can put in place. Therefore, further updates will be presented to Members as the policy develops in the future.

4. FINANCIAL IMPLICATIONS

- 4.1 The Housing Capital Programme identifies a number of modernisation and improvement schemes that will be undertaken over the coming years. This programme is reviewed each year and as funding becomes available new schemes will be added that meet the objectives of this policy.

5. RECOMMENDED

- 1) that Scrutiny Committee – Community supports and Executive agrees to adopt the Housing (Landlord Services) Energy and Sustainability Policy.

HEAD OF HOUSING SERVICES

S:PA/LP/Committee/1109SCC3
2.10.09

COMMUNITY AND ENVIRONMENT DIRECTORATE

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

Background papers used in compiling the report:

None



Exeter City Council

EXETER CITY COUNCIL **HOUSING (LANDLORD SERVICES)** **ENERGY AND SUSTAINABILITY POLICY**

Introduction

The past few years has seen a growth in awareness of environmental issues. With assets of over 5000 houses and flats plus garages and common areas as well as other ancillary land, Housing Services has a responsibility to minimise its environmental impact, not only to its own residents but to the wider Exeter community.

This policy will set out the framework that Housing Services will adopt to increase the environmental sustainability across the full range of its operations and work.

There are a number of corporate documents that should be read in conjunction with this policy –

- Exeter City Council Environmental Strategy 2007 – 2012.
- Sustainable Purchasing Policy 2007.
- Exeter Climate Change Strategy 2008-2018
- Housing Asset Management Strategy 2009 – 2015.
- Sustainable Procurement and Commissioning Strategy 2009-2012.

The government has set targets of reducing CO₂ emissions by 60% from all housing by the year 2050. Because of the stock profile across the country these targets will only be met by dramatic improvements being made to the existing stock.

The key objectives of this policy are to:

- Increase the resource efficiency of our stock by improvements to the average SAP ratings.
- Improve performance on fuel poverty.
- Minimise energy and water usage to reduce carbon dioxide emissions
- Manage vehicles to minimise carbon emissions, fuel consumption and air pollution
- Minimise waste by reducing waste production at source and reusing and recycling waste.
- Procure materials from local sources where possible.
- Use local labour where possible.
- Use environmentally friendly and sustainable products where possible.

The key aims of this policy are to:

- Improve the safety and quality of accommodation to residents.
- Incorporate environmental protection and sustainability measures within planned and major works programmes.
- Ensure that all staff, contractors and residents are kept fully informed of, and committed to, the need for these measures and of the Council's policy and strategy.

Environmental and sustainability standards will also apply to new build properties, whether they are the Council's own build schemes, housing association developments or new affordable housing built by private developers through Section 106 agreements. In these cases Homes and Community Agency grant will only be available where the homes meet the current Code for Sustainable Homes criteria, the Lifetime Homes standard and other sustainability measures.

Background

Information in terms of what we know about the stock is crucial in establishing targets and understanding what needs to be done to achieve those targets.

The Council currently uses a stock condition database called Omega that holds information on the condition of various property attributes. Although the last survey was completed in 2004 the information is being constantly updated from various major works programmes to ensure it is as up to date as possible. It is planned to start a resurvey of all the stock during 2009/10. The new survey will be loaded into a new database called Codeman.

The authority is planning to undertake an exercise in using the Ecohomes XB toolkit that will provide further valuable information on the current standard of the stock, this will be completed by December 2009. Once this is completed an action plan can be developed.

A great deal of work has already been undertaken by way of planned and major works contracts to improve the environmental sustainability of the ECC housing stock: This includes:

- The majority of stock has upvc double glazed windows and doors.
- Programmes of work have been undertaken to install wall cavity insulation and increase loft insulation.
- Some use of renewable energy solutions – solar panels and air source heat pumps.
- Provision of energy saving bulbs on empty properties and electrical rewires.
- Replacement of old heating systems with more efficient 'A' rated gas central heating boilers, complete with thermostatic controls.

Housing Services has set up an Energy and Sustainability Group that will meet at regular periods. The main activities of the group will be to:

- Develop and deliver an action plan to improve energy efficiency and sustainability within the Council's existing stock.
- Review and advise on the use of new technologies.
- Keep under review the targets that have been set.
- Review the use of different products used on maintenance and repairs and major works programmes.

Standard Assessment Procedure (SAP) Ratings

One of the most important factors in understanding the energy efficiency of the stock and what properties need to be targeted to reduce fuel poverty is the production of SAP ratings.

The Council uses the 2005 SAP rating system and the current targets for the average SAP rating are –

- 2009/10 SAP rating of 67.96
- 2010/11 SAP rating of 68.41
- 2011/12 SAP rating of 68.86
- 2012/13 SAP rating of 69.31
- 2014/15 SAP rating of 69.76

During 2009 Housing Services will set targets for minimum SAP ratings and how it will achieve them.

Energy Performance Certificates (EPC's)

The emergence of EPC's offers further opportunity to add valuable information on stock performance in terms of a homes ability to conserve energy and minimise carbon emissions. It can also be used as a benchmark against which we can measure ourselves against other social landlords.

In accordance with the regulations EPC's will be produced when:

- There are new tenancies.
- A section 125 Offer Notice is sent to a tenant who has exercised the Right to Buy.

At the time of the inspection other energy saving measures will be checked:

- Cavity wall insulation.
- Level of loft insulation (minimum level of 250mm).
- Hot water cylinder jacket.

If any of these fall below the required standards or are missing altogether then the Domestic Energy Assessor (DEA) undertaking the inspection will arrange for the insulation work to be carried out.

Empty Properties (Voids)

The voids process gives officers the opportunity to undertake a comprehensive property inspection which can provide a useful checklist to target improvements. In addition to the checks set out above the following will be carried out:

- At the completion of any void work contractors will install an energy saving light bulb to each light fitting.
- When the gas engineers return to the property at the start of the new tenancy they will set up and explain the controls to the new tenant.
- Energy saving advice will be offered to the new tenant by the supply of an Energy Advice leaflet and training offered by relevant officers.

Major works programmes

Major works programmes are an ideal opportunity to improve the energy efficiency of a dwelling and to ensure that the new products being brought in to the property are environmentally sustainable. For example:

- When new heating systems are installed or existing systems replaced the boilers will be high efficiency gas boilers and will include thermostatic radiator valves and room controls. Annually we will review the boiler we fit as part of the programme to ensure that it is the most cost effective and efficient one.
- We will continue with cavity wall insulation work to achieve a target of all properties having had this work carried out by 2011.
- All new light fittings installed on any of the refurbishment schemes will be capable of receiving energy saving bulbs.
- Future programmes will consider the replacement of electric heating with high efficiency gas boilers or the use of renewable technology.
- All kitchen units will have Forest Stewardship Council Accreditation.
- All new bathrooms will be fitted with low volume dual flush toilets and water saving taps.
- Every time an electrical rewire is completed the tenant will be supplied with whole-house energy saving light bulbs.

New Build Schemes – In-fill sites

The Council is currently embarking on a programme of providing new affordable homes on a number of in-fill sites on housing land across the city. These new build properties will be developed by either the Council or its housing association partner for this project – Sovereign Housing Association. All properties on these sites have been designed to achieve high environmental standards. For example, as a minimum all the homes will meet the Code for Sustainable Homes level 4, and where possible this will be increased to level 5. All properties will also meet the Lifetime Homes Standard. Finally, because of the technology used to heat the properties the level of fuel consumption will be low, thereby reducing fuel bills for tenants.

Information and Training

Training is a fundamental part of changing attitudes and behaviour towards environmental issues.

Tenants cannot make decisions about issues such as the correct use of their heating or the most appropriate energy tariff unless they are given the correct information.

Visiting officers are in a prime position to help offer advice and guidance to occupiers on energy use and any other environmental issues. Training will be offered to all these officers on an annual basis so that the advice they offer is current and relevant.

The council will undertake to develop an energy and sustainability advice leaflet that will be supplied to tenants at accompanied lets and at other times when visiting officers call to properties. These measures will help occupiers to make informed choices on the way their homes are used.

Funding

Partnering arrangements with a variety of organisations such as EDF (formerly SWEB), British Gas, Centrica, Scottish and Southern and Climate energy have been in place for some years. These arrangements have been successful in obtaining over £800,000 of external funding for energy efficiency measures including:

- Loft and wall cavity insulation. This programme is being completed at a faster rate than would otherwise have been possible and allowed capital spending to be targeted elsewhere.
- Fuel switching
- Energy efficiency boilers
- External insulation
- Low-energy light bulbs

Future reviews of the Housing capital programme will ensure funding is made available to continue improving the energy efficiency of the stock. For example, the current Asset Management Strategy signals a change to our existing programme from 2010 to ensure we target those properties with expensive and inefficient heating system and replace them with new efficient forms for heating.

Renewables

Currently the payback for carrying out one-off renewable projects is fairly long term because of the cost of the technologies involved.

However if the authority is determined to reduce its overall carbon emissions then this is an area it will have to consider a lot more critically in the future. Housing Services will constantly review the use of renewable energy technology when it carries out major refurbishment programmes and it will encourage the use of such technologies with its new build partners.

At the moment there is limited funding available for renewables and the process for bidding can be bureaucratic and cumbersome. However, this situation is likely to change as new Government programmes are introduced and therefore funding streams will be constantly monitored.

Conclusion

This document underlines Housing Services' commitment to providing good quality, energy efficient and affordable homes to people in housing need. It acknowledges the impact its actions can have on the wider environment and it will work to reduce any adverse impact in the future.

It is intended that this document is used as a baseline statement and that the Energy and Sustainability Group will now work to establish an action plan that will set targets, goals and objectives to develop and enhance this strategy.

November 2009

S:LP/Committee/1109SCC3 Appx I

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SCRUTINY COMMITTEE – COMMUNITY 10 NOVEMBER 2009

EXECUTIVE
24 NOVEMBER 2009

Downsizing Incentives for Council Tenants

1. PURPOSE OF REPORT

- 1.1 To seek Members' agreement to implement an amended downsizing incentive scheme for Council tenants to improve the management of the housing stock and increase the supply of family housing to applicants on the Home Choice register.

2. BACKGROUND

- 2.1 At its meeting on 13 March 2007 the Executive agreed a policy to encourage tenants who currently under-occupy their Council home to downsize to more suitable accommodation. The policy outlined a number of incentives that would be provided including cash payments together with help, advice and support services.
- 2.2 Since its implementation the policy has proved popular with tenants seeking to transfer to smaller properties. Indeed, during the two years 2008/09 and 2009/10 a total of 112 tenants have taken advantage of the scheme. These moves have released 6, 4-bed properties, 62, 3-bed properties and 44, 2-bed properties to families currently on the Home Choice register.
- 2.3 However, the scheme has also been a victim of its own success. In both these years we have needed to exceed the original budget in order to maintain the scheme. This over-spend was agreed because the increase in family housing becoming available was having a positive impact on the housing register and in particular the number of families in temporary accommodation. We were also able to fund these overspends from savings made elsewhere within the housing revenue account.
- 2.4 Unfortunately, this position could not be maintained in 2009-10. Because of increases in our subsidy payment to Government and a decrease in income from investments, we are no longer able to fund any overspend in this budget. Therefore, when the 2009-10 budget of £50,000 was reached in August the scheme was suspended.
- 2.5 Whilst cash incentive payments are no longer available, we have found an additional £20,000 to pay removal fees for those people still willing to move but who require some financial assistance with the actual move. Advice and support is also being maintained through the dedicated Tenant Liaison Officer.
- 2.6 As a result of the above, and the scheme's continued popularity with tenants, a review of the scheme has been undertaken in order to make it more sustainable in future years. A copy of the revised scheme has been attached as Appendix I.

3. PROPOSAL

- 3.1 At the time of the review there were 161 applicants on the Home Choice register wishing to downsize. It is expected that this demand will increase once the new Council own-build properties start to be constructed together with other new over 55's schemes on the Council's in-fill sites.

- 3.2 Demand for family size properties also remains strong on the Home Choice register. Whilst demand for two-bedroom properties is the highest, the waiting time for families requiring three-bedroom properties is the longest given the lack of supply of this size of property. As a result the need for a downsizing policy remains as strong today as it was in 2007. Indeed, given the total procurement costs of new build properties the downsizing scheme continues to demonstrate excellent value for money and provides positive outcomes for both downsizing tenants and families on the Home Choice register.
- 3.3 Given its popularity, and the limited funding available for the scheme, the main change being proposed is a reduction in overall cash incentive payments. This will allow the annual budget to fund more moves and help release higher numbers of family homes. Therefore, a tenant moving from a three bedroom to a one-bedroom property will receive a maximum payment of £1,500 cash incentive, including any removal fees. This total amount represents a saving of over £1000 on the current scheme for a similar move. Advice and support will also be available from the Tenant Liaison Officer as before. To many of our tenants this is as important as the cash incentive.
- 3.4 As before the total amount actually paid to the tenant will depend on any rent arrears or any repairs re-charges on the property after the tenant has moved.
- 3.5 Another proposal in the new scheme is that any tenant downsizing into new purpose built accommodation – such as the new Council own-build properties – will not be eligible for a cash incentive payment but will qualify for removal costs and advice and assistance from housing staff. Given that these properties will be highly energy efficient, and therefore cheap to run, and will be fully accessible with modern appliances it is believed this will be incentive enough for existing tenants wishing to move from their large family properties.

4. FINANCIAL IMPLICATIONS

- 4.1 An annual budget of £50,000 will continue to be made available within the Housing Revenue Account to make downsizing payments to tenants.

5. RECOMMENDED:

- 1) that Scrutiny Committee – Community supports and Executive agrees to adopt the amended policy document, *Reducing Under-Occupation in the Council's Housing Stock – Incentives for Downsizing*.

HEAD OF HOUSING SERVICES

S:PA/LP/ Committee/1109SCC5
30.9.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:



Exeter City Council

Reducing Under-Occupation in the Council's Housing Stock Incentives for Downsizing

1 Introduction

Within the Council's housing stock there are a number of tenants under-occupying their home. Many will be elderly who have seen their family grow up and leave home leaving them to reside in a three or four-bedroom property.

Of course many of these tenants will want to remain in the family home. It contains many happy memories and allows space for family and friends to visit. However, there are also a number of people who find living in such a large property difficult. Some will have mobility problems and require expensive adaptations to remain, others will just be overwhelmed by the daily maintenance a large property presents. In such cases the Council should do all it can to help tenants move to more suitable accommodation, whether it be within our own stock or that of a partner housing association.

To help with the stress and worry of moving it is important that we make the process as easy as possible for these tenants. Having a named contact point to talk to and help arrange removals will ease the process and ensure elderly tenants don't suddenly decide to refuse an offer of smaller accommodation. Help with the move and financial incentives all help in this respect and may encourage more people to downsize into more suitable accommodation. Whilst such incentives will place additional burden on the Housing Revenue Account it will also reduce the need for complex and expensive disabled adaptations in future years. It will also help to increase the supply of family housing for those people on the Home Choice register.

2 Incentive packages for those wishing to downsize

Where a tenant is identified who is eligible for help and assistance under this package the Estate Officer will talk with the tenant to explain the package of incentives and housing options available and leave information for them to read at their leisure.

Where a tenant expresses a wish to explore the possibility of moving, and they require help and assistance throughout the process, they will be referred to the Council's Tenant Liaison Officer (TLO), who is part of the Tenant Participation and Special Projects Team. The TLO will provide a range of assistance, tailored to the tenants actual needs.

Home Choice Applications:

All tenants who wish to move must be registered with Home Choice. This process in itself can be daunting, therefore, where appropriate, staff, or the TLO will offer help to complete the form and bid for suitable properties.

Any tenant who is currently under-occupying their home will automatically be awarded Red band status and given 25 years waiting time. This will ensure they have a very high level of priority when bidding for properties. However, this policy will change in early 2010 when the new Devon Home Choice scheme is implemented. Under this new scheme only those under-occupying their home by two or more bedrooms will be eligible for the high

needs band. Those under-occupying by just one bedroom will be placed in the medium needs band.

To maintain a steady supply of two, three and four bedroom homes, Exeter City Council will continue to advertise suitable properties to those on the housing register who are seeking to down-size and give them the highest level of priority over other applicants.

The tenant will be given the choice of either bidding for properties of their choice in the normal manner, nominating an advocate to bid for properties on their behalf (this could be a family member, close friend, health visitor, Age Concern representative etc) or being placed on the Auto-bid system.

Throughout the process the TLO will maintain contact with the tenant to ensure they understand the process and are actively bidding.

Financial Incentives

Once a tenant has been successful for a property of their choice we will ensure that they receive intensive help, support and assistance to make the move as smooth and as stress free as possible.

However, it is also recognised that moving home can be costly and a major disincentive to tenants wishing to downsize. The Council will therefore offer cash incentives to downsizing tenants to help pay for the move. The total amount available for each move will depend on the following:

- The size of property being released as a result of the move
- The specific circumstances of the tenant
- Any rent arrears owing
- The condition of the property being released

Examples of the maximum cash incentive available are:

- Downsizing by two or more bedrooms (i.e. 4 bed property to 2 bed or 3 bed property to 1 bed) = **Maximum £1500 cash incentive**
- Downsizing by one bedroom (3 bed property to 2 bed or 2 bed property to 1 bed) = **Maximum £1000 cash incentive**

This cash incentive can be used to purchase any item the tenant requires to move into their new home. This could include new carpets, curtains, white goods, telephone connection, etc. In all cases the TLO will offer to purchase these goods for the tenant and pay for them direct from the cash incentive.

The actual cash incentive payable will be at the discretion of the Tenant Liaison Officer, depending on the circumstances outlined above. Before any move an assessment will be made by the TLO of the total cash incentive payable and the tenant made a formal offer of the appropriate amount.

The cash incentive will also include paying for removal fees. The Council will source the contractor who provides the best value for this service and pay them direct. In some cases a full packing service may also be offered, particularly if the tenant is frail or disabled.

Property Incentives

Where the tenant is moving to another Council property it is important to make the property attractive to the tenant. The Council has adopted a Lettable and Habitable

standard for all its empty properties that must be met before the new tenant moves in. This standard includes the decoration of two rooms within the property. However, in certain circumstances, where a property needs a level of decoration above this standard the TLO can offer this as part of the overall incentive package. Where appropriate, the TLO will also assess the tenant's eligibility for inclusion on the Council's assisted gardening scheme and assisted decoration scheme.

3 New build properties

Across the city the Council and its housing association and private developer partners are providing new build properties, many of which will be suitable for tenants who are looking to downsize. This is particularly true of the large number of purpose built, fully accessible 'over 55' year old schemes that will be attractive to older tenants living in large family houses. In the case of the Council's in-fill sites the properties will also be at the leading edge of thermal efficiency and provide warm and cheap to run homes. They will also contain modern facilities and appliances.

Where tenants are looking to downsize into new properties the cash incentive outlined above will not be payable. However, the Council will pay a maximum of £500 towards the tenants removal costs and continue to provide advice and assistance to the tenant where required.

4 Adaptations

In some cases a tenant will require a number of minor adaptations to be completed in their property to ensure they are able to live independently and comfortably after their move. Where the property is a Council property the TLO will liaise with the Technical Officer to see what needs to be done and the process to be followed. It is important that wherever possible such adaptations are completed within a short period of the tenant moving. In some cases the work may need to be done before occupation and every effort should be made to accommodate this.

Where the tenant is moving to a housing association property the TLO should contact Devon County Council's Care Direct service or the county-wide Home Improvement Agency to check on their eligibility for assistance. The tenant's new landlord will also have their own policy for dealing with such requests.

5 Arrears and Recharges

The Council has a number of policies around rent arrears and recharging tenants for the removal of rubbish or repairs at their previous property.

As a standard rule tenants are not allowed to transfer to another property if rent arrears exist on their account. However, if a tenant is downsizing this rule can be waived on condition that the arrears are cleared from the total cash incentive payable.

Where large amounts of rubbish or furniture are left in the tenants previous property after they have moved out, or re-chargeable repairs are identified that require attention as part of the void works, the cost of these will be calculated and deducted from the cash incentive.

Where a tenant is disabled or elderly and has difficulty in clearing their property or carrying out repairs that fall within their responsibility the TLO in consultation with the relevant Technical Officer can agree to waive these recharges as part of the incentive package.

6 Incentives for tenants requiring disabled adaptations

Disabled tenants who require an adaptation to their property in order to live independently can apply for such alterations through the Council's Disabled Adaptations scheme. In many cases where an OT's assessment identifies a need the Council will do its best to ensure the adaptation is done. However, there are limited resources for undertaking adaptations and this can lead to a backlog of work that may take up to 12 months to complete.

In many cases the tenant's needs are better met by moving to more suitable accommodation that will give them a better quality of life. However, most tenants are reluctant to move from their home despite the potential wait for work to be undertaken.

In all cases the OT, Estate Officers and Technical Officers should be trying to persuade tenants to undertake a move to more suitable accommodation so that the adaptation will not be required thereby helping us to stretch out budgets further. In these cases the above incentives for downsizing will apply.

Where someone is moving to a similar sized property that has already been adapted and is therefore suitable for their needs the Council will pay a £1000 disturbance allowance plus the removal costs.

7 Budget

It is proposed that from the 1 April 2011 the Tenants Downsizing Incentive Scheme will be allocated a total of £50,000 per annum. Should this amount be exhausted before the end of the financial year the scheme will be closed until the next years allocation is available.

8 Compensation for Improvements

Under the Compensation for Improvements regulations 1994 tenants who have undertaken certain specified improvement works to their properties (e.g. installation of kitchens, bathrooms, heating etc) may be entitled to compensation when moving from their property. The amount of compensation payable depends on the original costs of the improvements, how long ago it was installed and its notional life. Where the TLO believes the tenant maybe entitled to compensation under his scheme they will issue the tenant with the application form and help them complete it.

A separate budget exists for compensation payments under this scheme.

Version 2 – October 2009

S:LP/PA/Cttee/1109SCC5 Appx I
30.9.09

EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY
10 NOVEMBER 2009

EXECUTIVE
24 NOVEMBER 2009

FUNDING OF NEW TECHNOLOGY FOR EFFICIENCY GAINS IN CLEANSING SERVICES

1 PURPOSE OF REPORT

- 1.1 To seek approval for the introduction of new technology and working practices as outlined in this report with the initial costs being met from external funding of £110,000 from SWRIEP and up to £127,100, subject to confirmation of final prices from systems providers, from the Council's LGR and Mobile Working budget.

2 BACKGROUND

- 2.1 During 2008 Cleansing Services, supported by the Council's mobile working project consultant, conducted a review of its key communication processes with a view to making greater use of automation, integration and mobile technology.

- 2.2 During the review in 2008 Cleansing Services identified two major parts capable of deriving the most benefit from technological and process improvement, namely:

Part A) in-cab technology and hand-held mobile technology for use by both vehicle-based and on-foot outdoor workers; and

Part B) a Customer Relation Management (CRM) link between the Council website and back and front office systems for use by customers and office based staff.

- 2.3 Subsequently, the Council has been successful in bidding for £110,000 external funding from South West Regional Improvement and Efficiency Programme (RIEP) for Part A, on the grounds of innovation and improved efficiency of the service offered to customers.

3. THE BENEFITS FROM NEW TECHNOLOGY

- 3.1 The introduction on in-cab and other mobile devices for staff in the field (Part A) will give significant qualitative improvements to the service and potential financial savings. The key objective identified in Part B was to create more effective and efficient electronic communications between the Council website, Cleansing Service's database and the Customer Service Centre systems.

- 3.2 A detailed appraisal of the costs and benefits of Parts A and B are contained in Appendix I: Business Case for Improving Customer Service & Freeing Capacity for Future Demand through Efficiencies supported by Technology Enhancements.

4 PROPOSAL

- 4.1 To purchase the technology outlined in Paragraph 2.2 above and detailed in Appendix I, commencing this financial year using £110,000 external funding secured from SWRIEP and up to £127,100, subject to confirmation of final prices from systems providers, from the Council's LGR and Mobile Working budget.

5. RESOURCE IMPLICATIONS

- 5.1 The efficiency gains generated by the investment of £110,000 external funding and £127,100 internal funding, will be derived by increased income generation of £46,100 per annum and staff savings of £26,900 per annum. This gives a predicted return on investment of 32.7% (see Appendix I).

6 RECOMMENDED

That Scrutiny Committee – Community support and Executive approve

- (1) the introduction of new technology and working practices as outlined in this report with the initial costs being met from external funding of £110,000 from SWRIEP and up to £127,100, subject to confirmation of final prices from systems providers, from the Council's LGR and Mobile Working budget.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/LP/ Committee/1109SCC18
23.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

EXETER CITY COUNCIL

ENVIRONMENTAL HEALTH SERVICES - CLEANSING

Business Case for Improving Customer Service & Freeing Capacity for Future Demand through Efficiencies supported by Technology Enhancements

1. INTRODUCTION

- 1.1 During 2008 Cleansing Services, supported by the Council's mobile working project consultant 'Annite', conducted a review of its key communication processes with a view to making greater use of automation, integration and mobile technology.
- 1.2 A service improvement team (SIG) consisting of management and staff representatives was formed to critically examine processes and work practices and identify areas where benefits could be realised through the introduction of leaner working practices supported by new technology.
- 1.3 During the review in 2008 the SIG identified two major parts capable of deriving the most benefit from technological and process improvement, namely:
- Part A) in-cab technology and hand-held mobile technology for use by both vehicle-based and on-foot outdoor workers; and
- Part B) a Customer Relation Management (CRM) link between the Council website and back and front office systems for use by customers and office based staff.
- 1.4 Subsequently, the Council has been successful in bidding for £110,000 external funding from South West Regional Improvement and Efficiency Programme (RIEP) for Part A, on the grounds of innovation and improved efficiency of the service offered to customers. The Council's bid was one of 8 successful bids from a field of over 80. This bid was linked to the successful implementation of the internal Part B bid. In effect, this has strengthened the internal bid by improving the value for money aspect of the project for the Council. These two project parts are described below.

2. CLEANSING SERVICES

- 2.1 Cleansing Services is the largest service within the Council with 170 employees, delivering key front-line services of refuse collection, recycling and street cleansing to every citizen, as well as operating income-deriving services to fee-paying customers (both trade and domestic). Public satisfaction with these services has a direct impact upon the reputation of the Council, the City's attractiveness to visitors, the desirability of businesses to locate in Exeter, and the feeling of well-being by citizens.
- 2.2 Exeter enjoys high satisfaction levels with its services for waste collection (84%) and in the recent Place Survey, refuse collection and environmental cleanliness of the street scene were issues that the public in Exeter clearly rated as important to them.
- 2.3 The service handles a very large number of customer interactions; predominantly telephone calls averaging over 3,000 per month, which are channelled through the Cleansing Administrative Team. At the onset of this project, the Team's capacity to cope with the peaks of demand was often severely tested.

Future demand on the service

- 2.4 The demand on Cleansing Services is set to grow year on year and more dwellings and roads and footpaths are built. Within the Regional Spatial Strategy, Exeter's dwelling stock is predicted to rise from 51,390 (2008) to 64,987 by 2026, with an annual growth of 1.31% equal to 673 dwellings per year. This will produce greater demand on the refuse/recycling collection, street cleansing and litter collection functions, and consequential demand upon the Administration Team, principally from telephone transactions.
- 2.5 This demand can either be met by increasing the Administrative Team complement by 1 FTE in the medium term, or introducing technological solutions to better cope with this demand. Failure to implement either will result in the team being over-burdened and unable to respond to all callers in a timely fashion, which in turn will generate more failure demand calls and risk the reputation of the service and the Council. It will also divert resources away from managing and proactively growing the income-generating parts of the service.

3. SCOPE OF PROJECT

- 3.1 The scope of the project was to examine the range of processes that were undertaken by the service and to identify key areas where the introduction of a technology solution could produce significant benefits in efficiency and effectiveness; it also sought to identify other improvements in the processes examined. These benefits would be realised in both cashable terms and/or improved service delivery.
- 3.2 The project aims concentrated on improving customer services by using electronic communications to enable reduced administrative handling of service requests, and improved internal communications between operations. These improvements will enable the following key benefits to be realised:
- significant substitution of telephone transactions with customers with electronic transactions that are automated;
 - significant reductions in failure demand calls from the public (e.g. missed bins, fly-tipping, graffiti);
 - reductions in unnecessary operational responses to failure demand calls (e.g. missed bins due to customer failings);
 - growth in income-deriving transactions to be accommodated within existing resources in the medium term;
 - predicted growth in customer demand from year on year increases in Exeter's population and housing development to be accommodated within existing administrative resources in the medium term;
 - enhanced service from more timely responses to street scene issues derived from officer/operative led reporting in the field, rather than public-led complaints;
 - health and safety gains, reduction in accident claims and potential insurance premium gains, derived from the use of in-cab technology in route mapping.

4. SERVICE IMPROVEMENT GROUP AND QUICK WINS

- 4.1 The Service Improvement Group (SIG) that was facilitated by the external consultant critically examined a range of processes and identified some 'quick wins', which were then implemented during the review period; these contributed significantly to a reduction in the number of customer contacts made via telephone. During Q3

2007/08 Cleansing Services handled 10,363 incoming telephone calls, whereas it handled 8,246 calls during Q3 2008/09 – a reduction of 20% for the same period. There are no comparative statistics at this time for the number of incoming emails, however, anecdotal evidence is that email traffic has also noticeably reduced.

- 4.2 Many of the 'quick wins' have consisted of making greater use of the functions enabled by CONFIRM (the principal database), for example 'Letter Monitoring' is no longer a separate exercise requiring a dedicated member of staff to track and record. It is now part of normal routine operations carried out and recorded in CONFIRM by administrative staff and supervisors. This information is now also directly accessible by the Environmental Health Administration Team, which has removed the need for special reports to be compiled.
- 4.3 Another 'quick win' has been achieved through enabling customers to access standard forms and service requests via the Council website, for example trade customers are now able to download, complete and email forms directly to Cleansing Services without having to use traditional paper and postal based methods. However, this improvement has not completely removed the need for multiple data handling as information captured in this way is not able to be automatically transferred from the website to CONFIRM or FRONTLINE (the Customer Service Centre database).
- 4.4 A further 'quick win' is one where our Customer Service officers now actively encourage commercial customers to set up direct debits, which has reduced the number of 'failure demand' calls with regard to payment collections. However, without a fully automated online facility on the Council website there is still a high level of manual handling required when setting up direct debits.
- 4.5 As part of the review Cleansing started to gather and report management information, which does not traditionally form part of National and Local BVPI reporting requirements, e.g. telephone and email traffic, website hits, etc. This information has given the Cleansing Services management team valuable information about overall demand for its services.

5. PART A – WIRELESS TECHNOLOGY

- 5.1 This part examined the use of wireless in-cab technology and hand-held mobile technology for use by outdoor workers, to radically improve operational communications so that the service moves away from reacting to external communication in an information vacuum, and moves to a position where the service is informed and able to work proactively.
- 5.2 This technology will help customers and staff to transact using instantly available and up-to-date information and service progress reports. On the ground, this will mean that street scene issues such as fly-tipping can be effectively reported in a timely manner for action, so forestalling 'failure demand' requests from the public, and accurate information about bin presentations can be quickly relayed to office systems to permit management decisions based upon accurate information about missed bins.

Service benefits

5.3 The introduction on in-cab and other mobile devices for staff in the field will give significant qualitative improvements to the service and potential financial savings. The key improvements that will be facilitated are as follows:

- a) to enable crews to provide accurate and 'instant' information about operational issues to improve the information customer service advisors are able to give to callers;
- b) to enable new or changing service requirements for elderly or disabled people to be instantly communicated to crews;
- c) allow for informed modelling of rounds by enabling reference points to be recorded geographically, indicating potential hazards and other considerations and allowing better risk assessment and planning of safer rounds;
- d) give audible driver instructions about the round as the vehicle progresses, which will be particularly valuable any new employee or agency driver, and help reduce missed bins and vehicle accidents;
- e) to improve the skills and capability of both administrative and outdoor Cleansing Service staff;
- f) to enable crews to report a whole range of street scene issues at any time of the day, so that the Cleansing Services and other parts of the Council can deal proactively with issues before they become a issue reported by the public;
- g) to improve customer satisfaction - faster transaction times, up-to-the-minute and accurate information, quicker feedback;
- h) reduced 'failure demand' leading to fewer customer driven contacts with the Council, and a reduction in operational responses where the customer is at fault (e.g. for failing to present their bin);
- i) rationalisation of data exchange leading to a reduction of multiple data entries by Council staff;
- j) improved management information so that senior executives and managers are better able to direct service improvements where required;
- k) capturing the know-how so that internal IT Services use the experience gained to roll out self-services to other Exeter City Council departments;
- l) sharing the learning gained from this project with neighbouring local authorities to help improve the self-service capability for waste management services in the region, and enhancing the reputation of the Council.

Financial benefits

5.4 These improvements can give financial benefits in operations that currently are either difficult to quantify because they are spread over a range of activities, and/or are a corporate rather than a service saving (e.g. insurance premiums). However, there is confidence that potential savings will be derived from:

- reducing the number of 'missed bin' special visits by 400 p.a., giving a saving in vehicle fuel and releasing resources that can be usefully deployed on income earning activities (e.g. special waste collections), used to enhance responses to fly-tipping reports, or diverted to substitute for a reduction in existing resources;
- reducing the transaction time on missed bin calls, which will be diverted to further supporting income generating transactions;
- reducing the large number of refuse collection vehicle accidents (RCV), particularly those caused by agency drivers, thereby reducing claims made against the Council with potential to reduce insurance premiums overall (an indicative saving has not been sought at this stage), and lost time on RCV repairs.

5.5 To translate these potential savings into real posts, the following administrative and operational posts have been identified:

- 0.5 FTE Cleansing Support Officer (Grade 5), giving a potential revenue saving of £11,303 (SCP 19 mid-point of grade, with oncosts at 27%);
- 1 FTE Cleansing Operative (Grade 1), giving a potential saving of £15,636 (SCP 6 mid-point of grade, with oncosts at 27%).

This will give a total annual saving of £26,939.

6. PART B – CUSTOMER RELATION MANAGEMENT LINK

6.1 The key objective identified in Part B was to create more effective and efficient electronic communications between the Council website, CONFIRM (Cleansing Service's database) and FRONTLINE . By creating "invisible" harmony between the Council Website, FRONTLINE and CONFIRM it will be possible for:

- a customer to log a service request (e.g. missed bin) on the Council website, or at the Customer Service Centre, or via Cleansing Services;
- details would be directly updated from the website into FRONTLINE;
- FRONTLINE would create a job in CONFIRM to deal with the issue;
- CONFIRM would report back on each completed stage of the job;
- staff could access FRONTLINE or CONFIRM to get a progress report for the customer;
- Customer Service Centre staff will also be able to track service requests logged directly into CONFIRM in order to inform any customer query

Service Benefits

6.2 There are a number of key benefits that will be derived from this linkage, which will reduce operator resources in dealing with customer transactions; these are described below:

- the full range of Cleansing's customer services to be fully transacted via the Council's website, (e.g. waste transfer notes, orders, missed bins reports, collect and return requests, brown bin hire and service requests, setting up of direct debits, etc.);
- service requests captured on the Council's website to be automatically transferred to CONFIRM via FRONTLINE;
- service requests logged directly on FRONTLINE but destined for Cleansing Services to be automatically routed to and updated in CONFIRM;
- improved data management through central logging, monitoring and customer feedback relating to customer service requests (i.e. two-way updates between CONFIRM and FRONTLINE);
- back and front office roles to be managed more effectively and efficiently;
- releasing capacity to enable proactive marketing of the Council's commercial waste management services, thereby increasing customer base and income;
- generation of email and SMS text communications with customers using CONFIRM and/or FRONTLINE (to help prevent failure demand and improve awareness through social marketing messages);
- greater collaboration and integration between the Customer Service Centre and Cleansing Services, which should improve customer handling.

Financial benefits

- 6.3 The ability for Cleansing Services to automate and integrate more of its customer transactions through the application of a CRM link, means that managers and staff will be in a position to concentrate more of their efforts on achieving additional income from the two potential revenue streams outlined below. The two revenue streams, namely Trade Recycling and Domestic Garden Bin Hires will offer significant opportunities for income growth.
- 6.4 **Trade recycling** - Cleansing Services will have the capacity to divert some of its current resources to provide a Saturday sack/tape collection service for trade recycling customers. With careful targeting, there is also a real opportunity to increase the number of customers on some of our existing collection days. In addition, further customer growth potential has been identified with larger businesses requiring a Eurobin collection for recyclates.
- 6.5 **Garden bin hire** - two vehicles and crews provide garden waste collection services. There are 6,300 registered customers paying an annual hire fee, but also around 28,000 bio bags sold to individuals for ad hoc collections. Many of the potential registered customers are already likely to be using the garden sack service, and an emphasis would be placed on replacing the more expensive ad hoc collections with registered customers, whilst expanding on the options of receptacles to suit different customer needs.
- 6.6 **Savings potential** - the ability for Cleansing Services to automate and integrate more of its customer transactions through the application of a CRM link also means that the current administrative establishment may not need to be increased to cope with the extension of cleansing services to properties due to be built in Exeter over the next 3 to 5 years. Without this technology the administrative establishment is likely to need to be increased by at least 1 additional person at a total employment cost of £20,000 per annum (this potential cost has not been included in any calculations of the return on investment).
- 6.7 Table 1 below sets out the potential annual revenue and savings that will mitigate the capital and revenue costs.

Table 1 – Potential additional annual revenue income

Description	Revenue/ Savings	Comments
Trade Recycling	£14,500	Assumes additional income beyond 2009/10 target (+100 customers at average annual revenue of £145/customer)
Domestic Garden – additional customers = 1,213 @ £26/bin customer (rounded to nearest £10)	£31,600	Assumes 20% (modest growth) based on trends since service inception. 6,067 customers at end 2008 is used as the baseline
0.5 Cleansing Support Officer 1 Cleansing Operative	£26,900	Includes all employment costs
TOTAL POTENTIAL ADDITIONAL INCOME	£73,000	

Qualitative Business Benefits

6.8 The following qualitative business benefits have been identified:

- the integrated CRM link will enable domestic and business customers to transact a greater range of services fully on the Council's website thereby enabling a higher quality of customer service;
- the automatic updating of transactions between the website, FRONTLINE and CONFIRM will enable an increased volume of transactions with minimal or no additional administrative handling;
- the integrated and automatic updating of service progress in FRONTLINE and CONFIRM will enable Council customer service advisors to provide up-to-the minute progress reports to callers;
- electronic communications will reduce postage costs and paper trails and thereby enhance the use of DIP technology and electronic storage facilities;
- automation will give access to more timely, accurate and evidence based data to identify at an early stage, potential problem areas and inform management decisions;
- automated and integrated electronic communication channels - emails and SMS – out of CONFIRM/FRONTLINE will enable more timely communications with customers and will also provide an opportunity for direct marketing to commercial customers;
- the CRM link will be a necessary building block for facilitating the wireless mobile technology described in Part A.

7. ALTERNATIVE TECHNOLOGY OPTION

7.1 Since this project commenced, an alternative technology option has been identified that may offer substantial benefits beyond those realisable with the current identified solution, and at a lesser cost. This option provides an alternative integration solution for both Parts A and B, that for both front-office to back-office and mobile applications. The provider for this option has provided integration solutions in one third of UK local government organisations.

7.2 If this alternative option is chosen, then there is likely to be a reduction in both capital and revenue costs, and a corresponding improvement in the investment return.

7.3 There is also the potential to utilise the real-time, bi-directional integration delivered from this project to the many other back-office applications within the Council, and in relation to any mobile working. This could realise considerable savings for the Council when applied to other existing and future integration solutions.

7.4 For the purposes of this project, an assessment will be made of this alternative solution, and a decision made at an early stage to follow the most appropriate option.

8. CONCLUSION

8.1 The provision of an integration solution to back and front-office systems together with mobile working for Cleansing Services will derive an investment return of 32.7% (Appendix IV). This investment return may be enhanced by the realisation of potential financial savings that can be delivered by the mobile working technology.

- 8.2 This project will bring in substantial funding of £110,000 from South West RIEP, which has been granted following close scrutiny of a business case showing the improvement gains that can be realised.
- 8.3 There are also considerable qualitative benefits to be derived for the service, and real reputation benefits for the Council, from progressing with this project.

9 RECOMMENDATION

- 9.1 Approval be given to the introduction of new technology and working practices as outlined in this report with the initial costs being met from external funding of £110,000 from SWRIEP and up to £127,100, subject to confirmation of final prices from systems providers, from the Council's LGR and Mobile Working budget.

APPENDIX I: RISK PLAN

There are a number of risks associated with achieving the revenue income streams, as set out in the table below.

	Risk	Impact	Likelihood	Mitigation
1	Project funding delayed	Potential revenue income eroded during first year, thereby extending payback period	Low	Robust business cases formed to secure funding, and early approval sought.
2	Automated processes not fully understood and mapped out	Unable to maximise automation of administrative function	Medium	Project team chosen and tasked to ensure a good understanding of the processes
3	Customers unable to set up direct debits on website	Unable to maximise benefits of automated payment transactions	Medium	Process 'test-driven' comprehensively prior to launch.
4	Insufficient business development expertise	Lack of expertise to identify, develop, implement and monitor achievement of business development goals	Medium	Programme Management principals utilised to ensure individual projects are properly co-ordinated.
5	Insufficient marketing and selling expertise	Unable to proactively market and sell to target markets for trade recycling and garden bin customers	Medium	Marketing plan formulated. Staff concerned with selling, to be given appropriate training.
6	Fail to get customers to set up direct debits (manually and electronically)	Transaction time reductions not achieved, and service delivery interruptions continue through non-payment of invoices	Medium	Marketing plan formulated to seek customers and encourage direct debit payments. Consideration given to fee differentials to encourage take up.
7	Current economic downturn	Domestic residents may be deterred from converting to garden bin hire service	Medium	Marketing plan formulated.
8	Additional trade recycling customers not acquired in a managed way	Erratic workloads for collection crews and the MRF	Low	Regular reviews of customer growth patterns instigated, and remodelling of rounds effected accordingly.
9	Technological solutions more complex than anticipated	Project implementation delayed. Increased costs encountered to resolve complex problems.	High	Appropriate level of IT expertise committed to project. IT programme closely monitored and reviewed.

APPENDIX II : TIMELINE FOR PROJECT

Review integration requirements with LAGAN & CONFIRM, and prepare technical roadmap for implementation	LR, IT Services, Customer First Manager & service providers	Q4 2009/10
Prepare route map for automating communication of all key services	MT, LR, LH, PL, FT, DH & Customer First Mgr	Q4 2009/10
Review all current website materials to ensure coordinated messaging and transaction facilities	LR with each process owner, including Customer First Mgr	Q4 2009/10
Prepare Business Development Plan	MT, LR, PL, FT, LH, DH	Q4 2009/10
Set up web-based automated transaction processes including: email alerts, SMS, direct debits and online payments	LR, IT Services & Customer First Mgr, Finance	Q1 2010/11
Enhanced online transactions fully operational	LR with each process owner	Q2 2010/11
Train Cleansing Services and Customer First staff to manage the automated processes	LR with each process owner	Q2 2010/11
Implement Business Development Plan	PL/FT, DH	Q3 2010/11
Monitor Business Development Plan	LR	Ongoing from Q3 2010/11

APPENDIX III : FINANCIAL CONSIDERATIONS

Summary of Capital Costs:

Part A - Capital funding to be provided by SWRIEP

In-Cab wireless devices	£ 80,000	
Wireless mobile devices	£ 10,000	
Integration and development	<u>£ 20,000</u>	
Total Capital Requirement		<u>£110,000</u>

Summary of Capital Funding:

Match capital funding for Part A provided by Exeter Council as follows:

CRM Software	£ 70,000	
Integration and development	<u>£ 30,000</u>	
Total match capital funding		<u>£100,000</u>

Revenue Funding:

Revenue funding will be supplied by Exeter City Council as follows:

CRM technology (Part A)	£ 10,000	
In-cab/mobile technology (Part B)	<u>£ 11,640</u>	
Total Revenue funding		<u>£ 21,640</u>

Capital Costs & Annual Revenue Costs

Setting up a CRM link for the first time in the Council, together with allowing citizens and businesses to set up Direct Debits on the Council website is a corporate objective, namely to enable customers to deal with the Council via electronic means.

The software and implementation costs of each of the FRONTLINE and CONFIRM service providers have been included in this business case, as set out in Tables A and B below. The tables also include IT Services capital and revenue costs for:

- internal integration between the website, FRONTLINE and CONFIRM;
- full integration with Payments, including the setting up of Direct Debits online;
- SMS software and a dedicated SMS server.

N.B. The above costs do not include a contingency element, and costs may vary from those original provided by the system suppliers.

Table A – Capital Costs

Description	Indicative Cost	Comments
CONFIRM CRM software and implementation (round to nearest £10)	£28,230	Pitney Bowes quotation
FRONTLINE CRM software and implementation	£36,530	Supplied on 12.03.09
ECC IT Services – 80 days @ £386/day, including Payments	£30,880	Supplied on 12.03.009

integration		
SMS Software and dedicated SMS server (if proceeded with).	£ 2,000	Estimated on 22.08.08
TOTAL CAPITAL COST	£97,640	

Table B – Annual Revenue Costs

Description	Indicative Cost	Comments
CONFIRM CRM (rounded to nearest £10)	£ 3,890	Pitney Bowes quotation, dated 18.08.08
FRONTLINE CRM	£ 4,100	Supplied on 12.03.09
ECC IT Services	£ 1,930	5 days @ £386/day
TOTAL REVENUE COST	£ 9,920	

APPENDIX IV:

INVESTMENT RETURN OVER 5 YEARS

Capital Costs

Confirm CRM Software
 Frontline CRM Software
 SMS Software
 IT Development Costs

 Software for Waste Collector
 In-cab technology
 Wireless devices
 IT Development Costs

 Less RIEP funding

	Year1	Year2	Year3	Year4	Year5	Total
Confirm CRM Software	28,230					28,230
Frontline CRM Software	36,530					
SMS Software	2,000					
IT Development Costs	30,880					30,880
Software for Waste Collector	15,000					
In-cab technology	64,800					
Wireless devices	9,350					
IT Development Costs	10,000					
Less RIEP funding	(99,150)					
						0
Total	97,640	0	0	0	0	97,640
Depreciation	5 years					

Revenue Costs

Expenditure

Supplies and Services
 Confirm CRM
 Frontline CRM
 In-cab Technology
 Hosted Data Service

 Support Services

 Depreciation

	Year1	Year2	Year3	Year4	Year5	Total
Supplies and Services						
Confirm CRM	3,890	3,890	3,890	3,890	3,890	19,450
Frontline CRM	4,100	4,100	4,100	4,100	4,100	20,500
In-cab Technology	8,640	8,640	8,640	8,640	8,640	43,200
Hosted Data Service	3,000	3,000	3,000	3,000	3,000	15,000
Support Services	1,930	1,930	1,930	1,930	1,930	9,650
Depreciation	19,528	19,528	19,528	19,528	19,528	97,640
Total Revenue Expenditure	41,088	41,088	41,088	41,088	41,088	205,440
<u>Revenue Income</u>						
Trade Recycling		(14,500)	(14,500)	(14,500)	(14,500)	(58,000)
Domestic Garden		(31,600)	(31,600)	(31,600)	(31,600)	(126,400)
Reduced costs		(26,900)	(26,900)	(26,900)	(26,900)	(107,600)
RIEP Funding	(11,640)					(11,640)
Total Revenue Income	(11,640)	(73,000)	(73,000)	(73,000)	(73,000)	(303,640)

Net Revenue Cost / (Income)

29,448	(31,912)	(31,912)	(31,912)	(31,912)	(31,912)	(98,200)
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Cumulative Cash Flow

107,560	56,120	4,680	(46,760)	(98,200)	(98,200)
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Investment Return

-30.2%	32.7%	32.7%	32.7%	32.7%
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EXETER CITY COUNCIL

SCRUTINY COMMUNITY COMMITTEE 10 NOVEMBER 2009

EXECUTIVE 24 NOVEMBER 2009

REPLACEMENT OF HOME CALL EQUIPMENT

1 PURPOSE OF REPORT

- 1.1 To notify Members of a forthcoming withdrawal of support by the Council's current provider for its Home Call equipment and systems, and to seek approval to purchase new equipment and systems in this financial year.

2 BACKGROUND

- 2.1 Three main services are delivered by the Council's Control Room, the CCTV operation, the out of hours telephone call centre for the Council, and the Home Call service. The Home Call service is provided by the Controllers, linking with the service's 7 Retained Wardens in the field, with 2018 vulnerable clients. The service operates 24 hours of the day, every day of the year.
- 2.2 The Current Home Call monitoring equipment was installed in 2000 and was purchased and maintained by a specialist provider. Recently the provider has given formal notice that they are unable to support this present system after April 2010. They have also given subsequent notice that they will be unable to maintain the service's uninterruptible power supply (UPS), which would render the service vulnerable to power supply failure. This would mean that the service would not be able to be reliably sustained from April 2010.
- 2.3 Home Call currently generates an income of £154,000 each year from dispersed alarms with an additional income of £67,000 per annum from Supporting People in respect of alarms in the Council's own sheltered housing sites. There is good potential for this income to increase if we can increase the number of customers.
- 2.4 An evaluation of the financial implications of being unable to support the Council's sheltered housing and Home Call clients led officers to conclude that replacement of the system is necessary and that this has to be complete by 30 March 2010.

3. CURRENT SERVICE & OPTIONS

- 3.1 In the previous 12 months the Control Room has responded to 44,260 Home Call requests, so the service is well used and valued by clients. The current alarm receiving equipment is based on an older software platform. The equipment providers have given notice that they are not able to support this platform after April 2010. Without around the clock maintenance the service is vulnerable to equipment failure and the loss of our ability to receive and respond to Home Call and Sheltered Site emergency alarms for approximately 2,000 vulnerable clients.
- 3.2 Changes in the British Standards governing alarm protocols have resulted in a significant amount of development work demanded of manufacturers and the current system is simply too old to warrant the associated development cost. This leaves the Council with a number of options in regard to this discretionary service:

- discontinue the service;
- lease new equipment;
- purchase new equipment; or
- out-source the service.

Discontinuing the service

- 3.3 The service is delivered jointly with two other Control Room services - CCTV monitoring and the Council's out of hours contact centre. The synergy between these three services works well, with each supporting the other and with officers (Controllers) multi-tasking. Removing one of the services would not realise any savings in staff costs, without a reduction in the delivery of the other services.
- 3.4 The service generates substantial income of approximately £221,000 per annum. The drive by Government is for an expansion of Telecare systems and Telehealth (using proactive monitoring equipment to monitor someone in their home) to meet the needs of a growing elderly population, therefore demand for service will grow in future. Any discontinuation of the service will see the immediate reduction in income, and the opportunity for building the client base and generating greater value for money will be lost.
- 3.5 The Council has over 2,000 vulnerable clients who make great use of and value the service, 90% of clients are satisfied or very satisfied with the service. There would be a reputational cost in withdrawing the service, as well as a contractual liability until all annual contracts run their course.
- 3.6 For the reasons given above, this option has been discounted.

Direct Purchase

- 3.7 The option to replace the equipment through direct purchase now appears the most attractive of the remaining options. The equipment has a predicted life of five to six years, which makes this option comparative with leasing over a 5 year term, but more competitive than leasing over a six year term (see Appendix I for cost comparison).
- 3.8 The cost of purchase is an estimated £51,000 in year 1, with annual maintenance costs of estimated at £13,000. Most providers would offer either a 1 year or 2 year warranty within the purchase price, therefore for comparison, maintenance costs are shown from year 3.
- 3.9 At the end of life of the equipment, a decision would be made whether to purchase or lease further equipment. The life of the current equipment has continued over an 8 year term, therefore, officers are confident that the need to re-purchase or lease would not be required until year 7.
- 3.10 Based upon a 6 year term, the purchasing option would cost £102,441, which includes 4 years of maintenance contract. An annual maintenance charge of £17,000 is currently paid to the existing provider.
- 3.11 Purchasing the equipment at £51,000 would fall below the EU threshold for tendering. A thorough review of the market has been conducted and competitive prices obtained. A detailed assessment of each supplier has been undertaken that is in accordance with Public Contracts Regulations 2006.

Leasing

- 3.12 Two leasing options were considered, a 3 year and 5 year term, however, as the 5 year term is clearly cheaper, this has been used for comparison. The annual leasing costs of the hardware and systems is £28,055, giving an overall cost of £140,634 over 6 years (this assumes the first year of a new lease at year 6 will be at the same level as before). There is no annual maintenance cost as this is incorporated into the lease agreement.

Out-sourcing

- 3.13 The option of contracting the service out to a third party provider was examined, but the cost of this service rendered this option financially unsound. In addition, the extra customer care that is currently provided to clients in relation to non-core service calls, would be expensive to provide for through a contractor.
- 3.14 As with the option to discontinue the service, there is little potential to generate a staff cost saving with contracting out. The Council would still have to market and run Home Call as a service. The inter-relation between the other Control Room services results in staffing costs being particularly competitive, when compared to an external provider.
- 3.15 The cost of outsourcing is estimated at £327,600 for a 6 year term, which makes it the least favourable of the options.

Uninterruptible power supply

- 3.16 Due to the present provider withdrawing from maintenance of the UPS, it will be necessary to replace this at a capital cost of £7,800, whichever option is chosen. Indications from a potential provider confirm that this cost will include ongoing maintenance for the 6 year term (the current provider charges a maintenance fee for this service of approximately £1,000 per annum).

Accreditation

- 3.17 The Telecare Services Association (TSA) is the UK national organisation that represents such services as Home Call, and accreditation with the TSA is a sign of a well run Telecare organisation. TSA aims to promote and support the Telecare industry and highlight the benefits of Telecare for consumers. The TSA has almost 300 members, primarily from Local Authorities, Registered Social Landlords and private sector suppliers. TSA members give support to the majority of the 1.5 million service users who benefit from Telecare in the UK. In short to medium term, the industry will face a drive for accreditation as commissioning bodies such as Supporting People require this.
- 3.18 The Control Room service is currently working towards gaining TSA accreditation. Once gained, there is an ongoing annual revenue cost to accreditation of approximately £2,500. It will be necessary for the Council to obtain accreditation in the short-term in order to be able to continue and expand the operation of the service in the medium and longer term. It is likely that the service will need to gain accreditation in 2010/11.
- 3.19 There is good potential to expand the service and increase income substantially and generate surplus. Any significant expansion in customer base would require additional staff resources to ensure the service is properly operated, however, a business case would be made to fund these resources through the income generated.

3.20 The Control Room service as a whole is currently being reviewed with a proposal to reduce staff compliment from 13.4 FTE to 11.2 FTE; consultation with trades union and staff commenced on 8 October 2009. This is subject to a separate report to Scrutiny Committee – Community.

4. PROPOSAL

4.1 It is therefore proposed that new Home Call alarm equipment including an uninterruptable power supply is purchased in this financial year.

4.2 It is also proposed that the service obtains the Telecare Services Association accreditation.

5. FINANCIAL CONSIDERATIONS

5.1 In order to purchase new Telecare equipment and systems and a replacement UPS, an adjustment to the 2009/10 Capital Programme would be required and funding sought from borrowing that would give an annual revenue cost of approximately £12,000 over a five year term. The income generated from the service will meet this revenue cost.

5.2 The maintenance costs of the equipment over that term, together with the annual cost of TSA accreditation will be met from income generated by the service.

6. RECOMMENDED that Scrutiny Committee supports and Executive approves:

- (1) an adjustment to the 2009/10 Capital Programme to include capital funding of £58,800 from new borrowing, with an ongoing revenue cost of £12,000 for 5 years, for the purchase of new Telecare equipment and systems, and the purchase of a UPS in 2009/10 to replace the existing before March 31st 2010;
- (2) revenue funding of £2,500 from the General Fund Revenue from April 2010 to maintain accreditation with the Telecare Services Association;
- (3) the service expanding its customer base subject to the available resources of the service.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/LP/ Committee/1109SCC19 v2
13.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

APPENDIX I : COMPARISON OF COSTS BETWEEN OPTIONS							
Option	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Purchase	50,428	Zero	13,000	13,000	13,000	13,000	£102,428
Leasing	23,439	23,439	23,439	23,439	23,439	23,439	£140,634
Out-sourcing	49,400	52,000	54,600	57,200	57,200	57,200	£327,600

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EXETER CITY COUNCIL

SCRUTINY COMMUNITY COMMITTEE 10 NOVEMBER 2009

REVIEW OF CONTROL ROOM RESOURCES

1 PURPOSE OF REPORT

- 1.1 To notify Members of a forthcoming review of the Control Room resources and the likely impact that potential options may have on service delivery and to seek views from Members.

2 BACKGROUND

- 2.1 The Council's Control Room service started from a relatively modest foundation, but has grown since the Home Office provided major funding for CCTV operations. The current Control Room was opened in 2003, and now houses 52 screens, serving 127 CCTV cameras. The current operation has a compliment of 13.4 full time equivalent (FTE) Controllers, together with a Senior Controller and Control Room Manager. The Home Call alarm service is also provided by the Controllers, linking with the service's Retained Wardens in the field, with over 2000 vulnerable clients. In addition the out of hours telephone call centre for the Council is operated by staff at the Control Room. For these reasons the Control Room operates on 24 hours a day, for 365 days a year.
- 2.2 The Council's CCTV system is deployed in the following ways:
- **Monitoring public areas** to detect incidents and to coordinate police responses. CCTV is also used as an aid for enforcing exclusion orders (where an offender is barred from an area)
 - **Recording events** for use as evidence and to inform investigations. For instance, police on patrol or members of the Exeter businesses against crime (EBAC) may alert Controllers of incidents via radio links, who then record incidents as they unfold.
 - **Directed surveillance** of suspected offenders.
 - **Deterrence** of criminal activity, for example in the Council's car parks and Civic Centre campus, or by use of mobile temporary cameras to help alter anti-social behaviour within a residential area.
- 2.3 To combat and deter crime and disorder, as well as providing reassurance to the public and businesses, the operation of Exeter's CCTV system by skilled Controllers is an effective tool, and strongly supported by the Police.
- 2.4 The revenue costs of operating the Control Room are substantial, but efficiency gains have been made by amalgamating the three services of CCTV operation, Home Call, and out of hours contact centre together, rather than operating three distinct services. In essence, resources for each part of the service support the other parts.
- 2.5 The Control Room operation earns income from Land Securities of approximately £30,000 per annum for coverage of Princesshay shopping centre and internally earns £15,000 per annum for operating the EBAC contact centre and Princesshay/Cathedral Green access bollard. Income is also derived from the Home Call service operation of approximately £221,000 per annum. The net cost of the services are however

substantial at £641,840 per annum, which includes £96,000 of central corporate support and capital charges.

- 2.6 In the previous 12 months the Control Room has responded to 44,260 Home Call requests, 69,760 telephone calls, 4,650 CCTV incidents resulting in 930 evidence discs being supplied to the Police, averaging 326 work transactions per day. However, the work flow is not steady, but comes in peaks and troughs, placing high pressure on the Controllers at certain busy times.
- 2.7 The growth of the Control Room operations over the years has led to an organic development of the roster pattern with a mixture of staff on full-time and part-time hours, and reliance on a pool of temporary staff at times. Some Controllers work permanent night shifts and some day shifts, with flexibility and inter-changing between the two shifts being minimal. This lack of flexibility causes problems for managers when filling vacancies or absences, and when staff seek a change in their shift pattern.
- 2.8 In order to review the deployment of resources, the whole service has been examined in the context of satisfying existing demands, including those from clients funding parts of the service. We have sought to formulate a roster that places greater resources at peak times and delivers greater flexibility and more efficient management.

3. PROPOSALS

- 3.1 A proposed roster has been developed which is based upon 10 FTE's carrying out a rotating 8 day shift pattern, with a minimum of 2 part-time posts covering a smaller block of shift hours. This roster can be operated by 2.2 FTE fewer posts, potentially generating a revenue saving of £51,000 per annum.
- 3.2 The proposed roster would represent a significant change to existing working arrangements, and for some Controllers the rotating shift will present an unpalatable alternative to a fixed shift pattern. The changes would require a restructuring of the service, with fewer staff; for this reason consultation with Trades Union representatives and staff has been initiated, with a view to managing any change process and bringing a report to Executive.
- 3.3 Because the change in working patterns will be significant, some staff may be unable or unwilling to work the new roster. It is therefore possible that some will seek redundancy.
- 3.4 The proposals will ensure that the Home Call service and out of hours contact centre is given priority, together with Princesshay CCTV surveillance, remote bollard operation and EBAC contact centre. However, it is likely that the capacity to carry out proactive CCTV surveillance will be reduced to some extent. This is likely to result in fewer criminal incidents being identified and reported. This will be subject to discussion with the Police to explore better co-ordination and synergy between the services in order to use CCTV to best effect.

4. RESOURCE IMPLICATIONS

- 4.1 The current proposal would see a reduction in Control Room compliment of 2.2 FTE over the medium term, generating an on-going revenue saving of £51,000. Although set against this there may be some redundancy payments. Full details will be incorporated into the final report to Executive.

5. RECOMMENDED

- (1) That Scrutiny Committee – Community supports the proposed review of Control Room resources and the prioritisation of work tasks set out in paragraph 3.4 of this report.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PALP/ Committee/1109SCC6 v2
14.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 10 NOVEMBER 2009

NOISE ENFORCEMENT UPDATE

1. PURPOSE OF THE REPORT

- 1.1 This report reviews the work of Environmental Health Services relating to the investigation of noise complaints and enforcement action undertaken over the last 12 months. It also reviews the pilot scheme that resulted in an extension of the hours worked by the Community Patrol on the noisiest days of the week and noisiest periods of the year in order to enhance the Council's response to late night noise complaints.

2 BACKGROUND

- 2.1 Members will recall that during 2007/08 the Council's response to noise complaints was reviewed and a number of improvements were identified and implemented.
- 2.2 The main outcomes from the review was to provide a better response to late night noise and to up-skill the Community Patrol to facilitate the gathering of evidence which in turn would enable an improvement in enforcement by the Environmental Protection team.
- 2.3 In November last year the operating hours of the Community Patrol were extended to provide a service after midnight; this service was to be piloted for 12 months. The budget was increased by £4,000 to allow for this. The hours worked are detailed in the following table:

Table 1: Finishing Times for Community Patrol at Night

Month	Mon	Tues	Wed	Thurs	Friday	Sat	Sun
Jan	24:00	24:00	24:00	01:00	01:00	01:00	24:00
Feb	24:00	24:00	24:00	01:00	01:00	01:00	24:00
March	24:00	24:00	24:00	01:00	01:00	01:00	24:00
April	24:00	24:00	24:00	01:00	01:00	01:00	24:00
May	24:00	24:00	24:00	01:00	01:00	02:00	24:00
June	24:00	24:00	24:00	01:00	02:00	02:00	24:00
July	24:00	24:00	24:00	01:00	01:00	02:00	24:00
August	24:00	24:00	24:00	01:00	01:00	02:00	24:00
Sept	24:00	24:00	24:00	01:00	01:00	02:00	24:00
Oct	24:00	24:00	24:00	01:00	02:00	02:00	24:00
Nov	24:00	24:00	24:00	01:00	01:00	01:00	24:00
Dec	24:00	24:00	24:00	01:00	01:00	01:00	24:00

The roster was crafted to target the busiest hours of the day, busiest days of the week, and busiest months for noise nuisance complaints.

- 2.4 In addition to the extension of the hours, the Community Patrol has been trained in the assessment of nuisance and been provided with a noise meter that can be used to record noise levels and make a recording of the noise being experienced in the complainant's property. This has greatly improved the evidence gathered by officers,

which in turn has provided the foundation for building the Council's enforcement activity.

3 IMPROVEMENTS TO SERVICE

3.1 The following main improvements have been implemented as part of a comprehensive review:

- all letters issued regarding noise have been revised and provide better information on how and when the service can be accessed;
- introduction of a system of courtesy progress calls made by the Business Support Team to noise complainants to ascertain the current situation of their noise problem, (this was introduced in September 2008 and since then the team have made 658 calls to noise complainants);
- the Business Support Team is now responsible for sending out first response letters to all parties, which has allowed the Environmental Protection officers to concentrate on investigating complaints and enforcement;
- the Business Support Team now have a radio link with the Community Patrol and the control room allowing better direction of resources during office hours to respond to noise complaints;
- the service's computer system (M3) has been re-ordered to give a comprehensive history log of each complaint on the system;
- regular joint service review meetings take place between Environmental Protection and Housing Services to discuss the significant number of cases that involve both services;
- a noise meter has been procured through the Community Safety Partnership for Community Patrol to obtain recordings of noise nuisance that can assist as evidence for the service of noise abatement notices and any subsequent prosecution;
- complex cases that require a multi agency solution are now regularly discussed at Anti Social Behaviour Action Team (ASBAT) meetings in a systematic way;
- officers from the service now meet regularly with representatives from the University of Exeter to deal with issues arising from university students;
- control room staff have been given additional training in the handling of noise complaints;
- improvements in the flow of case information have been gained by the introduction of a daily cases report between Community Patrol and the Business Support Team;
- better data on the profile of noise calls, responses made and outcomes is now collated for analysis and service improvement.

4. COMPLAINT FIGURES AND ENFORCEMENT ACTIVITY

- 4.1 Since 28 November 2008 the operating hours of the Community Patrol have been extended to provide a service after midnight. During the period 28 November 2008 – 6 September 2009 the Patrollers have investigated 102 complaints received between midnight and 02:00. Of these complaints, 38 or 30% of the complaints were found to be justified, whilst the remainder were either indeterminate as the noise had stopped, or did not constitute a nuisance.
- 4.2 Data for the number and type of noise complaints for the period 1 April 2007 – 31 March 2009 is detailed in Appendix I.
- 4.3 The data indicates that:
- domestic noise is still the main source of noise complaint received by the Council and the number of complaints received has increased by 8%, (Graph 1);
 - there is a significant increase in the number of complaints per month during the period May – September. The summer months tend to be the time when the Council receives more complaints because on warmer nights the majority of people leave their windows open, which will allow noise from a neighbour's amplified music or party to enter the home more easily;
 - it is interesting to note that there was a drop off in the number of complaints in October, the time when the University students return, this may be due to officers working with University staff to increase student awareness regarding noise and the impact they can have on the community;
 - overall there has been a 15% increase in the total number of complaints received, (Graph 2 and 3), which may reflect better confidence in the service from the public;
 - the weekend still appears to be the busiest time for noise complaints, the increase in the number of complaints received on a Monday may reflect the fact that people contact the Council on Monday if they have been bothered by noise over the weekend, (Graph 3);
 - there has been a 77% increase in the number of calls received between 21:00 – 02:00. This clearly indicates that attempts to increase public awareness of the late night service via media releases and improved literature provided to complainants is having an impact, (Graph 4)

Enforcement Activity

- 4.4 Since the 1 April 2008, 45 noise abatement notices have been issued. Officers have exercised 3 warrants obtained from the Magistrates' Court to seize HiFis, record decks, radios and a television from two properties in the city. There have been three prosecutions for breaches of noise abatement notices with fines ranging from £100 to £400 plus costs. This represents a significant change in the level of activity from previous years.

5. CONCLUSIONS AND WAY FORWARD

- 5.1 There has been a 15% increase in the number of noise complaints received by the Council over the period April 2008 – March 2009. However, during this period a significant increase of 82% in the number of calls relating to noise received by the Control Centre between the hours 21:00-03:00 has occurred. This clearly indicates that efforts to raise the profile of the service have been effective and that the public's confidence in the effectiveness of the service is growing.
- 5.2 The Council's response to late night noise complaints has improved significantly through the extension of the hours, up-skilling and better equipping the Community Patrol, alongside other improvements. This has assisted in greater enforcement activity and successful court cases have raised awareness of the service that the Council provides and the sanctions should notices be breached. Due to the success of the pilot scheme, it is intended to continue with the extension of the hours of the Community Patrol in line with hours detailed in Table 1 above, subject to confirmation with staff and trade unions.
- 5.3 Whilst there has been an improvement, the increased activity has highlighted some pressures that need to be addressed in the future:
- with the increase in the volume of calls, which is continuing, better case management becomes increasingly important. The use of mobile technology to allow remote accessing of case data by Community Patrol would greatly assist in responding at night;
 - the Community Patrollers' evidence gathering skills have improved tremendously, but this evidence is currently channeled through the single EHO within the Environmental Protection team. This is a need to provide more capacity within the team as the volume of cases grows;
 - the resources deployed to deal with noise nuisance within Community Patrol has affected the capacity to deal with other issues. There is a need to review the range of work covered by Community Patrol, which is currently programmed for the early new year.

6. RECOMMENDED that Scrutiny Committee Community:

- 1) supports the work undertaken by officers and notes the improvements to the Council's noise service;
- 2) supports the proposal to continue with the extension of the hours of the Community Patrol to maintain an effective out of hours response to late night noise; and

HEAD OF ENVIRONMENTAL HEALTH SERVICES

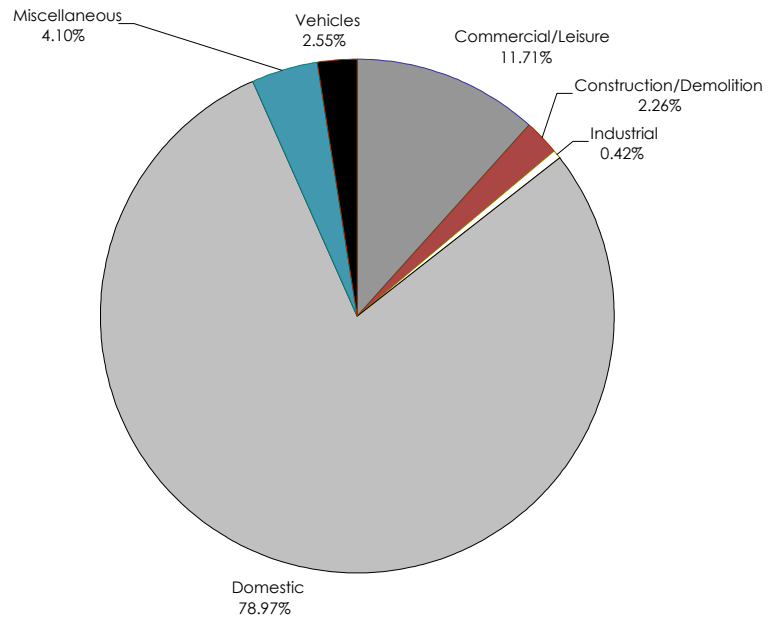
S:LP/PA/Committee/1109SCC10
6.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

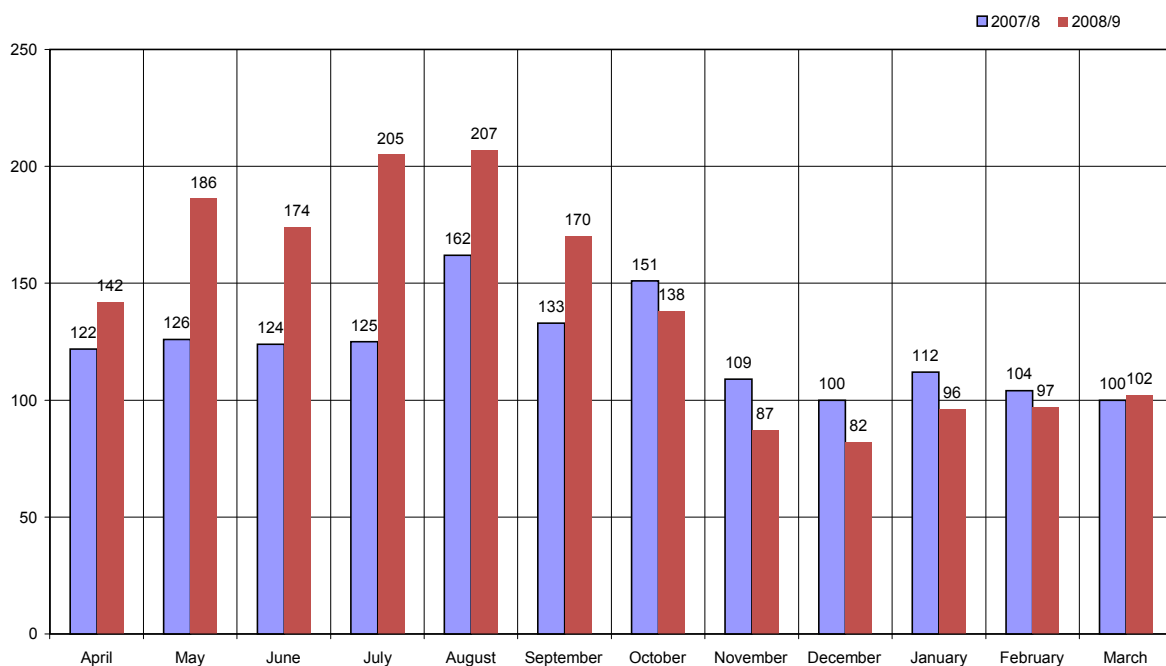
Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

National enforcement priorities for local authority regulatory services – Peter Rogers 2007

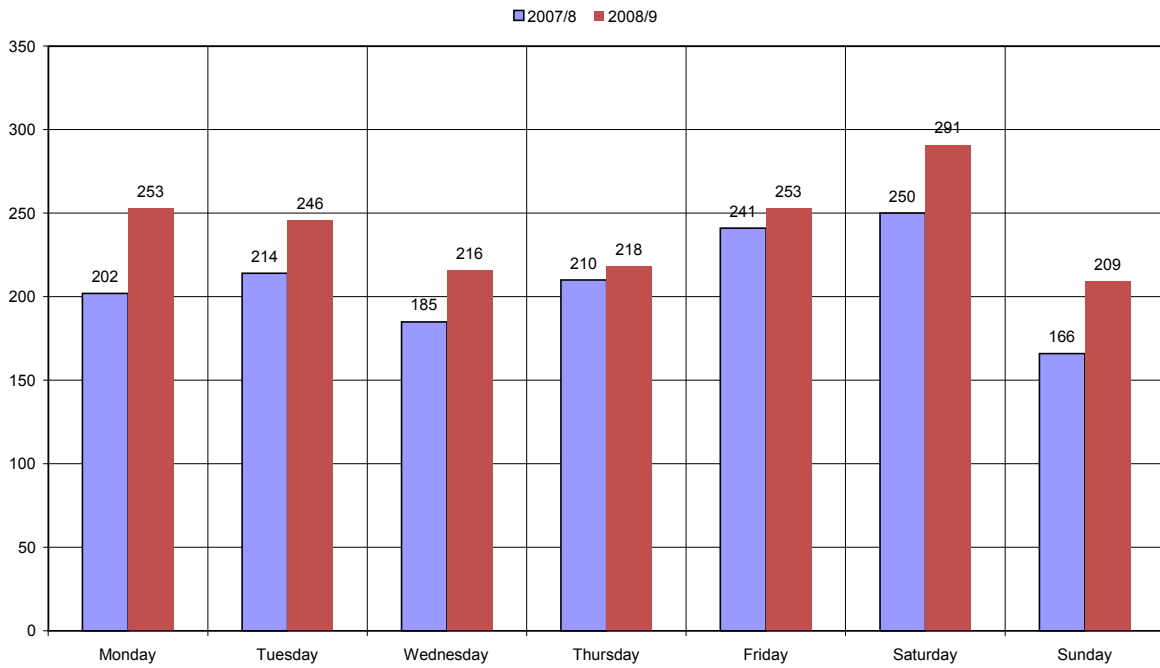
Graph 1: Noise complaints received by source group between April 2008 and March 2009



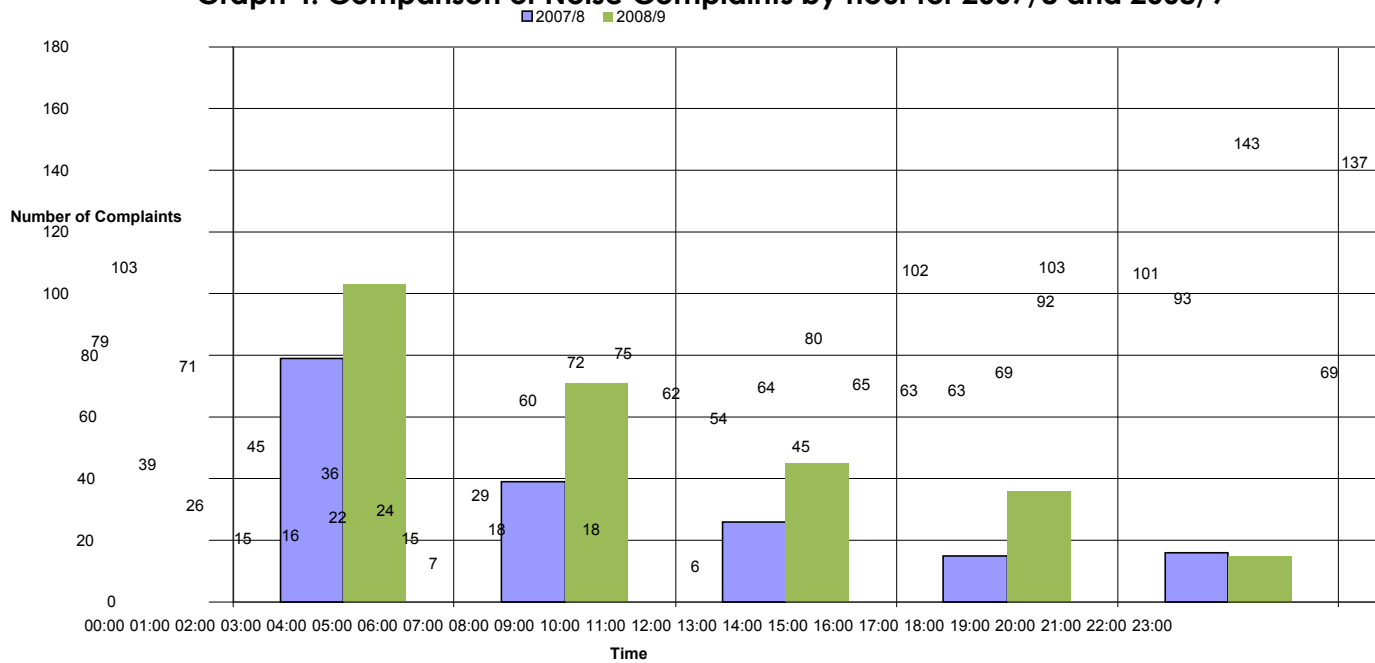
Graph 2: Comparison of noise complaints received by month for 2007/8 and 2008/9



Graph 3: Comparison of noise complaints by day between 2007/8 and 2008/9



Graph 4: Comparison of Noise Complaints by hour for 2007/8 and 2008/9



EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 10 NOVEMBER 2009

LICENSING POLICY STATEMENT - CUMULATIVE IMPACT ZONE

1. PURPOSE OF THE REPORT

- 1.1 To inform Members of the recommendation of the Licensing Committee to introduce cumulative impact zones in the City Centre as part of the Council's Licensing Act 2003 Policy.

2. BACKGROUND

- 2.1 In relation to licensing policy, cumulative impact refers to the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area. In most cases the policy seeks to limit the negative association with low level disorder, alcohol-related violence and nuisance that such a concentration can bring.
- 2.2 The cumulative impact policy change would not affect existing premises licences, but would impinge on any variation of existing licences or any new applications. With the policy, the onus would be placed upon the applicant to show that the proposal would not detrimentally effect the licensing objectives, should an objection be made. The policy, if approved, should positively encourage applicants to ensure they have adequate safeguards in place to prevent any future problems.
- 2.3 In relation to city centre crime and disorder, it is anticipated that a cumulative impact zone would have a beneficial effect in the medium to long term.
- 2.4 At the 28 July 2009 meeting the Licensing Committee approved a request from the Devon and Cornwall Constabulary to include in the Licensing Policy provisions for a cumulative impact zone in the city centre. The precise area of the zone is identified in the map at Appendix I.

3. CONSULTATION

- 3.1 Having been satisfied there was sufficient evidence to support the request from the police, it was necessary to consult on an amendment to the Licensing Policy and for any responses to be considered before any revision to the Licensing Policy is approved.

4. TIMETABLE

11 August 2009	Consultation commences - proposed revision of Licensing Act Policy available to the prescribed persons for comment
12 October 2009	End of consultation period
17 November 2009	Licensing Act Policy (revised as necessary) considered by Licensing Committee
8 December 2009	Licensing Policy to Executive
15 December 2009	Licensing Policy to Full Council for approval

5. RECOMMENDED

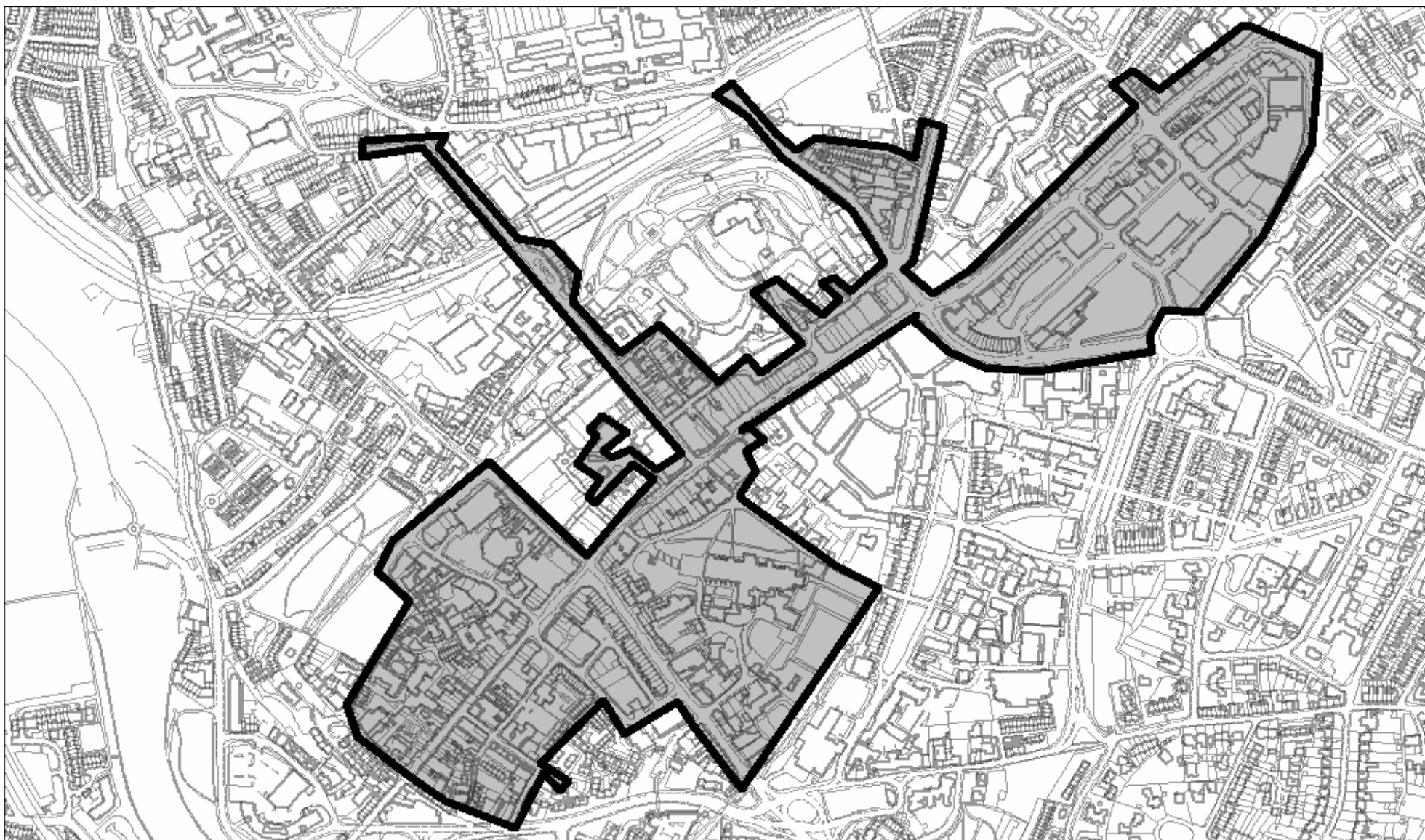
- 1) That Scrutiny Committee Community notes the content of this report, in relation to its potential beneficial effect on crime and disorder in the city centre.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/LP/ Committee/1109SCC8
6.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:



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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 10 NOVEMBER 2009

ENERGY EFFICIENCY IN PRIVATE SECTOR HOUSING

1. PURPOSE OF THE REPORT

- 1.1 This report is to inform Members of the progress of initiatives to improve the energy efficiency in private sector housing and to reduce the level of fuel poverty in Exeter.

2. BACKGROUND

- 2.1 There are an estimated 6,100 (15.5%) private dwellings in fuel poverty in Exeter, compared to 13.9% nationally. The highest rate is found in owner occupied dwelling (16%) compared with 13% in the private rented sector. There are also 1,400 dwellings not in fuel poverty but having very poor insulation. All owners would benefit from financial assistance in some form to make their homes warmer.
- 2.2 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.
- 2.3 The future of the Home Energy Conservation Act 1995 has been uncertain since a Governmental review in 2007, since when there has not been a requirement to report progress to the Department of Energy and Climate Change (DECC). The Act is now in the throws of being repealed.
- 2.4 In the mean time Devon Strategic Partnership has adopted both NI 186, a target for per capita reduction in carbon dioxide emissions, and NI 187, a target for reducing fuel poverty, in their Local Area Agreement (LAA). The targets set for these are high and can only be achieved through education, to encourage reduced energy usage, and through insulating poorly insulated homes.
- 2.5 In order to achieve both these elements the City Council, in partnership with the other 10 Councils in Devon have, with the benefit of grant funding from DECC, established 'Warmzones' throughout Devon to encourage householders to install insulation into their homes. The partnership has negotiated heavily discounted prices for loft and cavity wall insulation with a partnering energy supplier, E-on, who subsidise the cost with their Carbon Emissions Reduction Target (CERT) funding. These discounted prices are available to all private sector households in Exeter in the form of 'Cosy Devon' grants.
- 2.6 In the case of 'vulnerable' householders, those where the householder is over the age of 60, or where the annual household income is less than £18,000 the Cosy Devon grant prices are further reduced by the Council's Warm-up Exeter grants, which pay half the householder's costs. These are funded through the Council's single pot allocation. During this financial year, 2009-10 a further subsidy, from Devon County Council, reduced the cost of measures in these cases to £24.

- 2.7 For a limited period only part of the Council's innovative climate change parking levy is being used to cover this £24 element of the cost, resulting in vulnerable households qualifying for completely free insulation measures. Exeter City Council is only the second local authority in England to offer this.
- 2.8 Householders who are on benefit or are over the age of 70, termed priority households, qualify for free insulation, funded by E-on's CERT fund.
- 2.9 In addition to funding Warm-up Exeter grants the City Council has, for some years, been funding a boiler replacement and insulation scheme [PLEA grants] aimed at private sector landlords to encourage them to provide warm dwellings for their tenants. This is done by either providing central heating and insulation or by replacing inefficient boilers with modern, energy efficient boilers. Again the funding for these grants is from the Council's single pot allocation.
- 2.10 With further E-on funding this scheme is to be extended to enable large properties that have in the past been poorly converted into self contained flats to benefit from free insulation. This is due to commence in October 2009. Poorly converted Houses in multiple occupation, of which there are at least 500 in the City, have been identified as having very poor levels of energy efficiency by the annual Private Sector House Condition Survey, and will house many vulnerable and low income households.
- 2.11 The promotional activity needed to encourage the take up of grants, is being handled by Energy Action Devon who manage Cosy Devon grants on the partnership's behalf as well as Warm-up Exeter and PLEA grants on behalf of the City Council. Energy Action Devon can be contacted by the public on 0800 512 012.

3. PROGRESS TO DATE

- 3.1 Between October 2008, when Warmzones began, and mid August 2009, 3740 applications, relating to 4862 insulation measures, had been made for Cosy Devon grants; 420 of these for properties are in Exeter (11.2%).
- 3.2 Of these 420 households, 291 households will receive free insulation, either because they are in a priority group (222) or are vulnerable, qualifying for a Warm-up Exeter grant (69). In total 546 insulation measures have been funded. In the same period the City Council has awarded in excess of 100 PLEA grants, resulting in the installation of 136 insulation measures.
- 3.3 In order to achieve the NI 187 fuel poverty target, 16500 insulation measures, for which E-on funding is in place, need to be installed throughout Devon by December 2011. This gives an indication of how difficult the target is, particularly since properties built with cavity walls suitable for insulation tend to be concentrated in the Exeter, Plymouth and the larger towns. They are less prevalent in the predominantly rural local authorities.
- 3.4 There is clearly a need for better insulation and heating systems within a large number of Exeter dwellings; fulfilling this need would substantially contribute to the NI 187 targets but more importantly benefit the health and comfort of a large number of Exeter citizens. Encouraging the take-up of these grants by more proactive marketing of the grants will be key in ensuring that Exeter's need is met.

4. THE FUTURE

- 4.1 Each year it becomes more difficult to achieve targets for insulation measures as the focus moves to hard to get to groups; this has resulted in the need to offer free insulation in certain cases. In the future, depending upon funding being made available from the single housing pot, it may become necessary to extend eligibility in order to contribute to meeting the LAA target.

5. RECOMMENDED

- 1) That Scrutiny Committee Community note the progress made towards the NI 187 target contained in the Local Area Agreement.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/LP/ Committee/1109SCC7
14.9.09/6.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

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EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 10 NOVEMBER 2009

RISK MANAGEMENT

1. PURPOSE OF THE REPORT

- 1.1 To advise the Committee of the risks identified that relate to its areas, and of the actions taken and proposed to mitigate the risks concerned.

2. BACKGROUND

- 2.1 An annual risk management report is now made to both the Community and the Economy Scrutiny Committees of the risks that relate to their areas.

3. RISK REGISTER

- 3.1 The Corporate Risk Management Group and relevant officers consider the hazards that have been identified and, based upon the measures already taken, assess the Impact and Likelihood of their occurrence. The Impact and Likelihood is scored on the basis of 1 (low) to 4 (high), and the resulting total is expressed as either High, Medium or Low.

- 3.2 The latest review has resulted in the following risk changes that relate to this Committee:

1. Social

- New Council Housing Building Programme – New – Medium risk due to the affects of possible project overspends or not delivering the project within Government timescales.

2. Managerial/Professional

- Swine Flu – New – High risk due to the predicted Autumn increase in cases.

3. Financial

- Royal Albert Memorial Museum levels of environmental control – New – High risk as it is essential that the environmental controls meet the Government Indemnity Scheme (GIS) requirements.

4. RISK MANAGEMENT PROGRESS

- 4.1 As part of the roll-out process work has begun to establish risk registers for each unit starting with the high risk 'public facing' areas. The roll-out is essential in order to ensure that risk and business continuity management is embedded throughout the Council. A risk register has been established for Cleansing Services.

5. RECOMMENDED

That Scrutiny Committee – Community:

- 1) notes the risks relating to its areas and
- 2) undertakes ongoing monitoring to ensure that the risk register remains current and risk assessments are valid, that proposed mitigating action is taken by the agreed target dates.

HEAD OF ENVIRONMENTAL HEALTH SERVICES

S:PA/Cttee/1109SCC9
26.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

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

Background papers used in compiling the report:

None

Key:	
↑	Increased risk priority from last half-year
⇒	Same risk priority as last half-year
↓	Reduced priority from last half-year

Severity of impact matrix						
Score	Personal safety	Failure to provide statutory duties or meet legal obligations	Financial loss	Service disruption	Personal privacy infringement	Embarrassment or reputation
1 Minor	Minor injury or discomfort to an individual or several people	Litigation, claims or fines - Section/ Unit up to £5k	Up to 5% of budget	1 day	Isolated individual personal detail compromised or revealed	Contained within section or unit
2 Significant	Severe injury to an individual or several people	Litigation, claims or fines - Section/ Unit £5k to £10k	Up to 10% of budget	2-3 days	Some individual personal details compromised or revealed	Local public or press interest
3 Serious	Major injury to an individual or several people	Litigation, claims or fines - Section/ Unit £10k to £50k	Up to 25% of budget	3-5 days	Many individual personal details compromised /or revealed	National public or press aware
4 Major	Death of an individual or several people	Litigation, claims or fines - Unit over £50k	Over 25% of budget	5+ days	All personal details compromised or revealed	Section Head, Head of Service or Director forced to resign

Likelihood matrix			
Score	Definition	Likelihood of occurrence	Environmental event (e.g. flooding)
1 Remote	Rare/may occur in exceptional circumstances	0% to 15%	Once in 50 years
2 Unlikely	Could occur at some time	15% to 55%	Once in 20 years
3 Likely/possible	Will/might occur at some time	55% to 90%	Once in 5 years
4 Very likely	Almost certain/is expected to occur in most circumstances	90% +	Annually

Risk matrix					
Impact	4	4 Low	8 Medium	12 High	16 High
	3	3 Low	6 Medium	9 Medium	12 High
	2	2 Low	4 Low	6 Medium	8 Medium
	1	1 Low	2 Low	3 Low	4 Low
		1	2	3	4
Likelihood					

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

3. Social

<p>1. Social Housing – Homelessness a) Risks and threats:</p> <ul style="list-style-type: none"> Failure to sustain the Government's Bed & Breakfast target of no family to be put in B&B except in emergency and then to stay no longer than 6 weeks Failure to meet Govt's targets to reduce use of temporary accommodation by 50% & homeless acceptances by 25% both by 2010 <p>Consequences:</p> <ul style="list-style-type: none"> Government sanctions <ul style="list-style-type: none"> - reduce homelessness grant - take over service legal action against Council by any person in B&B longer than 6 weeks from April 2004 <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Reduce homelessness cases by prevention advice/assistance for families Increased quality of 	3	4	12	<ul style="list-style-type: none"> Homelessness Strategy/ Prevention Action Plan to reduce numbers accepted as homeless (agreed with DCLG) Temporary Accommodation reduction strategy in place Fast-track Housing Benefits claims, use of DHPs Staff duties – change to prevention work Engagement with private sector landlords Increased resources for new affordable housing Changes to Home Choice policy to increase priority to homeless applicants Closer working with neighbouring LAs through DSHG and DHMG Completion of 31 unit alternative accommodation private sector scheme Monthly monitoring statistics through HMT Quarterly monitoring through Scrutiny Committee, PRC & P1E Increased resources into debt outreach work for 	3	3	9	M	<ul style="list-style-type: none"> Continue to meet Government B&B targets Ensure adequate supply of alternative temporary accommodation to replace B&B, either PSLs or supported accommodation Provide suite of performance indicators to monitor work of the section to HMT, members and tenants (through the PRC) Continue to monitor market conditions to spot signs of any trends that may effect the number of households facing homelessness Pursue new development opportunities on HRA land including provision of additional temporary accommodation 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	<p>Strategic Housing Manager</p> <p>Housing Needs Manager</p>	1 4	⇒
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Exeter City Council Community Risk Register			Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority								
Risks and benefits			What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change
I	L	Tot	I	L	Tot	H M L								
			temp accommodation											
			<ul style="list-style-type: none"> Partnership working with the private sector Increase in DCLG grant Reduced B&B costs 			<p>potentially homeless families and rent deposit schemes – Homemaker SW –through the Q10 budget</p> <ul style="list-style-type: none"> Increased use of HRA land for development - report agreed by Council Introduction of the Extralet scheme Introduction of the Let Start scheme Introduction of STAR lettings for rough sleepers Engagement of Homemaker for free advice and assistance for those in mortgage difficulties 								
3	3	9	<p>2. New Council Housing Building Programme</p> <p>a) Risks and threats</p> <ul style="list-style-type: none"> Project overspends Project not delivered or not delivered within Government timescales <p>Consequences:</p> <ul style="list-style-type: none"> impact on capital and revenue general fund budget hand back of HCA grant reputation damaged with CLG and HCA for future bidding 	3	3	9	M	<ul style="list-style-type: none"> CORE group to continue monitoring project plan, budget and risk register On-going dialogue with HCA should problems arise Discussion with planners to ensure successful application(s) Robust procurement and project management of contractor to prevent overspends and delays 	<ul style="list-style-type: none"> Phase 1 start on site – March 2010 All units completed – March 2011 	<p>Head of Housing Services</p> <p>Strategic Housing Manager</p>	1 4	New		

Exeter City Council Community Risk Register				Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority								
Risks and benefits				What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change
I	L	Tot		I	L	Tot	H M L								

Benefits/Opportunities: <ul style="list-style-type: none"> Enhanced housing stock and increased business plan income Eco-friendly housing shows leadership to other providers Enhanced reputation for delivering projects on time and on budget New homes to help reduce homeless households in temporary accommodation 				<ul style="list-style-type: none"> CORE project group established utilising a range of section from across the authority On-going dialogue with the HCA 													
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5. Legislative/Regulatory and Legal																
1. Health & Safety Note: a number of issues arise under this heading and separate H&S action plans are maintained at Directorate level								4	2	8	M			Relevant Heads of Services	78	⇒
2. Legislation a) Risks & threats: <ul style="list-style-type: none"> Failure to: <ul style="list-style-type: none"> respond to new legislation comply with new/existing legislation Members to take into account legal implications of decisions Consequences: <ul style="list-style-type: none"> judicial review 				4	3	12	<ul style="list-style-type: none"> Legal's intranet site giving advice Target advice to Units Communication with professional bodies and organisations to seek assistance and advice Legal obtains local gov't law updates from the internet, publishers, course organisers and colleagues Legal advice available to Members and colleagues 	4	2	8	M	<ul style="list-style-type: none"> Include updates in Team Briefs Ensure information is disseminated 	<ul style="list-style-type: none"> Ongoing Ongoing 	All Heads of Service	78	⇒

Exeter City Council Community Risk Register				Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority								
Risks and benefits				What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change
I	L	Tot		I	L	Tot	H M L								

<ul style="list-style-type: none"> • damage to reputation • damages or fines <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • Council complies with legislation and carries out its legal duties • Protects staff and the public 							<ul style="list-style-type: none"> • (open door policy) • Heads of Service and staff obtain relevant updates from central government, professional organisations and local government associations • CPD/training courses 									
<p>3. Taxi Restriction</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> • Decision to retain quantity restriction policy may be challenged in court and is only defensible if there is a robust case proving that it is in the consumers' interest to restrict numbers (currently 59) <p>Consequences:</p> <ul style="list-style-type: none"> • legal action and costs incurred <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • De-restriction policy should benefit the consumer and widen opportunities for licensed Hackney Carriage (HC) drivers to gain plates and enter trade • Numbers of wheel-chair accessible taxis would increase, as all 				2	4	8	<ul style="list-style-type: none"> • Licensing Committee considers all applications for new HC Licences in line with Taxi Policy • Taxi Policy is reviewed in conjunction with triennial taxi survey (last conducted Autumn 2007, reported March 2008) • Last survey concluded no unmet demand • Liaison meetings with the trade carried out • Review of taxi access issues for users with a disability conducted and reported in Q4 2007-08 • Taxi Policy on restriction reviewed and maintained 	2	4	8	M	<ul style="list-style-type: none"> • Should a legal challenge be made it will be considered in the light of current circumstances 	<ul style="list-style-type: none"> • Ongoing 	Head of Environmental Health	8	→

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

new taxis have to meet this criteria <ul style="list-style-type: none"> Increased numbers of HC vehicles may lower fares to consumers, cope with peak hours better (e.g. night-time) and reduce risk of unlicensed taxis being hailed by public (improved public safety) 													
<p>4. Asbestos Materials</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Contamination of the environment Effect on individuals' health <p>Consequences:</p> <ul style="list-style-type: none"> death through asbestosis prosecution of staff civil damages sought <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Actions reaffirm the Council's commitment to protect staff, residents and users Avoidance of possible asbestosis claims 	4	2	8	<ul style="list-style-type: none"> Asbestos register maintained and updated Contractors supervised and new staff advised Financial bids made to remove such materials Specialist surveyors employed to update register Asbestos management plans for Council properties Asbestos manager appointed Jan 2007 Additional funding made available to manage asbestos in Council properties Policy approved by SMT and Members April 2008 Specialist training on policy and wider responsibilities provided to all officers with responsibility to manage 	3	2	6	M	<ul style="list-style-type: none"> Staff to be reminded periodically of inherent risks Asbestos management plans to be trialled and rolled out to all responsible managers 	<ul style="list-style-type: none"> Ongoing Dec 09 	<p>All Facilities Managers</p> <p>Head of Contracts & Direct Services</p>	2 7 8	⇒

Exeter City Council Community Risk Register			Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority								
Risks and benefits			What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change
I	L	Tot	I	L	Tot	H	M	L						

			asbestos											
			<ul style="list-style-type: none"> Pro-forma asbestos management plans being developed 											
8. Driving at Work	3	2	6	2	1	2	L		<ul style="list-style-type: none"> HGV driver training to be sourced. 	<ul style="list-style-type: none"> Mar 10 	Head of Contracts & Direct Services	8	⇒	
a) Risks & threats: <ul style="list-style-type: none"> Failure to address issues in HSE guidance 'Driving at Work' Consequences: <ul style="list-style-type: none"> injuries to staff and the public damage to vehicles and properties increase in insurance claims resulting in higher premiums requirement to ensure HGV drivers complete driver training b) Benefits and opportunities: <ul style="list-style-type: none"> Council compliance with HSE guidance Safer roads Reduction in accident claims and damage 			<ul style="list-style-type: none"> Cross-directorate working group meetings Draft policy developed Trade unions involved and agreed principles of approach Work on risk assessments Practical testing of driver applicants tested Proposals approved and risk assessment completed and signed off Work done (e.g. driver assessments, production of statistical data) Driver handbooks issued Budget identified for HGV driver training 											

6. Environmental														
1. Materials Reclamation Facility	4	4	16	3	3	9	M		<ul style="list-style-type: none"> Continue maintenance, housekeeping and training. In the event of serious fire: <u>Short term</u> - all materials to 	<ul style="list-style-type: none"> Ongoing review at Q'ly intervals 	Head of Environmental Health	2 7 8	⇒	
a) Risks & threats: <ul style="list-style-type: none"> Potential risk of fire No sprinkler system Consequences:			<ul style="list-style-type: none"> Good housekeeping Suitable training of staff Machinery regularly maintained Dust control Fire doors 											

Exeter City Council Community Risk Register		Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority													
Risks and benefits		I	L	Tot	What has been done to control risks (i.e. countermeasures)				I	L	Tot	H M L	What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change	
<ul style="list-style-type: none"> fire would quickly take hold and destroy building refit cost £6-8 million need to transport recycled waste to other MRFs <p>Benefits:</p> <ul style="list-style-type: none"> Enables recycling targets to be met and derives income Enables control of quality of recyclates, commanding higher demand and price 					<ul style="list-style-type: none"> Fire alarm linked to 24/7 control centre to inform emergency services Building and equipment are fully insured. Surplus recyclables currently sent to suitable MRFs in S. England (that have capacity to take more if needed) New closer MRF contracted to take portion of recyclates, thereby spreading risk 									be transported to other MRFs in S England and redeploy the 25 MRF staff within Cleansing services within Cleansing services <u>Medium term</u> - recyclables redirected to proposed new super MRF being built at Newton Abbot 2009/10				
<p>2. Air Quality Management</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Exceed air quality standard for nitrogen dioxide caused by traffic <p>Consequences:</p> <ul style="list-style-type: none"> poor air quality penalties imposed by central government adverse publicity <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Improved air quality Reduces health risks 		2	4	8	<ul style="list-style-type: none"> City declared air quality management area Annual review of air quality undertaken Air quality monitored on an ongoing basis. As an excellent authority, ECC is not required to produce an air quality action plan, but chooses to do so ECC has worked with DCC developing an air quality action plan to reduce nitrogen dioxide levels in the City caused by traffic (an integral part of LTP2); now approved by DEFRA ECC will continue to work with DCC over the 				2	3	6	M	<ul style="list-style-type: none"> Medium term: unitary status would assist in better co-ordinating traffic management and air quality (NOx) although within the context of a different boundary Work in strengthening ECC relationship with relevant Dept. of DCC required in terms of LTP2 and the developing LTP3 (due 2012) 	<ul style="list-style-type: none"> Ongoing work with DCC to minimise NOx levels 	Head of Environmtal Health	2 3 5 7	⇒	

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

<p>3. Recycling Targets</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> • Not meeting statutory and local recycling targets 2006-2011 <p>Consequences:</p> <ul style="list-style-type: none"> • Government financial penalties incurred • increased disposal costs • lose credibility as sustainability champion • poor external inspection rating <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • Increasing recycling reduces waste going to landfill, increases income and reduces disposal costs • Reaffirms the Council's environmental commitments 	4	2	8	<p>development of the LTP3</p> <ul style="list-style-type: none"> • Green waste composting scheme fully operational • Home recycling service to all 50,000+ dwellings • Continue to eliminate side and garden waste from 'grey' bin • Promote home composting of bio-degradable waste • Initiatives considered to reach 40% recycling rate • Strong campaign to promote recycling • New recycling plan 2006 – 2010 developed outlining way forward, reviewed and revised each year. 	4	1	4	L	<ul style="list-style-type: none"> • Implement recycling action plan 2006/10, and annual revisions • Continue to increase recycling rate as per the recycling plan. • Continue to promote waste minimisation and recycling • Continue to enforce against waste/recycling offences • Proposal to increase bi-weekly collections to approx. 12K households shall see an improvement in recycling rates, subject to Council approval. 	<ul style="list-style-type: none"> • 2009/10 target of 37% • Ongoing • Ongoing • Ongoing • Ongoing 	Head of Environmental Health	2 7 8	⇒
<p>4. Contaminated Land Council owned land</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> • Unidentified pollutants • Costs of investigation and remedial action <p>Consequences:</p> <ul style="list-style-type: none"> • injury to persons, property or health • pollution of controlled 	2	3	6	<ul style="list-style-type: none"> • Contaminated land survey • Site specific reports • Some remedial works undertaken • Site specific risk management plans developed for each site • Sites identified from historical maps and trade 	2	2	4	L	<ul style="list-style-type: none"> • Annual review of prioritised sites • Planning lists screened to identify sites that may have had previous contaminative use and where appropriate apply conditions • Site investigations funded by the Council may 	<ul style="list-style-type: none"> • Ongoing 	Head of Environmental Health	2 7 8	⇒

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

<p>waters or affects on ecological receptors</p> <ul style="list-style-type: none"> claims against the Council public perception of the risk of sites blight of land <p>Other land</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Unidentified pollutants Costs of investigation and remedial action <p>Consequences:</p> <ul style="list-style-type: none"> injury to persons, property or health pollution of controlled waters or affects on ecological receptors claims against the Council public perception of the risk of sites blight of land <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Identifying such land enables hazards to be mitigated in keeping with land use 				<p>directories</p> <ul style="list-style-type: none"> Sites prioritised using risk based methods for further investigation Some sites remediated as they come forward in the development control process 						be required			
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7. Managerial/Professional													
<p>1. Swine flu</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Pandemic - high level of population infected, 	4	4	16	<ul style="list-style-type: none"> Homeworking arrangements for some staff (e.g. Benefits) Business Continuity 	3	4	12	H	<ul style="list-style-type: none"> Review of BCPs to ensure robustness and improve where necessary Identification of priority 	<ul style="list-style-type: none"> Ongoing 	Head of Human Resources	7 8	New

Exeter City Council Community Risk Register			Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority								
Risks and benefits			What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change
I	L	Tot	I	L	Tot	H	M	L						

<p>possibly from Autumn 2009, leading to large portion of staff ill and absent, and/or reluctant to attend work for fear of contracting illness</p> <p>Consequences:</p> <ul style="list-style-type: none"> inability to deliver essential services critically undermined adverse effect on all service delivery increase in pressure on remaining staff additional costs of providing cover other services/businesses could be disrupted (fuel supply, public transport) retail/business affected, leading to drop in Council income from under-use of car parks diversion of Council staff to deal with emergency situation <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> provides opportunity to test BC plans involvement shows Council's commitment to protect staff, residents and business 						<p>Plans for services in place</p> <ul style="list-style-type: none"> Specifically addressed in Cleansing Risk Register Excess Deaths <p>Emergency Plan in place</p> <ul style="list-style-type: none"> National campaign of health education, use of anti-virals for treatment and advent of vaccinations for prevention Raising awareness of swine flu corporately, with guidance about symptoms, spread, need for hygiene, etc. 								<p>services and measures to ensure support</p> <ul style="list-style-type: none"> Strengthened awareness raising amongst staff, with corporate guidance on illness procedure (stay home if exhibiting symptoms and seek medical help), to reduce likelihood of transmission Engendering vaccination of staff when vaccine becomes available Increase preparedness for excess deaths emergency Emergency planning exercise for Swine Flu to be run 				<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Nov 09 	<p>Emergency Planning Officer</p> <p>Heads of Service</p>		
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Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

<ul style="list-style-type: none"> reduction in possible effects of such an event 													
<p>2. Staff Sickness</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> High or increasing levels of sickness <p>Consequences:</p> <ul style="list-style-type: none"> essential services not delivered adverse effect on service delivery increase in stress/pressure on remaining staff costs of providing cover <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Enables efficient service delivery Healthier working environment 	3	3	9	<ul style="list-style-type: none"> Case management introduced Support through alternative remedies Improved statistical information Policies/procedures Contract with Occupational Health reviewed Managing sickness training Stress audits undertaken 	2	3	6	M	<ul style="list-style-type: none"> Continue management of sickness and implement formal action and intervention as appropriate Training and development Continued detailed monitoring Encourage healthy lifestyles 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	Head of Human Resources Payroll Services Officer Relevant Heads of Service	7 8	⇒
<p>4. Employees' Safety</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Serious harm to employees (e.g. visiting officers, front line staff) <p>Consequences:</p> <ul style="list-style-type: none"> essential services not delivered legal action against Council loss of morale deterioration in service delivery 	2	3	6	<ul style="list-style-type: none"> Step Away policy, training and guidance Safe working practices Lone worker guidance Fire risk assessment Door entry system and name badges Bailiff service outsourced Employee protection register developed Security officers appointed 	2	2	4	L	<ul style="list-style-type: none"> Training and development Provision of counselling, trauma counselling Outsourcing of certain functions 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	Head of Corporate Customer Services Head of Human Resources Relevant Heads of Service	7 8	⇒

Exeter City Council Community Risk Register			Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority								
Risks and benefits			What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change
I	L	Tot	I	L	Tot	H	M	L						

b) Benefits and opportunities: <ul style="list-style-type: none"> • Reduced absenteeism • Healthy work environment • Compliance with best practice • Raise staff morale 			<ul style="list-style-type: none"> • Limitations on access to buildings • Appointment of Asbestos Safety Adviser 												
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8. Financial

3. RAMM development														
a) Risks & threats:														
<ul style="list-style-type: none"> • Project does not meet project timetable leading to overspend, withhold of funds from HLF • Reputational damage leading to loss of status • Museum collection lost or damaged • Emergence of an external problem preventing progress on project, putting budget and the timetable at risk e.g. archaeological discovery • Poor estimating of project costs leading to unaffordable tender returns necessitating further trimming or re-alignment of the project and loss of time 	4	4	16	<ul style="list-style-type: none"> • Full funding now achieved from HLF, including additional £0.5m • High reputation design team engaged • Continuous appraisal of estimated costs vs budget is undertaken by QS • Base build tender under-budget • Fund raising re-energised • Contingency divided into base build and display components • Store element of project now complete • Presence of architect and consultant on site has been enhanced, to deal with problems earlier and more quickly, and hence mitigate delays and costs • Review of decision 	4	3	12	H	<ul style="list-style-type: none"> • Risk management is a permanent item on the monthly project meeting, and regularly revisited • Monitor timetable and costs of preliminary store • Review to be undertaken of structural design to determine if problems should have been foreseen 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	Head of Leisure & Museums	7	⇒	

Exeter City Council Community Risk Register			Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority									
Risks and benefits			What has been done to control risks (i.e. countermeasures)				What needs to be done to control risks				Target date(s)	Responsible officer	Strat Obj ref	Change	
I	L	Tot	I	L	Tot	H	M	L							
			<ul style="list-style-type: none"> Structural problems coming to light only after contractor on site (and strong possibility of more in the near future), which means the Council is locked into project having lost control of costs Mistakes or omissions by consultants lead to increased costs initially the responsibility of the City Council, and to the necessity of additional costs in monitoring and taking action concerning such mistakes <p>Consequences:</p> <ul style="list-style-type: none"> increased costs service disruption status affected that ability to obtain further funding opportunities is reduced <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Enhancement of the museum and collections to 21st century standards meeting the needs of residents and visitors 												
4	3	12	•	4	3	12	H		• Engineers to recalculate and report on measures to	• ASAP	Head of Leisure &	7	New		

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

<p>a) Risks & threats:</p> <ul style="list-style-type: none"> Environmental control levels do not meet the Government Indemnity Scheme (GIS) requirements <p>Consequences:</p> <ul style="list-style-type: none"> If unable to alter equipment or insulation then no objects of importance can be displayed, hence there will be no major external exhibitions failure to meet the approved purposes of the HLF grant resulting in requirement to repay all or significant proportion of the grant possible additional expenditure to implement measures to address failure <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> 									be taken		Museums		
<p>11. Capital Programme</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Capital programme is significantly underspent Failure to deliver approved capital projects on time <p>Consequences:</p>	2	4	8	<ul style="list-style-type: none"> Report to SMT highlighting issues Managers required to accurately profile capital projects Prioritisation of schemes established Additional funding has 	2	3	6	M	<ul style="list-style-type: none"> Capital Programme to be revised after 6 months. This will be approved by SMT/Members and there will be revised target programme More awareness/ training of project 	<ul style="list-style-type: none"> Ongoing Ongoing 	<p>Head of Treasury Services</p> <p>Heads of service with capital schemes</p>	5 7	⇒

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	I	L	Tot		I	L	Tot	H M L					

<ul style="list-style-type: none"> undermining public will to recycle, leading to increased demands on residual waste collection 													
<p>15. Boats using the canal</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Third party accidents caused by or involving uninsured boats <p>Consequences:</p> <ul style="list-style-type: none"> possible liability of the Council to meet costs of losses or damages 	3	2	6	•	3	2	6	M	<ul style="list-style-type: none"> Work being undertaken to obtain blanket public liability insurance cover for all boats stored at the canal, and for the cost to be recovered through laying up charges 	• Oct 10	Leisure Manager	3 7	⇒
<p>16. Procurement</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Failure to <ul style="list-style-type: none"> adopt new practices meet e-Procurement objectives meet procurement efficiency savings/targets <p>Consequences:</p> <ul style="list-style-type: none"> financial/procedural inefficiencies mean Best Value not obtained financial impact (fines) of a challenge to contracting procedures could undermine progress on other strategic issues, e.g. sustainability, equalities adverse affect on 	3	2	6	<ul style="list-style-type: none"> Best Value Review of Procurement completed October 2004: <ul style="list-style-type: none"> procurement Strategy and action plan revised organisational structure for procurement activity quick wins (early efficiency gains) recommended BV review and procurement strategy agreed by SMT and members November 2004 Corporate processes and contracts introduced to reduce likelihood of adverse consequences occurring Use of Resources audit 	2	2	4	L	<ul style="list-style-type: none"> Produce and monitor actions targeted to achieve National Procurement Strategy objectives 	• Ongoing	Director Corporate Services Head of Contracts & Direct Services	7	⇒

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

local economy • adverse media coverage b) Benefits and opportunities: • Procurement savings release funds for service improvements/provision				assessment • Sustainable Procurement and Commissioning Strategy 2009-2012 approved March 2009									
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9. Physical													
2. Business Continuity Management a) Risks & threats: • Failure to undertake BCM and planning Consequences: • essential services not delivered • vulnerable persons suffer (e.g. benefits, home call, etc.) • adverse media and public criticism • lack of trust in the Council and its managers • public health and safety effects (e.g. refuse build-up) • adverse affect on staff morale • non-compliance with legislation (Civil Contingency Act) b) Benefits and	4	4	16	• All units have completed a BCP and assessments agreed by each Director • A BCM team has been identified and allocated responsibilities	2	2	4	L	• The Council's BCM to be audited against the BSI 25999 standards	• 2009/10	SMT Heads of Service Head of Audit	7 8	⇒

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

<p>opportunities:</p> <ul style="list-style-type: none"> Essential services recovered and adverse affects minimised 													
<p>3. Income, Assets and Buildings</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Major loss or theft of assets and income Major fraud Intrusion or fire Theft/loss of valuable artefacts <p>Consequences:</p> <ul style="list-style-type: none"> impact on various heritage artefacts essential services not delivered loss of priceless/ irreplaceable artefacts historical buildings (e.g. Guildhall - Grade 1) damaged beyond repair adverse effect on income and capital budgets adverse criticism/ publicity major impact on Internal Audit's time re: investigating and dealing with Police <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Reduction in 	4	4	16	<ul style="list-style-type: none"> Maintenance of appropriate insurance cover Business continuity plans Internal Audit undertake systems based audits of all major systems and test these annually Periodic reviews of inventories Professional valuation of all artefacts (Guildhall) 2002 Photographic evidence of buildings/artefacts (Guidhall) Increased CCTV and Security Officer at Civic Centre Additional CCTV 	3	1	3	L	<ul style="list-style-type: none"> Review alarm systems Regular maintenance of security systems, etc. Crime Prevention Officer reviews Continued Internal Audit (IA) reviews to assess systems' security IA issue annual reminders re: inventories IA assess 'occurrences' to improve robustness of systems Periodically publicise the Council's Whistle blowing and Anti-Fraud strategies 	<ul style="list-style-type: none"> Annual Ongoing Ongoing Ongoing ½ yearly Ongoing ½ yearly 	<p>Head of Audit</p> <p>Mayoral Support Officer</p> <p>All Heads of Service, employees and Members</p>	7	⇒

Exeter City Council Community Risk Register				Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority													
Risks and benefits				I	L	Tot	What has been done to control risks (i.e. countermeasures)			I	L	Tot	H M L	What needs to be done to control risks		Target date(s)	Responsible officer	Strat Obj ref	Change	
likelihood and financial affects of an incident																				

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**EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY
10 NOVEMBER 2009**

COMMUNITY SERVICES STEWARDSHIP TO 30 SEPTEMBER 2009

1. PURPOSE OF THE REPORT

1.1 This report advises Members of any major differences by management unit to the revised budget.

2. STEWARDSHIP TO 30 SEPTEMBER 2009

2.1 The current forecast suggests that net expenditure for this committee will increase from the revised budget by a total of £43,080, which represents a variation of 0.3% from the revised budget.

2.2 The main variations by management unit are detailed below:

	£
2009-10 REVISED ESTIMATE	13,322,530
81A1 ENVIRONMENTAL PROTECTION	42,660
<p>The estimates included income from the Department of Health which was received in 2008/09 rather than 2009/10 and is therefore included in the closing figures for the previous year.</p> <p>The cost of maintaining the Home Call Alarm service equipment has been transferred into this unit without a budget, leading to a further over-spend.</p> <p>These are partially offset by income in excess of the estimates, savings in respect of utilities and equipment maintenance.</p>	
81A2 CLEANSING SERVICES	6,420
<p>Increased utility and National Non-Domestic Rates (NNDR) costs have arisen in the Public Conveniences.</p>	
81A3 LICENSING, FOOD, HEALTH & SAFETY	(36,910)
<p>Savings have arisen in respect of vacant posts in the unit. Additional income has been generated from the Licensing activities. The estimated surplus in respect of vehicle licensing will be transferred to an earmarked reserve.</p>	
81A4 TECHNICAL AND AGENDA 21	10,420
<p>An external contract was not renewed thereby reducing the income for this unit.</p>	

81A5	WATERWAYS & COUNTRYSIDE	(3,390)
	A vacant post has led to a saving. This is partly offset by maintenance required at Turf Locks.	
81A6	GROUNDS MAINTENANCE	(57,330)
	A vacant post will lead to a saving, and a budget for agency staff is not required. Expenditure on dealing with illegal campers and tree management is expected to be less than the estimate.	
81A7	MUSEUMS SERVICE	18,300
	Expenditure on NNDR for the library facility will exceed the estimate. Utility and premises maintenance costs for the Royal Albert Memorial Museum are also expected to exceed the estimates. Income will be less than expected for St Nicholas Priory. These additional costs will be partially offset by savings arising from vacant posts across the Museums Service.	
81A8	CONTRACTED SPORTS FACILITIES	(12,680)
	Expenditure on NNDR for the Pyramids Sports Centre will be less than estimated.	
81A9	OTHER SPORTS FACILITIES	(7,980)
	Expenditure on superannuation will exceed the estimate.	
	Income has been received from the Isca Centre in respect of annual maintenance and carpet replacement; this will be transferred to an earmarked reserve to be utilised as required.	
81B2	CEMETERIES & CREMATORIUM	(2,860)
	Vacancies will lead to savings in respect of pay. Fleet costs are less than the estimate. These savings are partially offset by reduced income and the cost of purchasing equipment in excess of the estimate.	
81B3	PROPERTIES	820
	No material variances to report.	
81B5	SPORTS & PLAY DEVELOPMENT	4,030
	The cost of temporary staff and events will exceed the estimate.	
81B6	RECYCLING	(38,240)
	Net savings have arisen in respect of staffing costs. Net income from the sale of materials has exceeded the estimates in the first half year. Freight costs and materials processing costs have been less than estimated.	
81B9	ADMINISTRATION & PROJECTS SERVICE	0
	No material variances to report	

81C1 HOME AID	8,000
<p>There is a reduction in the income received in respect of Improvement Grant administration. This is due to a reduction in the number of Grants issued in the current year.</p>	
81C2 ADVISORY SERVICES	117,950
<p>There is an increase in the cost of Private Sector Leasing mainly as a result of an increase in void properties. Because of our success in reducing the use of temporary accommodation, many of these are due to be handed back. The loss of income has been partly offset by a reduction in rental expenditure.</p> <p>There was an increase in the amount spent on bed and breakfast in the first quarter, although this has now been stabilised with bed and breakfast usage currently very low. Serviced Accommodation costs have increased over the budget for 2009/10. This has been partly offset by additional Housing Benefit income.</p>	
81C3 HOUSING PARTNERSHIP	(3,510)
<p>Staffing costs are expected to be less than the estimate, and additional grant income will be received. This is partially offset by additional net accommodation costs. In addition, £5,190 will be funded from the Housing Assessment earmarked reserve.</p>	
81C4 PRIVATE SECTOR HOUSING	710
<p>Additional costs will arise in respect of the cost of the Private Sector Housing Condition Survey. This is partially offset by savings in respect of staffing and administrative costs and additional income.</p>	
81C6 CONTRACTS AND DIRECT SERVICES	0
<p>The costs of this unit are fully recharged to its clients, and there is therefore no direct impact on this committee.</p>	
2009-10 EXPECTED FINAL OUTTURN	13,368,940
EXPECTED TRANSFERS TO / (FROM) RESERVES	<u>(147,890)</u>
EXPECTED TOTAL NET EXPENDITURE	<u>13,221,050</u>

3. RECOMMENDED

- 1) That Scrutiny Committee – Community note this report.

DIRECTOR OF COMMUNITY AND ENVIRONMENT
HEAD OF TREASURY SERVICES

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

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**SCRUTINY COMMITTEE - COMMUNITY AND ENVIRONMENT
STEWARDSHIP**

APRIL 2009 TO SEPTEMBER 2009

ANNUAL BUDGET	SUPPLEMENTARY BUDGETS AND VIREMENTS	NOTIONAL CHARGES***	REVISED BUDGET	CODE	CURRENT OUTTURN FORECAST	OUTTURN VARIANCE
£	£	£	£		£	£
1,159,950		7,840	1,152,110	81A1 ENVIRONMENTAL PROTECTION	1,194,770	42,660
3,807,210	7,730	477,400	3,337,540	81A2 CLEANSING SERVICES	3,343,960	6,420
401,280		(24,450)	425,730	81A3 LICENSING, FOOD, HEALTH & SAFETY	388,820	(36,910)
280,100		3,570	276,530	81A4 TECHNICAL & AGENDA 21	286,950	10,420
618,590	9,950	30,310	598,230	81A5 WATERWAYS & COUNTRYSIDE	594,840	(3,390)
1,916,680	5,770	89,660	1,832,790	81A6 GROUND MAINTENANCE	1,775,460	(57,330)
1,731,630	71,310	101,590	1,701,350	81A7 MUSEUMS SERVICE	1,719,650	18,300
1,382,970	65,000	411,700	1,036,270	81A8 CONTRACTED SPORTS FACILITIES	1,023,590	(12,680)
91,800	27,300	(8,630)	127,730	81A9 NON-CONTRACTED SPORTS FACILITIES	119,750	(7,980)
309,020	1,160	13,130	297,050	81B2 CEMETERIES & CREMATORIUM	294,190	(2,860)
46,310	6,000	6,430	45,880	81B3 PROPERTIES	46,700	820
298,050		(7,630)	305,680	81B5 SPORTS & PLAY DEVELOPMENT	309,710	4,030
641,670	43,900	87,830	597,740	81B6 RECYCLING	559,500	(38,240)
0		(15,110)	15,110	81B9 ADMINISTRATION SERVICE	15,110	0
33,780		(170)	33,950	81C1 HOME AID	41,950	8,000
675,960		(31,310)	707,270	81C2 ADVISORY SERVICES	825,220	117,950
2,738,360		2,381,930	356,430	81C3 HOUSING PARTNERSHIP	352,920	(3,510)
506,700		171,540	335,160	81C4 PRIVATE SECTOR HOUSING	335,870	710
76,420			76,420	81C5 SUNDRY LANDS MAINTENANCE	76,420	0
0		(53,250)	53,250	81C6 CONTRACT & BUILDING SERVICES	53,250	0
0		(10,310)	10,310	81C7 DIRECTOR COMMUNITY/ENVIRONMENT	10,310	0
				LESS: RECHARGEABLE BUDGETS	0	
16,716,480	238,120	3,632,070	13,322,530	NET EXPENDITURE	13,368,940	46,410
		*** Includes:				
		Capital Charges	0	TRANSFERS TO / (FROM) EARMARKED RESERVES - 81B5	10,000	
		FRS17 Pension Costs	14,380	- 81A3	6,250	
			(18,940)	- 81C3	(24,140)	
			(140,000)	- 81A8	(140,000)	
			13,177,970	OUTTURN FORECAST AFTER ADJUSTING FOR MOVEMENTS ON RESERVES ETC	13,221,050	43,080

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**SCRUTINY COMMITTEE - HOUSING REVENUE ACCOUNT STEWARDSHIP
2009-2010**

APRIL 09 TO SEPTEMBER 09

Code	Approved Annual Budget	Current Outturn Forecast	Variance To Budget
	£	£	£
85A1 Management	2,839,480	2,899,230	59,750
85A3 Sundry Lands Maintenance	290,080	279,580	(10,500)
85A4 Repais Fund Contribution	8,788,150	8,788,150	0
85A6 Capital Charges	7,800	15,650	7,850
85A8 Rents	(15,738,580)	(15,286,360)	452,220
85B1 Government Subsidy	4,738,330	4,226,130	(512,200)
85B2 Interest	(243,160)	(238,160)	5,000
85B4 Variance in Working Balance	(682,100)	(684,220)	(2,120)
Net Expenditure	0	0	0
Working Balance	£ 2,858,265	£ 2,174,045	
	<u>March 09</u>	<u>March 10</u>	

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EXETER CITY COUNCIL
SCRUTINY COMMITTEE - COMMUNITY
10 NOVEMBER 2009

HOUSING REVENUE ACCOUNT
STEWARDSHIP TO SEPTEMBER 2009

1. PURPOSE OF REPORT

- 1.1 To advise Members of any major differences by management unit to the outturn forecast for the first six months of the financial year up to 30 September 2009.

2. STEWARDSHIP TO 30 SEPTEMBER 2009

- 2.1 During this period the total of the variances indicate that there will be a net deficit of £684,220 which will be transferred to the working balance at 31 March 2010. £682,100 was a planned reduction in the working balance to support Revenue Contributions to Capital expenditure (RCC) and £2,120 is the estimated additional deficit identified at the end of the second quarter stewardship. It is estimated that the working balance will stand at £2,174,045 at 31 March 2010.

The main variations by management unit are detailed below:

£

2009-2010 ESTIMATED TRANSFER FROM THE WORKING BALANCE (682,100)

85A1 MANAGEMENT

Transport costs are also expected to exceed the budget due to essential user lump sum now being assigned to various posts. There is a reduction in the costs that can be offset against the capital receipts pooling as a result of the reduction in Right To Buy sales. Income from Legal costs recovered is expected to be below the estimate.

59,750

There is an increase in the cost of temporary staff due to long term sickness.

85A3 SUNDRY LANDS MAINTENANCE

There is a reduction in the work undertaken in respect of initial cultivations in the garden maintenance programme.

(10,500)

85A6 CAPITAL CHARGES

Additional costs have been incurred in respect of the redemption of a finance lease

7,850

85A8 RENTS

452,220

As a result of changes in the government's directions on the rent increase for 2009/10, housing rents uplift was reduced to 3.1% this year. There is now an estimated decrease of £424,720 in the rent and there is also an increase in the number of void properties which has reduced the rent collectable.

85B1 GOVERNMENT SUBSIDY

(512,200)

There is a reduction in the subsidy payable for 2009/10 as a result of the changes to the rent uplift changes as directed through the HRA subsidy regime.

85B2 INTEREST

5,000

It is estimated that there will be a reduction in the mortgage interest as a result of the reduction in interest rates.

2009-2010 SECOND QUARTER FORECAST DECREASE IN WORKING BALANCE

(£684,220)

3. ACTION PLAN

- 3.1 Manage the void properties and reduce as far as possible the time properties remain vacant.
- 3.2 Reduce the budget for initial cultivations in 2010/11
- 3.3 Further reduce the budget transferred to capital for Right to Buy sales.

4. RECOMMENDED

That Scrutiny Committee – Community note this report.

DIRECTOR CORPORATE SERVICES

DIRECTOR COMMUNITY AND ENVIRONMENT

CORPORATE SERVICES DIRECTORATE
COMMUNITY AND ENVIRONMENT DIRECTORATE

**Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:**

- 1. None

EXETER CITY COUNCIL

SCRUTINY COMMITTEE - COMMUNITY 10 NOVEMBER 2009

HALF YEAR RESULTS OF PERFORMANCE MONITORING 2009/10

1. PURPOSE OF REPORT

- 1.1. To report the half year figures for those statutory and local performance indicators that relate to services provided by the Community and Environment Directorate.

2. BACKGROUND

- 2.1. Performance indicators are used to measure progress against the Council's strategic objectives and regular monitoring ensures that the Council is on track to meet its targets, or that remedial action is taken where necessary. Performance results are also compared annually with similar councils to assess the efficiency and effectiveness of services.
- 2.2. Local indicators are chosen by the council to reflect specific priorities and to provide useful management information. National indicators are prescribed by the Government. In October 2007, the Government published a new single set of 198 national indicators (NIs). The NIs replace all previous indicators, including best value performance indicators, but the majority apply to single tier/county councils.
- 2.3. Members play an important role in reviewing performance and data quality. The attached tables contain the figures for those national and local performance indicators that relate to services provided by the Community and Environment Directorate. Commentary is provided on the results to provide context and to explain any variance from targets and any remedial action taken.

3. RECOMMENDED

- 3.1. That Members consider the report and indicate whether they wish to receive any further information on any particular issue(s).

DIRECTOR COMMUNITY & ENVIRONMENT

S:PA/LP/ Committee/1109SCC16
14.10.09

COMMUNITY & ENVIRONMENT DIRECTORATE

Local Government (Access to Information) Act 1985 (as amended)
Background papers used in compiling this report:

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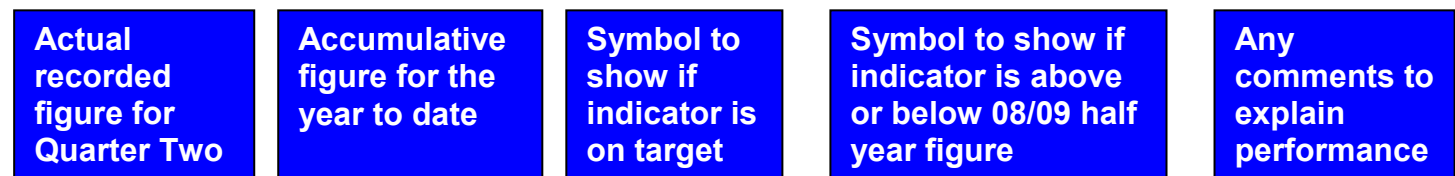
Performance Indicator Results Half Year 2009/10

How to interpret the performance report

Performance is shown as a comparison to the half year target. A tolerance is set for each indicator, allowing performance to be shown as on target even if it is below target by 10 percent.

The following symbols are used.

- ★ The Green Star shows that performance is better than target
 - The Blue Circle shows that performance is on target, within the tolerance
 - ▲ The Red Triangle warns that performance is below target by more than 10%
-
- ✓ The green tick indicates that the half year figure for 2009/10 is better than the half year figure for 2008/09
 - ➡ The black arrow indicates that there is no change between the half year figures for 2008/09 and 2009/10
 - ✗ The red cross indicates that the half year figure for 2009/10 is worse than the half year figure for 2008/09



	Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 half year figure	Q2 Commentary
LPI HO5 % of responsive repairs completed within target timescales									

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SO1: Ensure that there are enough well-designed, well-maintained and affordable homes in the city									
Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year 09/10	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 Half Year	Commentary	
N1155 Number of affordable homes delivered (gross)	88.00	20.00	7.00	27.00	★	25.00	100.00	✘	There are currently over 170 affordable homes 'on-site' across Exeter. As a result it is hoped that the target of 100 homes will be exceeded this year.
N1156 Number of households living in Temporary Accommodation	176.00	163.00	148.00	148.00	●	160.00	150.00	✔	
N1158 % non-decent council homes	7.97	6.56	5.92	5.92	★	7.00	7.00	✔	
LPI HO12 Total number of homes delivered via enabling	74.00	51.00	23.00	74.00	★	40.00	190.00	✔	
LPI HO14 % Homechoice refusals as a proportion of all offers	n/a	n/a	5.00	5.00	●	5.00	5.00	n/a	
SO2: Enhance and protect the envt. reducing the causes & minimising the impact of climate change									
Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year 09/10	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 Half Year	Commentary	
N1191 Residual household waste per household (kgs)	491.45	125.14	122.07	122.07	★	123.75	123.75	✔	Using a households figure of 50,380, with a residential waste at (estimated) 6149.88 = 122.07kgs per household. This figure does not include the MRF stockpile that is added in by waste dataflow and is used for the auditable figures published nationally.
N1192 Percentage of household waste sent for reuse, recycling and composting	36.20	34.80	36.66	36.66	●	37.00	37.00	✔	The recycling rate is closer to target profile, but a trend in less paper being recycled is clearly showing, which may be due to less newspaper sales, etc. The downward trend in this commodity, which is a major recycle, will have a significant effect on the current recycling rate overall, and over the short-term.
BV063 Average SAP (Energy Efficiency) rating of the council's dwellings	67.60	67.62	67.76	67.76	★	67.60	67.96	✔	
SO3: Further improve the character of the city and facilities for culture & leisure									
Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year 09/10	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 Half Year	Commentary	
BV170a Visits to / usage of museums per 1000 population	1251.46	925.04	890.19	1815.23	★	700.00	2450.00	✔	During the RAMM closure, experience is now showing that the Out and About events are more popular than those presented in the Library Gallery and St Nicholas Priory, with overall attendance at RAMM activities up.
BV170b No. visits to museums in person per 1000 population	176.11	34.00	58.83	92.82	▲	200.00	700.00	✘	During the RAMM closure, experience is now showing that the Out and About events are more popular than those presented in the Library Gallery and St Nicholas Priory, with overall attendance at RAMM activities up.
BV170c No. pupils visiting museums & galleries in organised school groups	20413.00	4057.00	2924.00	6981.00	★	3500.00	12250.00	✔	
LPI CD2 % of essential small reactive works completed within 10 working days	92.39	96.43	94.44	95.31	★	95.00	95.00	✔	

SO4: Maximise the potential of all our citizens by tackling social disadvantage and deprivation									
Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year 09/10	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 Half Year	Commentary	
LPI HO1 Homelessness acceptances as a % of new approaches to housing advice	7.76	7.62	7.06	★	12.50	12.50	✓		
LPI HO13 Total number of homelessness preventions	534.00	110.00	148.00	★	245.00	845.00	✓		
SO7: Use resources effectively and provide high performing, value for money services that focus on customer satisfaction									
Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year 09/10	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 Half Year	Commentary	
NI184 Food establishments in the area which are broadly compliant with food hygiene law (%)	90.30	89.68	89.82	●	92.00	92.00	✓	The percentage of non compliant premises has risen since the last quarter due to 4 further premises being identified as non compliant. In the last quarter, non-compliant premises have been visited as part of the intervention strategy, and are programmed for inspection later in the year, by the end of March 2010. Improvement is likely to be seen during the course of the year and the new higher target of 92% met.	
BV212.05 Average time to re-let local authority housing (in days)	23.92	26.91	25.43	▲	23.00	23.00	✓		
LPI HO5 % of responsive repairs completed within target timescales	96.80	97.79	98.20	★	98.00	98.00	✓		
LPI HO7 Arrears as a % of debit	1.28	1.55	1.68	★	2.00	1.30	✓		
LPI HO8 Service charge arrears as a % of the total service charge income	11.26	11.64	9.69	★	12.00	12.00	✓		
LPI HO15 Number of outstanding gas services at period end	4.00	3.00	3.00	★	8.00	8.00	➔		
LPI CD4 % of the 12 working day grass cutting route completed	66.75	78.00	81.00	▲	100.00	100.00	✗	Performance was initially good this quarter but poor weather in July, coupled with bank holiday interruptions, meant the target could not be met.	
SO8: Promote an extremely positive image and reputation and ensure high levels of customer satisfaction									
Year End 08/09	Actual Q1 09/10	Actual Q2 09/10	Half Year 09/10	Performance Half Year	Target Half Year	Target Annual 09/10	Compared to 08/09 Half Year	Commentary	
NI182 Satisfaction of businesses with local authority regulation services	95.04	91.67	92.80	★	90.00	90.00	n/a	The service remains above its target of 90% satisfaction.	
LPI CD9 % of tenants satisfied with the way housing programme works were organised by the council	99.00	97.00	100.00	★	99.00	99.00	✓		
LPI CD10 % of tenants provided with the min of 2 wks notice of planned maintenance on their homes	98.00	98.00	98.50	●	100.00	100.00	✓		
LPI AB1 Customer satisfaction with direct contact with Bereavement Services	96.43	92.30	91.80	★	85.00	85.00	✗		
LPI AB2 Customer satisfaction with written information from Bereavement Services	93.75	91.70	92.50	★	85.00	85.00	✓		
LPI AB3 Customer satisfaction with Bereavement Services Website	83.33	89.30	88.24	★	85.00	85.00	✓		